



Wattle Range - a great place to live and work



NOTICE AND AGENDA OF ORDINARY MEETING OF WATTLE RANGE COUNCIL

As a result of the declared public health emergency's easing of restrictions, I, Paul Duka, Acting Chief Executive Officer - Wattle Range Council, pursuant to section 81(3a) of the *Local Government Act 1999* appoint a different place at which the Ordinary Meeting is to be held until further notice as detailed below:

Notice is hereby given the next Ordinary Meeting of Wattle Range Council will be held in the Supper Room of the Millicent War Memorial Civic & Arts Centre, Ridge Terrace, Millicent on Tuesday 9 June 2020 at 5:00 pm.

Paul Duka

ACTING CHIEF EXECUTIVE OFFICER

Disclaimer: Please note that the contents of the Council Agenda has yet to be considered by Council and recommendations contained herein may be altered or changed by the Council in the process of formally making decisions of Council.

GF/9.24.1 – 3.1 GDS:40

On 15 March 2020, the Chief Executive of the Department for Health and Wellbeing in the State of South Australia, pursuant to section 87 of the *South Australian Public Health Act 2011*, declared that an emergency which threatens to cause the death of, or injury or other damage to the health of any person is occurring or about to occur in relation to the transmission of COVID-19, and declared the emergency to be a public health emergency.

On 22 March 2020 the State Coordinator for the State of South Australia declared, pursuant to section 23 of the *Emergency Management Act 2004*, that a Major Emergency is occurring in respect of the outbreak of the Human Disease named COVID-19 within South Australia. As a necessity due to COVID-19, Hon Stephan Knoll, Minister for Transport, Infrastructure and Local Government in accordance with section 302B of the *Local Government Act 1999* varied or suspended the operation of the specified provisions of the Act as set out in Schedule 1 to the "Electronic Participation in Council Meetings Notice (No 1) 2020" which was gazetted on Tuesday, 31 March 2020 (Page 619 – 627).



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1 Opening Of The Meeting

Civic Prayer

Almighty God

We pray that in this meeting we speak honestly, listen attentively, think clearly and decide wisely, for the good of our District and the wellbeing of our people

Amen

Acknowledgement of Country

We acknowledge the traditional custodians of the land on which we meet and pay respect to Elders past and present.

Recording of Meetings

Council's Code of Practice 6 prohibits any person from photographing, filming, televising or recording by audio devices Council Meetings without written approval from the Mayor or Chief Executive Officer.

2 Present

3 Apologies

No apologies have been received at the point of publishing the Agenda.

4 Council Meetings

4.1 Ordinary Meetings of Council

Report Type	Officer Report
Department	Corporate Services
Author	Catherine Allen
Disclosure of Interest	No Council Officers or Contractors have declared a Conflict of Interest regarding the matter under consideration.
Current Risk Rating	Medium
Strategic Plan Reference	Theme 5 - Organisational Excellence 5.2 Govern in a responsible and responsive way.
File Reference	GF/9.63.1/4
Attachments	1. Emergency Management (Gatherings No 3) (COVID-19) Direction 2020 [4.1.1 - 4 pages] 2. LGFSC Operational Advice [4.1.2 - 3 pages] 3. COVID Safe Plan Civic & Arts Centre [4.1.3 - 7 pages]

Purpose of Report

To set a place for Ordinary Meetings of Council as a result of the declared public health emergency's easing of restrictions (see attachment 1).

Report Details

A public health emergency was declared on 15 March 2020 in relation to COVID-19 and subsequently a major emergency was declared on the 22 March 2020.

On 26 March 2020 the *Local Government Act 1999* (the Act) was amended, introducing section 302B regarding public health emergencies. This section enables the Minister to vary or suspend the operation of specified provisions of the Act when a public health emergency has been declared.

On 30 March 2020 the Minister issued a notice under section 302B - the *Electronic Participation in Council Meetings Notice (No 1) 2020*, which came into operation on 31 March 2020. This notice will expire

At the 14 April 2020 Council Meeting it resolved in part:

4. As from 14 April 2020, meetings of the Council will take place by electronic means at the following electronic location:
 - Virtual meeting room using Microsoft Teams.

Due to the easing of restrictions under the *Emergency Management (Gatherings No 3) (COVID-19) Direction 2020* (see attachment 1), meetings of Council may now be held in person as long as they adhere to the specifications in the direction. Due to density and distancing requirements the Council Chamber is not currently a suitable location to meet

requirements for an in-person meeting. It is therefore recommended that Council consider using the Supper Room of the Millicent War Memorial Civic & Arts Centre, Ridge Terrace, for meetings should they wish to meet in person.

The Local Government Functional Support Group (LGFSG) has provided Council with its document *Operational Advice – Council, Committee and Subsidiary Meetings (attachment 2)* dated 29/05/2020 to assist Council with complying with the requirements. A COVID Safe Plan is provided in attachment 3.

Until such time as the *Electronic Participation in Council Meetings Notice (No 1) 2020* expires, there is still the opportunity for members to participate electronically. Whilst under current legislation this is allowed significant problems could be experienced by audio difficulties. Members should assess their own personal risk in attending a meeting in person.

Financial Considerations

Budget Allocation	N/A
Budget Spent to Date	N/A
Budget Variation Requested	N/A

There are no known financial considerations related to this report.

Risk Considerations

Please refer to Wattle Range Council's SharePoint Register – Item 5.

Policy Considerations

Discretionary Procedures (Procedures at Meetings) Code of Practice
Public Access to Council & Committee Meetings & Documents Code of Practice
Informal Gatherings Policy
Deputations Procedure
Petitions Procedure

Legislative Considerations

Local Government Act 1999
Local Government (Procedures at Meetings) Regulations 2013
Emergency Management (Gatherings No 3) (COVID-19) Direction 2020 – under section 25 of the *Emergency Management Act 2004*

Environmental / Sustainability Considerations

There are no known environmental or sustainability considerations related to this report.

Communication & Consultation Considerations

An advertisement was placed in the local media advising of the new meeting place.

RECOMMENDATION

That Council from 9 June 2020 (due to the easing of the public health emergency's restrictions) will hold its Council Meetings in the Supper Room of the Millicent War Memorial Civic & Arts Centre, Ridge Terrace, Millicent.

Settled

South Australia

Emergency Management (Gatherings No 3) (COVID-19) Direction 2020

under section 25 of the *Emergency Management Act 2004*

Preamble

- 1 On 22 March 2020 I, Grantley Stevens, Commissioner of Police, being the State Co-ordinator for the State of South Australia pursuant to section 14 of the Emergency Management Act 2004 (the Act), declared pursuant to section 23 of the Act that a Major Emergency is occurring in respect of the outbreak of the Human Disease named COVID-19 within South Australia.
- 2 Now I, Grantley Stevens, being of the opinion that this is necessary to achieve the purposes of the Act, give the following directions pursuant to section 25 of the Act.

1—Short title

This direction may be cited as the *Emergency Management (Gatherings No 3) (COVID-19) Direction 2020*.

2—Revocation of previous direction

- (1) This direction replaces the *Emergency Management (Gatherings No 2) (COVID-19) Direction 2020*.
- (2) The *Emergency Management (Gatherings No 2) (COVID-19) Direction 2020* is revoked.

3—Definitions

- (1) In this direction—

density requirement is the requirement that the total number of persons present in a gathering must not exceed one person per 4 square metres;

prohibited gathering means—

- (a) a gathering of more than 10 persons; or
- (b) a gathering of 10 or less persons that does not comply with the density requirement,

but does not include a gathering—

- (c) at an airport that is necessary for the normal business of the airport; or
- (d) for the purposes of or related to public transportation, including in vehicles or at public transportation facilities such as stations, platforms and stops; or

Emergency Management (Gatherings No 3) (COVID-19) Direction 2020

- (e) at a medical or health service facility that is necessary for the normal business of the facilities; or
- (f) for the purposes of emergency services; or
- (g) at a disability, aged care or residential care facility (including a supported residential facility or a child protection facility) that is necessary for the normal business of the facility; or
- (h) at a prison, correctional facility, training centre or other place of custody; or
- (i) at a court or tribunal; or
- (j) at Parliament for the purpose of its normal operations; or
- (k) of members or office bearers of a council, council committee, or subsidiary of a council (all within the meaning of the *Local Government Act 1999*), and other persons working or otherwise engaged in official duties, at an ordinary or special meeting of the council, council committee or subsidiary; or

Note—

Members of the public attending such a meeting would still be subject to the limitations imposed under paragraphs (a) and (b)

- (l) at a food market, supermarket, grocery store, retail store or shopping centre that is necessary for the normal business of those premises; or
- (m) at an office building, factory, laboratory or testing facility, repair or maintenance premises (such as a vehicle mechanic workshop), mining or construction site or waste disposal or processing facility that is necessary for the normal operation of those premises; or
- (n) on land or a vessel used in the production or treatment of primary produce (within the meaning of the *Primary Produce (Food Safety Schemes) Act 2004*) that is necessary for normal operations on the land or vessel; or
- (o) at a school, university, educational institution or childcare facility that is necessary for the normal business of the facility; or
- (p) at a hotel, motel or other accommodation facility that is necessary for the normal operation of accommodation services; or
- (q) at a place where persons are present for the purposes of transiting through the place; or

Example—

Rundle Mall

- (r) specified as exempt from this direction by the State Co-ordinator (or authorised officer) in writing; or
- (s) delivered by an operator who has a social distancing policy approved in writing by the State Co-ordinator (or authorised officer);

Emergency Management (Gatherings No 3) (COVID-19) Direction 2020

place includes any land, building, vehicle or other place including (to avoid doubt)—

- (a) indoor or outdoor places;
- (b) residential or non-residential places;
- (c) public places;
- (d) movable places;

social distancing principles—see subclause (3).

- (2) For the purposes of paragraph (o) of the definition of *prohibited gathering* in subclause (1), a school event that involves members of the community in addition to staff and students is deemed not necessary for the normal business of the facility.

Note—

The intended effect is that a school event that involves members of the community in addition to staff and students will be a prohibited gathering if it involves a gathering of more than 10 persons, or a gathering of 10 or less persons that does not comply with the density requirement. School events include assemblies, sporting events or parent-teacher events.

- (3) The *social distancing principles* require a person to attempt to maintain a space of at least 1.5 metres between themselves and each other person present in the same place.

4—Direction

- (1) A person who owns, controls or operates a place in the State of South Australia must not allow a prohibited gathering to occur at the place.
- (2) A person must not organise a prohibited gathering at a place in the State of South Australia.
- (3) A person must not attend a prohibited gathering at a place in the State of South Australia.
- (4) A person who is present at a gathering (whether or not a prohibited gathering) must use their best endeavours to comply with the social distancing principles (having regard to all the circumstances).
- (5) Despite paragraph (i) of the definition of *prohibited gathering*, a person who is present in a court or tribunal building must comply with a reasonable direction of a sheriff's officer given for the purposes of implementing the density requirement and the social distancing principles.
- (6) Nothing in this clause is to be taken to prevent more than 10 persons who ordinarily reside in premises from residing together in those premises.

Emergency Management (Gatherings No 3) (COVID-19) Direction 2020

5—Powers of Authorised Officers


Nothing in this direction derogates from the powers of authorised officers to exercise powers pursuant to the Act.

IMPORTANT—

FAILURE TO COMPLY WITH THIS DIRECTION IS AN OFFENCE.

This direction operates from the 22nd day of May 2020 at 0001 hours

SIGNED at Adelaide on this 21st day of May 2020
at 1420 hours



GRANTLEY STEVENS
STATE CO-ORDINATOR

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LGFSG Operational Advice

Council, committee and subsidiary meetings

Version	2.0	Date	29/05/2020	Review Date	18/07/2020
Disclaimer	Due to the dynamic and evolving nature of the COVID-19 pandemic the information in this document is subject to change. State Coordinator declarations are likely to change at short notice which may render some of the information incorrect. All care will be taken to ensure the most up to date information is made available at time of publishing. Please ensure to regularly check the LGA COVID-19 website for the most up to date information.				

Context

From 01 June 2020, Step 2 arrangements for the State's Roadmap to Easing COVID-19 Restrictions will commence. These arrangements are given effect by virtue of the *Emergency Management (Public Activities) (COVID-19) Direction 2020*.

As part of the revised arrangements, council, committee and subsidiary meetings in physical locations are still permitted, with restrictions for members of the public observing such meetings.

For the purpose of this advice, 'Meetings of Council' include an ordinary or special meeting of council and any council committees / subsidiaries.

Council meetings can continue to be held in physical locations provided that the following requirements are observed and followed:

- Make best endeavours to **observe physical distancing** (1.5 metres rule) for elected members, staff and members of the public.
- Comply with the **density requirement** in relation to members of the public (including media representatives). The density requirement stipulates there needs to be four (4) square metres for each person. Only those parts of the meeting room that are used by members of the public may be included in this calculation.
- Noting the above density requirements, councils must also limit the total members of the public observing the meeting (e.g. in the public gallery) to a **maximum of 20 per room**.
- All members of the public must be **seated** during the conduct of the meeting.
- **Onsite purchase and consumption of food or beverages** is only permitted if persons are seated at tables and there are no communal food or beverage service areas (such as buffets).
- Complete and retain a **COVID Safe Plan** as outlined below.
- **Maintain contact tracing records** of persons who attend as members of the public. Those records must include the following details in relation to each person attending:
 - time and date of the activity (i.e. meeting);
 - name of person attending (unless the person refuses to provide their name);
 - phone number or email address of person attending (unless the person refuses to provide a phone number or email address).

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This Direction does not preclude councils from continuing to hold wholly electronic meetings, nor does it preclude individual Council members from participating in council meetings by electronic means (even though the meeting is held in a physical location), in accordance with the Electronic Participation in Council Meetings Notice No 1.

In addition to the above listed requirements, to assist Council decisions regarding the conduct of Council meetings the following considerations are offered:

Reducing staff in attendance

- While the density requirements do not apply to areas occupied by elected members and staff, the number of staff in attendance should still be minimised where possible.

Environmental and hand hygiene practices

- Encourage good hygiene, offer hand sanitiser at entrance(s) and exit(s)
- Ensure frequent environmental cleaning of the premises prior to, and immediately following, each meeting.

COVID Safe Plans

- For all meetings open to members of the public, a *COVID Safe Plan* is required and will list specific legal obligations which **must** be met as well as recommendations. Councils should consider these recommendations as part of their own risk assessment process and apply these wherever practicable.
- Each council's assessment of which recommendations are applicable to their site/meeting will be driven by their unique circumstances and accordingly it is not expected that councils will adhere to all recommendations detailed within their COVID Safe Plan.

Management of public in attendance

- Meetings open to the public are deemed to be a "defined public activity" and as such there can be no more than 20 members of the public in attendance and attendance records must be kept.
- Councils should consider how they will manage public attendance of meetings to ensure they can comply with the density requirements and the maximum of 20 persons. This could be managed by a booking/ticketing process.
- Density requirements for public areas are to be based on the total area which can be occupied by the public.
- It may be necessary to move furniture or block off seating to assist with capacity management and/or encourage physical distancing.
- Members of the public are to adhere to the physical distancing principles (noting that these principles do not apply to persons who live in the same household, or who are friends, family members or regularly associate with each other).

Attendance records for members of the public

- The new *Emergency Management (Public Activities) (COVID-19) Direction 2020* requires all public meetings to maintain attendance records in the manner outlined above.
- If a member of the public refuses to provide any of their details, councils could either simply document the time and number of persons who did not provide contact details or make compliance a requirement for attendance
- Records may only be used for the purpose of contact tracing in relation to COVID-19 and must not be used for any other purpose.

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- Councils are also encouraged to be mindful of privacy implications when capturing personal information of members of the public. All attendance records are to be retained for six (6) years in accordance with GDS 40.

Provision of food and beverages

- The overall intent of the *Emergency Management (Public Activities) (COVID-19) Direction 2020* is to reduce risk wherever possible. With this in mind, councils should assess whether the provision of gratuitous food and beverages at a council, committee or subsidiary meeting (for members, officer, staff, or the public) is appropriate and consistent with this intent.
- That said, communal food or beverage service areas (such as buffets) are discouraged.
- It is also recommended to minimise unnecessary co-mingling.

Vulnerable Council and/or Committee members

- Vulnerable council members (including committee and/or subsidiary members), like the elderly and people with chronic health conditions, should consult their doctor whether it is appropriate for them to attend meetings. In some cases, it may be appropriate to continue participating via electronic means.

Signage

- It is recommended that signage reinforcing social distancing (1.5 m from each other), maximum number of public attendees (20 or less people at any one time in any room, or a smaller maximum number if floorspace is limited) and good hand hygiene is prominently displayed at facilities / sites.

Document Feedback

Feedback on this document can be submitted via: <https://lgfsg.info/docfeedback>

Questions

For any questions regarding this document contact the LG State Coordination Centre (SCC) via phone: 8120 1720 or email: scc@fsg.lga.sa.gov.au.

Local Government Functional Support Group (LGFSG)



Scott Loechel
LGFSG Coordinator

29 May 2020

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COVID-SAFE PLAN

Summary

Name of business	Wattle Range Council
Business or activity	Hospitality Indoor public meetings Ceremonies Funerals
Address of business or activity	Millicent Civic & Arts Centre including Foyer, Auditorium and Supper Room
Owner or Operator name	Wattle Range Council
Contact name	Ben Gower
Contact phone	0887330900
Date of submission	29/05/2020

People (excluding staff) capacity

Does your business or activity have indoor areas?	Yes	
Indoor areas		
Name	Area in m ²	Maximum number of people (excluding staff) in this area
Civic & Arts - Foyer	222	20
Civic & Arts - Supper Room	95	20
Civic & Arts - Auditorium	553	20
Total number of people (excluding staff) allowed in indoor areas	60	
Does your business or activity have outdoor areas?	No	
Does your business or activity have outdoor sports areas?		

**Total number of people (excluding staff) allowed on premises**60

Note: no venue may have more than 80 people (excluding staff) on site, with a maximum of 20 per separate room or area, and provided that these have enough square metres. This can be indoors or outdoors, as long as you have enough and sufficiently large areas. However, exceptions apply for funerals and primarily outdoor-based sports venues.

Obligations

General principles

- A COVID-Safe Plan must be submitted by all venues/facilities that have previously been closed by an Emergency Management Direction. The form must be produced on request from an authorised officer.
- The maximum number of members of the public per room is not to exceed 1 person per 4 square metres of public space.
- A maximum of 20 members of the public per separate room or area applies regardless of the size of a room (Example: a room of 60 square metres can accommodate 15 people. A room of 80 square metres and a room of 200 square metres can both accommodate no more than 20 people).
- To be considered a separate room, a space must be enclosed by a ceiling, and substantially enclosed by floor to ceiling walls, regardless of whether the ceiling or walls or any part of them are permanent or temporary.
- A maximum of 80 members of the public (excluding staff) is allowed per venue, with a maximum of 20 per separate room or area, and provided that these have enough square metres. This number (80) can be indoors or outdoors, as long as you have enough and sufficiently large areas to accommodate this. Exceptions apply for funerals and primarily outdoor-based sports venues.
- Maintain the physical distancing principle of at least 1.5m separation where possible:
 - Between groups within each room
 - At entry and exit points
 - Note that this means there must be at least 1.5 m between tables, but not necessarily between people at the same table.
- No communal facilities (showers, spas, change rooms) except toilets are to be made available.

I understand that the above requirements are legal obligations under current Emergency Management directions. If I do not comply with these, I may face a fine of up to \$5,000

Checked

Hospitality

- Food and/or beverages are only to be consumed while seated at a table.
- Gaming rooms, gambling activities (such as Keno) and recreational spaces using shared equipment (eg billiards, darts) are not allowed.

- No communal food (eg buffets, salad bars) are to be served.

I understand that the above requirements are legal obligations under current Emergency Management directions. If I do not comply with these, I may face a fine of up to \$5,000

Checked

Indoor public meetings (halls, meeting chambers, community facilities)

- Meetings must be seated.
- Keep attendance records, including name, phone number or email address, and date and time.

I understand that the above requirements are legal obligations under current Emergency Management directions. If I do not comply with these, I may face a fine of up to \$5,000

Checked

Ceremonies (places of worship, weddings)

- No sharing of food or beverages using shared/self/serve utensils
- Keep attendance records, including name, phone number or email address, and date and time.

I understand that the above requirements are legal obligations under current Emergency Management directions. If I do not comply with these, I may face a fine of up to \$5,000

Checked

Funerals

- No sharing of food or beverages using shared/self/serve utensils
- Keep attendance records, including name, phone number or email address, and date and time.

I understand that the above requirements are legal obligations under current Emergency Management directions. If I do not comply with these, I may face a fine of up to \$5,000

Checked

Recommendations

General

Physical distancing

- Consider venue layout and move tables and seating to comply with physical distancing (1.5m separation) and density requirements (1 person per 4 square metres).
- Dedicate separate bathroom facilities for each separate room or area of a venue, where possible. Install signage to make members of the public aware of which bathroom to use.
- Dedicate separate entry and exit doors from separate rooms, and pathways to encourage “one-way traffic” where possible.
- Minimise mixing between separate rooms or groups of people as much as possible.
- Display signage at the venue entrance to instruct members of the public (and staff) not to enter if they are unwell or have COVID-19 symptoms.
- Encourage contactless payments to be used where possible.
- Encourage online bookings, reservations and pre-ordering where practical.
- Consider using physical barriers, such as plexiglass screens, in areas that involve high volume interactions (e.g. point of sale).
- Consider placing floor or wall markings or signs to identify 1.5 metres distance between people, particularly for queues and waiting areas.
- Monitor compliance with physical distancing requirements, with particular regard to areas where members of the public might congregate.
- Consider limiting the duration of the activity to 2 hours or less where possible.
- Encourage and support downloading of COVID-Safe App.

Hygiene

- Conduct frequent environmental cleaning and disinfection especially of touch-points (door handles, push plates including bathroom, EFTPOS facilities, counters, table tops, backs of chairs, food preparation areas etc).
- Frequency of cleaning will be determined by the turn-over of patrons – the more patrons over a period of time, the more cleaning required.
- Clean bathrooms more frequently than lower traffic areas, especially taps, door handles and other frequently touched points.
- Ensure bathrooms have soap and running water for handwashing.
- Hand drying facilities must be made available. Provide disposable paper towels or hand dryers only. Cloth towels should only be provided if they are for single use.
- Provide hand sanitiser on entry and exit of the premises.
- Consider installing signage on hand hygiene and cough etiquette.

Staff

- Staff must stay home if they are sick, and go home immediately if they become unwell. Unwell staff with COVID-19 compatible symptoms should be tested for COVID-19 and remain in isolation until they receive a result. They can return to work once a test is negative and their acute symptoms have resolved.
- Minimise unnecessary contact between staff. Consider dividing staff into fixed teams or shifts that do not crossover to reduce the risk of transmission.
- Consider how you will minimise contact between staff and site visitors such as delivery personnel.
- Consider if staff need any additional training to be able to implement your COVID-Safe Plan.

Ready to reopen

- Print your COVID-Safe Plan and Record of Completion.
- Print and display SA Health COVID-Safe materials (such as signage/posters on hygiene, physical distancing).
- Check the condition of equipment and facilities to ensure they are fully functioning, such as gas, electricity, toilets.
- If relevant, check food and beverages have not been contaminated or are now out of date.
- Ensure all staff are aware of this plan and the requirements that are relevant to them.
- Review obligations under existing legislation which will continue to apply.
- Check that COVID-19 safety measures are risk assessed to ensure that any implemented do not create safety or security risks.

Response planning

- Ensure you and your staff have a basic understanding of how to respond to a case of COVID-19 at the workplace.
- A brief, step-by-step summary of actions to take is:
 1. Keep others away from the confirmed or suspected case. Talk to and assess the person concerned; if they need urgent medical help, call 000 immediately.
 2. If the person is at your premises when symptoms emerge, assess the situation and risks. Talk to the person about your concerns and next steps, and seek government health advice.
 3. If well enough, ask the person to go home, and seek medical advice and testing for COVID-19, and self-quarantine until a result is returned. Ensure the person has safe transport to get home; if not, you may need to arrange for a taxi.
 4. Close the premises, ask all patrons and unnecessary staff to leave and arrange for a full environmental and disinfection clean (refer to 6). Open doors and windows to increase airflow.
 5. Notify SA Health via HealthCommunicableDiseases@sa.gov.au to ensure they can trace any contacts of this person and contain the spread. SA Health may ask for any attendance records you may have kept to assist with this.
 6. SA Health will assess whether other staff, patrons or contractors may have been exposed to COVID-19, and direct them to self-quarantine at home. Note: this may include your staff; as such, it is recommended to have contingency plans in place.
- Update your COVID-Safe Plan when required, for example, when restrictions ease further at Step 3.

I understand these recommendations and will implement them where I can, to the extent possible, to ensure my operations are COVID Safe

Checked

Hospitality

Seated dining

- Prevent or minimise the use of shared items and equipment for patrons (kitchen equipment is excluded).
- Menus should be disposable, laminated or displayed on a board. Laminated menus should be cleaned between customers.
- Remove shared condiments at tables (i.e. pepper and salt, sauces) and remove shared water stations (excluding kitchen equipment).

Seated dining - hygiene

- Table dressings (table cloth, napkins) are to be replaced or cleaned after each customer.
- Ensure you comply regular food safety standard requirements for cleaning and sanitation of equipment. If you have a commercial dishwasher, make sure it is used for glassware, crockery and cutlery.
- Tables and chairs (particularly backs and arms of chairs and table tops) should be cleaned thoroughly between diners.

Seated dining – staff

- Consider allocating wait staff to serve customers in one separate room only to reduce the number of contacts within a venue.
- Kitchen staff must maintain extremely high levels of hygiene to avoid transfer of bodily secretions to food.

I understand these recommendations and will implement them where I can, to the extent possible, to ensure my operations are COVID Safe

Checked

Indoor public meetings (halls, meeting chambers, community facilities)

Indoor public meetings – physical distancing

- Establish seating arrangements to ensure physical distancing.
- Choirs and other singing groups must be physically distanced as much as possible (because of increased droplet spread during these activities).
- Remove shared water stations.
- Consider limiting the duration of the event to no greater than 2 hours.

Indoor public meetings – hygiene

- No shared plates of food to be served, including by participants.
- Advise participants to bring their own equipment where practical.
- Shared equipment is to be cleaned between use.

I understand these recommendations and will implement them where I can, to the extent possible, to ensure my operations are COVID Safe

Checked

Ceremonies (places of worship, weddings)

Ceremonies – physical distancing

- Advise participants to avoid physical closeness (hugging, kissing, hand-shaking) where possible (except between immediate family members).
- Choirs and other singing groups must be physically distanced as much as possible (because of increased droplet spread during these activities).
- Establish layout/seating arrangements to ensure physical distancing.
- Prayer arrangements must follow 1.5 m physical distancing.

Ceremonies – hygiene

- If prayer mats are used, people are to bring their own.
- Encourage ablution at home.

I understand these recommendations and will implement them where I can, to the extent possible, to ensure my operations are COVID Safe

Checked

Funerals

Ceremonies – physical distancing

- Advise participants to avoid physical closeness (hugging, kissing, hand-shaking) where possible (except between immediate family members).
- Choirs and other singing groups must be physically distanced as much as possible (because of increased droplet spread during these activities).
- Establish layout/seating arrangements to ensure physical distancing.
- Prayer arrangements must follow 1.5 m physical distancing.

Ceremonies – hygiene

- Strongly encourage attendees to use their own prayer mats to reduce facial contacts with flooring/carpets.
- Encourage ablution at home.

I understand these recommendations and will implement them where I can, to the extent possible, to ensure my operations are COVID Safe

Checked

Notes (optional, for use by owner/operator)

5 Disclosure Of Interests

Any Councillor with one of the following Conflicts of Interest is asked to declare it now and prior to the Item being discussed:

Material – where any of a defined list of persons would gain a benefit, or suffer a loss (whether directly or indirectly, personal or pecuniary) depending on the outcome of the consideration of the matter at the meeting.

Actual – where a Member has a Conflict of Interest (not being a material conflict of interest) between their own interests and the public interest that might lead to a decision that is contrary to the public interest.

Perceived – where from the perspective of an impartial, fair-minded person it could reasonably be perceived that a Member has a Conflict of Interest in a matter.

Where an actual or perceived Conflict of Interest exists, the Member must inform the meeting of the interest and how (if they propose to participate in the meeting) they intend to deal with the actual / perceived Conflict of Interest. This information will be documented by the Minute Taker.

6 Confirmation Of Minutes

6.1 Ordinary Meeting of Council - 12 May 2020 (Folio 8698 - Folio 8977)

Report Type	{report-type}
File Reference	GF/9.24.1/1
Attachments	1. coumin council 120520 [6.1.1 - 10 pages]

RECOMMENDATION

That the Minutes of the Ordinary Meeting of Council dated 12 May 2020 be taken as presented and confirmed.

WATTLE RANGE COUNCIL

Minutes of the Ordinary Meeting of Wattle Range Council held in a virtual meeting room using Microsoft Teams on 12 May 2020 at 5.00 pm.

Meeting was live-streamed.

1. OPENING OF THE MEETING / CIVIC PRAYER / ACKNOWLEDGEMENT OF COUNTRY / RECORDING OF MEETINGS

Mayor Noll advised that today is International Nurses Day which is an international day observed around the world to mark the contributions that nurses make to society.

Mayor Noll and Elected Members saluted those front-line workers in Health Care Services.

2. PRESENT

His Worship the Mayor D Noll
 Cr D Agnew
 Cr D Burrow
 Cr S Cox
 Cr J Drew
 Cr P Dunnicliff
 Cr K McGrath
 Cr D Muhovics
 Cr M Neagle
 Cr R Paltridge
 Cr D Price
 Cr G Slarks [attended at 5.10 pm]

Messrs BJ Gower (Chief Executive Officer)
 PA Duka (Director Corporate Services)
 PA Halton (Director Engineering Services)
 SW Chapple (Director Development Services)
 Ms CP Allen (Executive Assistant)
 Mrs ME Tilley (Communications Officer)

3. APOLOGIES

NIL

4. DISCLOSURE OF INTERESTS

NIL

5. CONFIRMATION OF THE MINUTES

5.1 Ordinary Meeting of Council – 14 April 2020 (Folio 8948 – Folio 8963)

Cr Cox moved that the Minutes of the Ordinary Meeting dated 14 April 2020 be taken as presented and confirmed.

Cr Price seconded

CARRIED

5.2 Confidential Meeting of Council – 14 April 2020 (CM 859 – CM 869) – Released Immediately

Folio 8969

Cr Paltridge moved that the Minutes of the Confidential Meeting dated 14 April 2020 be taken as presented and confirmed.

Cr Drew seconded

CARRIED

5.3 Audit & Risk Committee – 11 May 2020 (Folio 8964 - Folio 8967) – Late Item

Cr Burrow moved that the Minutes of the Audit & Risk Committee Meeting dated 11 May 2020 be taken as presented and confirmed.

Cr Cox seconded

CARRIED

5.4 Confidential Audit & Risk Committee – 11 May 2020 (Folio 8964 - Folio 8967) – Released Immediately - Late Item

Cr Muhovics moved that the Confidential Minutes of the Audit & Risk Committee Meeting dated 11 May 2020 be taken as presented and confirmed.

Cr Burrow seconded

CARRIED

6. MATTERS ARISING FROM THE MINUTES

N/A

7. ADJOURNMENTS

N/A

8. MAYORAL COMMUNICATIONS

8.1 Mayoral Communications

Cr Price moved that Mayoral Communications and Anzac Day Speech be received and noted.

[Cr Slarks attended the meeting at 5.10 pm]

Cr Agnew seconded

CARRIED

9. DEPUTATIONS

NIL

10. PETITIONS

NIL

11. REPORTS FROM COUNCIL MEMBERS

Anzac Day - 25 April 2020 – Wattle Range Council Wreaths

Cr Dunnicliff advised he placed a wreath at Beachport.

Cr Price advised he placed a wreath at Glencoe.

Cr Burrow advised he attended the Penola Cross of Sacrifice where a wreath had been

placed on Council's behalf.

Mayor Noll placed a wreath at the Millicent Cross of Sacrifice.

A wreath was also provided for the Kalangadoo Remembers Ceremony.

12. QUESTIONS WITH NOTICE

NIL

13. QUESTIONS WITHOUT NOTICE

Various questions were asked but there was no resolution that entry be made into the Minutes.

14. REPORTS FROM COUNCIL COMMITTEES

14.1 Building Fire Safety Committee

Cr Cox moved that Council receive and note the report.

Cr Price seconded

CARRIED

[Councillor Slarks left the meeting and returned at 5.26 pm]

Cr Burrow moved that recognition be provided to the Building Fire Safety Committee staff and members thanking them for keeping buildings in the district safe from fire.

Cr Neagle seconded

CARRIED

15. REPORTS FROM COUNCIL OFFICERS

15.1 Chief Executive Officer

15.1.1 Monthly Project Status Report

Cr Agnew moved that Council receive and note the report.

Cr Cox seconded

CARRIED

15.1.2 Delegations

Cr Dunnicliff moved:

1. That the Council in exercise of the power contained in Section 44 of the *Local Government Act 1999 (the LG Act)* hereby delegates this 12 day of May 2020 to the person occupying the office of Chief Executive Officer of the Council the powers and functions under the LG Act, the operation of which has been varied under the *Public Access and Public Consultation Notice (No 2) 2020*, and set out below subject to the conditions and/or limitations, if any, specified herein:

- 1.1 the power pursuant to Section 45(2) of the LG Act to, if the delegate is satisfied it is reasonably necessary as a result of the public health emergency, to:

- 1.1.1 close the principal office of the Council; or
- 1.1.2 vary the transaction of business hours at the principal office of the Council;
- 1.2 the power pursuant to Section 45(3) of the LG Act if the Council closes its principal office or varies the transaction of business hours in accordance with Section 45(2) of the LG Act, to, as soon as reasonably practicable, take reasonable steps to:
 - 1.2.1 make alternative arrangements to enable the local community to access the services of the Council which are ordinarily available at the principal office of the Council;
 - 1.2.2 inform the Council's local community (including by publishing the information on a website determined by the Chief Executive Officer) about the changes to the arrangements to access those services;
- 1.3 the power pursuant to Section 45(4)(b) of the LG Act to satisfy any obligation under the LG Act to make a document available for inspection at the principal office of the Council by making the document available for inspection at an alternative place or by an alternative means as determined by the delegate;
- 1.4 the power pursuant to Section 45(5) of the LG Act, if the Council or Chief Executive Officer makes a document available for inspection in accordance with Section 45(4) of the LG Act, to, as soon as reasonably practicable, take reasonable steps to inform the Council's local community (including by publishing the information on a website determined by the chief executive officer) about the changes to the arrangements for inspection of the document;
- 1.5 the power pursuant to Section 45(10) of the LG Act if the Council makes copies of a document available in accordance with Sections 45(8) or (9) of the LG Act, to, as soon as reasonably practicable, take reasonable steps to inform the Council's local community (including by publishing the information on a website determined by the chief executive officer) about the changes to the arrangements for provision of copies of the document.
- 1.6 the power pursuant to Section 50(5a) of the LG Act to alter the Council's Public Community Engagement Policy or substitute a new policy without undertaking public consultation, even if the Council's existing Community Engagement Policy requires the Council to conduct public consultation;
- 1.7 the power pursuant to Section 123(5) of the LG Act to ensure that copies of the draft annual business plan are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council (including as provided for in Sections 45(4) and 45(9) of the LG Act) and on the website at least 21 days before the end of the period for providing written submissions;

- 1.8 the power pursuant to Section 151(8) of the LG Act to ensure that copies of the report required under Section 151(5)(d) are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council (including as provided for in Sections 45(4) and 45(9) of the LG Act) at least 21 days before the end of the period for public consultation;
- 1.9 the power pursuant to Section 156(14e) of the LG Act to ensure that copies of the report required under section 156(14a)(a) of the LG Act are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council (including as provided for in Sections 45(4) and 45(9) of the LG Act) at least 21 days before the end of the period for public consultation.
2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the LG Act as the Chief Executive Officer sees fit.
3. These delegations:
 - 3.1 operate and have effect for the period the *Public Access and Public Consultation Notice (No 2) 2020* has effect;
 - 3.2 do not have the effect of revoking or altering any previous delegations made by the Council to the person occupying the office of Chief Executive Officer of the Council;
 - 3.3 for the period the *Public Access and Public Consultation Notice (No 2) 2020* has effect, take precedence in the event of any inconsistency between these delegations and any previous delegations made by the Council to the person occupying the office of Chief Executive Officer of the Council prior to the date of the making of these delegations.

Cr Paltridge seconded

AMENDMENT

Cr Drew moved:

1. That the Council in exercise of the power contained in Section 44 of the *Local Government Act 1999 (the LG Act)* hereby delegates this 12 day of May 2020 to the person occupying the office of Chief Executive Officer of the Council the powers and functions under the LG Act, the operation of which has been varied under the *Public Access and Public Consultation Notice (No 2) 2020*, and set out below subject to the conditions and/or limitations, if any, specified herein:
 - 1.1 the power pursuant to Section 45(2) of the LG Act to, if the delegate is satisfied it is reasonably necessary as a result of a State or Federal declared Public Health Emergency, to:

- 1.1.1 close the principal office of the Council; or
- 1.1.2 vary the transaction of business hours at the principal office of the Council;
- 1.2 the power pursuant to Section 45(3) of the LG Act if the Council closes its principal office or varies the transaction of business hours in accordance with Section 45(2) of the LG Act, to, as soon as reasonably practicable, take reasonable steps to:
 - 1.2.1 make alternative arrangements to enable the local community to access the services of the Council which are ordinarily available at the principal office of the Council;
 - 1.2.2 inform the Council's local community (including by publishing the information on a website determined by the Chief Executive Officer) about the changes to the arrangements to access those services;
- 1.3 the power pursuant to Section 45(4)(b) of the LG Act to satisfy any obligation under the LG Act to make a document available for inspection at the principal office of the Council by making the document available for inspection at an alternative place or by an alternative means as determined by the delegate;
- 1.4 the power pursuant to Section 45(5) of the LG Act, if the Council or Chief Executive Officer makes a document available for inspection in accordance with Section 45(4) of the LG Act, to, as soon as reasonably practicable, take reasonable steps to inform the Council's local community (including by publishing the information on a website determined by the chief executive officer) about the changes to the arrangements for inspection of the document;
- 1.5 the power pursuant to Section 45(10) of the LG Act if the Council makes copies of a document available in accordance with Sections 45(8) or (9) of the LG Act, to, as soon as reasonably practicable, take reasonable steps to inform the Council's local community (including by publishing the information on a website determined by the chief executive officer) about the changes to the arrangements for provision of copies of the document.
- 1.6 the power pursuant to Section 50(5a) of the LG Act to alter the Council's Public Community Engagement Policy or substitute a new policy without undertaking public consultation, even if the Council's existing Community Engagement Policy requires the Council to conduct public consultation;
- 1.7 the power pursuant to Section 123(5) of the LG Act to ensure that copies of the draft annual business plan are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council (including as provided for in Sections 45(4) and 45(9) of the LG Act) and on the website at least 21 days before the end of the period for providing written submissions;

- 1.8 the power pursuant to Section 151(8) of the LG Act to ensure that copies of the report required under Section 151(5)(d) are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council (including as provided for in Sections 45(4) and 45(9) of the LG Act) at least 21 days before the end of the period for public consultation;
 - 1.9 the power pursuant to Section 156(14e) of the LG Act to ensure that copies of the report required under section 156(14a)(a) of the LG Act are available for inspection (without charge) and purchase (on payment of a fee fixed by the Council) at the principal office of the Council (including as provided for in Sections 45(4) and 45(9) of the LG Act) at least 21 days before the end of the period for public consultation.
2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the LG Act as the Chief Executive Officer sees fit.
 3. These delegations:
 - 3.1 operate and have effect for the period the *Public Access and Public Consultation Notice (No 2) 2020* has effect;
 - 3.2 do not have the effect of revoking or altering any previous delegations made by the Council to the person occupying the office of Chief Executive Officer of the Council;
 - 3.3 for the period the *Public Access and Public Consultation Notice (No 2) 2020* has effect, take precedence in the event of any inconsistency between these delegations and any previous delegations made by the Council to the person occupying the office of Chief Executive Officer of the Council prior to the date of the making of these delegations.

Cr Price seconded

**THE AMENDMENT WAS PUT AND BECAME THE MOTION
THE MOTION WAS PUT AND WAS CARRIED**

15.1.3 Community Engagement Policy

Cr Dunnicliff moved that Council pursuant to Section 50(5a) of the *Local Government Act 1999*, as inserted under the *Public Access and Public Consultation Notice (No 2) 2020*, the Council alters its Community Engagement Policy by including in its Community Engagement Policy the provisions set out in attachment 2 to the report to the Council titled Community Engagement Policy and dated 12 May 2020 as a result of the State or Federal declared Public Health Emergency.

Cr Cox seconded

CARRIED

15.2 Director Corporate Services

15.2.1 Monthly Financial Performance Report

Cr Slarks moved that Council receive and note the 2019/20 April Financial Performance Report.

Cr Cox seconded

CARRIED

The Mayor asked leave of the meeting to discuss Item 15.2.2. out of sequence due to its relevance to Item 15.2.4 Limestone Coast Prostate Cancer Support Group – Seeking support to purchase a transperineal prostate biopsy machine and request for \$10,000. This Item was discussed at 6.00 pm.

15.2.2 2020/21 Draft Annual Business Plan and Budget

Cr Price moved that Council receive and note the report.

Cr Neagle seconded

CARRIED

Cr Price moved that Council commence public consultation on the Draft Annual Business Plan 2020/21 as amended from Friday, 15 May 2020 to Friday, 5 June 2020.

Cr Cox seconded

CARRIED

15.2.3 Budget Review 3 2019/20

Cr Cox moved that Council adopt as presented the 2019/20 Budget Review 3 as at 31 March 2020.

Cr Muhovics seconded

CARRIED

The Mayor asked leave of the meeting to discuss Item 15.2.4 out of sequence due to its relevance to Item 15.2.2 2020/21 Draft Annual Business Plan and Budget This Item was discussed at 5.51 pm.

15.2.4 Limestone Coast Prostate Cancer Support Group – Seeking support to purchase a transperineal prostate biopsy machine

Cr Drew moved that Council receive and note the report.

Cr Cox seconded

CARRIED

Cr Burrow moved that Council:

1. Provides in principle support towards the purchase of a transperineal prostate biopsy machine for the Limestone Coast.
2. Includes a \$10,000 co - contribution in the Draft 2020/21 Annual Business Plan for the purposes of supporting the Limestone Coast Prostate Cancer Support Group (LCPCSG) in the purchase of a transperineal prostate biopsy machine for use and retention in the Limestone Coast region.

Cr Muhovics seconded

CARRIED

Folio 8976

15.2.5 Risk Management Policy

Cr Paltridge moved that Council:

1. Receive and note the report.
2. Adopt the amended Risk Management Policy as presented.

Cr Cox seconded

CARRIED

15.3 Director Development Services

15.3.1 Proposed DACO Dog fees and charges and Cat registrations

Cr Agnew moved that Council:

1. Receive and note the report.
2. Advise the Dog and Cat Management Board that Council adopts the following fees and rebates for the 2020/21 dog registration year which is unchanged from the 2019/20 dog registration period:

Non-standard dog \$60.00, Standard dog \$30, Working dog \$30, Business registration (breeding/training kennels) \$210, late registration fee \$20, Impound fee \$55 and a daily pound holding fee \$15.

Standard dog – 50% rebate

Concession (Aged and Disability pension only) – 50% rebate for a maximum of two dogs

Assistance dog – Fee free to Dog and Cat Management Board approved dog.

3. That Council defers the implementation of cat registration within Wattle Range Council for a period of two years, to be reviewed prior to the 2023/24 fees and charges.

Cr Cox seconded

CARRIED

15.4 Director Engineering Services

NIL**16. CORRESPONDENCE**

16.1 Strategic Plan 2020 - 2025 – Limestone Coast Local Government Association

Cr Slarks moved that the Strategic Plan 2020 – 2025 from the Limestone Coast Local Government Association be received and noted.

Cr Dunnicliff seconded

CARRIED

Folio 8977

16.2 2020/21 Regional Landscape Levy Arrangements

Cr McGrath moved that the correspondence from Limestone Coast Landscape Board regarding 2020/21 Regional landscape levy arrangements dated 21 April 2020 be received and noted.

Cr Burrow seconded

CARRIED

Cr Dunnicliff moved that Council invite representatives of the Limestone Coast Landscape Board when appropriate, to address Council to answer the following questions:

1. How much has been collected in the Limestone Coast in the last three years;
2. How much has been spent in the Limestone Coast over last three years excluding administration costs.

Cr Price seconded

CARRIED**16.3 Local Government Food Waste Program Grant & Regional Transport Subsidy Program**

Cr Cox moved that the correspondence from Hon David Speirs MP in regard to Council's grant of \$18,900 through the Local Government Food Waste Program and a further \$38,767 through the Regional Transport Subsidy Program be received and noted.

Cr Slarks seconded

CARRIED**17. MOTIONS ON NOTICE****NIL****18. URGENT MOTIONS WITHOUT NOTICE****NIL****19. ITEMS FOR CONSIDERATION IN CONFIDENCE****NIL**

Meeting closed at 6.58 pm.

Taken as presented and confirmed.

.....
MAYOR

.....
DATE

7 Matters Arising From The Minutes

No matters have been presented at the point of publishing the Agenda.

8 Adjournments

No adjourned reports are included in this Agenda.

9 Mayoral Communications

9.1 Mayoral Communications

Report Type	Mayoral Report
Author	Mayor Noll
File Reference	GF/9.24.1/2
Attachments	1. Mayoral Communication - June [9.1.1 - 2 pages]

RECOMMENDATION

That the Mayoral Communications be taken as presented and confirmed.

Mayoral Communication

9 June 2020

Audit & Risk Committee: Wattle Range Council advertised an expression of interest for an additional independent Audit & Risk Committee member. This Committee is the heartbeat of the Wattle Range Council's financial governance management and accounting standards and operations, reporting back to the Elected Members at Ordinary Council Meetings.

Draft Budget and Business Plan: For two years running the Wattle Range Council will not increase its general rate. The 2020/21 Budget has been designed around COVID19, allowing for the current economic climate and at the same time having the flexibility to ensure a financial stimulus can be put back into the entire community. Being able to financially re-build and support within these uncertain economic times will not be easy. I am sure we will face further economic hardship into the future.

Premier's Certificate of Recognition for Outstanding Volunteer Service: Congratulations to those Wattle Range Volunteers who received this Award. Our communities are built on volunteers.

Wattle Range Council Supports Prostate Cancer Biopsy Machine: It was pleasing to see \$10,000 has been placed into the 2020/21 Budget to support this. There is no doubt in my mind that as a Council we have a responsibility to continually support the health and well-being of our communities.

Penola Moving Forward: It was pleasing that the Penola Masterplan survey was very well supported by the community, "Community building being actioned by the community".

Federal Government Infrastructure Stimulus: Wattle Range Council; \$629,298. Designed around local roads and community projects. Thank you to Hon Tony Pasin MP, for his continued commitment to Barker. This funding will be well spent in Wattle Range (see Item 16.4.3).

Millicent Target Country Closure Announcement: It is very disappointing to learn of the announcement of the impending closure of Millicent Target Country in 2021. Millicent Target Country has employed local people who have loyally served the Corporate owner and gone beyond what is expected of an employee with personal customer service and passion for their employer and community. It is a great retail outlet and I for one enjoy shopping there.

The timing of the announcement is devastating to both the employees and the community – particularly during these uncertain economic and employment times. Now is not the time to be closing regional retail services. Our community and tourists have been very loyal to Millicent Target Country over many years. Thousands of dollars have been spent through this store and now when it is needed, Wesfarmers announces the closure of this outlet. So much for loyalty to our community and regional South Australia.

I understand online services are increasing, but the fact is, now more than ever we need people to get out and about for their social and mental wellbeing. For regional communities it's not always about profit margins, bricks and mortar stores are our communities' life blood.

I am calling on the retailer's Managing Director, Mr Rob Scott of Wesfarmers that it is **not bloody good enough** and he needs to reverse this decision.

On behalf of the employees and our community, I would be personally happy to communicate with Mr Scott regarding reversing this decision.

COVID19 Technology: Conducting business during COVID19 has identified different ways for doing efficient business. It has brought about new ways of financial efficiency. Shorter meetings, Teams/Zoom links, allowing people to remain in their home/workspaces without travelling to formal meeting locations. This has also been evident with Elected Members, thus reducing costs of travel. I look forward to continuing with some of these concepts.

Tantanoola Primary School Review Committee: As we know the Tantanoola Primary School services have been suspended for 2020. I am currently serving on the Tantanoola Primary School Review Committee, as required by the Education Act. A draft report is being compiled by the Review Committee and upon completion will be forwarded to the Minister for Education with a recommendation.

No recommendation has been made at this time. Community submissions from the public and interested parties were called for and closed on 22 May 2020. Submissions will be considered in the Committee's recommendation report. The community submission process has been well advertised. Continued consultation with the Tantanoola Primary School Governance Community Representative has been very important.

Attended:

- LGA COVID19 briefing on Business Support & Economic Recovery – Zoom Link – 30/4/20
- Citizenship Ceremonies – Microsoft Teams Link Up – 13/5/20
- COVID19 briefing with Premier Steven Marshall – Zoom Link – 13/5/20
- Tantanoola Primary School Review Committee Meeting – Phone Link – 14/5/20
- LGA Mayors weekly meeting – Zoom Link – 15/5/20
- Penola - conversed with businesses, Church Street re COVID19/business impact – 19/5/20
- Penola Volunteer Recognition Gift Basket/Premier's Certificate Presentation – 19/5/20
- Kalangadoo Volunteer Recognition Gift Basket/Premier's Certificate Presentation – 19/5/20
- Glencoe Volunteer Recognition Gift Basket/Premier's Certificate Presentation – 19/5/20
- Beachport Volunteer Recognition Gift Basket/Premier's Certificate Presentation – 19/5/20
- Millicent Volunteer Recognition Gift Basket/Premier's Certificate Presentation – 20/5/20
- LGA Mayors weekly meeting – Zoom Link – 22/5/20
- Teleconference Re National Funding Announcement by Tony Pasin, MP – 22/5/20

10 Deputations

No deputations have been requested at the point of publishing the Agenda.

11 Petitions

No petitions have been presented at the point of publishing the Agenda.

12 Reports From Council Members

No reports have been submitted at the point of publishing the Agenda.

13 Questions With Notice

No Questions with Notice have been received at the point of publishing the Agenda.

14 Questions Without Notice

Questions without Notice from Elected Members may be forthcoming at this point in the Meeting.

15 Reports From Council Committees

No Reports from Council Committees have been received at the point of publishing the Agenda.

16 Reports From Council Officers

16.1 Chief Executive Officer

16.1.1 Monthly Project Status Report

Report Type	Officer Report
Department	Executive
Author	David Wallis
Disclosure of Interest	No Council officers or contractors have declared a conflict of interest regarding the matter under consideration.
Current Risk Rating	Medium
Strategic Plan Reference	Theme 1 - Community Vibrancy & Presentation 1.1 Enhance public space areas including parks, public places, car parking, street lighting and streetscapes to provide vibrant, attractive areas. 1.2 Through appropriate planning, develop vibrant, presentable townships throughout the Wattle Range area. 1.3 Provide sustainable, vibrant community facilities. Theme 4 - Infrastructure & Asset Sustainability 4.1 Create a sustainable stock of assets, with appropriate long term asset planning and optimal use. 4.2 Plan and provide for a safe local road network that meets the future and current needs of our community. 4.4 Plan for and optimise Council's stock of building assets whilst meeting the future and current needs of community. 4.5 Plan and provide for the expansion and replacement of Council's stock of footpaths, walkways and trails to meet the future and current needs of our community. Theme 5 - Organisational Excellence 5.2 Govern in a responsible and responsive way.
File Reference	GF/7.73.1/4
Attachments	1. Project Status Report - June [16.1.1.1 - 4 pages]

Purpose of Report

To provide an update on the progress of works and financial status of Council's capital and operational projects.

Report Details

The 2019/20 budget includes 195 projects worth \$10.2 million. As at 29th May 2020 the completion rate for 2019/20 projects was 81% with a financial expenditure rate of 61%. Capital project completion rate was 89% with an operational project completion rate of 58%.

Project status can be further broken down as follows:

- 134 have been completed
- 35 are in the delivery phase
- 9 are in the procurement phase
- 3 are in the approval phase
- 5 are in the design phase
- 2 are in the planning phase
- 2 are in the services phase
- 1 have not been started
- 4 have been deferred

Individual Project Status Update

Free Township WIFI

The Domain Playground area and Jubilee park WIFI is installed and ready to operate. There is a strong signal throughout this area. The swimming lake connection is also up and ready to go with a strong signal around the entire lake area. The final release to the general public will largely be dependent on weather considerations and background administration setup.

Penola and Beachport Township WIFI rollout will follow on from this part of the project.

Parklett Construction

The parklett is designed to be portable and placed on site at major events, on roadways in car parking spaces on Council land. The parklett will be accessible to wheelchairs and prams. They will be a multi-use platform to enhance streetscapes and events. The construction contract was won by a local Engineering firm.

Dog Park - Millicent

The Dog Park project is currently before the Crown. Council is seeking approval from the Crown for placement on the land adjacent to the Millicent Visitor Information Centre. Once approved by the Crown this project will progress to the next stage being planning approval.

Glencoe War Memorial

Construction of the Memorial Wall at the Glencoe War Memorial Park has started with clearing of the area and foundation works. A long delivery time of the veneer for the wall is expected to delay the project completion.



Beachport Recreation Centre Entry and Roof

The final piece of the recreation hall project has been completed with the affixing of signage now complete.



Penola History Room

The design and installation of a new awning to protect the history room door from inclement weather is nearly completed with a light to be installed in the next month to finish this project.



Rymill Hall

All the new Aluminium doors have now been fitted. Painting of the exterior of the building is finished and handrails have been installed to the entrance. Previous completed work on toilets and baby change room, fire service upgrades and disabled access complete the Rymill Hall renovation project.



Arthur Street - Penola

Reconstruction

This project is about 75% completed. New kerbing has been poured and all the underground drainage connected. The road pavement is currently being constructed. Final sealing will be weather dependent.

Drainage

A substantial number of conflicting underground services have now been relocated so that they do not conflict with the proposed new underground drain. The services now relocated include:

- Underground power at Arthur Street/Portland Street
- Underground power lines in Arthur Street
- CWMS pressure line at Arthur Street/Portland Street
- Water main at Arthur Street/Portland Street
- Telstra at Arthur Street/Church Street
- 2 x watermains at Arthur Street/Church Street

The contractor has advised that they intend to commence drainage construction in mid to late June.



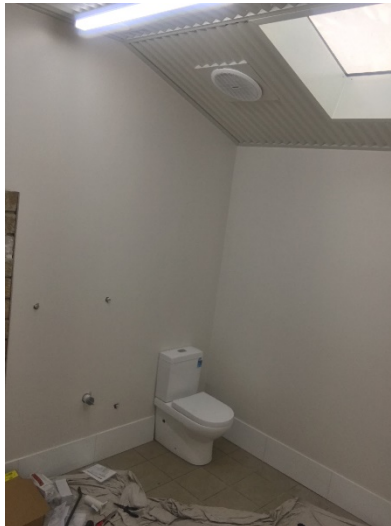
Millicent Cemetery

Extension of the Millicent cemetery is currently progressing with earthworks and levelling to provide for future planning.



Glen Street Toilets

The toilet block refurbishment is progressing well. Tiling is completed and installation of toilets is commencing. To minimise hand contact with surfaces the facility will use sensors for the lights and activating water taps and an innovative foot door opener will be installed on the back of all doors.



Various Road and Various Works

- Kennedy Road widening upgrade – 75% completed ready for seal, the rest of this project is now deferred until next financial year when the weather gets warmer.
- Park Terrace footways Millicent – 100% complete
- Alfred Street Penola – 100% complete
- Queen Street footways Penola – 100% complete
- Riddoch Street footways Penola – 100% complete
- Southern Ocean Tourist Park internal pathways – 60%
- Church Street – 60% (waiting on Telstra before can finish the job)
- Brooks Street kerb Millicent – 100% complete
- SOTP repair of internal pathways 90% complete
- Renewal of approximately 5 stormwater pits in the Millicent areas
- Brooks Street, Millicent - removal of 11 large trees and repairs of 96 metres of kerbing



Church Street Footpath works



Park Terrace Footpath and landscape works



Brooks Street Millicent

The Datascape Project

To date 3 modules are progressing

- The Antenno Module involves implementation of a mobile application that once in place will enable two-way communication between Council and the Community. Antenno is in the build stage, with training and testing scheduled to occur in June.
- Online Bookings module will allow the Community greater access and control in managing their bookings for venues and resources through being able to browse and search for venues and resources, view availability of venues, create, update, change or cancel bookings and pay online. The workshops have commenced and the requirements for the module have been identified, Council is now updating documentation and reviewing the current processes to move online.
- Financials modules will allow the Community to make payments online and is the integral to the day to day financial operations of Council. Workshops have been scheduled from June – August 2020.

Deferred Projects

- Caltex Service Station Floor replacing - current Lessee has advised in writing that it does not wish to proceed with the works this financial year. Timing of future works would be dependent on the expression of interest process currently open for the site.
- Environment Projects proposed were mainly revegetation works using volunteers but due to the COVID 19 were cancelled.

Financial Considerations

Budget Allocation	\$10,179,740
Budget Spent to Date	\$ 6,214,358
Budget Variation Requested	\$0

Risk Considerations

Refer to Wattle Range Council's SharePoint Risk Register – Capital Works Progress.

Policy Considerations

There are no known policy considerations related to this report.

Legislative Considerations

There are no known legislative considerations related to this report.

Environmental / Sustainability Considerations

There are no known environmental or sustainability considerations related to this report.

Communication & Consultation Considerations

A series of media releases have and will continue to be prepared for Capital Works projects to keep the community informed about their progress.

RECOMMENDATION

That Council receive and note the report.

	A	B	C	D	E	F	G	H	I	J	K
									Planning Commencement Date	Works Commencement Date	Project Completion Date
1	Project Name	Project Category	Asset Classification	Project Manager	Project Status	% Complete	19/20 Budget	19/20 Actual Cost			
2	SOTP Recreational Hall	Capital	Buildings and Other Structures	Daryl Sexton	Approvals	15%	\$ 220,550	\$ -	7/1/2019		6/30/2020
3	Penola Main Office Disability Access	Operational	Operating	David Davis	Approvals	15%	\$ 5,000	\$ -	7/1/2019		6/30/2020
4	Arts Project Seed Funding	Operational	Operating	Steve Chapple	Approvals	50%	\$ 15,000	\$ 3,000	7/1/2019		6/30/2020
5	Reseal- Burston Road	Capital	Sealed Roads	Peter Halton	Completed	100%	\$ 45,922	\$ 45,922			
6	Ridge Tce Millicent Footpath	Capital	Footpaths	Graham Knaggs	Completed	100%	\$ 3,200	\$ 3,197	9/11/2017	1/22/2018	2/16/2018
7	McLaughlin Park Internal Roads	Capital	Sealed Roads	Daryl Sexton	Completed	100%	\$ 150,000	\$ 145,370	9/11/2017	3/5/2018	4/13/2018
8	Greenrise Pump Shed	Capital	Buildings and Other Structures	Peter Halton	Completed	100%	\$ 102,355	\$ 102,356	1/1/2018	6/28/2019	6/28/2019
9	Davenport Street Footpath	Capital	Footpaths	Kerri Baker	Completed	100%	\$ 93,234	\$ 93,234	2/6/2018	4/1/2019	11/29/2019
10	SOTP, Playground equipment.	Capital	Buildings and Other Structures	Roger Babolka	Completed	100%	\$ 33,374	\$ 33,375	7/1/2018		11/30/2018
11	Reseal- Riddoch Avenue (Mt Burr)	Capital	Sealed Roads	Graham Knaggs	Completed	100%	\$ 4,656	\$ 4,656	7/1/2018		4/30/2019
12	Reseal- Agricultural Bureau Drive	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 91,239	\$ 91,239	7/1/2018		2/8/2020
13	Reseal- Chicory Terrace (Rendelsham)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 9,883	\$ 9,883	7/1/2018		1/30/2020
14	Reseal- Scott Street (Penola)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 8,680	\$ 8,680	7/1/2018		1/9/2020
15	Reseal- South East Terrace (Kalangadoo)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 8,480	\$ 8,480	7/1/2018		1/13/2020
16	Reseal- John Street (Penola)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 6,638	\$ 6,638	7/1/2018		1/9/2020
17	Reseal- Nitschke Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 6,960	\$ 6,960	7/1/2018		2/8/2020
18	Reseal- McCourt Street (Beachport)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 2,194	\$ 2,194	7/1/2018		1/30/2020
19	Community Hub Millicent, Traffic Management	Capital	Buildings and Other Structures	Peter Halton	Completed	100%	\$ 170,000	\$ 156,058	7/1/2018	4/15/2019	6/28/2019
20	Records Storage- Shed	Capital	Buildings and Other Structures	Daryl Sexton	Completed	100%	\$ 102,888	\$ -	7/1/2018	4/30/2019	6/30/2019
21	Nangwarry Pool Steps	Capital	Buildings and Other Structures	Lauren Oxlade	Completed	100%	\$ 11,080	\$ 6,580	7/1/2018	9/24/2019	10/31/2019
22	Replacement of Isuzu Crane Truck	Capital	Plant and Equipment	Daryl Sexton	Completed	100%	\$ 53,410	\$ 53,409	10/29/2018		1/15/2019
23	Rymill Hall Disabled Toilets	Capital	Buildings and Other Structures	Daryl Sexton	Completed	100%	\$ 150,000	\$ 122,663	1/3/2019	1/28/2020	6/30/2019
24	SOTP Power Pods Upgrade	Capital	Buildings and Other Structures	David Davis	Completed	100%	\$ 2,980	\$ 2,980	7/1/2019		6/30/2020
25	SOTP A Block Refurbishment	Capital	Buildings and Other Structures	David Davis	Completed	100%	\$ 53,466	\$ 53,466	7/1/2019		6/30/2020
26	SOTP Internal Roadworks	Capital	Sealed Roads	Peter Wight	Completed	100%	\$ 16,560	\$ 11,401	7/1/2019		4/24/2020
27	SOTP- Increase Coverage Public WIFI	Capital	Plant and Equipment	Jamie Sneddon	Completed	100%	\$ 11,210	\$ 5,823	7/1/2019		6/30/2020
28	Childcare Staffroom Upgrade	Capital	Buildings and Other Structures	David Davis	Completed	100%	\$ 11,920	\$ 11,920	7/1/2019		6/30/2020
29	Poets Corner Penola	Capital	Buildings and Other Structures	Graham Knaggs	Completed	100%	\$ 4,215	\$ 4,215	7/1/2019		6/30/2020
30	Beachport RV Dump Point	Capital	Buildings and Other Structures	David Wallis	Completed	100%	\$ 31,469	\$ 33,259	7/1/2019		6/30/2020
31	Footway Renewal- Giddings Street Footways (Millicent)	Capital	Footpaths	Peter Wight	Completed	100%	\$ 3,600	\$ 3,600	7/1/2019		11/12/2019
32	Footway Renewal- Nitschke Street Footways (Millicent)	Capital	Footpaths	Peter Wight	Completed	100%	\$ 3,605	\$ 3,604	7/1/2019		11/12/2019
33	Footways- Pram Ramps (Various)	Capital	Footpaths	Peter Wight	Completed	100%	\$ 21,800	\$ -	7/1/2019		6/30/2020
34	Park Terrace Footways (Millicent)	Capital	Footpaths	Peter Wight	Completed	100%	\$ 30,000	\$ 20,000	7/1/2019		6/30/2020
35	Penola Primary School Footways	Capital	Footpaths	Peter Wight	Completed	100%	\$ 4,728	\$ 4,729	7/1/2019		6/30/2020
36	Beachport Recreation Centre Entry and Roof	Capital	Buildings and Other Structures	Daryl Sexton	Completed	100%	\$ 231,000	\$ 210,252	7/1/2019		6/30/2020
37	Computer Replacement Program	Capital	Plant and Equipment	Jamie Sneddon	Completed	100%	\$ 22,000	\$ 19,244	7/1/2019		6/30/2020
38	Kerb Renewal- Bowman Street (Millicent)	Capital	Kerbs and Gutters	Peter Wight	Completed	100%	\$ 33,279	\$ 34,751	7/1/2019		6/30/2020
39	Brooks Street Kerb (Millicent)	Capital	Kerbs and Gutters	Peter Wight	Completed	100%	\$ 34,000	\$ 23,306	7/1/2019		6/30/2020
40	Kerb Renewal- Short Street Kerb (Millicent)	Capital	Kerbs and Gutters	Peter Wight	Completed	100%	\$ 16,050	\$ 26,854	7/1/2019		6/30/2020
41	Seventh Street Kerb (Millicent)	Capital	Kerbs and Gutters	Peter Wight	Completed	100%	\$ 44,000	\$ 30,093	7/1/2019		6/30/2020
42	Kerb Renewal- Tenth Street (Millicent)	Capital	Kerbs and Gutters	Peter Wight	Completed	100%	\$ 10,570	\$ 10,571	7/1/2019		6/30/2020
43	Records Storage Facility Fit Out - Compactus Units	Capital	Buildings and Other Structures	Cathy Bell	Completed	100%	\$ 68,189	\$ 171,078	7/1/2019		6/30/2020
44	Isuzu Tip Truck	Capital	Plant and Equipment	Daryl Sexton	Completed	100%	\$ 220,000	\$ 198,540	7/1/2019		6/30/2020
45	Isuzu Tip Truck	Capital	Plant and Equipment	Daryl Sexton	Completed	100%	\$ 220,000	\$ 198,540	7/1/2019		6/30/2020
46	Mistubishi Fuso Dual Cab Canter	Capital	Plant and Equipment	Tim Whennen	Completed	100%	\$ 90,000	\$ 81,696	7/1/2019		6/30/2020
47	Semi Water Tanker	Capital	Plant and Equipment	Tim Whennen	Completed	100%	\$ 140,000	\$ 133,962	7/1/2019		6/30/2020
48	Hino Street Sweeper	Capital	Plant and Equipment	Tim Whennen	Completed	100%	\$ 340,000	\$ 355,892	7/1/2019		6/30/2020
49	John Deere Tractor	Capital	Plant and Equipment	Tim Whennen	Completed	100%	\$ 100,000	\$ 72,289	7/1/2019		6/30/2020
50	Front Deck Mower	Capital	Plant and Equipment	Daryl Sexton	Completed	100%	\$ 90,000	\$ 103,410	7/1/2019		6/30/2020
51	Triaxle Cleanline Dog Trailer	Capital	Plant and Equipment	Daryl Sexton	Completed	100%	\$ 70,000	\$ 84,125	7/1/2019		6/30/2020
52	Major Plant Replacement- Triaxle Cleanline Dog Trailer	Capital	Plant and Equipment	Daryl Sexton	Completed	100%	\$ 70,000	\$ 84,125	7/1/2019		6/30/2020
53	Reseal- Sebastopol Spring Road (Millicent)	Capital	Sealed Roads	Peter Wight	Completed	100%	\$ 90,100	\$ 102,778	7/1/2019		6/30/2020
54	Reseal- Laffer Street (Nangwarry)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 16,870	\$ 16,870	7/1/2019		1/13/2020
55	Reseal- Old Kalangadoo Penola Road (Kalangadoo)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 88,089	\$ 88,089	7/1/2019		1/13/2020
56	Reseal- South West Terrace North (Beachport)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 7,064	\$ 7,064	7/1/2019		1/30/2020
57	Reseal- Wentworth Street (Beachport)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 6,336	\$ 6,336	7/1/2019		1/30/2020
58	Reseal- Rivoli Drive (Beachport)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 21,485	\$ 21,485	7/1/2019		1/30/2020
59	Reseal- Cape Buffon Drive (Southend)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 53,357	\$ 53,357	7/1/2019		1/17/2020
60	Reseal- Bonney Street (Southend)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 3,269	\$ 3,269	7/1/2019		1/20/2020
61	Reseal- Bridge Drive (Southend)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 18,053	\$ 18,053	7/1/2019		1/20/2020

	A	B	C	D	E	F	G	H	I	J	K
									Planning Commencement Date	Works Commencement Date	Project Completion Date
1	Project Name	Project Category	Asset Classification	Project Manager	Project Status	% Complete	19/20 Budget	19/20 Actual Cost			
62	Reveal- Southend Boat Ramp Access Road (Southend)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 4,516	\$ 4,516	7/1/2019		1/20/2020
63	Reveal- McDonald Street	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 3,385	\$ 3,385	7/1/2019		1/20/2020
64	Reveal- Bridges Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 13,907	\$ 13,907	7/1/2019		2/8/2020
65	Reveal- Eighth Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 4,154	\$ 4,154	7/1/2019		2/8/2020
66	Reveal- Grigg Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 2,954	\$ 2,954	7/1/2019		2/8/2020
67	Reveal- Monash Terrace (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 17,699	\$ 17,699	7/1/2019		2/8/2020
68	Reveal- Rendelsham Road Residential Access (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 6,690	\$ 6,690	7/1/2019		2/8/2020
69	Reveal- Fifth Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 3,848	\$ 5,198	7/1/2019		2/8/2020
70	Reveal- Bowering Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 9,979	\$ 9,979	7/1/2019		2/8/2020
71	Reveal- Park Terrace (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 50,837	\$ 51,727	7/1/2019		2/8/2020
72	Reveal- Walker Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 5,481	\$ 5,481	7/1/2019		2/8/2020
73	Reveal- Bramwell Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 1,666	\$ 1,666	7/1/2019		2/8/2020
74	Reveal- Stratford Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 7,491	\$ 7,491	7/1/2019		2/8/2020
75	Reveal- Thyne Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 6,721	\$ 6,721	7/1/2019		2/8/2020
76	Reveal- Warr Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 3,206	\$ 3,206	7/1/2019		2/8/2020
77	Reveal- Kentish Place (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 4,602	\$ 4,602	7/1/2019		2/8/2020
78	Reveal- Olive Street (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 14,381	\$ 14,381	7/1/2019		2/8/2020
79	Reveal- Sandon Ave (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 36,684	\$ 36,684	7/1/2019		2/8/2020
80	Reveal- Industrial Access Road (Millicent)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 11,813	\$ 11,813	7/1/2019		2/8/2020
81	Reveal- Julian Street West (Penola)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 17,636	\$ 17,636	7/1/2019		1/9/2020
82	Reveal- Beachport-Penola Road (Kangaroo Inn)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 32,181	\$ 32,181	7/1/2019		2/8/2020
83	Reveal- Gray Terrace (Mt Burr)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 21,134	\$ 21,134	7/1/2019		2/8/2020
84	Reveal- Ingram Street (Mt Burr)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 8,454	\$ 8,454	7/1/2019		2/8/2020
85	Reveal- Kay Terrace (Mt Burr)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 4,555	\$ 4,555	7/1/2019		2/8/2020
86	Reveal- South Terrace (Tantanoola)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 6,134	\$ 6,134	7/1/2019		1/14/2020
87	Reveal- Serle Road (Tantanoola)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 2,045	\$ 2,045	7/1/2019		1/14/2020
88	Reveal- Seebohm Street (Tantanoola)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 9,452	\$ 9,452	7/1/2019		1/14/2020
89	Wandilo Forest Road	Capital	Sealed Roads	Wayne Thomas	Completed	100%	\$ 250,000	\$ 187,565	7/1/2019		6/30/2020
90	Stormwater Pit Renewal (Millicent)	Capital	Stormwater	Peter Wight	Completed	100%	\$ 20,000	\$ 1,428	7/1/2019		6/30/2020
91	Resheet- Three Chain Road	Capital	Unsealed Roads	Wayne Thomas	Completed	100%	\$ 125,009	\$ 146,110	7/1/2019		4/6/2020
92	Resheet- Glenroy - Maaoupe Road	Capital	Unsealed Roads	Wayne Thomas	Completed	100%	\$ 147,347	\$ 145,596	7/1/2019		6/30/2020
93	Resheet- Bog Lane	Capital	Unsealed Roads	Wayne Thomas	Completed	100%	\$ 135,219	\$ 135,219	7/1/2019		6/30/2020
94	Resheet- Lake George Road	Capital	Unsealed Roads	Wayne Thomas	Completed	100%	\$ 82,487	\$ 82,487	7/1/2019		6/30/2020
95	Resheet- Rogers Road	Capital	Unsealed Roads	Wayne Thomas	Completed	100%	\$ 90,000	\$ 68,466	7/1/2019		6/30/2020
96	Childcare Air-conditioner (Emu Room)	Operational	Operating	David Davis	Completed	100%	\$ 3,905	\$ 2,794	7/1/2019		6/30/2020
97	Childcare Trainee	Operational	Operating	Clara Walker	Completed	100%	\$ 56,574	\$ -	7/1/2019		6/30/2020
98	Penola Main Office Air-conditioner	Operational	Operating	David Davis	Completed	100%	\$ 2,000	\$ 420	7/1/2019		6/30/2020
99	Beachport VIC Air-conditioners	Operational	Operating	David Davis	Completed	100%	\$ 4,000	\$ 2,794	7/1/2019		6/30/2020
100	SOTP D Block Upgrade	Operational	Operating	David Davis	Completed	100%	\$ 15,000	\$ 13,957	7/1/2019		6/30/2020
101	Noise Net Barking Dog Monitoring	Operational	Operating	Tim Wilson	Completed	100%	\$ 3,000	\$ -	7/1/2019		6/30/2020
102	Dog Pound Surveillance	Operational	Operating	Tim Wilson	Completed	100%	\$ 4,400	\$ 2,857	7/1/2019		6/30/2020
103	Film Hire and Showings	Operational	Operating	Steve Chapple	Completed	100%	\$ 2,000	\$ 2,000	7/1/2019		6/30/2020
104	SOTP D Block Painting	Operational	Operating	David Davis	Completed	100%	\$ 18,770	\$ 1,081	7/1/2019		12/19/2020
105	Millicent Skate Park Event & Training Session	Operational	Operating	Sarah Marzec	Completed	100%	\$ 6,898	\$ 6,011	7/1/2019		6/30/2020
106	Drinking Fountain (Nangwarry)	Operational	Operating	David Davis	Completed	100%	\$ 5,000	\$ -	7/1/2019		6/30/2020
107	Administration Officer - Development Services	Operational	Operating	Steve Chapple	Completed	100%	\$ 75,182	\$ -	7/1/2019		6/30/2020
108	Tourism Volunteers Christmas Show	Operational	Operating	Tamara North	Completed	100%	\$ 3,000	\$ 115	7/1/2019		6/30/2020
109	2020 Geocaching Mega Event	Operational	Operating	Tamara North	Completed	100%	\$ 2,200	\$ 2,000	7/1/2019		6/30/2020
110	Tourism Staff and Volunteers Famil	Operational	Operating	Tamara North	Completed	100%	\$ 2,200	\$ 320	7/1/2019		6/30/2020
111	Millicent Depot Air-conditioners	Operational	Operating	David Davis	Completed	100%	\$ 5,000	\$ 900	7/1/2019		6/30/2020
112	Tantanoola Solar Lighting	Operational	Operating	David Wallis	Completed	100%	\$ 5,000	\$ -	7/1/2019		6/30/2020
113	Resheet- Mount Hope Road	Capital	Unsealed Roads	Wayne Thomas	Completed	100%	\$ 220,338	\$ 220,338	7/1/2019		10/9/2019
114	Kerb Renewal- Fifth Street (Millicent)	Capital	Kerbs and Gutters	Peter Wight	Completed	100%	\$ 76,180	\$ 76,179	7/1/2019		6/30/2020
115	Footway Renewal- Bowden Street (Penola)	Capital	Footpaths	Peter Wight	Completed	100%	\$ 17,822	\$ 17,822	7/1/2019		6/30/2020
116	Spoon Drains Millicent (Various)	Capital	Kerbs and Gutters	Peter Wight	Completed	100%	\$ 11,000	\$ 5,368	7/1/2019		6/30/2019
117	Alfred Street (Penola)	Capital	Footpaths	Peter Wight	Completed	100%	\$ 18,000	\$ 10,869	7/1/2019		6/30/2020
118	Muggleton Walking Track	Capital	Footpaths	Graham Knaggs	Completed	100%	\$ 13,108	\$ 13,108	7/1/2019		
119	North Terrace (Millicent)	Capital	Sealed Roads	Graham Knaggs	Completed	100%	\$ 3,067	\$ 3,067	7/1/2019		6/30/2020
120	SOTP - Renovations of A Block	Capital	Buildings and Other Structures	David Davis	Completed	100%	\$ 21,895	\$ 21,895	7/1/2019		6/30/2020
121	SOTP C Block	Capital	Buildings and Other Structures	David Davis	Completed	100%	\$ 12,386	\$ 12,386	7/1/2019		6/30/2020

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	Project Name	Project Category	Asset Classification	Project Manager	Project Status	% Complete	19/20 Budget	19/20 Actual Cost	Planning Commencement Date	Works Commencement Date	Project Completion Date
122	Safety Improvements Williams Rd/Stuckey St/ Holzgrefe St	Capital	Sealed Roads	Graham Knaggs	Completed	100%	\$ 7,736	\$ 7,928	7/1/2019		6/30/2020
123	Reveal- Canunda Causeway	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 176,085	\$ 176,085	7/1/2019		6/30/2020
124	Reveal- McArthur Street (Penola)	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 22,443	\$ 22,443	7/1/2019		6/30/2020
125	Reveal- Nilsson Street	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 7,718	\$ 7,718	7/1/2019		6/30/2020
126	Reveal- Darwent Street	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 4,209	\$ 4,209	7/1/2019		6/30/2020
127	Reveal- Rendelsham Centre Link Road	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 4,007	\$ 4,007	7/1/2019		6/30/2020
128	Reveal- Delaneys Road	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 2,905	\$ 2,905	7/1/2019		6/30/2020
129	Reveal- Julia Moore Street	Capital	Sealed Roads	Kerri Baker	Completed	100%	\$ 2,357	\$ 2,357	7/1/2019		6/30/2020
130	O'Neils Lane Intersection Upgrade	Capital	Unsealed Roads	Graham Knaggs	Completed	100%	\$ 6,900	\$ 6,879	7/1/2019		6/30/2020
131	Millicent Library- RFID Stage 2	Capital	Furniture and Fittings	Janice Nitschke	Completed	100%	\$ 25,000	\$ 21,988	7/1/2019	7/10/2019	6/30/2020
132	Millicent Library Furniture & Shelving	Capital	Furniture and Fittings	Janice Nitschke	Completed	100%	\$ 6,000	-	7/1/2019	9/4/2019	6/30/2020
133	Footway Renewal- Holzgrefe Street (Millicent)	Capital	Footpaths	Peter Wight	Completed	100%	\$ 9,445	\$ 9,445	7/1/2019	10/1/2019	10/11/2019
134	Supervision of the Inflatable Obstacle Course	Operational	Operating	Lauren Oxlade	Completed	100%	\$ 12,500	-	7/1/2019	12/1/2019	3/31/2020
135	Rymill Hall Painting	Operational	Operating	Daryl Sexton	Completed	100%	\$ 36,000	-	7/1/2019	1/28/2020	6/30/2020
136	Penola Stadium Roof	Capital	Buildings and Other Structures	Daryl Sexton	Completed	100%	\$ 70,150	\$ 42,620	7/1/2019	2/10/2020	6/30/2020
137	Penola Gallery Lights	Operational	Operating	David Davis	Completed	100%	\$ 5,000	\$ 152	7/1/2019	2/26/2020	6/30/2020
138	Beachport Green Waste Storage	Capital	Buildings and Other Structures	Lauren Oxlade	Completed	100%	\$ 12,966	\$ 12,966	8/5/2019	2/3/2020	4/30/2020
139	Resheet- Lamont Road	Capital	Unsealed Roads	Wayne Thomas	Deferred	10%	\$ 2,238	\$ 2,239	7/1/2019		6/30/2020
140	Environmental Projects	Operational	Operating	Lauren Oxlade	Deferred	15%	\$ 10,000	-	7/1/2019		6/30/2020
141	Halls L&B Cap Civic & Arts Centre (foyer area)	Capital	Buildings and Other Structures	Paul Duka	Delivery	85%	\$ 75,000	\$ 53,355	1/1/2017	7/3/2017	9/30/2017
142	Childcare - Shade Structure & Sandpit upgrade	Capital	Buildings and Other Structures	David Davis	Delivery	80%	\$ 14,101	-	7/1/2018		6/30/2018
143	Penola Town Square (Stage 3)	Capital	Furniture and Fittings	Peter Halton	Delivery	60%	\$ 19,810	\$ 19,810	7/30/2018	7/30/2018	4/26/2019
144	Glencoe War Memorial	Capital	Buildings and Other Structures	David Wallis	Delivery	25%	\$ 60,000	-	10/9/2018	12/4/2018	3/29/2019
145	Millicent Civic Hall - Glass safety rail for the Hall balcony area.	Capital	Buildings and Other Structures	Andrew Thorne	Delivery	60%	\$ 20,000	\$ 8,000	3/4/2019	4/4/2019	6/30/2020
146	SOTP Repair of Internal Pathways	Capital	Footpaths	Peter Wight	Delivery	90%	\$ 2,728	\$ 4,929	7/1/2019		6/30/2020
147	Childcare Storage Shed Roof	Capital	Buildings and Other Structures	David Davis	Delivery	80%	\$ 8,000	-	7/1/2019		6/30/2020
148	Millicent Depot Offices & Lunch Room (Design Works)	Capital	Buildings and Other Structures	Ryan Domleo	Delivery	20%	\$ 8,000	\$ 3,320	7/1/2019		6/30/2020
149	Dog Park (Millicent)	Capital	Buildings and Other Structures	Chris Tully	Delivery	70%	\$ 16,500	-	7/1/2019		6/30/2020
150	Fire Danger Rating Signs	Capital	Buildings and Other Structures	Tim Wilson	Delivery	90%	\$ 43,000	\$ 8,158	7/1/2019		6/30/2020
151	Kentish Place Footways (Millicent)	Capital	Footpaths	Peter Wight	Delivery	20%	\$ 13,000	-	7/1/2019		6/30/2020
152	Millicent Domain	Capital	Buildings and Other Structures	David Wallis	Delivery	50%	\$ 935,000	\$ 490,350	7/1/2019		6/30/2020
153	Saleyards - Replace Treated Timber Fence Posts	Capital	Buildings and Other Structures	Andrew Robinson	Delivery	60%	\$ 12,000	-	7/1/2019		6/30/2020
154	Corporate Vehicles	Capital	Plant and Equipment	Tim Whennen	Delivery	50%	\$ 124,723	\$ 34,723	7/1/2019		6/30/2020
155	Minor Plant Replacement	Capital	Plant and Equipment	Graham Knaggs	Delivery	75%	\$ 20,000	\$ 11,780	7/1/2019		6/30/2020
156	Kennedy Road - Widening Upgrade	Capital	Sealed Roads	Wayne Thomas	Delivery	75%	\$ 646,000	\$ 108,474	7/1/2019		6/30/2020
157	Childcare Front Doors	Operational	Operating	David Davis	Delivery	30%	\$ 5,000	-	7/1/2019		6/30/2020
158	Childcare Veranda	Operational	Operating	David Davis	Delivery	25%	\$ 7,000	-	7/1/2019		6/30/2020
159	Policy Updates	Operational	Operating	Paul Duka	Delivery	15%	\$ 25,000	-	7/1/2019		6/30/2020
160	Council Management System - Stage 2	Operational	Operating	Paul Duka	Delivery	15%	\$ 500,000	\$ 42,662	7/1/2019		6/30/2020
161	Corella Management Plan	Operational	Operating	Tim Wilson	Delivery	40%	\$ 3,615	-	7/1/2019		6/30/2020
162	Community Event Funding Support	Operational	Operating	Steve Chapple	Delivery	50%	\$ 10,000	-	7/1/2019		6/30/2020
163	Local Business Success Story Development	Operational	Operating	Steve Chapple	Delivery	90%	\$ 6,600	-	7/1/2019		6/30/2020
164	Disability and Inclusion Plan Implementation	Operational	Operating	Steve Chapple	Delivery	50%	\$ 15,000	-	7/1/2019		6/30/2020
165	Nangwarry Toilets	Operational	Operating	Lauren Oxlade	Delivery	20%	\$ 10,000	-	7/1/2019		6/30/2020
166	Penola Main Office Doors	Operational	Operating	David Davis	Delivery	95%	\$ 5,000	-	7/1/2019		6/30/2020
167	Road Asset Management Plan	Operational	Operating	Daryl Sexton	Delivery	80%	\$ 80,000	\$ 41,795	7/1/2019		6/30/2020
168	Swimming Facilities	Operational	Operating	Lauren Oxlade	Delivery	15%	\$ 5,000	\$ 4,485	7/1/2019		6/30/2020
169	Domain - Security	Capital	Buildings and Other Structures	David Wallis	Delivery	95%	\$ 37,000	\$ 818	7/1/2019		6/30/2020
170	Riddoch Street Footways (Penola)	Capital	Footpaths	Peter Wight	Delivery	30%	\$ 58,000	\$ 2,436	7/1/2019		6/30/2020
171	Penola Stormwater Queen Street/South Terrace Catchment	Capital	Stormwater	Daryl Sexton	Delivery	50%	\$ 49,130	\$ 500	7/1/2019		6/30/2019
172	Parklett Construction	Capital	Plant and Equipment	Chris Tully	Delivery	60%	\$ 44,000	-	7/1/2019	1/15/2020	6/30/2020
173	WIFI Spine for Community Access Millicent/Penola	Capital	Plant and Equipment	Jamie Sneddon	Delivery	40%	\$ 75,000	\$ 38,430	7/1/2019	3/23/2020	6/30/2020
174	Glenn Street Toilets	Capital	Buildings and Other Structures	Andrew Thorne	Delivery	80%	\$ 50,000	\$ 17,988	7/1/2019	4/27/2020	6/30/2020
175	Heritage Restoration Fund	Operational	Operating	Chris Tully	Design	35%	\$ 15,000	-	7/1/2019		6/30/2020
176	Industry Sector Mapping	Operational	Operating	Steve Chapple	Design	40%	\$ 10,000	-	7/1/2019		6/30/2020
177	Co-operative Cat Desexing Progam	Operational	Operating	Rick Grimes	Design	15%	\$ 2,000	-	7/1/2019		6/30/2020
178	Beachport Museum	Operational	Operating	David Davis	Design	10%	\$ 5,000	-	7/1/2019		6/30/2019
179	Woakwine Cutting Promotional Signage	Operational	Buildings and Other Structures	Roger Babolka	Design	50%	\$ 2,200	-	7/1/2019	12/18/2019	6/30/2020
180	Tantanoola Town Entrance Signs	Capital	Buildings and Other Structures	Steve Chapple	Design	35%	\$ 5,000	-	7/1/2019	1/8/2020	6/30/2020
181	Library Services	Operational	Operating	Janice Nitschke	Design	0%	\$ 10,000	-	7/1/2019	3/18/2020	6/30/2020

	A	B	C	D	E	F	G	H	I	J	K
									Planning Commencement Date	Works Commencement Date	Project Completion Date
1	Project Name	Project Category	Asset Classification	Project Manager	Project Status	% Complete	19/20 Budget	19/20 Actual Cost			
182	Plant Machinery	Capital	Plant and Equipment	Tim Whennen	Not Started	0%	\$ 173,630	\$ 190,106	7/1/2019		
183	Penola Place Makin Design Strategy	Operational	Buildings and Other Structures	Steve Chapple	Planning	10%	\$ 35,000	\$ -	7/1/2018		6/30/2019
184	Adelaide University Student Scholarship Program	Operational	Operating	Steve Chapple	Planning	10%	\$ 5,000	\$ 5,000	7/1/2019		6/30/2020
185	Tourism Town Signage (Beachport and Southend)	Operational	Operating	Roger Babolka	Planning	10%	\$ 10,000	\$ -	7/1/2019		6/30/2020
186	Coastal Erosion	Operational	Operating	Lauren Oxlade	Planning	5%	\$ 30,000	\$ -	7/1/2019		2/26/2021
187	Penola Town Square- Electrical works	Operational	Buildings and Other Structures	Peter Halton	Procurement	30%	\$ 5,000	\$ 5,462	7/1/2018		6/30/2019
188	Library & Council Office Courtyard Entrance	Capital	Buildings and Other Structures	Graham Knaggs	Procurement	20%	\$ 10,000	\$ -	7/1/2019		6/30/2020
189	Road Safety School	Capital	Buildings and Other Structures	David Wallis	Procurement	10%	\$ 10,000	\$ 5,786	7/1/2019		6/30/2020
190	Ford Ranger Crewcab	Capital	Plant and Equipment	Tim Whennen	Procurement	50%	\$ 35,000	\$ -	7/1/2019		6/30/2020
191	Arthur Street (Penola)	Capital	Stormwater	Daryl Sexton	Procurement	10%	\$ 931,100	\$ 76,325	7/1/2019		6/30/2020
192	McCorquindale Park Front Gates	Operational	Operating	David Davis	Procurement	50%	\$ 5,000	\$ 3,560	7/1/2019		6/30/2020
193	Tantanoola Hall Hot Water	Operational	Operating	David Davis	Procurement	15%	\$ 5,000	\$ -	7/1/2019		6/30/2020
194	Intersection Upgrade Program	Capital	Sealed Roads	Lauren Oxlade	Procurement	15%	\$ 36,845	\$ -	7/1/2019		
195	Adaptation Strategy for Beachport Town Beaches	Operational	Operating	Lauren Oxlade	Procurement	10%	\$ 38,500	\$ -	7/1/2019	1/13/2020	4/30/2021
196	Economic/Investment Initiatives	Operational	Operating	Roger Babolka	Services	25%	\$ 10,000	\$ 250	7/1/2019		6/30/2020

16.1.2 Council Office

Report Type	Officer Report
Department	Executive
Author	Ben Gower
Disclosure of Interest	No Council Officers or Contractors have declared a Conflict of Interest regarding the matter under consideration.
Current Risk Rating	Not Applicable
Strategic Plan Reference	<p>Theme 1 - Community Vibrancy & Presentation 1.3 Provide sustainable, vibrant community facilities.</p> <p>Theme 2 - Economic Prosperity 2.1 Support and advocate for improved infrastructure that enhances and creates economic and business opportunities.</p> <p>Theme 4 - Infrastructure & Asset Sustainability 4.1 Create a sustainable stock of assets, with appropriate long term asset planning and optimal use. 4.4 Plan for and optimise Council's stock of building assets whilst meeting the future and current needs of community.</p>
File Reference	GF/16.65.1/20
Attachments	<ol style="list-style-type: none"> 1. Option 0 - George Street Rebuild [16.1.2.1 - 1 page] 2. Chapman Herbert Options 1 and 2 [16.1.2.2 - 2 pages] 3. Chapman Herbert Options 3 and 4 [16.1.2.3 - 2 pages] 4. Chapman Herbert Option 5 [16.1.2.4 - 1 page] 5. Eco Impact Report - WRC Offices May 2020 [16.1.2.5 - 6 pages]

Purpose of Report

To present concept plans for a new Council Office and finalise the selection of a preferred site location given the recent sale of the former Millicent Community Club.

Report Details

Council's current principal office on George Street in Millicent is a former school building that was constructed in the 1930's. The building was converted to a Council office and chambers in the 1960s and was further extended in the 1970s. It has remained the principal office of the former Millicent and now Wattle Range Council since then. Apart from a minor refurbishment in 2013/14, it has not been expanded or significantly modified since amalgamation in 1997, despite a significant increase in staffing levels that occurred at that time.

The building currently accommodates 30 of Council's 50 office-based staff with the remaining 20 being spread across two additional commercially leased office sites. The current principal office does not meet minimum design standards and it has a number of significant environmental efficiency and ongoing maintenance issues given its age.

In consideration of the above information and highlighting its importance in 2018, Council through the development of its Strategic Plan 2018 – 2021 resolved to pursue the following key action being “4.4.3a Review future expansion requirements and options for the main Council Office.”

In 2018 architect Peter Moeck was engaged to explore options to renovate, modernise and extend the existing building. Initial cost estimates indicated a building construction cost of \$2.6 million which did not include demolition, external works, carparks, loose furniture, fittings and equipment, statutory charges, professional fees or contingency costs which increased the estimated project costs to \$4.0 million as per Table 1 Option 0. This option did not address several fundamental structural deficiencies with the existing 90-year-old building.

At its Ordinary Meeting on the 9th of April 2019 Council resolved to “... *authorise the Chief Executive Officer to commission an initial concept plan for a new Council Office at the Community Club site.*”

Chapman Herbert Architects were selected as the preferred tenderer for this work with an initial brief to produce two design options for the former Community Club site. Option 1 included the demolition and complete rebuild of a new structure on the site, and Option 2 included the renovation of and addition to the existing structure. Cost estimates for both options were provided in March 2020 by Chris Sale Consulting and are included in Table 1.

In the same month that the cost estimates for Options 1 and 2 were being finalised, Council received advice from KPMG that it had signed an unconditional contract for the sale of the former Millicent Community Club. Based on this advice, Chapman Herbert Architects were asked to draft additional concept plans based on the initial designs for the Community Club for three greenfield sites being Apex Park, the former Millicent Netball Clubrooms and Jubilee Park. These sites were chosen as they had previously been considered in the April 2019 report and because the land is currently owned by Council. They are referred to throughout this report as Options 3, 4 and 5 respectively.

The three greenfield options are all quite similar in design with subtle variations in layout and orientation. The architect's vision was to create an environmentally sustainable structure that maximises the use of natural light, airflow and environmental efficiency utilising locally sourced and environmentally sustainable building materials in accordance with modern building standards. The aim was to minimise operating costs for heating, cooling and lighting through intelligent design and material selection. Each Option also includes a future expansion element to allow for growth in the decades to come.

Each of these designs have a 1,280 square metre floor space that can comfortably accommodate 50 workstations with the capacity to increase that number by an additional 20% within the existing footprint. The significant variation between them is the carpark for Option 5 at Jubilee Park which capitalises on the existing carpark behind the Civic and Art Centre.

Total cost estimates for all five Options range from \$8.4 million for a new structure at the former Community Club to \$5.9 million for a greenfield structure at Jubilee Park. Approximately 50% of the cost associated with each Option is for the construction of the new building, 15% for demolition, external works and carparks, 5% for furniture, fittings and equipment, and the remaining 30% is for statutory charges, professional fees and contingency.

Table 1 – Quantity Surveyor Cost Estimates

	0	1	2	3	4	5
Option	George St Rebuild	Community Club Rebuild	Community Club Renovate	Apex Park	Netball Courts	Jubilee Park
Land Acquisition	0	\$400,000	\$400,000	\$30,000	\$0	\$0
Building Construction	\$2,465,343	\$4,163,643	\$ 3,081,293	\$3,168,634	\$3,230,428	\$3,230,428
Demolition, External Works and Carparks	\$134,657	\$1,146,935	\$1,036,456	\$1,321,572	\$1,304,066	\$665,033
Loose Furniture Fittings and Equipment	\$240,000	\$331,610	\$336,410	\$336,410	\$336,410	\$336,410
Statutory Charges, Professional Fees and Contingency	\$1,130,181	\$2,308,429	\$1,789,924	\$1,951,825	\$1,971,077	\$1,693,298
Total Project Cost	\$3,970,181	\$8,350,617	\$6,644,083	\$6,808,441	\$6,841,981	\$5,925,169

It is important to note that these cost estimates have been produced by Quantity Surveyors based on high level concept plans and that Council will not have an accurate estimate of the final build and fit out cost until a detailed design has been completed and the project is costed against those designs through a competitive tender process.

The purpose of providing the above estimates is to enable Council to make an informed decision about the preferred site location which will therefore guide staff on how it wishes to proceed with the detailed design and procurement phases, noting that \$165,000 has been allocated to the draft 2020/21 Annual Business Plan for that purpose.

Following the assessment of the above, and pursuant to section 48 of *the Local Government Act 1999* there will be a requirement by Council to undertake a Prudential Management Review before any consideration of construction works commence. The Act and Councils Prudential Management Policy will provide guidance as to what criterium is to be included in this review.

There are a range of funding options available to Council should they wish to proceed with this project. Options include the utilisation of Council's existing cash reserves; borrowing money at very competitive interest rates; partnering with an external developer and leasing the building from them over an extended term; or a combination of all or some of these options. Each of these options would need to be modelled against Council's Building Asset Management and Long-Term Financial Management Plans to determine the optimum funding model and the best return on investment to rate payers.

Economic impact modelling using the RDA Limestone Coast's ID Profile system demonstrates how a change in employment or output in one sector of the local economy will impact on all other sectors of the economy by modelling the flow on effects across different industries. The modelling shows that a \$6 million investment in the local building and construction industry would directly generate an additional 16 regional jobs with a flow on effect indirectly generating a further 31 regional jobs – or 47 jobs in total. It also shows that a \$6 million investment in this industry sector would generate an additional \$6.4 million of

regional economic output – or \$12.4 million in total which is a multiplier of 207%. A copy of the economic impact modelling is attached to this report.

To ensure that the economic stimulus benefits associated with this project are maximised in the wake of the COVID-19 pandemic, the detailed design, tender and procurement process would need to stipulate locally sourced raw materials and the procurement of other materials, fixtures and fittings through local suppliers; and the engagement of local builders, tradespeople and contractors where it is prudent to do so.

Whilst all options have pros and cons, the Jubilee Park (Option 5) does offer more positives than negatives comparative to the other sites. In summary the advantages include;

- The construction costs are less comparative to other options.
- The site is conveniently located adjacent the Civic and Arts Centre and Library. Being in close proximity maintains the advantage of access to the Civic & Art Centre site for attendance by visitors, staff and elected members for functions and meetings.
- The Civic & Arts overflow carpark can be utilised for dual purposes servicing both the future main office site and the Civic and Arts Centre. The current car park is underutilised and would maximise its usage.
- The location of the site is nearer the Millicent CBD area and improves connectivity to the CBD precinct.
- The area is sufficient in size to accommodate the future office building and sufficient in size to accommodate further growth if required.

Conversely, Option 0 George street refurbishment and expansion of the current office site. Whilst, on the face this seems the cheapest option, there are significant costs to be added such as structural improvements to the existing site, re-roofing of the existing building and alteration to rooflines, the site will require additional earthworks and landscaping due to the differing levels in the land. In addition, extra costs will need to be factored in to relocate existing staff to an alternate site for approximately two years whilst construction is undertaken at the site.

Options 3, Apex Park does offer some advantages in utilising an open space that is currently underutilised. There is enough area to accommodate the office and room for future expansion and location is still near the Millicent CBD. However, there are additional complexities with this site including; accessing the site from a traffic management point of view is complicated. The purchase of the railway land allotments alongside is not guaranteed nor the estimate of purchase value. The site potentially has contamination issues that would need to be assessed that would add cost to this option.

Option 4 Netball Courts precinct – This area has sufficient area to accommodate the office building and parking in addition there is enough room for future expansion if required. However, proximity to the Civic and Arts Centre and Library and the Millicent CBD is distant.

In summation the Jubilee Park option is recommended as a preferred site for the future main office building, and that 21 days public consultation commence on this proposed site location.

Financial Considerations

Budget Allocation	\$50,000
Budget Spent to Date	\$27,500
Budget Variation Requested	\$0

Risk Considerations

There are no known risk considerations related to this report.

Policy Considerations

Wood Encouragement Policy
Prudential Management Policy

Legislative Considerations

Section 48 of the *Local Government Act 1999*

Environmental / Sustainability Considerations

An appropriately designed office that is built in accordance with modern standards should significantly reduce the reliance on ongoing operational costs for heating, cooling and lighting.

Communication & Consultation Considerations

It is recommended that the public consultation is undertaken on the preferred site location of a new Principal Office.

RECOMMENDATION

That Council:

1. Receive and note the report.
2. Proposes Jubilee Park as the preferred site location for a new Principal Office.
3. Endorses the commencement of 21 days public consultation in relation to the new proposed site.

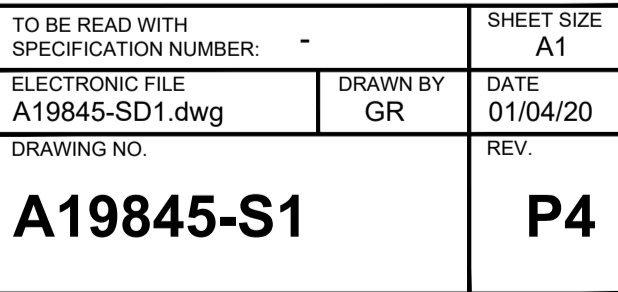
265 Young Street Wayville South Australia 5034
0402 021 001 • peter@moeckarchitect.com.au

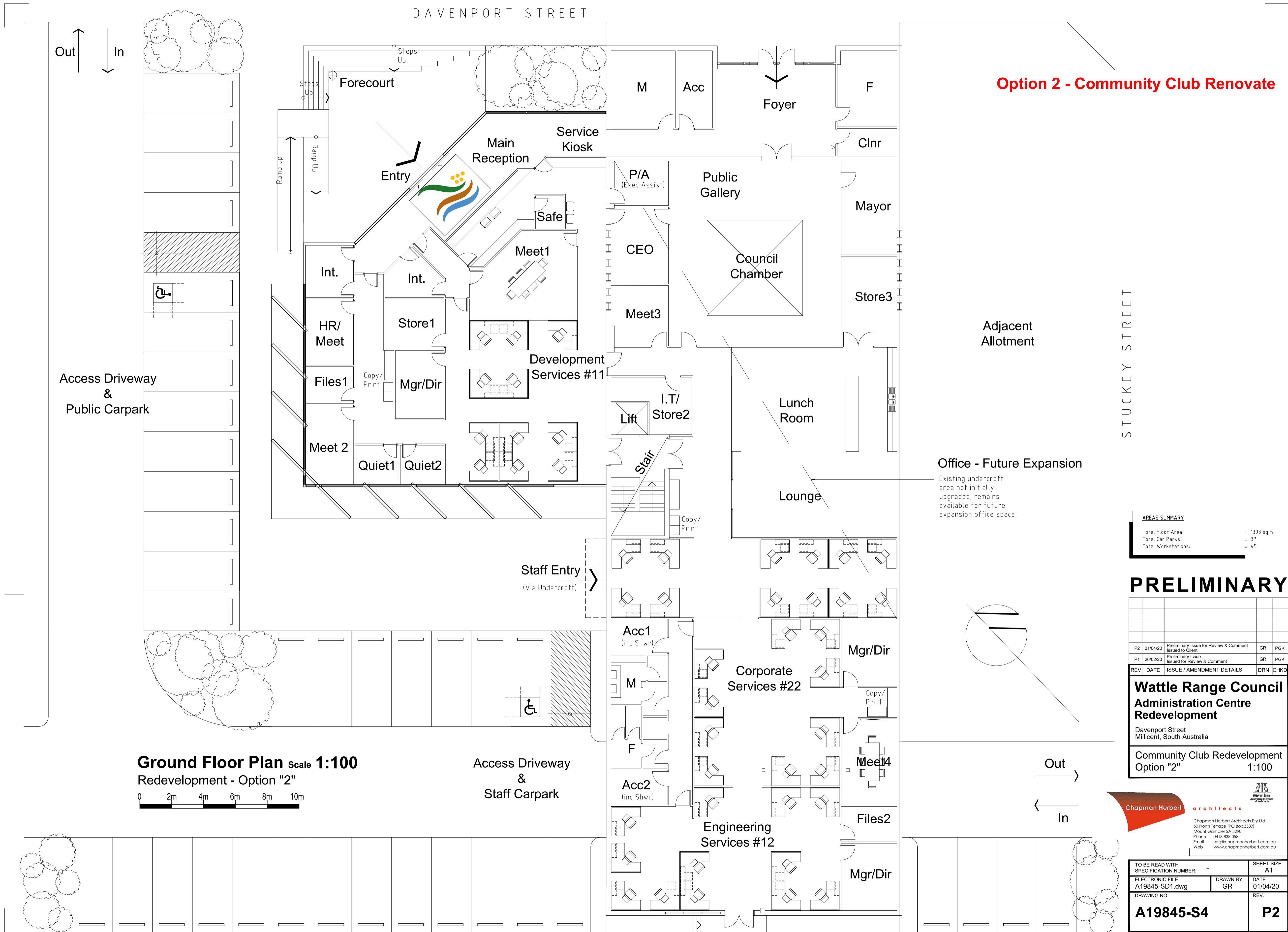


R I D G E T E R R A C E

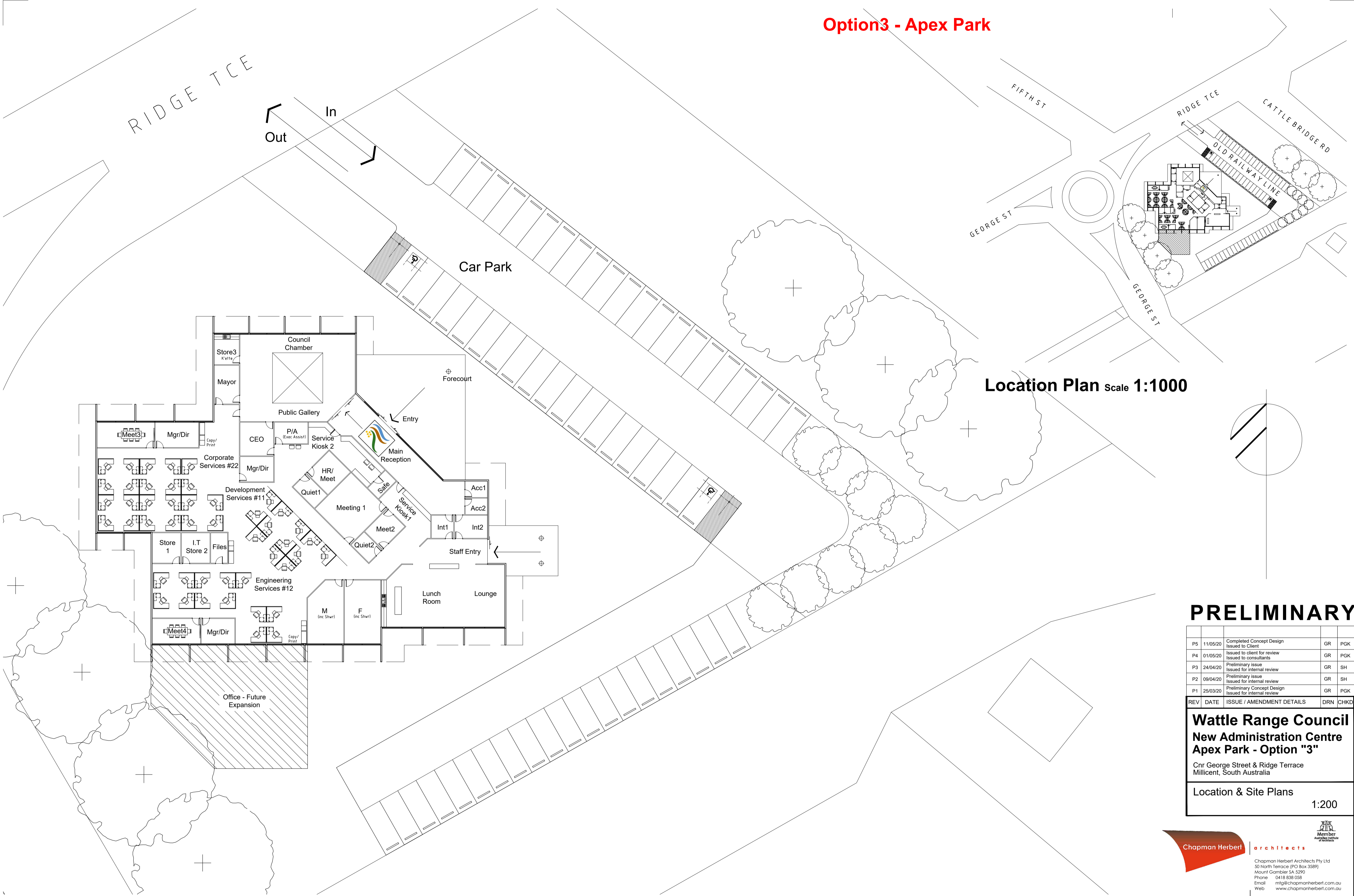
SITE PLAN
1:500 AT A3

2018002 / SK06C





Option3 - Apex Park



Site Plan Scale 1:200
Apex Park - Option "3"

Location Plan Scale 1:1000

PRELIMINARY

PS	11/05/20	Completed Concept Design Issued to Client	GR	PGK
P4	01/05/20	Issued to client for review Issued to consultants	GR	PGK
PS	24/04/20	Preliminary issue Issued for internal review	GR	SH
P2	09/04/20	Preliminary issue Issued for internal review	GR	SH
P1	25/03/20	Preliminary Concept Design Issued for internal review	GR	PGK

REV	DATE	ISSUE / AMENDMENT DETAILS	DRN	CHKD
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Wattle Range Council
New Administration Centre
Apex Park - Option "3"
Cnr George Street & Ridge Terrace
Millicent, South Australia

Location & Site Plans
1:200



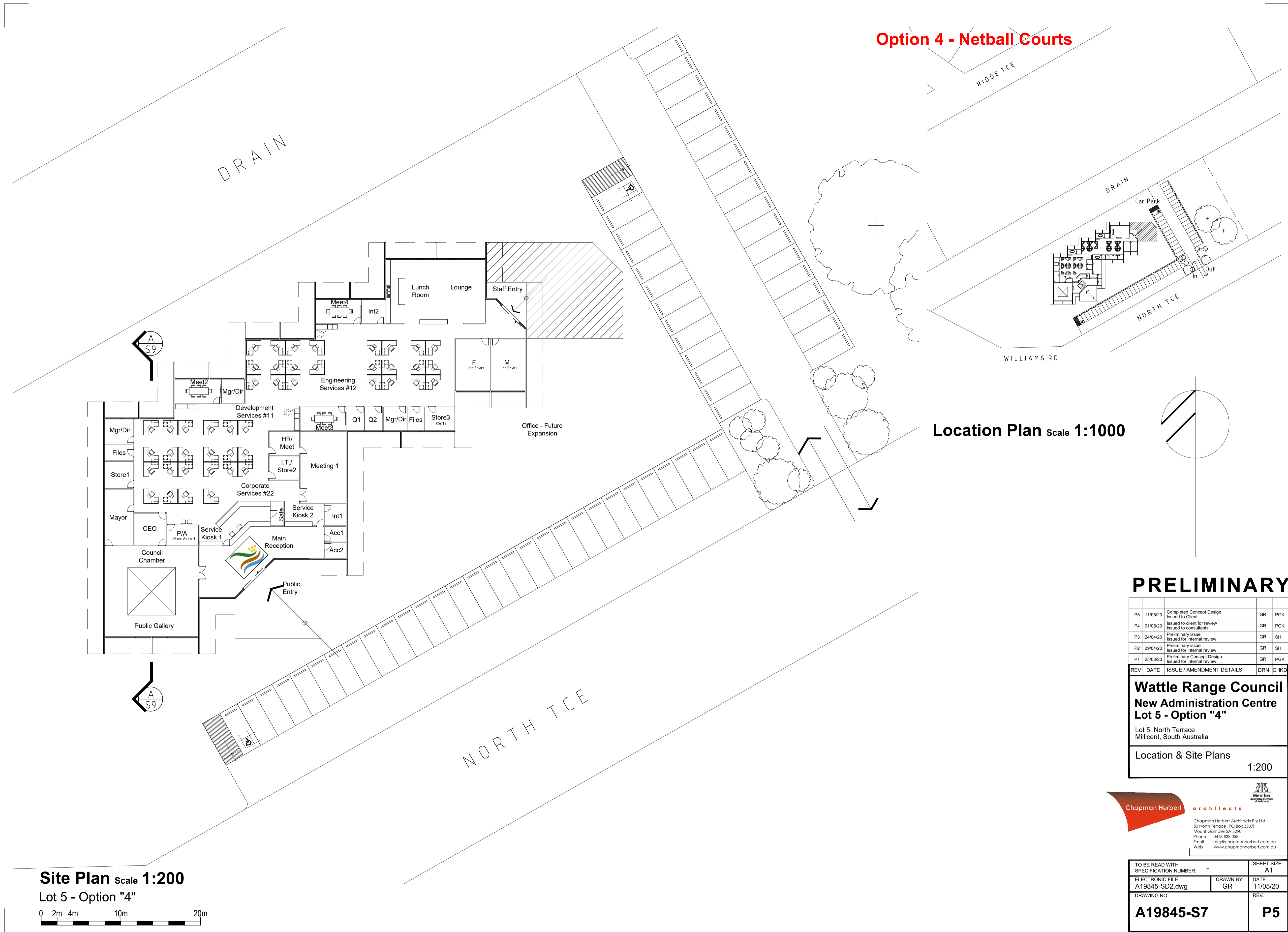
Chapman Herbert architects

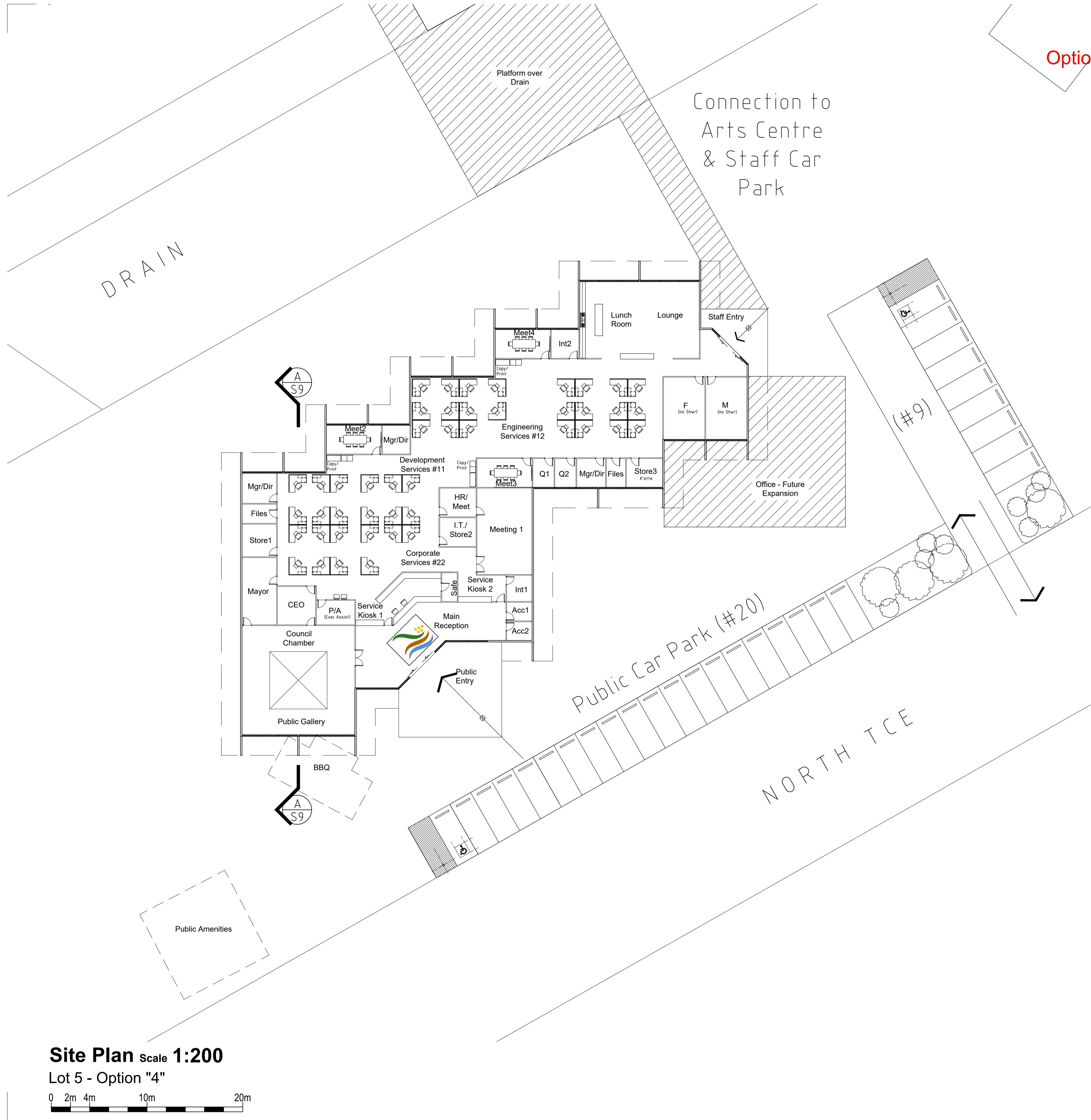


Member
australian institute of architects

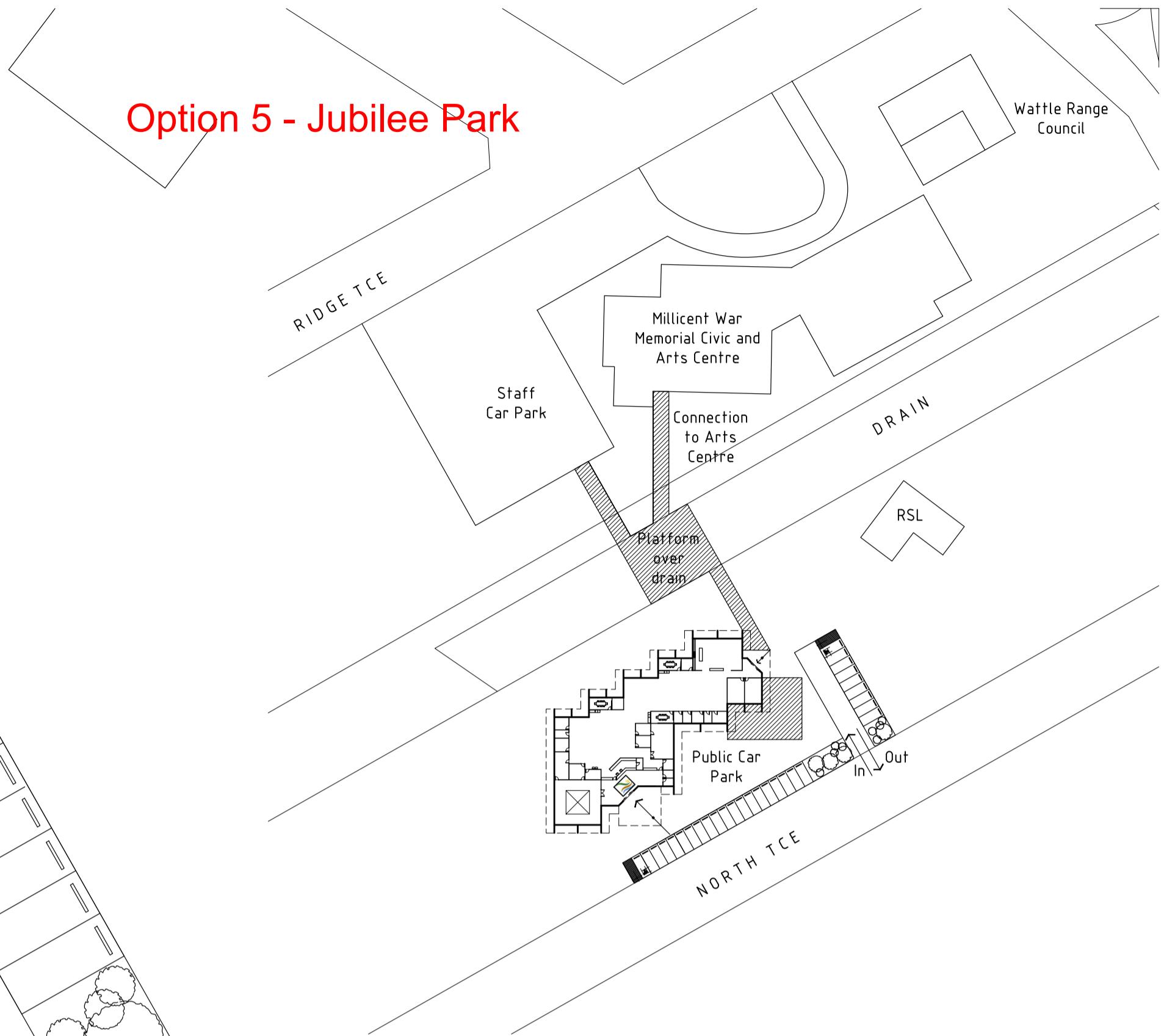
Chapman Herbert Architects Pty Ltd
50 North Terrace (PO Box 3589)
Mount Gambier SA 5260
Phone 0416 838 088
Email mlg@chapmanherbert.com.au
Web www.chapmanherbert.com.au

TO BE READ WITH SPECIFICATION NUMBER: -		SHEET SIZE A1	
ELECTRONIC FILE A19845-SD2.dwg	DRAWN BY GR	DATE 11/05/20	REV.
DRAWING NO. A19845-S5		REV. P5	

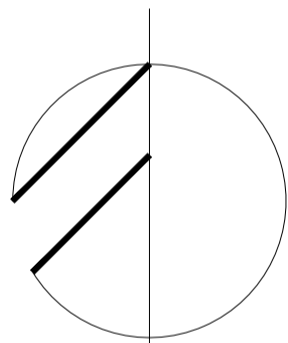




Site Plan Scale 1:200
Lot 5 - Option "4"



Location Plan Scale 1:1000



PRELIMINARY

P6	19/05/20	Amended site location Issued for internal review	GR	PGK
P5	11/05/20	Completed Concept Design Issued to Client	GR	PGK
P4	01/05/20	Issued to client for review Issued to consultants	GR	PGK
P3	24/04/20	Preliminary issue Issued for internal review	GR	SH
P2	09/04/20	Preliminary issue Issued for internal review	GR	SH
P1	25/03/20	Preliminary Concept Design Issued for internal review	GR	PGK

REV	DATE	ISSUE / AMENDMENT DETAILS	DRN	CHKD
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Wattle Range Council New Administration Centre Lot 5 - Option "4"

Lot 5, North Terrace
Millicent, South Australia

Location & Site Plans
1:200





Chapman Herbert Architects Pty Ltd
50 North Terrace (PO Box 3589)
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TO BE READ WITH SPECIFICATION NUMBER: -		SHEET SIZE A1	
ELECTRONIC FILE A19845-SD2.dwg	DRAWN BY GR	DATE 19/05/20	REV.
DRAWING NO. A19845-S7		REV. P6	

RDA Limestone Coast Region

Economic impact model

Economic impact modelling enables the RDA Limestone Coast Region to explore how change in employment or output(sales) in one sector of the local economy will impact on all other sectors of the economy, by modelling the flow-on effects across different industries.

This provides the Limestone Coast region with powerful evidence to advocate against industrial closures or strategically target new industry sectors which are likely to have the greatest positive economic impact.

Different industries will have different flow on effects. Adding jobs in a particular sector will not only add to the value of that sector, but also to other industries related to the supply chain (eg. suppliers, wholesalers) and service industries (retail, food services, administration) which will expand to service the additional workforce. Jobs in associated industries may be added in the local area or outside it, based on journey to work information.

The economic impacts are calculated using an input-output model which is derived from the local economy microsimulation model by National Economics (NIEIR).

To use the model, simply input the number of jobs (per year) to be added to (+) or removed (-) from the economy in a particular industry sector. The results show the theoretical addition (or loss) to the local economy of jobs and value added by industry sector. It also shows the proportion of the new employment that would occur inside and outside the Limestone Coast region.

To model construction impacts related to a project, input the total cost of construction or direct jobs created. The results shown will represent total direct and indirect impacts over the life of the construction period. To estimate annual impacts, simply divide the total impacts by the estimated life of the project in years (e.g. divide results by 3 if the project will take 3 years to build, or 1.5 for 18 months).

Industry: Building Construction
Impact modelled: ADDITION of \$6.0 million sales
Company name: Wattle Range Council

Impact Summary

Limestone Coast region - Modelling the effect of adding \$6.0m sales in Building Construction - Inflation adjusted

Summary	Output (\$m)	Value-added (\$m)	Local jobs	Residents jobs
Starting position Limestone Coast region (year ended June 2019)	--	--	--	--
Building Construction	205.03	42.74	548	662
All industries	6,903.26	3,313.55	32,769	34,100
Impacts on Limestone Coast region economy	--	--	--	--
Direct impact on Building Construction sector	6.00	1.25	16	--
Industrial impact	4.75	1.69	21	--
Consumption impact	1.64	0.77	10	--
Total impact on Limestone Coast region economy	12.39	3.71	47	46
▪ Type 1 multiplier (direct & industrial)	1.79	2.35	2.29	--
▪ Type 2 multiplier (direct, industrial & consumption)	2.07	2.97	2.94	--
Impact on South Australia economy	--	--	--	--
Total impact - South Australia outside Limestone Coast region	0.53	0.26	2	3
Total impact South Australia economy	12.92	3.97	50	49
Impact on Australian economy	--	--	--	--
Total impact outside South Australia economy	4.40	2.01	16	17
Total impact on Australian economy	17.32	5.98	66	66

Source: [National Institute of Economic and Industry Research \(NIEIR\)](#) ©2019. Compiled and presented in economy.id by [.id](#), the population experts.

Note: All \$ values are expressed in 2016/17 base year dollar terms.

Impact on Output

The direct addition of \$6.0 million annual output in the Building Construction sector of the Limestone Coast region economy would lead to an increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to be an additional \$4.75m in Output, representing a Type 1 Output multiplier of 1.79.

There would be an additional contribution to the Limestone Coast region economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of \$1.64m.

The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of \$12.39m in the Limestone Coast region economy, representing a Type 2 Output multiplier of 2.07.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of \$4.93m in Output.

The combined effect of economic multipliers in the Limestone Coast region and the wider Australian economy is estimated to be \$17.32m added to Australia's Output.

Impact on Local Employment (jobs)

The direct addition of \$6.0 million annual output in the Building Construction sector of the Limestone Coast region economy is estimated to lead to a corresponding direct addition of 16 jobs in the local Building Construction sector.

From this direct expansion in the economy it is anticipated that there would be flow on effects into other related intermediate industries, creating an additional 21 jobs. This represents a Type 1 Employment multiplier of 2.29.

This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further 10 jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of 47 jobs located in the Limestone Coast region. This represents a Type 2 Employment multiplier of 2.94.

Employment impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy creating a further 19 jobs.

The combined effect of economic multipliers in the Limestone Coast region and the wider Australian economy is estimated to be an addition of 66 jobs.

Impact on value added

The direct addition of \$6.0 million annual output in the Building Construction sector of the Limestone Coast region economy would lead to a corresponding direct increase in value added of \$1.25m. A further \$1.69m in value added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 value added multiplier of 2.35.

There would be an additional contribution to the Limestone Coast region economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in value added of \$0.77m.

The combination of all direct, industrial and consumption effects would result in an estimated addition in value added of \$3.71m in the Limestone Coast region economy, representing a Type 2 value added multiplier of 2.97.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of \$2.27m in value added.

The combined effect of economic multipliers in the Limestone Coast region and the wider Australian economy is estimated to be \$5.98m added to Australia's value added.

Impact on GRP

Value added by industry represents the industry component of Gross Regional Product (GRP). The impact on the Limestone Coast region's GRP as a result of this change to the economy is directly equivalent to the change in value added outlined in the section above.

In summary, GRP in the Limestone Coast region is estimated to increase by \$3.71m.

The effect on the Australian economy (including Limestone Coast region) is estimated to be a growth in Gross Domestic Product (GDP) of \$5.98m.

Impact on employment by industry sector

This table shows a detailed breakdown of how employment will be affected by the addition of \$6.0 million annual output in the Building Construction sector of the Limestone Coast region economy. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

Employment by industry sector

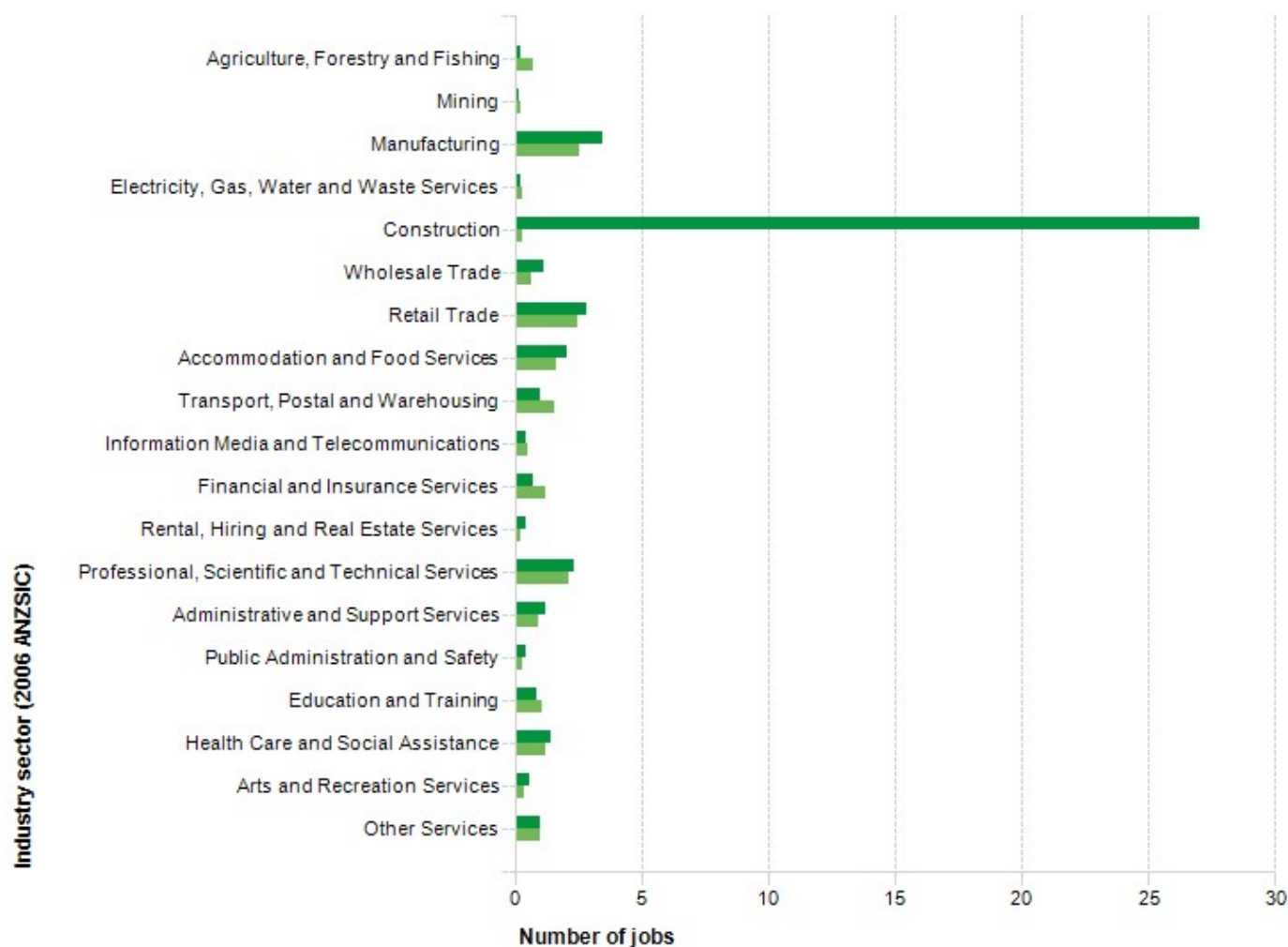
Limestone Coast region - Impact of \$6.0 million new sales in 'Building Construction' output (Type 1 & 2 combined impact)			Employment impacts	
Industry sectors (1-digit ANSIC)	Existing jobs in the Limestone Coast region*	Jobs created in the Limestone Coast region	Jobs created outside of the Limestone Coast region	Jobs created for Limestone Coast region residents
Agriculture, Forestry and Fishing	6,478	0	1	0
Mining	92	0	0	0
Manufacturing	4,130	3	3	3
Electricity, Gas, Water and Waste Services	331	0	0	0
Construction	2,248	27	0	27
Wholesale Trade	937	1	1	1
Retail Trade	3,691	3	2	3
Accommodation and Food Services	2,215	2	2	2
Transport, Postal and Warehousing	1,367	1	2	1
Information Media and Telecommunications	276	0	0	0
Financial and Insurance Services	472	1	1	1
Rental, Hiring and Real Estate Services	360	0	0	0
Professional, Scientific and Technical Services	867	2	2	2
Administrative and Support Services	770	1	1	1
Public Administration and Safety	1,304	0	0	0
Education and Training	2,332	1	1	1
Health Care and Social Assistance	3,396	1	1	1
Arts and Recreation Services	236	1	0	1
Other Services	1,268	1	1	1
Total Industries	32,769	47	19	46

Source: National Institute of Economic and Industry Research (NIEIR) ©2019. Compiled and presented in economy.id by .id The population experts

Employment by industry sector

Impact of \$6.0 million new sales in Building Construction sector

■ Jobs created in Limestone Coast region ■ Jobs created outside Limestone Coast region



Source: National Institute of Economic and Industry Research (NIEIR) ©2019
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Resident employment impacts

The combination of all direct, industrial and consumption effects of adding \$6.0 million annual output to the Building Construction sector of the Limestone Coast region economy would be an estimated increase of 46 jobs located in the Limestone Coast region and 20 jobs located outside the Limestone Coast region – a total of 66 jobs.

As some of the Limestone Coast region's residents leave the area to work and residents of other areas enter the Limestone Coast region to work, not all of these jobs will be filled by Limestone Coast region residents. It is estimated that of the 66 jobs created, 46 or 70.3% would be expected to be filled by Limestone Coast region residents.

Industry employment impacts

The combination of all direct, industrial and consumption effects of adding \$6.0 million annual output to the Building Construction sector of the Limestone Coast region economy would result in an estimated increase of 47 jobs located in the Limestone Coast region.

Of the 47 jobs created within the Limestone Coast region, 27, or 57.3% would be added within Construction the sector. This includes the direct jobs created in the sector, and the effect of flow-on jobs within the same sector. The largest increase in jobs outside Construction would be in Manufacturing (3), Retail Trade (3) and Professional, Scientific and Technical Services (2).

A total of 19 jobs are estimated to be created outside the Limestone Coast region, with the largest number being in Manufacturing (3) Retail Trade (2) and Professional, Scientific and Technical Services (2).

Impact on value added by industry sector

This table shows a detailed breakdown of how adding \$6.0 million annual output in the Building Construction sector of the Limestone Coast region economy will impact on the value added of each industry sector. This highlights the relationships between industry. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

Value-added by industry

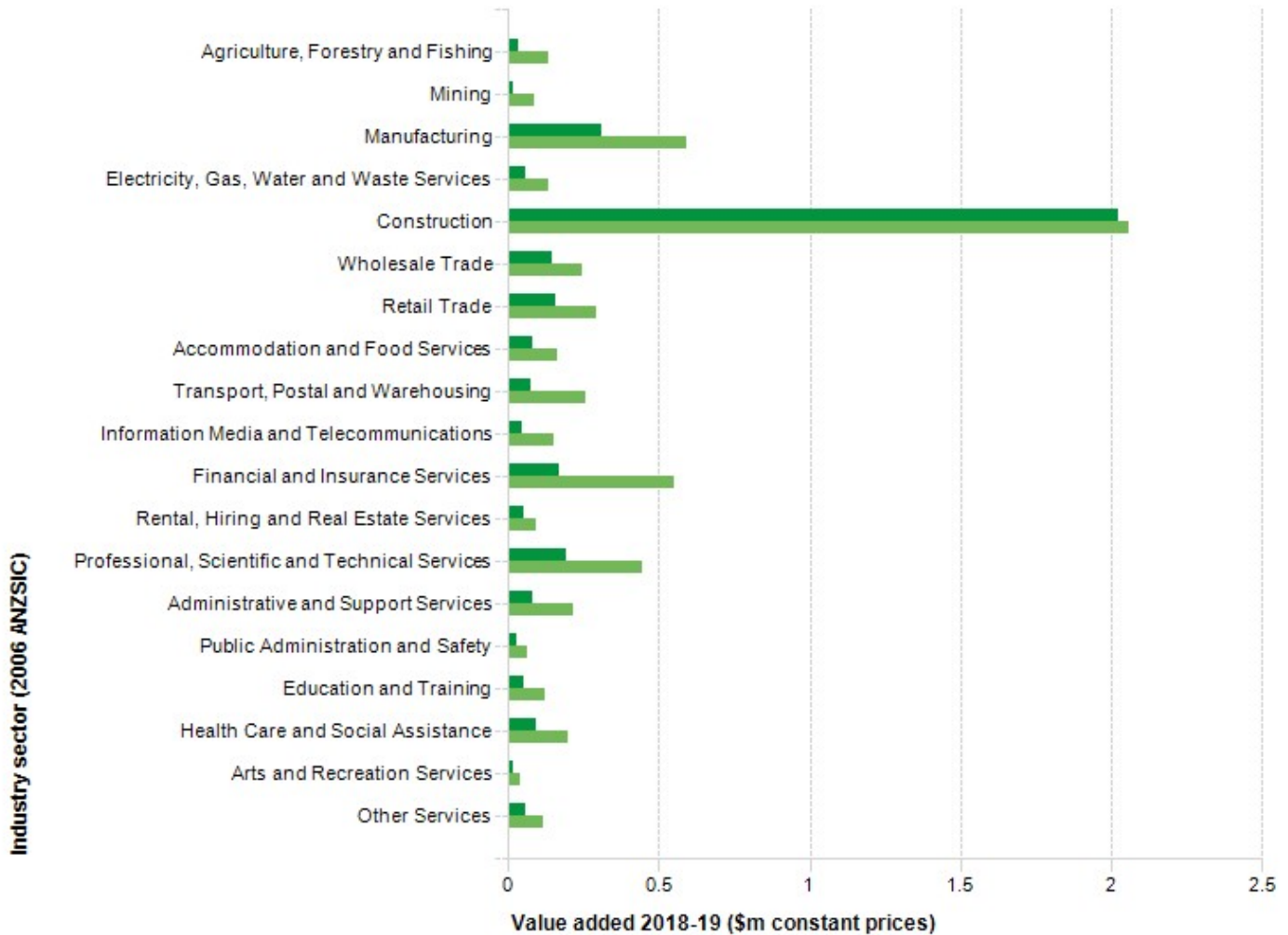
Limestone Coast region - Impact of \$6.0 million new sales in 'Building Construction' output (Type 1 & 2 combined impact)			Value added 2018-19 (\$m constant prices)	
Industry sectors (1-digit ANSIC)	Current local value-added*	Value-added to the Limestone Coast region	Percentage change	Value-added to Australian economy
Agriculture, Forestry and Fishing	\$1,166.09	\$0.04	0.0%	\$0.13
Mining	\$11.44	\$0.02	0.1%	\$0.09
Manufacturing	\$409.90	\$0.31	0.1%	\$0.59
Electricity, Gas, Water and Waste Services	\$80.33	\$0.06	0.1%	\$0.14
Construction	\$169.90	\$2.03	1.2%	\$2.06
Wholesale Trade	\$143.19	\$0.15	0.1%	\$0.25
Retail Trade	\$195.18	\$0.16	0.1%	\$0.29
Accommodation and Food Services	\$90.98	\$0.08	0.1%	\$0.16
Transport, Postal and Warehousing	\$94.71	\$0.08	0.1%	\$0.26
Information Media and Telecommunications	\$35.70	\$0.05	0.1%	\$0.15
Financial and Insurance Services	\$128.93	\$0.17	0.1%	\$0.55
Rental, Hiring and Real Estate Services	\$66.35	\$0.05	0.1%	\$0.09
Professional, Scientific and Technical Services	\$68.50	\$0.19	0.3%	\$0.45
Administrative and Support Services	\$51.73	\$0.08	0.2%	\$0.22
Public Administration and Safety	\$107.26	\$0.03	0.0%	\$0.06
Education and Training	\$170.05	\$0.05	0.0%	\$0.12
Health Care and Social Assistance	\$244.21	\$0.10	0.0%	\$0.20
Arts and Recreation Services	\$7.19	\$0.02	0.2%	\$0.04
Other Services	\$71.92	\$0.06	0.1%	\$0.12
Total Industries	\$3,313.55	\$3.71	0.1%	\$5.98

Source: National Institute of Economic and Industry Research (NIEIR) ©2019. Compiled and presented in economy.id by .id The population experts

Value-added by industry

Impact of \$6.0 million new sales in Building Construction sector

Value-added to Local GRP (industry) Value-added to total Australian economy



Source: National Institute of Economic and Industry Research (NIEIR) ©2019
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The combination of all direct, industrial and consumption effects of adding \$6.0 million annual output to the Building Construction sector of the Limestone Coast region economy would result in an estimated increase in value added of \$3.71m in the Limestone Coast region economy.

The Construction sector of the economy is estimated to increase in value added by 1.2%, with the total Limestone Coast region economy estimated to grow by 0.1%.

The main impacts in value added within Limestone Coast region, outside of Construction, are in Manufacturing (0.31m), Professional, Scientific and Technical Services (0.19m) and Financial and Insurance Services (0.17m).

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16.2 Director Corporate Services

16.2.1 Monthly Financial Performance Report

Report Type	Officer Report
Department	Corporate Services
Author	Emily Strother
Disclosure of Interest	No Council Officers or Contractors have declared a Conflict of Interest regarding the matter under consideration.
Current Risk Rating	Not Applicable
Strategic Plan Reference	Theme 5 - Organisational Excellence 5.2 Govern in a responsible and responsive way.
File Reference	GF/7.73.1/4
Attachments	1. Monthly GL Report May 2020 [16.2.1.1 - 3 pages]

Purpose of Report

Council consideration of the Monthly Financial Performance Report.

Report Details

The attached Financial Performance report for the year to 31 May 2020 shows that Council is currently within its approved 2019/20 budget based on current expenditure and income trends.

The 2019/20 Financial Performance Report provides a snapshot of Council's financial performance for the period to 31 May 2020. The report includes the year to date actual expenditure and income for both operating and capital comparative to the adopted 2019/20 original budget. In addition, the report also provides an update of the Key Financial Indicators used to measure Council's Financial Sustainability.

Operating Expenditure and Revenue

The attached Income Statement shows that after the completion of eleven (11) months of the 2019/20 financial year, Council is within its overall budget parameters and is expected to remain so at year end when accounts are completed.

Capital Expenditure

Council's current capital budget is \$9.022M of which \$6.696M has been spent and/or committed for expenditure.

Balance Sheet

Council did not budget to borrow any funds in 2019/20. Repayment of existing loans is scheduled for various times throughout 2019/20. Council's current loan principal is \$5M.

Rates Debtors

Aged Rates Debtors constitute 3.93% (\$0.595M) of total rates raised in 2019/20. It should be noted that the number of properties with rates outstanding more than three years is 29 at this point in time. The amount outstanding is expected to increase in June due to outstanding amounts from the 19/20 fourth quarter instalment.

Financial Considerations

Budget Allocation	Refer to Attachment
Budget Spent to Date	Refer to Attachment
Budget Variation Requested	Refer to Attachment

The financial implications are as detailed in the attached budget papers.

Policy Considerations

Information reflected in this report forms part of Council's 2019/20 Annual Business Plan and Budget, which is required to be reviewed periodically by Council, in accordance with the *Local Government Act 1999* and *Local Government (Financial Management) Regulations 2011*.

Legislative Considerations

There are no known legislative considerations related to this report.

Environmental / Sustainability Considerations

There are no known environmental or sustainability considerations related to this report.

Communication & Consultation Considerations

There are no known communication and consultation considerations related to this report.

RECOMMENDATION

That Council receive and note the 2019/20 May Financial Performance Report.

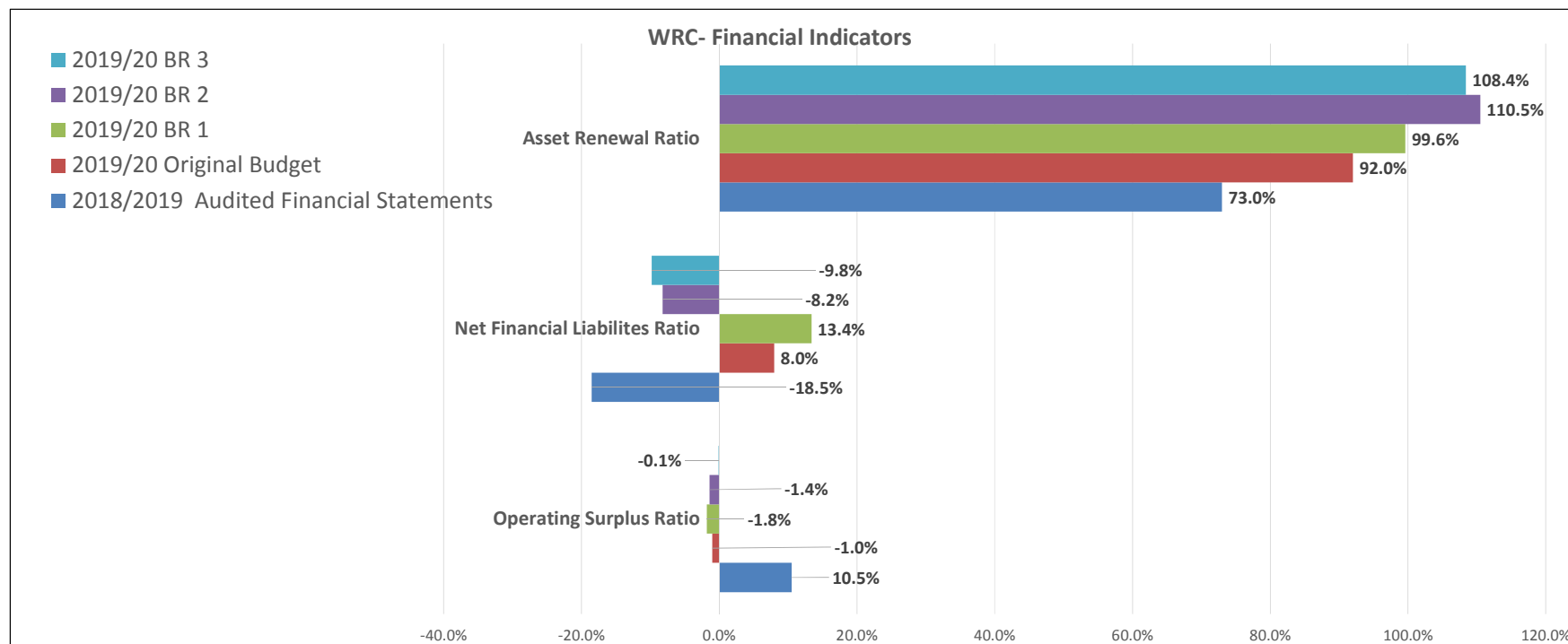
WATTLE RANGE COUNCIL
2019/20 MONTHLY BUDGET REPORT
AS AT
31-May-2020

OPERATING ACTIVITIES								
Adopted 2019/2020 BUDGET \$'000		YTD 2019/2020 BUDGET \$'000	BR 1 2019/2020 BUDGET \$'000	BR 2 2019/2020 BUDGET \$'000	BR 3 2019/2020 BUDGET \$'000	YTD 2019/2020 ACTUAL \$'000	YTD 2019/2020 VARIANCE \$'000	YTD 2019/2020 VARIANCE %
		A				E	=A-E	NOTE
OPERATING INCOME								
18,759	Rates	18,766	18,756	18,799	18,794	18,808	(43)	0.2%
288	Statutory Charges	279	288	307	304	300	(21)	7.6%
2,045	User Charges	2,057	2,046	2,126	2,244	2,073	(16)	0.8%
3,840	Grants Subsidies and Contributions	3,782	4,106	4,237	4,125	3,852	(71)	1.9%
140	Investment Income	133	140	140	146	137	(3)	2.5%
442	Other	626	446	520	670	660	(34)	5.5%
25,514	Total Operating Income	25,642	25,783	26,130	26,283	25,831	(188)	-0.7%
OPERATING EXPENSES								
9,642	Wages and Salaries	8,409	9,481	9,184	9,188	8,058	(351)	-4.2%
10,956	Materials, contracts & other expenses	10,824	11,697	12,117	11,917	8,064	(2,760)	-25.5%
376	Finance Costs	341	372	372	372	222	(119)	-35.0%
4,700	Depreciation, amortisation & impairment	4,419	4,700	4,821	4,821	4,403	(16)	-0.4%
25,674	Total Operating Expenses	23,994	26,251	26,495	26,298	20,747	(3,246)	-13.5%
(160)	OPERATING SURPLUS/(DEFICIT)	1,649	(468)	(365)	(15)	5,084	(3,435)	-208.3%
	BEFORE CAPITAL AMOUNTS							
CAPITAL ACTIVITIES								
Net Outlays in Existing Assets								
4,438	Capital Expenditure on renewal and replacement of Existing Assets	3,473	5,010	5,104	5,013	4,157	684	19.7%
(4,700)	Depreciation, Amortisation and Impairment	(4,419)	(4,700)	(4,821)	(4,821)	(4,403)	16	-0.4%
(190)	Proceeds from Sale of Replaced Assets	(184)	(190)	(201)	(201)	(185)	(1)	0.3%
(452)		(1,130)	120	82	(9)	(431)	(699)	61.9%
Net Outlays on New and Upgraded Assets								
3,838	Capital Expenditure on New and Upgraded Assets	3,007	4,310	4,158	4,009	1,938	(1,069)	-35.5%
(1,553)	Amounts received specifically for New and Upgraded Assets	(468)	(1,553)	(1,553)	(1,178)	(509)	(41)	8.7%
-	Proceeds from Sale of Surplus Assets	-	-	(204)	(204)	-	-	100.0%
2,285		2,539	2,756	2,401	2,627	1,429	1,110	43.7%
(1,993)	Net Lending / (Borrowing) for Financial Year (A-B-C)	240	(3,344)	(2,848)	(2,633)	4,085	3,845	1602.0%
	Net Operating Surplus / Deficit (A+B+C+D)	4,004	2,099	2,039	2,615	6,328	(2,324)	-58.1%

WATTLE RANGE COUNCIL
2019/20 MONTHLY BUDGET REPORT
AS AT
31-May-2020

NOTES

#	Description	Status	Action Required
1	The difference between the forecasted timing of income & timing of actual income can differ. However the actual and budgeted amount are expected to balance out by year end.		No Action Required
2	Timing issues in relation to Grant allocations. Half of the 20/21 Financial Assistance Grants have been paid.		No Action Required
3	Amount will equal budget at the end of the year once the accrued interest is recognised.		No Action Required
4	Project completion time frames do not always match the expected budget time lines for completion		No Action Required
5	Various areas tracking under budget, further investigations are being undertaken.		No Action Required
6	Various positions that were budgeted for the full year have been vacant for a portion of the year, this has resulted in the year to date actual tracking under budget.		No Action Required



16.3 Director Development Services

16.3.1 Visitor Information Centre Review

Report Type	Officer Report
Department	Development Services
Author	Steve Chapple
Disclosure of Interest	No Council Officers or Contractors have declared a Conflict of Interest regarding the matter under consideration.
Current Risk Rating	Medium
Strategic Plan Reference	Theme 1 - Community Vibrancy & Presentation 1.5 Support community events that are sustainable and provide longer term benefit to the community & visitors. Theme 2 - Economic Prosperity 2.4 Strengthen and support the professional and economic growth of local businesses and job creation opportunities for the area. 2.5 Promote Wattle Range as a tourism destination through provision of appropriate tourist facilities and advocacy. Theme 4 - Infrastructure & Asset Sustainability 4.4 Plan for and optimise Council's stock of building assets whilst meeting the future and current needs of community. Theme 5 - Organisational Excellence 5.1 Streamline operational decision-making processes through technology-based improvements. 5.4 Optimise Council operation of businesses and assets, to ensure value for money is returned to the community. 5.5 Ensure Council has the right people to succeed in delivering outcomes.
File Reference	GF/4.37.1/2
Attachments	1. Wattle Range Council VIC Review Final [16.3.1.1 - 70 pages]

Purpose of Report

To provide Council with an update on the project to review Wattle Range Council Visitor Information Centres.

Report Details

Council identified the need to review its Visitor Information Centre (VIC) services, ensuring it continues to provide a quality service that meets the changing community requirements and expectations of the visitor.

After a selective tender process, Council engaged Consulting firm Komosion Pty Ltd to conduct a review of its VICs. The scope of the project required the successful firm to review all three VICs being Millicent, Beachport, and Penola ensuring their financial sustainability and quality of service delivery into the future.

Komosion Pty Ltd has extensive experience in visitor servicing, previously engaged by the Victorian Tourism Industry Council to create a state-wide strategy, working with Grampians

Tourism and Visit Victoria. Komosion's Principal and strategy lead on the Wattle Range Council VIC review, John O'Neil is also the former Director of Destination NSW.

The project commenced with two consultants from Komosion visiting the Council area for three days in November 2019. Their itinerary, designed by the Council Project Team, was extensive visiting as many tourists sites and towns as possible. The consultants undertook in person interviews with many tourism operators, VIC visitors, VIC staff, and management. An information gathering workshop with tourism operators, staff and volunteers was also held.

Komosion conducted phone interviews and provided a survey to tourism operators and staff who they could not meet in person to assist with the development of the Visitor Information Centre Review.

Strategic Recommendations

The recommendations from the VIC review have been categorised across four strategic pillars:

1. **REALIGN** services, resources and models with visitor flows and behaviours, in some cases by prioritising levels of service or introducing mobile services and/or digital signage.
2. **REIMAGINE** the role of VICs within the end-to-end visitor experience, supporting visitors through every stage of their journey, from awareness to revisit, advocacy and even towards possible tree/sea change.
3. **REDESIGN** the "in-store" VIC layout, offering an experience to be more relevant, engaging and modern - to become a centre of inspiration where visitors can get a taste of the range of experiences the local area has to offer.
4. **RECONNECT** VICs with the local business communities, partner organisations, regional bodies and cross-border strategies - in some cases establishing the VIC as a community and business hub.

Realign

Visitor information services to be more closely aligned with visitor flows and behaviours, in some cases by prioritising levels of service or introducing mobile services and/or digital signage;

The core recommendation is that Wattle Range Council realigns service delivery over time to establish a Hub and Spoke model with Millicent as a Hub (Inspiration Centre and Business Hub), and reposition Beachport and Penola as seasonal (satellite) centres, supported by alternative delivery such as mobile/pop-up VICs, roving ambassadors and static/digital displays.

This realignment of service levels provides an opportunity to introduce new VIC models and new ways of servicing visitors described in this report, and will allow the VICs to be more relevant, flexible, innovative, effective and efficient in their delivery.

Reimagine

Realign and refocus the role of VICs within the end-to-end visitor experience, supporting visitors through every stage of their journey, from awareness to revisit, advocacy and even tree/sea change.

VICs are one of many touch-points that visitors are accessing to learn more about how to experience the destination. Wattle Range Council should look to extend the role of VICs beyond servicing of visitors in-destination through information delivery, and build on the trusted brand, strong connections with community and local knowledge of its staff to understand and address the information, inspiration and experience gaps in the visitor journey.

There are four key areas that Wattle Range Council should look to:

1. **Fill experience gaps** - identify key elements of the visitor experience that are not currently supported (such as food, bike hire and accommodation) and where viable step in to support, or even run these services until they are established as viable offerings by the community.
2. **Embrace digital support tools** - continue to invest in business support tools and capabilities (such as Customer Relationship Management (CRM), reporting, visitor tracking, digital information collation and digital marketing).
3. **Experience bundling** - continuously research and understand the visitor profiles and local products, and develop the skills, tools and processes to engage with visitors and design itinerary and travel experiences that meet each of their needs and desires.
4. **Track the right metrics** - develop a data management strategy that extends the VIC measurement capabilities (including collection, collation, storage and reporting) and establishes the VIC network as a trusted research and information source for the Council, local businesses and tourism partners/bodies.

Redesign

Komosion recommends that Wattle Range Council reimagine the role of Millicent, as the key major town, with a well-positioned, busy and attractive centre that should receive focused investment. As a “Hub” VIC this would include redesigning the ‘in-store’ VIC layout, offering and experience to be more relevant, engaging and modern. This would include:

1. **Create a new immersive, inspirational “Wow” design for Millicent** - one that is, zoned, immersive, engaging and modern, presenting Millicent VIC as a destination in itself.
2. **Introduce enhanced digital experiences** - introducing new digital tools to support the storytelling, deliver information more effectively and efficiently; and provide opportunities to get an immersive “taste” of the region (see “Reimagine” pillar).
3. **Inspire through storytelling** - invest in the training, tools and processes that shift the focus of visitor servicing towards face-to-face storytelling, expert insights and interactive events (e.g. local cookery classes, history talks, walking tours).

The recommendation was that this could occur over time, but these three principles should be introduced to Millicent as a VIC “Hub” and “Inspiration Centre” and, where relevant, the Satellite VICs of Penola and Beachport.

Reconnect

Reconnect VICs with the local business communities, partner organisations, regional bodies and cross-border strategies.

The study pointed to local businesses recognising the value and importance of each of the VICs (in particular Millicent as a major centre). However, it was felt by many that the role should play a stronger, more direct role in the visitor economy. The level of direct engagement with local businesses was relatively limited, and all stakeholders saw a potential for VICs to act as a hub and central point for tourism businesses to engage, collaborate and share ideas - describing VICs as the knowledge base and connection for local businesses.

VICs across Australia are re-affirming their role and value to the local economy by engaging and collaborating directly with businesses. This report recommends Wattle Range Council design and implement a program of local and regional collaboration, with a longer term vision of Millicent VIC as a collaboration hub for local businesses, neighbouring VICs (even cross state border) and regional bodies; utilising the satellite VICs at Penola and Beachport to engage at the micro level where required. There are three levels at which the Wattle Range Council VICs can better engage and collaborate within the region, their wider network:

- 1. Engage local tourism businesses** - build a role as an enabler and connection point for the local visitor economy, with a clear dedicated program of staff “famils”, network events, education and sharing session, newsletters and influencer support.
- 2. Engage local residents and retailers** - collaborate and consult with the broader community and related businesses through proactive education, active community group involvement, fun and educative open days and targeted promotions and communications.
- 3. Engage regional tourism partners and bodies** - initiate and lead a program of “Borderless Collaboration”, proactively engaging neighbouring VICs; and working with related bodies within the region, and cross-border.

Komosion recommendations to be implemented in the short term

While the strategic vision of visitor servicing needs to be developed and agreed in detail, the report has highlighted a number of core recommendations that Council could action in the near-term. These include:

Recruit for a Visitor Service Transformation Manager that can take on responsibility for driving the vision of visitor servicing (in particular implementation of the short term initiatives) and engage business and stakeholders around the longer-term vision. Note: In the short term - if a full-time role is not viable, Wattle Range Council may consider external consultants'

support estimated at approx. \$50k-80k. Note also, that this role should also be responsible for formalising the role of the VICs as a local business and collaboration hub. Some considerations here include:

- a. The role of transformation and VIC manager may be achieved by the same person, or a couple of people in their organisation.
- b. This role should take an active role in educating and inspiring the local industry and residents on the importance of the visitor economy for their town/region, so Council gets the whole region's support in achieving their visitor servicing goals.
- c. The role should build strong relationships and trust with their region's key stakeholder groups. This helps maintain or grow funding/resources to help activate opportunities in their visitor servicing strategy.
- d. The role should work with the lead VIC Manager role (if separate) to introduce creative resourcing of their existing staff/volunteers or activate other resources (e.g. other Council department staff or even Community Groups) to help deliver their visitor servicing strategy.

Training of existing staff - around two main topics - storytelling and tailored experience bundling (and itinerary planning where appropriate).

Develop a concept design for Millicent as an "Inspiration Centre" - undertake an architecture/ interior design exercise that will provide a clear vision for key stakeholders to agree to (estimate \$15k).

Engage stakeholders and clarify the vision - the proposed changes to the operations and delivery models for VICs in Wattle Range Council should be finalised and implemented in close consultation with key stakeholders (in particular staff, businesses and the community).

Trial and test new model and tools for visitor servicing - introduce and test popup/mobile models in selected locations, in particular, Coonawarra/Penola and Beachport.

Invest in digital kiosks for engaging and tracking visitors - introduce new survey data recording tools to enable more effective tracking and measuring of visitation trends and patterns.

The report highlighted that It is likely that under some of the proposed delivery models that it will be possible to reduce a number of expenditure items and therefore reduce overall VIC operating costs. In turn, this may allow VICs, supported by a central role within Council, to coordinate their delivery, to apply any VIC cost savings to stronger online marketing and drive promotional campaigns which can also encourage greater industry/operator participation.

The report indicated that the return on any investment may come not only from a more focused and efficient use of regional resources but also from better showcasing what the region has to offer to more people, more often. It should also help Council clarify the relationship between marketing and visitor servicing.

It will be easier to encourage repeat visitation with more visitors feeling remembered, known and understood, building the region's reputation for having a "customer focus". This will help grow the economy, create new jobs and attract new residents in the years ahead. Strengthening the tourism offering – building the capacity, capability and attractions of different regions across South Australia and Victoria to ensure they keep pace with visitor needs and expectations.

As a result of the review Council staff including the Director of Development Services and Manager of Economic Development will investigate the recommendations in the Visitor Information Centre Review and report back to Council on proposals and any related budgetary implications.

Financial Considerations

Budget Allocation	\$30,000
Budget Spent to Date	\$30,000
Budget Variation Requested	To be advised in future reports

Risk Considerations

Refer to the SharePoint Risk register – VIC Review.

Policy Considerations

There are no known policy considerations related to this report.

Legislative Considerations

There are no known legislative considerations related to this report.

Environmental / Sustainability Considerations

There are no known environmental or sustainability considerations related to this report.

Communication & Consultation Considerations

Consultation was undertaken by Komosion with staff, volunteers, visitors, tourism operators and businesses across the Council area.

Subject to further development of recommendations within the report it is proposed to undertake consultation on the content of the report and specific initiatives highlighted.

RECOMMENDATION

That Council receive and note the report.

Wattle Range Council

Review of Business Operations

Visitor Information Centres (VICs)

March 2020



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1. EXECUTIVE SUMMARY

1.1 CONTEXT

Komosion was commissioned in late 2019 by the Wattle Range Council to undertake a Visitor Servicing Review for the Visitor Information Centres (VICs) of Millicent, Penola and Beachport. Council needs to consider whether it is still cost effective to continue to invest the same level in VICs and/or whether a different mix of visitor services is now something to be considered to better meet consumer and industry needs.

This challenge can be summarised as:

How can Council more effectively and efficiently deliver quality Visitor Servicing and customer experiences that increases visitor numbers, length of stay and spend; and helps grow the tourism economy to benefit the local community?

The report identifies several opportunities for Council to improve the specific operations of each of the VICs, reimagine the delivery models, and realign the governance structure across the region. This should be considered for investment over the next 5 years, including a number of near-term initiatives.

1.2 KEY FINDINGS

Based on the research and consultation undertaken, the following key findings are noted:

- The local economy is largely driven by rural industries, including sheep and cattle grazing, crop growing, horticulture, viticulture, timber production and fishing. However, the Wattle Range Council Visitor Economy has also grown to be an important industry, with 105 direct tourism businesses supporting 214,000 visitors and nearly \$38m in visitor expenditure.
- Whilst all three of the VICs are accredited through SATC and Tourism Australia, there are a variety of differences between each of the three visitor Information Centres (VICs) which operate within the Wattle Range Council region.
- The important role which VICs play, particularly for smaller communities is noted and recognised, though the true cost or return of providing visitor services is not fully known.

Based on the financial reports provided to Komosion:

- Millicent VIC generates \$14,459 in gross profit, \$162,241 in expenditure and the net loss of delivering the service equates to \$9.30 per visitor. Millicent VIC financials are useful because they highlight the full cost of supporting infrastructure such as buildings, fittings and furniture and their associated depreciation rates, along with the full cost of utilities and apportionment of overhead costs.
 - Penola VIC generates \$6,325 in gross profit, \$128,837 in expenditure and produces a net loss of \$5.10 per visitor.
 - Beachport VIC produces \$9,425 in gross profit, \$93,859 in expenditure and generates a net loss of \$24.80 per visitor into the VIC.
 - The overall operating costs from each VIC (Penola, Beachport and Millicent) are dominated by salaries, accounting for 60-70% of total expenditure.
- The Wattle Range Council area is large in land size, being 388,00 hectares or 388 square kilometres, but the estimated residential population base is relatively small at 12,031 (*source: 2018 .id community Regional Development data*) and the number of industry operators is subsequently small as well which creates pressure on Council to support visitor services traditionally.
 - We understand that the Wattle Range Council derives an attractive revenue stream from operating several additional services from each of the VICs, in particular Millicent (i.e. National Park booking and Stateliner bus tickets).
 - Road directional signage throughout the area was found to be generally good, though there was little gateway signage to illustrate one is entering the region and virtually no interpretative signage, to encourage travellers to stop and better understand the region and its sites of significance. There is a need for this signage to focus on the Limestone Coast region rather than Wattle Range Council and each of the 13 separate townships. With respect to visitor road signage, consideration should be given to enhanced gateway signage for those entering from the West (Great Southern Ocean Drive), the East (Great Ocean Road and from the north (via the Grampians) - introducing interpretative signage which may need to be developed around lay-bys and easily accessible visitor attractions such as walking trail access points, Aboriginal heritage sites, unique flora changes and areas of more significant geology.
 - The collective product offering (including Wattle Range Council, but also Mount Gambier, Robe and Naracoorte VICs) is far stronger as visitors do not recognise Local Government Area boundaries. With limited major visitor attractions, the need for a collective regional approach is all the more important.
 - It is important that Wattle Range Council, through the VICs, seeks to continuously understand, research and adjust its visitor servicing model during the year, and over time, promoting and supporting local businesses and promoting each of the unique visitor attractions and offerings, particularly those related to adventurers, food and wine, nature and history.
 - The community consultation noted the pride which many stakeholders involved in VICs have in relation to their ability to offer a variety of services and products to meet visitor needs. This needs to be acknowledged and commended.
 - Technology, however, is going to be able to provide cost effective ways of delivering information faster and on a more regular basis to a visitor market who is well experienced

and conditioned to using websites and other digital information to find out about places of interest and other important visitor information. Being ready and prepared to meet this opportunity, rather than perceiving it as a threat, is an important outcome which each of the VICs needs to be thinking about.

- There is a desire by Council to work with neighbouring bodies (across Council, and even state lines) and look at ways of co-locating visitor services, even if these options have been attempted before but have been unsuccessful. Whether a cross-border model is established or not, the focus of visitor services needs to be on delivering quality information in advance, at the right time, to the right audience for pre-planning (via a quality website) and within the sub-region, via a variety of visitor facilities, and digital-based solutions; so, a mix of both online and on the ground activities.
- A model which centralises as many of the back of house support functions and requirements including compliance needs should be part of a new model going forward as it will help with quality control to benefit communities, visitors, industry operators and Council.
- The simple rationalisation of VICs is unlikely to lead to an improved level of visitor service delivery until such time that digital-based solutions are able to be provided comprehensively across the entire region, including via technology in the form of touch screens.

1.3 RECOMMENDATIONS

The review has assessed the challenges and opportunities for the three Wattle Range Council VICs to more efficiently and effectively operate. Further, this review provides a set of clear recommendations that can reshape the future of Visitor Servicing and the role of Visitor Information Centres in the Wattle Range Council area, and identify specific opportunities to improve the operating effectiveness and efficiency of the Wattle Range Council VIC network.

Visitors to Regional areas are looking for more. The role of VICs must change to meet changing Visitor needs, and offer a simple, engaging and valued service. They are wanting to get the most of their visit; they are wanting to get a real taste of what the region has to offer; they don't want to miss out on events, local offerings and experiences. It is therefore important that Council reimagine the role of VICs and rethink how VICs deliver Visitor Servicing - and create an enhanced service model that meets visitor needs at every stage in the visitor journey.

The recommendations point to a significant rethinking of the role, governance, structure, design and operations of VICs, and can be categorised across four Strategic Pillars:

1. **REALIGN** services, resources and models with visitor flows and behaviours, in some cases by prioritising levels of service or introducing mobile services and/or digital signage.
2. **REIMAGINE** the role of VICs within the end-to-end visitor experience, supporting visitors through every stage of their journey, from awareness to revisit, advocacy and even towards possible tree/sea change.
3. **REDESIGN** the "in-store" VIC layout, offering and experience to be more relevant, engaging and modern - to become a Centre of Inspiration where visitors can get a taste of the range of experiences the local area has to offer.
4. **RECONNECT** VICs with the local business communities, partner organisations, regional bodies and cross-border strategies - in some cases establishing the VIC as a community and business hub.

Underpinned by these four pillars, and supported by operational capabilities, there is an opportunity for Council to implement core capabilities (e.g. digital surveys and tracking of visitors) and follow a service design model to realign the physical VIC model (e.g. trial a mobile VIC), remove some of the information fragmentation and provide enhanced customer service aligned to the needs, desires and behaviours of the current and future visitors.

It is critical the Council **RETHINKS** how to arrange its information in new Inspiration Hubs and online and start to think as retailers working within a network of supporting VICs, partner organisations and local businesses.

1.3.1 Realign

Visitor information services to be more closely aligned with visitor flows and behaviours, in some cases by prioritising levels of service or introducing mobile services and/or digital signage;

The core recommendation is that Wattle Range Council realigns service delivery over time to establish a Hub and Spoke model with Millicent as a Hub (Inspiration Centre and Business Hub), and reposition Beachport and Penola as seasonal (satellite) centres, supported by alternative delivery such as mobile/pop-up VICs, roving ambassadors and static/digital displays.

This realignment of service levels provides an opportunity to introduce new VIC models and new ways of servicing visitors described in this report, and will allow the VICs to be more relevant, flexible, innovative effective and efficient in their delivery.

1.3.2 Reimagine

Realign and refocus the role of VICs within the end-to-end visitor experience, supporting Visitors through every stage of their journey, from awareness to revisit, advocacy and even tree/sea change.

VICs are one of many touch-points that visitors are accessing to learn more about how to experience the destination. Wattle Range Council should look to extend the role of VICs beyond servicing of visitors in-destination through information delivery, and build on the trusted brand, strong connections with community and local knowledge of its staff to understand and address the information, inspiration and experience gaps in the visitor journey.

There are four key areas that Wattle Range Council should look to:

1. **Fill experience gaps** - identify key elements of the visitor experience that are not currently supported (such as food, bike hire and accommodation) and where viable step in to support, or even run these services until they are established as viable offerings by the community.
2. **Embrace digital support tools** - continue to invest in business support tools and capabilities (such as Customer Relationship Management (CRM), reporting, visitor tracking, digital information collation and digital marketing).
3. **Experience bundling** - continuously research and understand the visitor profiles and local products, and develop the skills, tools and processes to engage with visitors and design itinerary and travel experiences that meet each of their needs and desires.
4. **Track the right metrics** - develop a data management strategy that extends the VIC measurement capabilities (including collection, collation, storage and reporting) and establishes the VIC network as a trusted research and information source for the Council, local businesses and tourism partners/bodies.

1.3.3 Redesign

Komosion recommends that Wattle Range Council reimagine the role of Millicent, as the key major town, with a well-positioned, busy and attractive centre that should receive focused investment. As a “Hub” VIC this would include redesigning the ‘in-store’ VIC layout, offering and experience to be more relevant, engaging and modern. This would include:

1. **Create a new immersive, inspirational “Wow” design for Millicent** - one that is, zoned, immersive, engaging and modern, presenting Millicent VIC as a destination in itself.
2. **Introduce enhanced digital experiences** - introducing new digital tools to support the storytelling, deliver information more effectively and efficiently; and provide opportunities to get an immersive “taste” of the region (see “Reimagine” pillar).
3. **Inspire through storytelling** - invest in the training, tools and processes that shift the focus of visitor servicing towards face-to-face storytelling, expert insights and interactive events (e.g. local cookery classes, history talks, walking tours).

This could occur over time, but these three principles should be introduced to Millicent as a VIC “Hub” and “Inspiration Centre” and, where relevant, the Satellite VICs of Penola and Beachport.

1.3.4 Reconnect

Reconnect VICs with the local business communities, partner organisations, regional bodies and cross-border strategies.

The study pointed to local businesses recognising the value and importance of each of the VICs (in particular Millicent as a major centre). However, it was felt by many that the role should play a stronger, more direct role in the visitor economy. The level of direct engagement with local businesses was relatively limited, and all stakeholders saw a potential for VICs to act as a hub and central point for tourism businesses to engage, collaborate and share ideas - describing VICs as the knowledge base and connection for local businesses.

VICs across Australia are re-affirming their role and value to the local economy by engaging and collaborating directly with businesses. This report recommends Wattle Range Council design and implement a program of local and regional collaboration, with a longer term vision of Millicent VIC as a collaboration hub for local businesses, neighbouring VICs (even cross state border) and regional bodies; utilising the satellite VICs at Penola and Beachport to engage at the micro level where required. There are three levels at which the Wattle Range Council VICs can better engage and collaborate within the region, their wider network:

1. **Engage local tourism businesses** - build a role as an enabler and connection point for the local visitor economy, with a clear dedicated program of staff "famils", network events, education and sharing session, newsletters and influencer support.
2. **Engage local residents and retailers** - collaborate and consult with the broader community and related businesses through proactive education, active community group involvement, fun and educative open days and targeted promotions and communications.
3. **Engage regional tourism partners and bodies** - initiate and lead a program of "Borderless Collaboration", proactively engaging neighbouring VICs; and working with related bodies within the region, and cross-border.

1.4 CONCLUSION AND NEXT STEPS

This report has presented a vision for VICs and visitor servicing in Wattle Range Council that requires over the next 3-5 years a significant shift in the service delivery model, the capabilities, the tools and the processes.

In summary, we recommend Wattle Range Council pilot a new Visitor Servicing Model, moving to a full roll-out following a range of “test-and-learn” initiatives. Not all are achievable in the short term - indeed, it is recommended that Council introduce these changes incrementally, trialling and testing new designs, digital tools and ways of working; and works closely and collaboratively with staff, businesses, the community and partner bodies.

While the strategic vision of visitor servicing needs to be developed and agreed in detail, the report has highlighted seven core recommendations that Council should action in the near-term. These will address key capability gaps, introduce and test new concepts and clarify the vision with key stakeholders:

1. **Develop a clear set of roles and responsibilities.** The study observed that some staff often undertook additional responsibilities (such as event management and rostering). These responsibilities are not clearly defined in the existing position descriptions causing a lack of recognition, confusion, and frustration amongst all staff. Wattle Range Council must, as a priority, update these position descriptions to clearly set roles and responsibilities for the varying roles within the VIC network. This should include current activities of specific staff, and also incorporate responsibilities that will support the future hub and spoke model around Millicent. As part of this clarification of roles and responsibilities it is advised that there is a clear lead Manager role defined across all the VICs - one that can coordinate current operation and work closely with the Transformation Manager in designing and implementing new initiatives.
2. **Recruit for a Visitor Service Transformation Manager** that can take on responsibility for driving the vision of visitor servicing (in particular implementation of the short term initiatives) and engage business and stakeholders around the longer-term vision. Note: In the short term - if a full-time role is not viable, Wattle Range Council may consider external consultants' support estimated at approx. \$50k-80k. Note also, that this role should also be responsible for formalising the role of the VICs as a local business and collaboration hub. Some considerations here include:
 - a. The role of transformation and VIC manager may be achieved by the same person, or a couple of people in their organisation.
 - b. This role should take an active role in educating and inspiring the local industry and residents on the importance of the visitor economy for their town/region, so Council gets the whole region's support in achieving their visitor servicing goals.
 - c. The role should build strong relationships and trust with their region's key stakeholder groups. This helps maintain or grow funding/resources to help activate opportunities in their visitor servicing strategy.
 - d. The role should work with the lead VIC Manager role (if separate) to introduce creative resourcing of their existing staff/volunteers or activate other resources

(e.g. other Council department staff or even Community Groups) to help deliver their visitor servicing strategy.

3. **Training of existing staff** - around two main topics - storytelling and tailored experience bundling (and itinerary planning where appropriate).
4. **Develop a concept design for Millicent as an “Inspiration Centre”** - undertake an architecture/ interior design exercise that will provide a clear vision for key stakeholders to agree to (estimate \$15k).
5. **Engage stakeholders and clarify the vision** - the proposed changes to the operations and delivery models for VICs in Wattle Range Council should be finalised and implemented in close consultation with key stakeholders (in particular staff, businesses and the community). Council should engage directly with key community groups towards an agreed “Future for Visitor Servicing in Wattle Range Council”.
6. **Trial and test new model and tools for visitor servicing** - introduce and test popup/mobile models in selected locations, in particular, Coonawarra/Penola and Beachport (estimated incremental cost \$30k - if there are current assets that can be used such as the van when Millicent's floors were done - but there would be design and updating costs).
7. **Invest in digital kiosks for engaging and tracking visitors** - introduce new survey data recording tools to enable more effective tracking and measuring of visitation trends and patterns (this will enable more detailed and efficient rostering to be developed) (estimated \$15k).

It is likely that under some of the proposed delivery models that it will be possible to reduce a number of expenditure items and therefore reduce overall VIC operating costs. In turn, this may allow VICs, supported by a central role within Council, to coordinate their delivery, to apply any VIC cost savings to stronger online marketing and drive promotional campaigns which can also encourage greater industry/operator participation.

The return on any investment will come not only from a more focused and efficient use of regional resources but also from better showcasing what the region has to offer to more people, more often. It should also help Council clarify the relationship between marketing and visitor servicing.

It will be easier to encourage repeat visitation with more visitors feeling remembered, known and understood, building the region's reputation for having a “customer focus”. This will help grow the economy, create new jobs and attract new residents in the years ahead. Strengthening the tourism offering – building the capacity, capability and attractions of different regions across South Australia and Victoria to ensure they keep pace with visitor needs and expectations.

2. CONTEXT

2.1 WHY WE ARE HERE

Komosion was commissioned by Wattle Range Council to undertake a Visitor Servicing Review for the Visitor Information Centres of Millicent, Penola and Beachport.

The report identifies several opportunities for Council to improve the specific operations of each of the VICs, reimagine the delivery models, and realign the governance structure across the region. This should be considered for investment over the next 5 years, including a number of near-term initiatives. The Wattle Range Council Strategic Plan, 2019-2024, requires Council to provide services that enhance a healthy lifestyle and provide social, economic, and environmental benefits to the people of the Wattle Range Council area. Council is reviewing its business entities to ensure their financial sustainability and quality of service delivery into the future.

The Wattle Range Council is one of several Councils throughout South Australia that operate their own Visitor Information Centres (VICs) as a service to the community and visitors. A smaller number (15%) of South Australian VICs are operated by private entities, or community based organisations. Council manages the “in destination” visitor experience within its geography, including three VICs currently located in the townships of Millicent, Beachport and Penola.

These three VICs provide traditional VIC services, directing and acting as a central focus point for visitors to find out about the local area and its products, services and features; managing local bookings; and promoting local products and events.

In addition, each of the VICs provide/support services outside of the specific scope of a VIC - some acting as local government administrative front-desks, or managing bus ticket operations, library services and museum or gallery access.

In addition to the three VICs, Council further supports local (and regional) tourism through:

- Camping grounds: ownership and management of the Southern Ocean Tourist Park (Beachport) and Southend Caravan Park
- Maintenance of 5 information bays:
 - Rendelsham parking bay
 - Southend Entrance
 - Adelaide Road, Millicent
 - Beachport Road, Millicent
 - A range of RV friendly campsites
- Wattle Range website, in particular “Discover Wattle Range” (<http://www.wattlerange.sa.gov.au/page.aspx?u=2515>)

- Event support, such as Coonawarra Cabernet Celebrations, Geltwood Festival, Penola/ Coonawarra Arts Festival.
- Brochures - design, printing and distribution.
- Regional collaboration - working with other bodies, including Tourism SA, National Parks, regions and states.
- Supporting infrastructure (e.g. environmental management, signage, walking paths, local businesses, roads, education).

Local Government plays an important role in managing local development and supporting the visitor economy sector. Local tourism associations work closely with the community and around visitor needs.

Businesses are important ratepayers and visitor spend helps strengthen the income local governments receive in rates. This all acts to improve the rate base. For many parts of rural and regional Australia, investment in the visitor economy is proving to be one of the most effective ways for local areas to be sustainable and flourish.

Research indicates visitors spend filters down to all parts of the community. The visitor economy creates jobs and supports local services including supermarkets, cafes, bars, retail, and restaurants.

Many local governments and regional tourism boards are rethinking the role and design of the traditional Visitor Information Centre. The best are adding in inspiration, going mobile and making it possible for people to access services at multiple locations in our destinations including connecting them to information via digital signage and QR codes for their smartphones.

Going forward, we will all need to use technology to establish and maintain a relationship with our visitors. This will enable us to encourage people to stay longer and do more, return, and promote positively our destinations via their physical and virtual social networks. This way we will grow local economies, create interesting new jobs, and even convert some visitors to become residents.

The Wattle Range Council is considering the cost and fragmented role of visitor servicing and asking whether there is a better model for running VICs - Council have commissioned a review of the current operations of and delivery model provided within the three VICs at Penola, Millicent and Beachport. This challenge can be summarised as:

How can Council more effectively and efficiently deliver quality visitor servicing and customer experiences that increases visitor numbers, length of stay and spend; and help grow the tourism economy to benefit the local community?

Within this context this review has strategically assessed the provision of visitor information services to meet future needs. This work has included:

- A review of the visitor economy and value of tourism to Wattle Range Council (as part of both the South Australian and Limestone Coast regions including analysis of consumer demand and trends and the role of VICs regionally, nationally and internationally).
- An assessment of the VIC model across Australia, the challenges and opportunities faced, and case studies which can guide the future of visitor servicing in Wattle Range.
- Visits to key regional attractions and information distribution points including the towns of Millicent, Beachport and Penola and their associated Visitor Information Centres. These visits included interviews with the VIC staff, business owners and some visitors.
- Analysis and review of the current operations in each of the three VICs, including service delivery practices, staffing and support for partner attractions.
- Local stakeholder consultation, including industry, via workshops, interviews and surveys.
- A review of existing and potential digital channels and practices that can support visitor servicing within Wattle Range Council.

2.2 THE VISITOR ECONOMY

Tourism is a major contributor to economic growth and has been identified as Australia's 'next wave of prosperity' – with the potential to become one of Australia's fastest growing industries. This is particularly true in South Australia, especially for the regional visitor economy.

The expenditure associated with these trips is significant, and growing - the latest Quarterly Value of Tourism report for South Australia (Dec 2019) highlights for South Australia total expenditure has grown to \$7.8 billion, up 13% for the year, largely driven by interstate (up 19%) and intrastate (up 25%) over the last year.

While domestic tourism provides the greatest expenditure, international tourism is a significant growth area - most notably, Chinese visitation reached 66,000, up 20% for the year end September 2019 (Source Value of Tourism SA). Tourism therefore delivers direct benefit to the SA economy, enabling 61,300 South Australians to be employed in the Visitor Economy (up 5% on 2018).

Regional tourism plays a key role in the South Australian visitor economy, seen by the SA Government as a "super growth sector" with significant potential. The latest figures from South Australian Tourism Commission (SATC) Visitor Economy report December 2019 indicates, "Regional visitor expenditure grew to a record high \$3.4 billion, up 19% and now contributing 44% to the overall visitor expenditure in South Australia."

Steven Marshall, the Premier further reinforced this in January 2020, stating *"Domestic overnight visitation to regional South Australia contributed a record 4.9 million visits (63%) and 17.7 million visitor nights (63%) to the overall state total, demonstrating the importance of the regions"* Steven Marshall, Premier, January 2020.

The Limestone Coast region attracts interstate, intrastate and international tourists keen to explore its abundance of history, food and wine, coastline, adventure and nature. The Visitor Economy is a significant sector for the Region:

- Tourism expenditure in the region is estimated at \$366m, the third highest in SA only Fleurieu Peninsula \$476m and Flinders Ranges and Outback \$462m have higher Tourism revenues (Source - Value of Tourism, Dec 2019).
- There are 765 tourism businesses, with over 2800 jobs (1 in 18) in the region which are supported by the tourism industry (Source - Regional Tourism Strategy 2020).
- The Limestone Coast has more direct tourism employment than any other region in South Australia (Source - Regional Tourism Strategy 2020).

The large majority of the Limestone Coast visitors (91%) are domestic with almost 56% intrastate, and 35% interstate, with significant growth in domestic tourism - nearly 10% growth year on year since 2015/16.

Figure 3: Number of domestic overnight visitors on the Limestone Coast Region.



Source - Tourism Research Australia , Unpublished data from the International Visitor Survey 2018/19.

For the Limestone Coast as a whole, international tourism plays a relatively small role, with less than 9% of overnight stays, and a shorter length of stay compared with the SA average (*Source - National Institute of Economic and Industry Research (NIEIR) ©2020 Compiled and presented in economy.id by .id the population experts*). However, with a higher than average spend and a significant potential for growth it is important that this sector is considered in any visitor servicing strategy, including VIC operations.

Most notably, the Average Accommodation Occupancy in properties with 15+ Rooms is 45%, state average is 62% indicating there is capacity to grow visitation and expenditure.

KEY TAKEOUTS:

- The lower than average for nights stayed in the region may be due to a combination of factors however for Wattle Range Council the gap in quality accommodation may be a factor.
- The Visitor Economy is important to the region, and Wattle Range Council, supporting over 100 local businesses directly.
- The domestic visitor (interstate and intrastate) is the primary target, but international visitors drive a disproportionate spend and need to be considered in the Visitor Servicing Strategy, specifically the VIC model.

2.3 WATTLE RANGE COUNCIL TOURISM

The Wattle Range Council area is located in the Limestone Coast Region of South Australia, about 400kms south-east of the Adelaide CBD and 500kms west of the Melbourne CBD. The Wattle Range Council area is bounded by the District Council of Robe and the Naracoorte Lucindale Council area in the north, the Victorian border, West Wimmera Shire and Glenelg Shire in the east, the District Council of Grant in the south, and the Southern Ocean in the west.

The Wattle Range economy is largely driven by rural industries, including sheep and cattle grazing, crop growing, horticulture, viticulture, manufacturing, education, timber production and fishing. However, the Wattle Range Council visitor economy has also grown to be an important industry, with 105 direct tourism businesses supporting 214,000 visitors and nearly \$38m in visitor expenditure. The majority of visitors are domestic, with only 2.3% international. However, the higher international spend does drive nearly \$2m in visitor expenditure (5.3%), and is particularly important for some businesses (*Source - Tourism Research Australia Austrade, LGA Profiles, 2018*).

Growing the visitor economy is one of the fastest and best ways for local governments to improve their own financial viability and capacity to deliver on community expectations into the long term. This is particularly true for Wattle Range Council - it brings new dollars into the local economy and improves the profitability of local businesses, while also supporting new start-ups and attracting major investment to the area.

The Wattle Range Council area offers exceptional food and wine experience, 4WD adventures, events (such as Coonawarra Wine Festival, Car Club meets, Cycle Tours) and has remarkable history and nature to offer. Its position on the Great Southern Ocean Touring Route draws many visitors travelling between Melbourne and Adelaide, looking to experience regional Australia, often alongside the Great Ocean Road.

As such, the Wattle Range Council area offers experiences to a broad visitor demographic, including thrill seekers, grey nomads, families, high-spending couples and international travellers - often visiting friends and family.

This suggests the primary target is similar to much of regional South Australia: high-yielding experience seeker across our international and interstate markets. These travellers are passionate and curious about the world, are open to immersive experiences and have a higher than average spend on their trip.

But while there is great opportunity in focusing on the high-yielding experience seeker, (looking for the adventure of the dunes, or food and wine experiences at Mayura Station or the wineries), "Secondary market segments should also be considered, including families, grey nomads, backpackers and international students. These secondary markets have a key role in driving dollars deep into the visitor economy, particularly in regional areas, as well as driving demand during low and shoulder seasons," (*Source - South Australian Visitor Economy Sector Plan 2030*). The local Visiting Friends and Relatives (VFR) market is also important, increasing with

resident growth as locals become advocates for their region. It represents almost 23% of total international overnight visitors.

The broad range of visitors to the Limestone Coast Region (including the Wattle Range Council area) highlights the opportunity and complexities of servicing them effectively. While core segments include grey nomads (visiting all year except school holidays), families (peaking during school holidays), adventurers (often winter 4WD) and couples (food and wine), there are niche markets that Wattle Range Council should also consider such as car clubs, naturists, bird watchers and schools. Whilst a majority of visitors are domestic (inter and intrastate), international VICs patrons are from the UK or Europe, and most often German or Swiss (Source - VIC Visitor Survey Data 2019), as highlighted below in Figure 4.

Figure 4: VIC visitor origin



Source - VIC Visitor Survey Data (2019)

KEY TAKEOUT:

The seasonal patterns of visitation in the Wattle Range Council area identify clear trends that should be considered in the delivery of Visitor Servicing - it is important that Council, through each VIC, is delivering the right services, the right information and the right support at the right time, and VICs are set up to be flexible to the changing needs of its visitors. For example, while grey nomads are common in Spring, Summer and Autumn, they often avoid the area in January, preferring the quieter shoulder months. The January period is dominated by 4WD adventurers, seeking the thrills of the Beachport-Robe dunes and surf.

Similarly to the Limestone Coast, the majority of Wattle Range Council visitors are domestic, with only 2.3% being international. However, the higher international spend does drive nearly \$2m in visitor expenditure (5.3%), and is particularly important for some businesses (Source - Tourism Research Australia Austrade, LGA Profiles, 2018).

In summary, growing the visitor economy is one of the fastest and best ways for local governments to improve their own financial viability and capacity to deliver on community expectations into the long term. This is particularly true for the Wattle Range Council area- it

brings new dollars into the local economy and improves the profitability of local businesses, while also supporting new start-ups and attracting major investment to the area.

2.3.1 Why do tourists visit the Wattle Range Council area?

Komosion reviewed each of the towns Millicent, Beachport and Penola in terms of their visitor service offering and products, types of visitors, and the role of each retrospective VIC within these towns.

2.3.2 Millicent

Millicent is located 399kms south-east of Adelaide, a similar distance to Melbourne, and 50kms north of Mount Gambier (*Source-Millicent Community Town Plan*) with a population of 5,109 (2016 ABS Census). Millicent is the largest town in the Wattle Range Council and a central service hub for satellite communities including Beachport, Penola, Coonawarra, Furner, Glencoe, Hatherleigh, Mount Burr, Rendelsham, Southend and Tantanoola. This makes Millicent an ideal central service hub for tourists to 'stay another day' with their road van, cycles or as backpackers, and similarly for staff, local businesses and regional tourism stakeholders to collaborate.

The key attractions for Millicent and its surrounds are Lake McIntyre, the wind turbines, the family focused Millicent Domain Precinct and the 40km long Canunda National Park, featuring sand dunes, beaches, scenic coastlines, and wildlife - ideal for walking, 4WD, fishing and camping.

Millicent is also home to The Millicent National Trust Museum which exhibits historical collections of horse drawn vehicles, shipwrecks, blacksmithing, farm engines, machinery, aboriginal artefacts and costumes. The Museum attracts approximately 4,000 visitors per year appealing to tourists interested in history, engineering, maritime and ancestral heritage.

2.3.3 Beachport

The coastal community of Beachport is on the Limestone Coast of South Australia, situated on the northern tip of Rivoli Bay. It is located 37kms north-west of Millicent, 80kms west of Penola, and approximately a four hour drive south east of Adelaide. Beachport has significant tourist trade over the summer months predominantly consisting of repeat visitors and word of mouth. The population of 652 (2016 ABS Census) increases dramatically to approximately 8,000 during the summer months and 54.6% of dwellings in Beachport are classified as unoccupied private dwellings, confirming Beachport as a holiday town.

Beachport offers visiting families, nature lovers, outdoor adventure and water sport enthusiasts the second longest jetty in SA, a pristine beach for surfing, windsurfing, scuba diving, fishing, paddle boarding and kitesurfing, stunning coastal scenery and national parks, flora and fauna, fishing, camping, bird watching, the Pool of Siloam and scenic drives.

Beachport is also very popular with 4WD and dirt and trail bike clubs due to the 4WD only access extending from Beachport to Robe to Carpenter Rocks. In particular, Victorian visitors are attracted to the freedom of 4WD in SA since it became banned in Victoria, providing an influx of tourists to Beachport - however it is noted that the Beachport VIC plays a vital role in educating such visitors to conserve the environment.

2.3.4 Penola

Penola is a town 388 km south east of Adelaide, 10kms south of Coonawarra and has a population of 1,317 people. Penola is a historic town featuring arts, crafts, festivals, culture, local wine region, food, unique shopping, and religious attractions, which attracts tourists, day trippers and visitors from surrounding towns. Visitor numbers are high on weekends to Penola's high street, and more so on long weekends where it attracts wine tourists.

Penola is world renowned for Saint Mary of The Cross MacKillop and The Mary MacKillop Interpretive Centre, which is a drawcard attracting national religious catholic and Italian visitors. Penola also attracts tourists interested in history with its two State Heritage sites of Petticoat Lane featuring first settlers artefacts.

Whilst Penola is ideally located as a central hub, 50kms from Mount Gambier, 50kms from Millicent and 50kms from Naracoorte, there is a real risk when the bypass is completed that Penola becomes a drive around town, rather than a destination that people come to explore and stay in.

2.3.5 Coonawarra

Coonawarra is a small township with a population of 334 (2011 ABS Census) located 10kms north of Penola, making Penola Visitor Information Centre its flagship VIC. It has a world-class reputation for producing some of the most sought after Cabernet Sauvignon wines and as one of Australia's 69 wine regions it exceeds standard output with over 25 cellar doors, numerous vineyards, and 5,600 hectares under vine production - making viticulture and winemaking the foundation of the region's economy and wine tourism the key attraction for the region. The wine market can be prioritised as local, domestic and export market orientated. Local markets consist of cellar doors visits, mail order and direct to consumer and through Limestone Coast Wholesale trade.

2.3.6 Wattle Range Council tourism products and services

The below table illustrates at a high level the tourism products and services available within the Wattle Range Council Region:

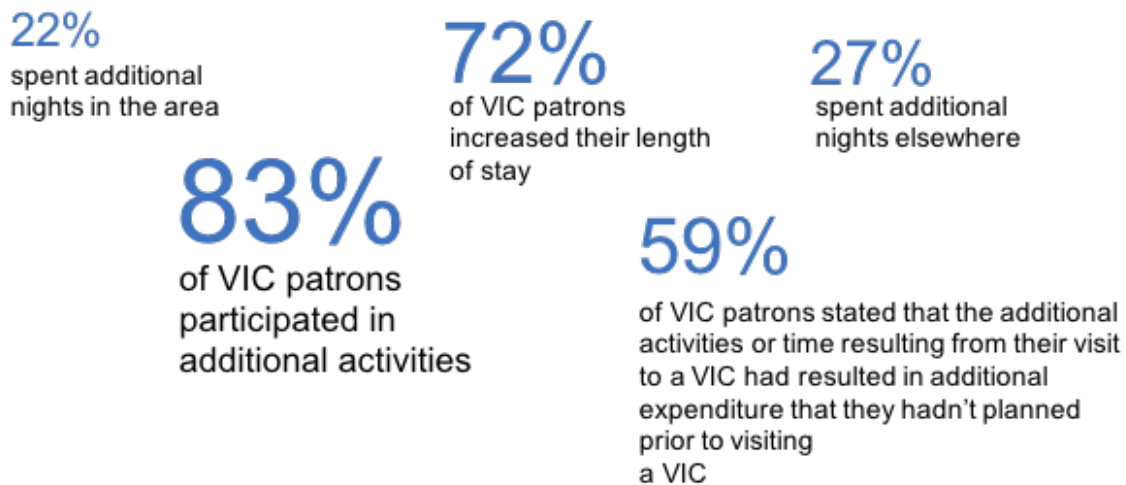
	Millicent	Beachport	Penola	Coonawarra	Other
Accommodation	Motels, Caravan Parks, Hotels, B&B.	Private beach house rentals, Beachport Motor Inn, Beachport Hotel, Bompas of Beachport Beachport, Harbourmasters, Bonnies of Beachport, Privately owned Beachport Caravan Park, Council owned Southern Ocean Tourist Park Camping in both national parks and caravan parks.	Motels, Caravan park, Hotels, B&B's, Backpackers, Self-contained caravans and motorhomes		
Events	Geltwood Festival, Great Victorian Bike Ride	Many seasonal events	After Dark weekend, Penola Coonawarra Arts Festival,	Coonawarra Cup, Coonawarra cabernet celebrations, Coonawarra Vignerons Cup, Coonawarra Cellar Dwellers, Coonawarra Cabernet Celebrations	Glencoe Woolshed Championships/We ddings, Great Ocean Road Bike Race Great Vic Bike Ride Limestone Coast Toy Run, Speciality car clubs
Food and Wine	Cafes, Restaurants.	Cafe, Restaurant, Pub.	Cafe, Pub.	Cellar door food and produce for over 25 Cellar doors. 2 wineries offering lunch.	The Tasting Rooms at Mayura Station

History	Maritime, Ancestry Heritage (first settlers - Scottish), The National Trust Museum.	The Old Wool and Grain Store National Trust Museum with whaling history, Cape Martin Lighthouse, Lankys Well, Lankys Walk, Jetty.	Petticoat Lane, Mary MacKillop Centre, Ancestry Heritage (first settlers - Scottish), Living history Historical trail	Early settlers plantations.	Glencoe Woolshed, Railway History
Nature and Outdoors	Lake McIntyre	Lake Goerge, Flora and Fauna, Birdwatching, Stand up paddleboarding, Windsurfing, Fishing, 4WD, Dirt Biking, Surfing, Scenic Drive	Greenrise Recreational reserve		Tantanoola Caves, cave diving, Hiking/exploration, blue lake, Sinkhole, Ghost Mushroom Lane
Industry	Manufacturing			Operational wineries	Windfarm, Forestry and Logging, Woakwine Cutting
Gaps/ Opportunities identified through stakeholder engagement	Higher end restaurant and dining experiences featuring local produce. Collaborate with other VIC's and cross borders to promote events and package visitor experiences. Higher end B&B offering. Packaged tours and day trips featuring local in region products.	Fish and chips Takeaway Longer opening hours for food services More restaurants and cafes and shops - only 6 shops in Beachport Packaged tours and day trips featuring local in region products.	Higher end restaurant, cafe and dining experiences featuring local produce. Higher end B&B offering. Accommodation and restaurant facilities to house group corporate events and weddings.	More high standard accommodation Tours linked to interstate and overseas visitors High quality eating and dining experiences More lunch restaurants at wineries and platters to keep visitors in region.	Include products in packaged itineraries at VIC's for visitors to facilitate visitation. Create day trips and tours departing each major town to highlighted destinations. Approach the windfarm for tour opportunities.
	Boutique accommodation providers to match the level of experience expected by fine food and wine visitors. Experiential tour opportunities – included self-drive – charter vehicle and bus tours.				

2.4 THE ROLE OF VICs IN AUSTRALIA

The internet and more importantly the mobile revolution initially led to many predicting the demise of the Visitor Information Centre. But despite visitors having online access to information, maps, reviews and booking platforms, VICs continue to play a very important role in the visitor experience as visitors seek clear, simple information; and the personal, expert insight, knowledge and interpersonal connection of a local VIC.

The report titled “The Impacts of Regional Visitor Information Centres on Visitor Behaviour” (Refer Appendix A) highlights the importance of VICs in changing visitor behaviour leading to increased yield. The report highlights the following:



KEY TAKEOUT:

THE Wattle Range Council VICs should promote their direct role in driving and supporting the local tourism and visitor economy - undertake research that supports this.

The core role of a VIC is to enhance the visitor experience from arrival to departure, and exceed their expectations, to encourage visitors to stay longer, undertake additional activities, and return to the region. In this way they act as an “Advocate Service” - putting the local area into the consideration set, with visitors becoming continual destination advocates; and then telling friends and family about their amazing experiences.

Therefore, while the primary role of the VIC is to provide visitors with insights into the region and distribute information regarding local tourist products, there are three main features that visitors look for in a Visitor Centre:

- A reference point to share local passion and, by providing exceptional customer service, promote the range of visitor experiences and services available in the local area. This may include local expertise, and personalised recommendations tailored for each visitor and inspiring visitors to engage in multiple experiences and extend their length of stay.

- A central location for visitors to gain access to timely, accurate and impartial visitor information and advice making it easier for current (and potential) visitors to source information and book travel, via traditional information sources (e.g. maps, printed collateral) or digital information and services. The most common motivators for stopping at a VIC are to access information on attractions, obtain maps or find information on activities (Austrade, 2015).
- Regional displays and stories that promote the Visitor Economy: A role in supporting local attractions, products local businesses and tourism operators within a region. Many local business and tourism operators are reliant on the services of the VICs to provide additional business and ensure a high standard of visitor servicing in the area.

Figure 6 – Visitor Centre Features



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

2.4.1 Role of VIC's in Emergency Information

Significantly, recent tragic and devastating bushfires have destroyed communities and industry across Australia. This has highlighted how VICs perform a role in crisis management providing accurate, timely emergency information to visitors and residents when required.

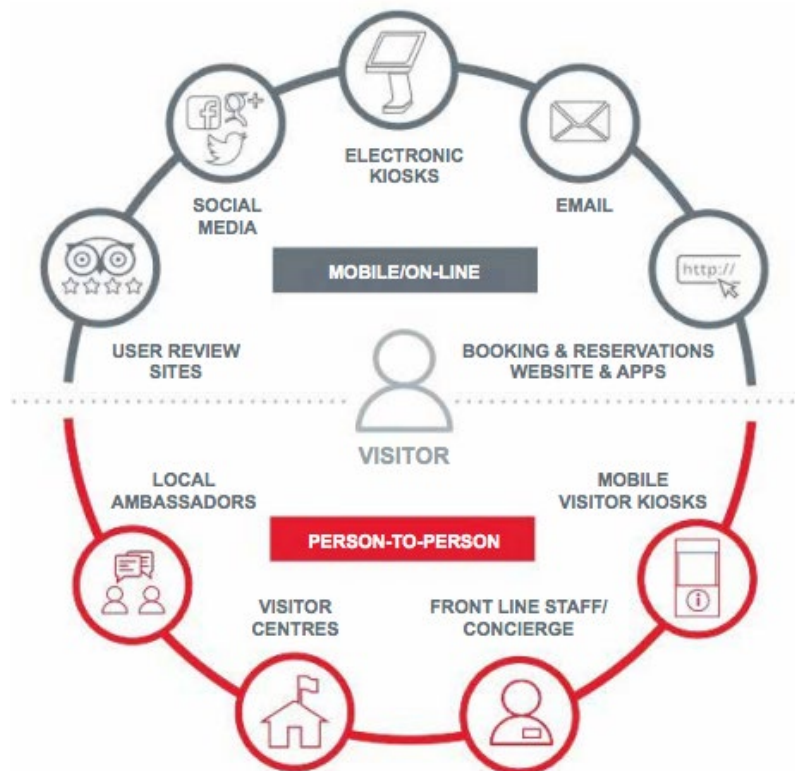
Recent studies into visitor perceptions and attitudes to safety and risks have found a strong dependence upon accredited VICs to provide safety and emergency information. For instance, a 2009 Tourism Victoria study found that a majority of respondents (81%) would seek emergency information from local VICs while they were least likely to source safety information from emergency services websites.

A recent study into tourism bushfire messaging commissioned by the Department of Justice and Tourism Victoria confirmed this importance with VICs rated as high on the list of expected sources of information about details of bushfire plans, updates on bushfires in the area, locations of Neighbourhood Safer Places and activities for high risk days.

2.4.2 The future for Visitor Information Centres

VIC's are just one part of the visitor journey. Although Visitor Information Centres continue to have the majority of Visitor Services investment, there are many more touch points where visitors are seeking information and inspiration, as the diagram below illustrates. We have gaps in our understanding of what our visitors require, when and via which channel. Therefore we have gaps in our service delivery.

Figure 7 – Visitor Centre Features



Source - *Engaging Visitors in an era of technology: Alberta Government, January 2017*

As consumer needs and expectations are evolving, trends for the way visitors access information are shifting from a traditional focus utilising VICs to accessing information/booking prior to arriving, or whilst in a destination via smartphones.

It is important to note, however, that VICs, particularly in regional areas, do play an important role in helping to disperse visitors and provide important information on trail/road conditions and road access information. Additionally, some markets such as the Grey Nomads, whilst they are increasingly “tech savvy” do often prefer the “face to face” interaction which VICs can provide.

There is, therefore, a careful balance required to ensure visitor services are delivered in the most optimal way for visitors, for the community and for the local economy. Well-resourced VICs across Australia are starting to play a much broader role, responding to changing visitor needs and behaviours; and also recognising their role in contributing to the local tourism industry and community:

- An avenue to collect information on visitors to a region to test marketing programs.
- Tourism business mentoring and education including workshops on packaging information, digital media, booking services.
- Greater focus on visitor servicing: moving beyond information to improving visitor experience in a region.
- Inform and engage with residents, building an understanding of tourism in the community and strengthening Visit Friends and Relatives (VFR) Markets.
- Information relating to resident and industry attraction.
- A hub for the tourism industry, partnering with local businesses and organisations and communicating the benefits of tourism to the broader business sector.
- Building positive relationships with the tourism industry, Regional Tourism Operators (RTOs) and Regional Tourism Boards (RTBs) and the community.
- Creating significant social benefits, with the use of a volunteer workforce at two VIC locations.

Globally visitor servicing is also innovating and broadening to introduce new delivery models, technologies and visitor experiences:

- Multipurpose centres where providing visitor information only one many functions
- Booking centres for events, shows, attractions and, to a lesser extent, accommodation.
- State-of-the-art technology screens and display, to replace traditional brochure racks and print material.
- Highly trained Roving Ambassadors (usually volunteers), who are allocated areas to patrol and assist visitors. They may also offer tours.
- Highly trained staff with little expectation of cost recovery from visitor information services.
- A variety of income streams but tending to include internet cafés or general food and beverage facilities as mechanisms for trying to offset overhead costs, particularly staffing costs.
- Continued expansion of Web-based services, especially for bookings general information.

Figure 8: New Plymouth iSite NZ



Figure 9: Copenhagen Touch Wall, Denmark

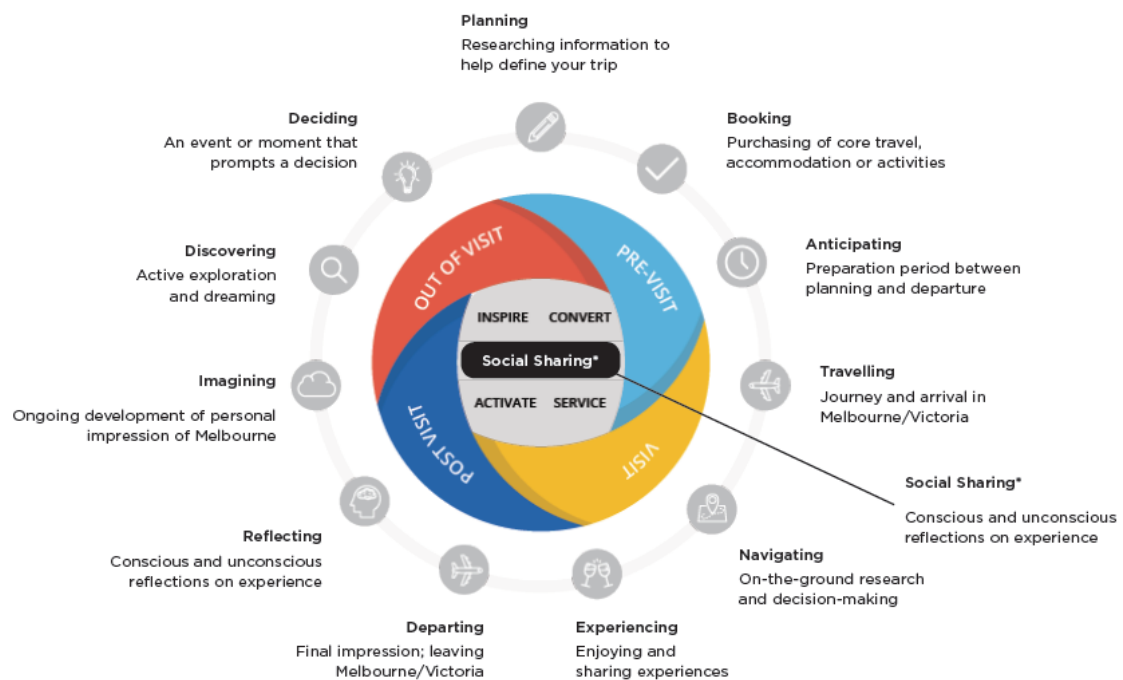


"Visitors want to be engaged differently and at all stages of their journey. By providing an exceptional and seamless visitor experience across the region, tourism Geelong and the Bellarine are hoping to achieve a competitive advantage as a destination and ultimately increase yield and dispersal. Strategic provision of information at all stages of the trip cycle is key as visitors are looking for curated information, customised to their needs and requirements," *Source - Geelong Visitor Servicing Strategy (DRAFT) 2018*

Visitors are looking for curated information, customised to their needs and requirements. While bricks and mortar VICs still play a role, visitor needs are increasingly being engaged at both the regional and local level via a variety of touchpoints including pop-ups, mobile delivery and roving ambassadors.

In summary, we need to put visitors at the centre of our thinking - and look to how VICs can support every stage in the Visitor Journey:

Figure 10: Putting visitors in the centre



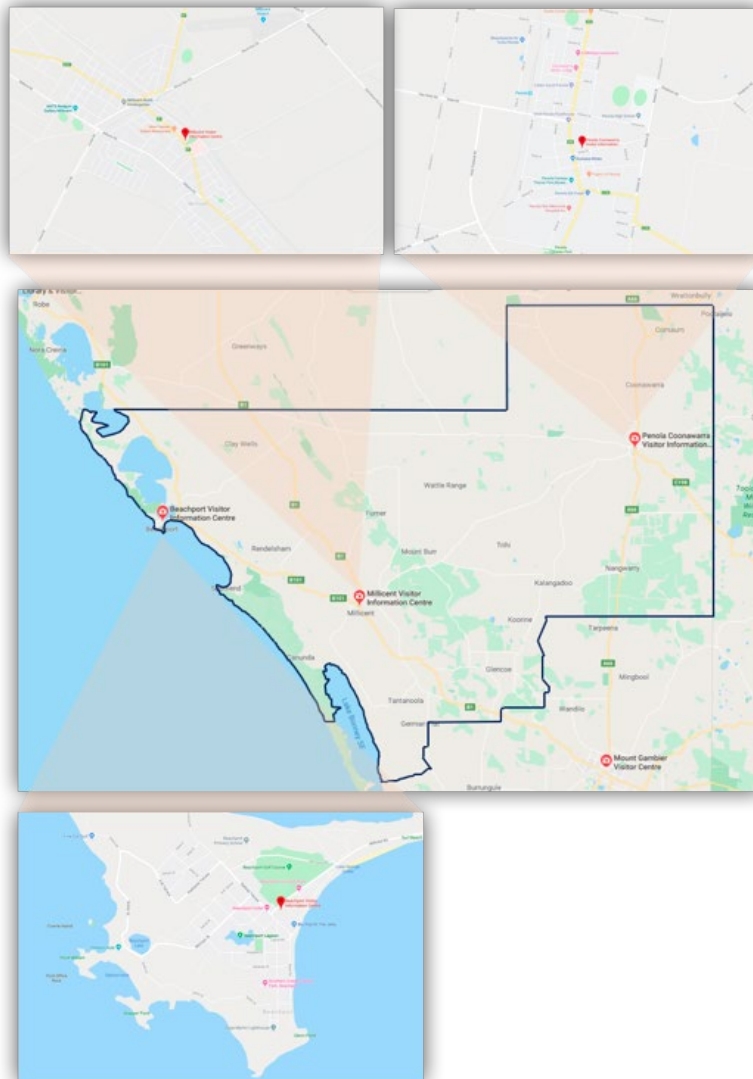
Source - *Engaging Visitors in an era of technology: Alberta Government, January 2017*

- KEY TAKEOUTS:
- The Wattle Range Council VICs should establish capabilities beyond basic information and advice, formalising their role to align to the broader activities described above.
- VICs should formalise their role in Emergency Management.

2.5 THE WATTLE RANGE COUNCIL VICs

Wattle Range Council manages three Accredited Visitor Information Centres (VICs) in Millicent, Beachport and Penola. Each of the three VICs provide a reference point and distribution centre for information on the local area and the tourism products available (i.e. the services, merchandise and facilities provided in the area).

Figure 11: Locations of Wattle Range VICs



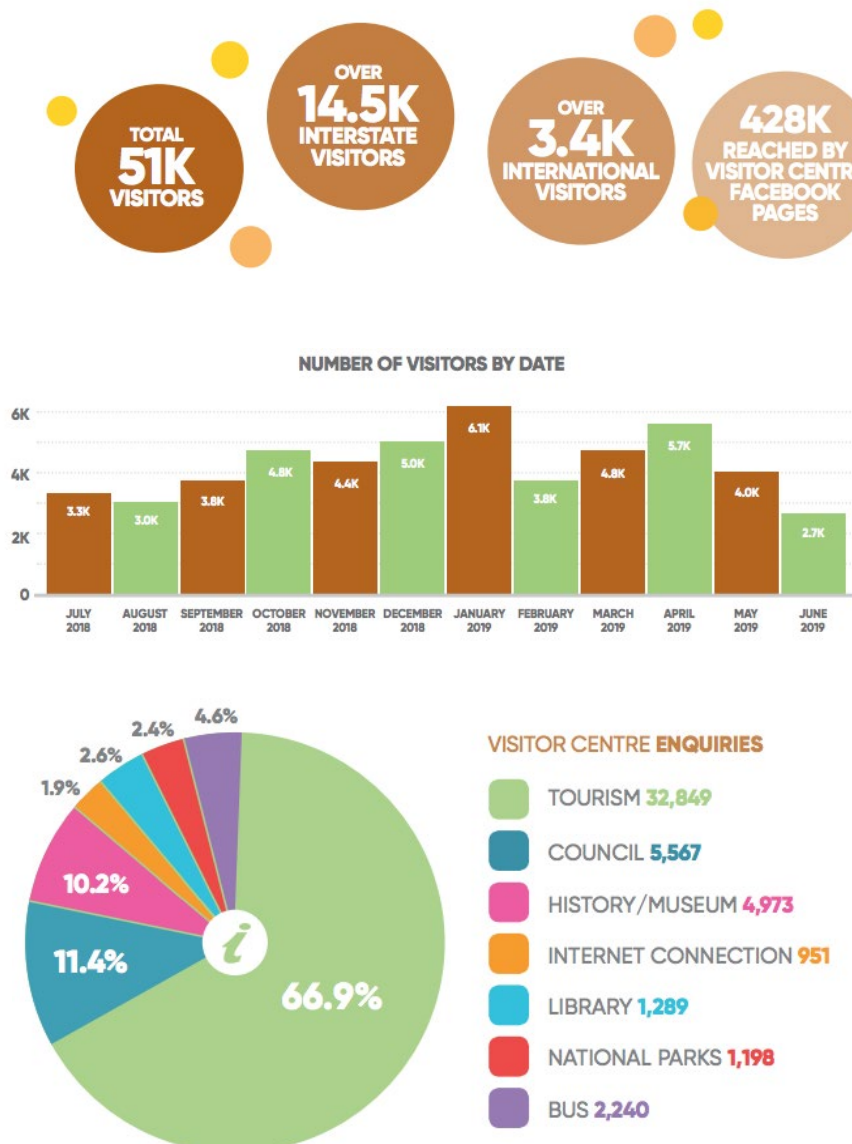
These three VICs play a critical role in promoting the local area and wider region to visitors, residents, tour operators, other local businesses and the tourism industry in general; proudly highlighting local history, characters, features, events and destinations; and acting every day as a representative of the local community and businesses.

Whilst each VIC also manages other services (such as Museum ticketing, Library, Council admin, Bus tickets) they currently focus largely on the walk-in servicing of visitors who are seeking specific information - they provide valued local insight and booking services, but it is still a very transactional experience.


2.5.1 Visitors to Wattle Range Council VICs

There were ~210,000 visitors to the Wattle Range Council area in 2018. VIC visitor tracking surveys indicate around 51,000 (1 in 4) visit one of the three VICs when in the area - for international visitors 3,400 (nearly 70%) visit a VIC. This is an extremely important key factor to consider in service design of catering for international visitors.

Figure 12: Wattle Range Council VIC Visitor profiles (Source - Wattle Range Council - Annual Report 2018/2019)



2.5.2 VIC Accreditation

The Wattle Range Council VICs are all accredited, following the national Accreditation Standard benefitting from the strong brand awareness of the  certification, and the formal support of the South Australian Tourism Commission (SATC).

As a fully accredited VIC each delivers the core (traditional) VIC services, i.e.:

- Providing timely, accurate and impartial visitor information and advice
- Sharing local passion and promoting the range of visitor experiences and services available
- Supporting local businesses and tourism operators.

Currently, each of the VICs follow standard operating hours, and are each resourced by a permanent VIC staff member, in line with all accredited VICs across Australia, i.e.:

- Mon-Fri: 9am-5pm
- Sat-Sun: 10am-4pm
- Sat-Sun: 10am-1pm (Winter trading hours for Beachport only).

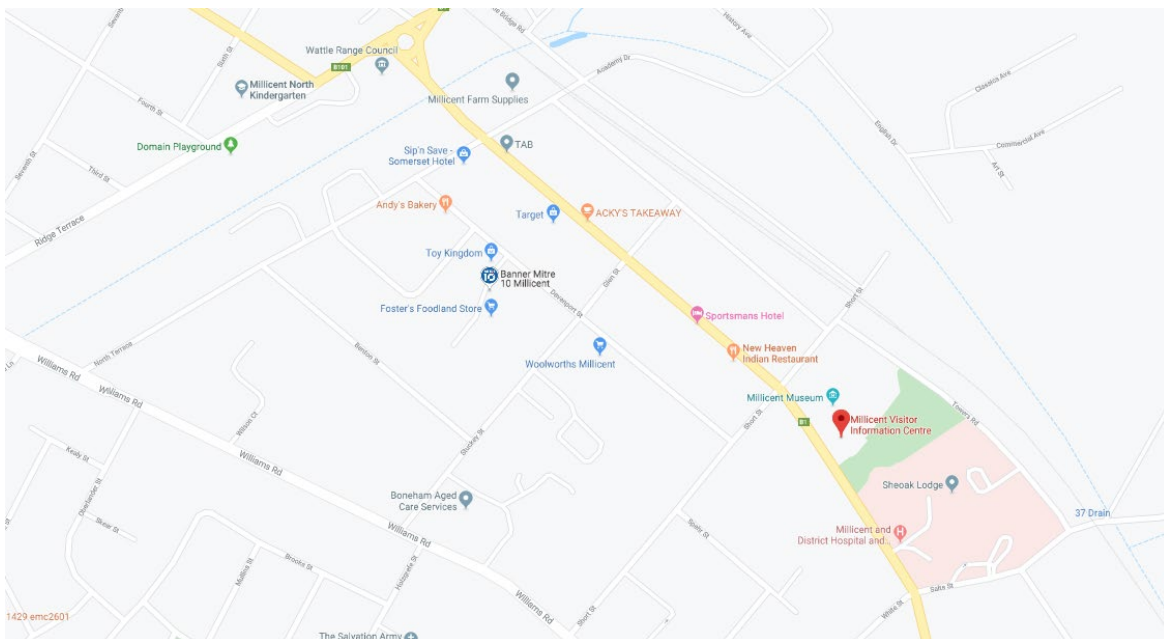
The benefits of accreditation (see Appendix C) are worth retaining, although it is recommended the delivery model is adjusted to allow for greater flexibility in the opening hours and service levels to focus resources at the right time and place (see Section 3 - Recommendations).

Each of the VICs has a specific role, design and operating model. These are highlighted below.

2.5.3 Millicent VIC

Millicent VIC is a standalone Visitor Information Centre within the township of Millicent, attached to the Millicent Museum complex. This VIC currently offers tourism advice and information, a small retail outlet and the paid entry way to the Millicent museum complex. The office also has a small art gallery attached that is used for both travelling and local small-scale exhibitions. Located on the main road within Millicent, it is an ideal stopping point for visitors travelling through having refreshment and free Wi-Fi facilities. It offers a highly visible location, within well-maintained gardens, a car park for road vans (RV) and toilets with change table, whilst the free RV parking provides a dump point.

Figure 13: Location of Millicent VIC (Source - Google Maps)



The facility also operates as a collection and drop off site for the Premier Stateliner bus service and for a Community based Red Cross service. The Council also facilitates booking and payments for external agencies such as National Parks South Australia and Premier Stateliner bus tickets. Whilst acting as the gateway and fee taker for the Millicent Museum, it should be noted that the Museum is a standalone enterprise operated by the National Trust of SA through the local Millicent National Trust Incorporated body.

Figure 14: On Site Pictures from site visit to Millicent VIC (Source - Komosion)



Millicent VIC has over 12,000 visitors in 2019, with almost 8% international visitors (primarily from UK and Europe). Across the year there is significant fluctuation however with peaks of nearly 1,600 for January holidays and 1,800 for the Easter holidays (Source - VIC visitor surveys). In the winter months of Jun-Jul-Aug visitation drops off significantly with less than 700 per month. For further operational and VIC statistics refer to Appendix C.

In the last 12 months the Millicent VIC has seen some dramatic changes with the refurbishing of the timber floors and some fresh paint. It is suggested that future modifications to the site consider the potential benefits of 'reimagining' the visitor experience both in terms of visitor information delivery and these attractions.

The recommendations of this report include realigning the VIC network with Millicent as the regional VIC hub, retaining its location on the main highway entrance to the town, and reimagining it as an experience centre and a destination in itself. Establishing Millicent VIC as a hub and destination should include several features, including a cafe.

Figure 15: New floors installed at Millicent VIC



Refurbished floor, Millicent Visitor Centre.

Source - Wattle Range Council - Special Meeting - 19 November 2019

2.5.4 Beachport VIC

Beachport VIC is also an operating office of Council, servicing the Beachport and surrounding communities. The office conducts most general Council office work that would be expected with the main Council office at Millicent and includes the taking of rates, registrations, permits and other Council clerical and financial tasks. The office also manages permits for the Beachport boat ramp launching facility and all clerical matters relating to the Beachport and Furner cemeteries. This office is also a fully operating VIC with a small retail outlet and a small library service operating under the supervision of the Manager of Library services from the main library in Millicent. The office also takes payments and bookings for National Parks SA sites. The Beachport VIC is also a multipurpose facility and includes a community library, which is constantly utilised by the local community.

For further operational and VIC statistics refer to Appendix C.

Figure 16: Location of Beachport VIC (Source - Google Maps)

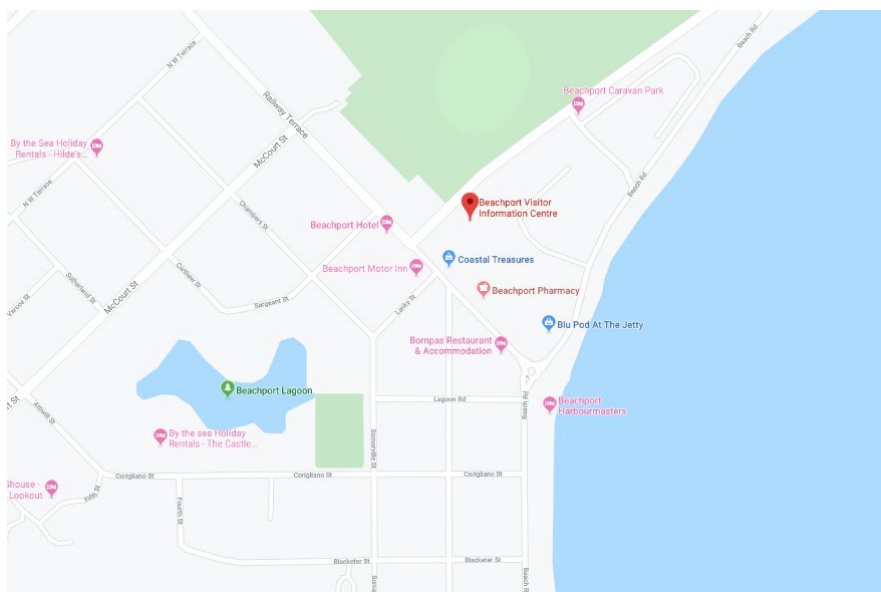


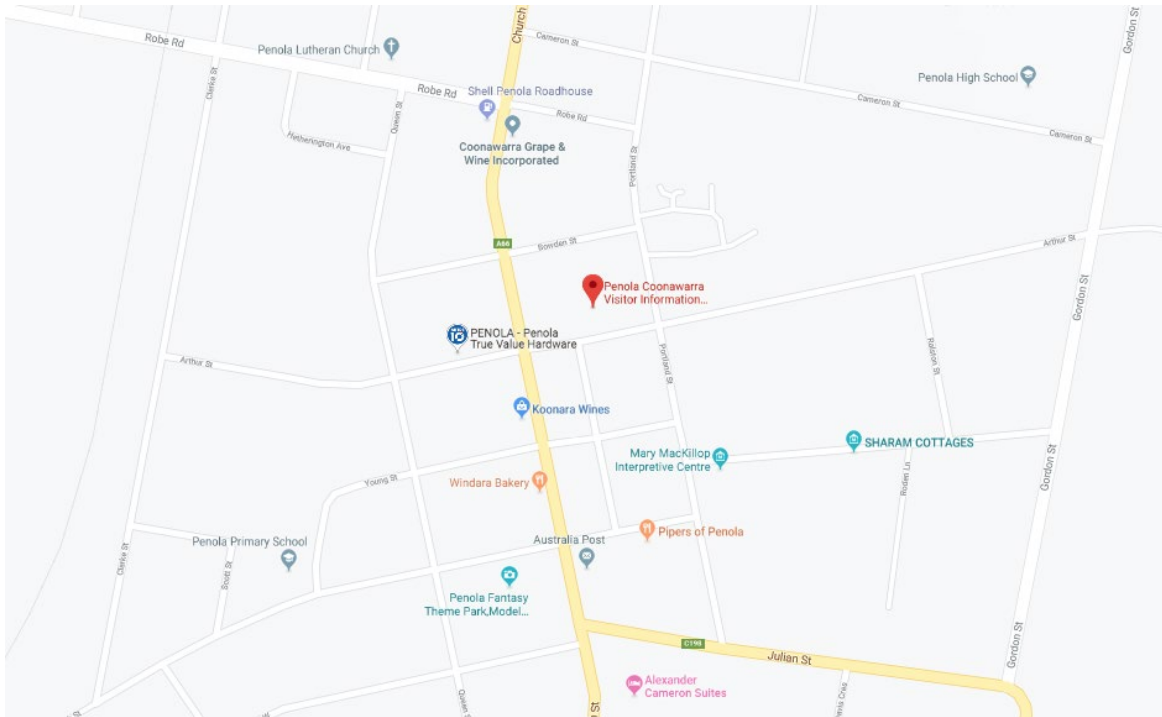
Figure 17: On Site Pictures from site visit to Beachport VIC (Source - Komosion)



2.5.5 Penola VIC

Penola VIC is located off the main road within Penola. It is also an operating office of Council servicing the Penola and surrounding communities. The VIC conducts most general Council office work that would be expected with the main Council office at Millicent and includes the taking of rates, registrations, permits, the Penola cemetery and other Council clerical and financial tasks.

Figure 18: Location of Penola VIC (*Source - Google Maps*)



The building is a multipurpose facility with a meeting room which hosts more than 200 meetings per year for community groups and local business, a gallery for the display of local artworks, and a small history museum. The facility also operates as a collection and drop off site for the Premier Stateliner bus service and a booking service for local accommodation providers.

The Penola (and Beachport) VIC is co-located with council customer services, with staff undertaking both roles. Whilst there are financial benefits of co-location (sharing of space and savings in salaries and wages), there is also the significant challenge in the requirement for staff to be skilled and knowledgeable in the areas of library, council customer services and visitor services. Challenges also present with competition for floor space for displays, flexibility of layout (different customer service requirements) and technology to support both services.

Staff training needs have been identified in areas such as sales, marketing, online bookings and use of digital technology. The requirement (per accreditation guidelines) for 7-day delivery is currently inhibiting the ability to provide this training. Council should review all VIC resources including the use of volunteers. Volunteers by nature have a range of advantages and disadvantages and this should be further investigated.

Penola offers tourism services and information specialising in knowledge for the two featuring nearby attractions, being the Mary MacKillop Centre and the nearby Coonawarra Wine Region of 25 cellar doors - Coonawarra does not have its own VIC. Staff members at Penola VIC currently fulfil the role of collaborating, engaging, promoting and connecting with the Coonawarra wine region visitor service offering and local businesses to a successful level, however as we note in our recommendations this is an area for potential growth.

For further operational and VIC statistics refer to Appendix C.





Figure 19: On Site Pictures from site visit to Penola VIC (Source - Komosion)

3. RECOMMENDATIONS

It is clear that right across Australia, Visitor Information Centres (VICs) are largely based on a pre-internet model of distribution of physical brochures and maps. As a result, VICs are receiving fewer visitors every year. To change this model, new ways of working are required, including innovation and investment in technology and associated expertise.

The SA Regional Strategy 2018 highlights “The traditional model of delivering visitor information is evolving to increase visitor satisfaction, dispersal, length of stay and spend. The new approach utilises valued face-to-face communication and digital channels to meet the needs of visitors when and where they seek it.”

Within this context of changing visitor needs and behaviours, the review has assessed the challenges and opportunities for the three Wattle Range Council VICs to more efficiently and effectively operate. Further, this review provides a set of clear recommendations that can reshape the future of Visitor Servicing and the role of Visitor Information Centres in the Wattle Range Council area, and identify specific opportunities to improve the operating effectiveness and efficiency of the Wattle Range VIC network.

Visitors to regional areas are looking for more. The role of VICs must change to meet changing Visitor needs, and offer a simple, engaging and valued service. They are wanting to get the most of their visit; they are wanting to get a real taste of what the region has to offer; they don't want to miss out on events, local offerings and experiences. It is therefore important that Council reimagine the role of VICs and rethink how VICs deliver Visitor Servicing - and create an enhanced service model that meets visitor needs at every stage in the Visitor Journey.

The recommendations point to a significant rethinking of the role, governance, structure, design and operations of VICs, and can be categorised across four Strategic Pillars:

1. **REALIGN** services, resources and models with visitor flows and behaviours, in some cases by prioritising levels of service or introducing mobile services and/or digital signage;
2. **REIMAGINE** the role of VICs within the end-to-end visitor experience, supporting Visitors through every stage of their journey, from awareness to revisit, advocacy and even towards possible tree/sea change.
3. **REDESIGN** the “in-store” VIC layout, the offering and experience to be more relevant, engaging and modern - to become a Centre of Inspiration where visitors can get a taste of the range of experiences the local area has to offer.
4. **RECONNECT** VICs with the local business communities, partner organisations, regional bodies and cross-border strategies - in some cases establishing the VIC as a community and business hub.

Underpinned by these four pillars, and supported by operational capabilities, there is an opportunity for council to implement core capabilities (e.g. digital surveys and tracking of visitors) and follow a Service Design model to realign the physical VIC model (e.g. trial a mobile VIC), remove some of the information fragmentation and provide enhanced customer service aligned to the needs, desires and behaviours of the current and future Visitors.

It is critical the Council **RETHINKS** how to arrange our information in new Inspiration Hubs and online, and start to think as retailers working within a network of supporting VICs, partner organisations and local businesses.

3.1 REALIGN

Visitor Information Services to be more closely aligned with visitor flows and behaviours, in some cases by prioritising levels of service or introducing mobile services and/or digital signage;

In the current Wattle Range Council VIC service model each of the three VICs are set up as separate standalone, and permanently located centres, each following full hours of operations and quality service guidelines for full VIC accreditation. Whilst we do not recommend closure, or relocation, Council should consider the various models for Accredited VIC, and prioritise service levels, focusing on enhancing the experience where it matters to deliver a more effective and efficient model of Visitor Servicing.

The latest Visitor Servicing Guidelines for Accredited VICs states that “Visitor Information Servicing can be delivered in a number of different ways including: roving ambassadors, mobile vehicles, digital offerings and temporary information booths at festivals and events”.

Within these guidelines, Komosion recommends that Wattle Range Council retain full accreditation for its VICs, but apply a Hub and Spoke (Satellite) model of service delivery, supported by mobile VICs, pop-ups, roving ambassadors, digital platforms, static / digital displays.

Core recommendation (longer term): Realign service delivery over time to establish a Hub and Spoke model with Millicent as a Hub (Inspiration Centre and Business Hub), and reposition Beachport and Penola as Seasonal (satellite) centres, supported by alternative delivery such as mobile/pop-up VICs, roving ambassadors and static/digital displays:

3.1.1 Millicent Hub VIC

Establish Millicent as an accredited marquee “Hub” Visitor Information Centre, investing in this gateway location as an Inspiration Centre and as data and knowledge hub for local businesses. This model will require investment in Millicent, including new designs, centralised management, and innovative service delivery tools and technologies.

3.1.2 Establish Seasonal VICs

Beachport and Penola to be operated as Seasonal VICs, open during the peak periods (i.e. Jan and April), with reduced FTE staff. A VIC could operate as a satellite VIC (as per accreditation guidelines) to provide flexibility in its times of operation and ease the resource requirement; and supported by a mobile/pop-up during off-season peaks (e.g. public holidays, events).

3.1.3 Trial Mobile/Pop-up VICs

Beachport and Penola, as Seasonal VICs, can be supported outside of peak periods by operating with tailored, but consistent opening hours and days. These could include a customised mobile van and digital signage, able to support the satellite VICs; and also the smaller townships (e.g. Glencoe).. Note, in the short-term, a customised electric van could be rolled out as a “test and learn” pilot for a mobile VIC, trialled before making any changes to the current VIC. There is potential to extend the capacity of pop-up / mobile services by collaborating regionally to develop a joint VIC model (possibly with Naracoorte and Robe) where assets created can be shared e.g. securing of a mobile kiosk / stand / vehicle reflecting regional branding. Potential collaboration even with neighbouring tourism regions to combine investment (e.g. in a van that could be shared with interchangeable marketing collateral) could also be considered.

3.1.4 Trail Roving Ambassadors

There is potential to fill any resulting VIC gaps with use of roving ambassadors in high foot traffic areas, to engage with visitors, increase visitor length of stay and spend at peak times, at festivals and events.

3.1.5 Use Static displays

The high traffic areas of Coonawarra, High Street of Penola and Millicent (and to a lesser extent Beachport) could benefit from static displays, digital kiosks, mobile VIC on weekends, to provide improved service and a taste of the broader region’s offering to visitors.

This realignment of service levels provides an opportunity to introduce new VIC models and new ways of servicing visitors described in this report; and will allow the VICs to be more relevant, flexible, innovative effective and efficient in their delivery.

3.2 REIMAGINE

Realign and refocus the role of VICs within the end-to-end visitor experience, supporting Visitors through every stage of their journey, from awareness to revisit, advocacy and even tree/sea change.

VICs are one of many touch-points that visitors are accessing to learn more about how to experience the destination. Wattle Range Council should look to extend the role of VICs beyond servicing of visitors in-destination through information delivery, and build on the trusted brand, strong connections with community and local knowledge of its staff to understand and address the information, inspiration and experience gaps in the Visitor Journey.

There are four key areas that Wattle Range should look to:

- 1. Fill experience gaps** - identify key elements of the visitor experience that are not currently supported (such as food, bike hire) and where viable step in to support, or even run these services until they are established as viable offerings by the community.
- 2. Embrace digital support tools** - continue to invest in business support tools and capabilities (such as CRM, reporting, visitor tracking, digital information collation and digital marketing).
- 3. Experience bundling** - continuously research and understand the visitor profiles and local products, and develop the skills, tools and processes to engage with visitors and design itinerary and travel experiences that meet each of their needs and desires.
- 4. Track the right metrics** - develop a data management strategy that extends the VIC measurement capabilities (including collection, collation, storage and reporting) and establishes the VIC network as a trusted research and information source for the Council, local businesses and tourism partners/bodies.

3.2.1 Fill experience gaps

The local visitor economy may not have the holistic view, the support or capacity to meet visitor needs. Here is where the VICs (through the Council) can step into fill an experience gap. Initially as a trial or pilot - and when there is enough demand to demonstrate the product offering is commercially viable, they then enable private enterprise to take over the product's running. Examples include:

- Walking /Nature Tours - e.g. Lake McIntyre (bird watching)
- Bike Hire - the local area is ideal for bike hire (and bike tours), both mountain biking and casual touring. There are very few options at key locations (i.e. Penola)
- Group Tours & Hop on Hop Off Transport - there is an opportunity for Council, through the VICs to support and grow the wine trail bus services which have recently been set up by Beachport Caravan Park

- Accommodation - there is a clear gap in quality accommodation across the region - in particular for the higher end/business market. Strategies to encourage overnight visitation, including packages and filling gaps in the accommodation offer should be considered.
- Food - several local business representatives highlighted the lack of relevant food options. The Council should look at encouraging and supporting local offerings; and look to the provision of cafe food/drinks directly (in particular at Millicent VIC).

Relevant case studies include:

- Tourism Central Australia has done this successfully with their Alice Springs Walking tour. They started running the tours as a free service from the visitor centre, however after time, when demand was enough to show its viability, it was taken over by two private operators. They are currently planning on the same for a Hop on Hop Off service for Alice Springs. Bendigo Visitor Centre runs a small group Food Fossickers Tour each Saturday, which was developed to fill the gap for Asian visitors to the town. The tour takes visitors behind the scenes to meet local food producers and taste and learn the stories of their products.

3.2.2 Embrace digital support tools

Whilst face-to-face interaction is the most important feature of a VIC, even in the digital age, many Visitors will prefer to find their information online. Currently Wattle Range Council VIC staff will use and support online tools which is currently ad-hoc and does not form part of the formal role of a VIC officer. It is recommended that Council invest in the tools, time and staff training and align efforts with South Australian Tourism Commission's digital platforms in the following areas:

- Content of the Local visitor website. It is important that the VICs (supported by Council) are able to manage the delivery of content on their own websites, and in the case of the smaller towns, even the destination website itself. This was an issue raised by several of the local business owners interviewed (and via the online survey) - without any centralised digital platform for information local enterprises have recently launched their own local websites to promote the area and local businesses, which was funded by Council.
- Search Engine Optimisation. This could also include responsibility for enhanced SEO (Search Engine Optimisation) developed for target audience, specific to their persona and scenario. The VICs, as an independent business hub could take on this responsibility with the right funding, training and focus.
- Digital brochures and factsheets. Council should consider a program of digital consolidation of its visitor guides, fact sheets and maps. These should be made available, and kept up to date on the Council/VIC website in a mobile friendly format, with live chat links and/or click to call phone numbers.
- Manage Online reviews. VIC staff should manage and respond to reviews and questions and answers for the three VICs, including key visitor assets such as TripAdvisor and Facebook.
- Activate social media. Staff should be actively using social media to share their region's stories, both inspiring and informing potential visitors. Council should also invest in targeted ads to drive bookings for events or relevant travel deals. Social media is also a key channel for them to keep everyone informed at times of challenging events (such as bushfires, floods or storms).
- Respond to online messaging and live chat. Staff should be given the training and tools to provide information via Live Chat on their destination website and social media direct message channels.
- Build capabilities around CRM and reporting tools. Council has invested in Customer Relationship Management (CRM) (and related reporting tools) to support the VICs. However, the review has found that current sourcing, collation and management of data and reporting capabilities are not working effectively. Information related to VIC operations, activities, staffing and visitation patterns is currently held across various systems, manually recorded and uploaded, and difficult to draw insight from. It is critical that Wattle Range Council invest in the supporting CRM capabilities to achieve this. This will mean developing and implementing data capture models (including contact details, Google Analytics). In the immediate-term it is recommended that each VIC is supported by a digital kiosk to record visitation patterns (to replace the current manual hand-written forms).

Relevant case studies include:

- Tourism Central Australia via Live Chat on their websites, social media and online review websites. They have also adjusted the teams rostering to cover early morning and later event shifts for Live Chat. Kununurra Visitor Centre manages an engaging destination website that tells stunning visual stories on social media, which they curate onto their website.

3.2.3 Experience bundling

Connectivity between experiences to create clusters is also a priority. Experience bundling helps to entice visitors and let them understand what's on offer in a region and encourage them to stay longer. Working with nearby tourism operators that offer complementary products is a way for Wattle Range Council to meet this visitor need. Wattle Range Council should focus on growing visitation via promoting the region's unique landscapes, immersive wildlife experiences and local food and wine experiences.

The priority for Wattle Range Council is to increase overnight visitor volumes from international and domestic markets and convert some existing day trippers to linger longer and stay overnight. Being a predominantly self-drive visitor market, leveraging existing touring routes and promoting and developing hero tourism experiences and events that reflect the region's uniqueness will be key.

It is recommended that Wattle Range Council focus the face-to-face interactions around experience bundling (alongside storytelling - see below), with a program of structured staff workshops, process design and training. The first step here is to build on existing regional research and undertake specific local visitor research to develop insight into all the steps Visitors took, including what information was sought, where, when and why – and how they felt at each step:

- Seek to understand what worked well for the Visitors and where they had frustrations
- Identify behaviours that can be leveraged for information provision, cross-promotion and upselling;
- Explore the “deal makers and deal breakers” - come to understand service delivery gaps and opportunities to “excite and delight”.

With this insight and the right training, staff can then make a real shift from information provider to itinerary designer, asking the right questions of each visitor, and as a local trusted advisor proposing an “experience bundle” and itinerary that delivers the right experience. With further investment Council could develop the visitation survey kiosks to also support initial profiling of each visitor and the creation of tailored itineraries that meet each visitor's scenario.

3.2.4 Track the right metrics (and become a local research hub)

To deliver the right level and quality of services in the right area, and understand where and how to support the local Visitor Economy most effectively, VICs need to not only track the right metrics, but act as a research, insight and reporting hub for the local area.

Each VIC should not just measure traditional 'Reach' metrics (i.e. # visitors to the VIC, # brochures, # Facebook followers, # website visits). These only paint part of the picture of the true impact they are having in their region. While these metrics are good indicators of the success of a region's visitor servicing activities, they don't provide the full picture of visitor engagement with their activities, with local businesses, or if they've turned any visitors into word of mouth advocacy for their region.

It is therefore recommended Wattle Range develops a data management strategy (aligned to the CRM data management requirements) that extends the VIC measurement capabilities (including collection, collation, storage and reporting) to include metrics such as:

- Dwell time in Visitor Centre
- Visitor Sentiment of Visitor Centre
- Visitor Advocacy of their Visitor Centre
- Over Counter / Online Retail Sales
- In Person Product Bookings
- Download / engagement with digital visitor guides/maps/fact sheets
- Online Bookings and/or Retail Sales
- Engagement metrics of online platforms (e.g. Facebook, Instagram, Website)
- Event attendance.

By extending the digital data capabilities of the VICs Council can better understand performance and trends, identify growth opportunities and align resourcing and specific rostering (even down to casual shifts). In addition, the VICs can play a critical role in the success of the local visitor economy, sharing insights with local businesses and become a trusted adviser on market positioning and product offerings.

3.3 REDESIGN

Komosion recommends that Wattle Range Council reimagine the role of Millicent, as the key major town, with a well-positioned, busy and attractive centre, should receive focused investment. As a “Hub” VIC this would include redesigning the ‘in-store’ VIC layout, offering and experience to be more relevant, engaging and modern. This would include:

1. **Create a new immersive, inspirational “Wow” design for Millicent** - one that is zoned, immersive, engaging and modern, presenting Millicent VIC as a destination in itself
2. **Introduce enhanced digital experiences** - introducing new digital tools to support the storytelling, deliver information more effectively and efficiently; and provide opportunities to get an immersive “taste” of the region (see “Reimagine” Pillar)
3. **Inspire through storytelling** - invest in the training, tools and processes that shift the focus of visitor servicing towards face-to-face storytelling, expert insights and interactive events (e.g. local cookery classes, history talks, walking tours).

This could occur over time, but these three principles should be introduced to Millicent as a VIC “Hub” and “Inspiration Centre” and, where relevant, the Satellite VICs of Penola and Beachport.

In redesigning Millicent and each of its satellite VIC’s, Council should consider and follow the guidelines set out in the *Disability Access and Inclusion Plan 2020-2024*. These actions include:

- Investigate and promote existing Council disability accessible tourism opportunities in the area.
- Encourage and support local tourism operators in the provision and promotion of inclusive and access friendly services.
- Promote the benefits of providing accommodation, entertainment and services that meet the needs of the ageing population and visitors with special needs in the tourism sector generally.
- Investigate opportunities to install devices in VIC’s for self-service access to local tourism information or links to external disability service providers e.g. Wheelchair designed touch screen kiosk.

3.3.1 Create a new immersive, inspirational “Wow” design for Millicent

It is recommended that in the longer term Millicent VIC is remodelled and redesigned to present a more engaging, educational and interactive offering and become a destination in itself - a “Centre of Inspiration” where visitors can get their get a taste of the range of experiences a local destination has to offer.

The following images illustrate an approach to modern experiential retail environments, in this instance by way of a Mood Board, Artists Impressions and Floor Plan for a proposed “Inspiration Centre” in Macedon Ranges.

Figure 20: Inspiration Hub Design (Mood Board)

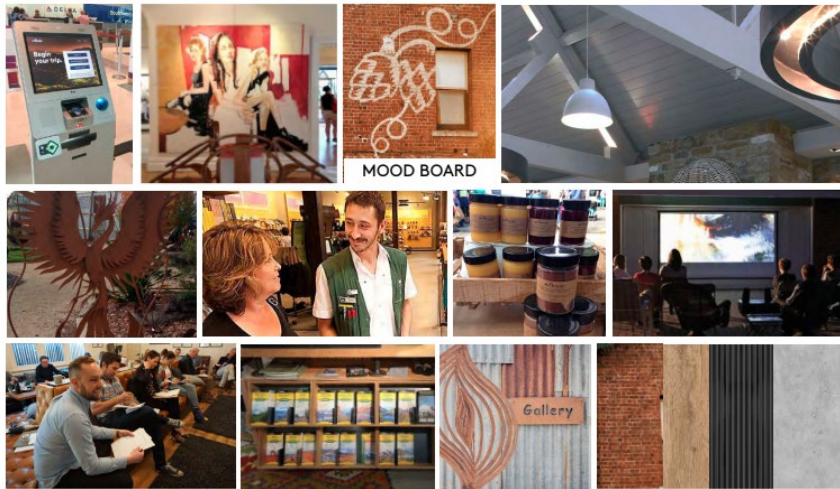


Figure 21: Inspiration Hub Design (Artist Impressions)





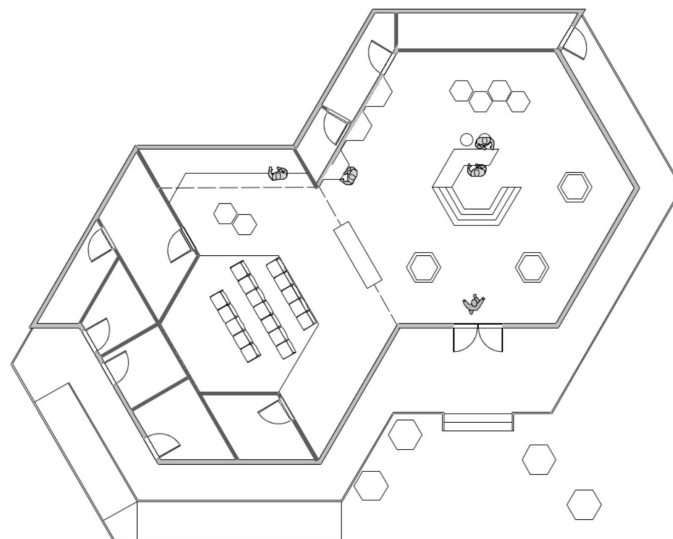
Figure 22: Inspiration Hub Design (Floor Plans)

FLOOR PLAN

This frees up the main space at the entry and creates a dramatic entry experience.

We've regularised the geometry and placed the emphasis on two main volumes

Clarity around space allocation and function will make the centre more engaging and relevant to more visitors- including locals.

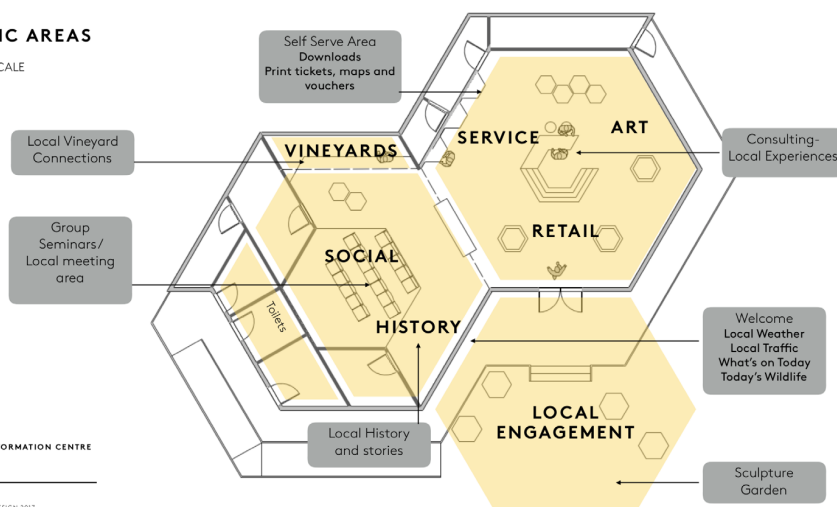


VISITOR INFORMATION CENTRE
Woodend
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PUBLIC AREAS

NOT TO SCALE



VISITOR INFORMATION CENTRE
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©MCCARTNEY DESIGN 2017

Source - Macendon Ranges VIC Review, Komosion, January 2020

This is the work of Gary McCartney, a specialist with more than 20 years global experience in retail design, who supported a recent State-wide review of VICs in Victoria, assessing traditional VICs and reimagining them. He described the traditional VIC experience as: “Cluttered; Institutional; Redundant; and Pre-Internet. We can transition the traditional Visitor Information Centre to a Local Knowledge Centre ... to Hub of Inspiration,” said McCartney.

“A place where we can bring visitors together with locals for a true local experience - stuff you can’t get on the internet.” (<https://www.mccartneydesign.com.au/>).

It is recommended that Wattle Range undertake a similar design exercise to create a vision and engage stakeholders around this future Innovation Centre concept for Millicent.

3.3.2 Introduce enhanced digital experiences

Low product awareness of the food and wine, nature-based tourism and events offering was a recurring theme throughout the visits. For example, a visitor at the Millicent VIC centre, commented “there is a huge amount of brochures in the VIC, which have shown a range of activities I didn’t know I could participate in while coming here.”

These insights indicate a significant opportunity to promote the areas offerings and engage visitors, and drive longer stays, and greater spend. However, the plethora of brochures and physical collateral can be overwhelming and puts a great deal of the onus and effort on each visitor to explore, select and design their stay and Wattle Range Council experience.

This report recommends that, in concert with the future vision of Millicent as an Inspiration Centre (and to support each of the satellite VICs), Council invests in digital experiences to support the face-to-face, and offer a “Wow” experience at the VIC itself, and across the entire visitor journey:

- Introduce Digital Walls, Virtual Reality (VR), Augmented Reality (AR) or other new digital advances to create a point of difference and not be a generic VIC
- Incorporate digital services into the VIC experience to drive more visitors to the area, and more specifically, encourage younger people who rely on digital devices to engage and spend in Wattle Range Council
- Formalising experiments with mobile-phone visitor servicing, a more focused and co-ordinated effort on creating/consolidating and serving entertaining content as well as “utility” content. Such content should feature local stories, experiences and activities and be made available via digital and physical channels
- Develop a clear content management plan that considers content by type - e.g. audio-visual, images, infographics, text - and content by channel - eg, Printed brochures, website, in-VIC screens and social platforms.

Note that the introduction of digital tools should not aim to replace or detract from the face-to-face experience. It is through story-telling, immersive and unique engagement and “Wow” moments that provide a “taste of the region” and inspire visitors to recognise the Wattle Range Council offering and extend their stay.

3.3.3 Inspire through storytelling

VIC staff and volunteers hold a unique and interesting perspective on the local area. Each has their own story to tell and can engage visitors around their own area of interest. Linking this to specific local sites, events, features and activities can provide both a valued, personal and memorable experience in the VIC; and can enhance the connection and engagement that visitors have with the local area, increasing stays, advocacy and return visits.

For the Wattle Range Council area, there are several hidden treasures and unique elements which can be brought to life - this research merely scraped the surface but noted there are many stories that visitor centres could potentially curate and share with those who visit include:

- People Stories:
 - Indigenous (e.g. location of oldest known indigenous spear),
 - Early settlers (e.g. history of Scottish settlers, Calabrian Coast)
 - Historic figures (e.g. Mary Mackillop)
- Place Stories:
 - Geography (e.g. Shipwreck Coast, Canunda National Park)
 - Geology (e.g. Tantanoola Caves)
 - Flora & Fauna (e.g. bird watching, ghost mushrooms),
 - History & Heritage (e.g. National Trust Museum collection, Glencoe Woolshed, Woakwine Cutting, Petticoat Lane)
- Produce Stories:
 - Local industries (e.g. wagyu beef, wool, timber)
 - Food (e.g. Mayura Station)
 - Wine (i.e. Coonawarra and neighbouring wine regions)
 - Manufacturing (Kimberly Clark)

The stories each VIC chooses to tell will depend on what gaps exist in their wider destination experience, and what stories will support the wider visitor experience in a region. These stories are told through a variety of mediums (either high or low tech) based on the resources and space within a centre. They are also told through their retail offering in their centres.

Case studies that highlight the importance of storytelling to the VIC experience include:

- Malanda Falls Visitor Centre, after the losing their Centre to fire in 2010, rebuilt their centre to refocus their storytelling around what visitors were visiting their region to see now, the rare and unique Lumholtz Tree Kangaroo. The VIC continues to work with the local Indigenous community to bring more of their stories into the Centre. The success of this storytelling can be seen in the rave reviews online and the Centre being rated as #1 TripAdvisor attraction in the region.
- Kapunda Visitor Information Centre is home to the small yet engaging "Taste of the Region" interpretive centre in the basement of their VIC. The stories it tells helps visitors to have a richer understanding of the town and its history. They also team up with the Kapunda Historic Society for guides who bring the town's rich mining and agricultural heritage to life for bus groups.

3.4 RECONNECT

Reconnect VICs with the local business communities, partner organisations, regional bodies and cross-border strategies.

The study pointed to local businesses recognising the value and importance of each of the VICs (in particular Millicent as a major centre). However, it was felt by many that the role should play a stronger, more direct role in the Visitor Economy. The level of direct engagement with local businesses was relatively limited, and all saw a potential for VICs to act as a hub and central point for tourism businesses to engage, collaborate and share ideas - describing VICs as the knowledge base and connection for local businesses.

VICs across Australia are re-affirming their role and value to the local economy by engaging and collaborating directly with businesses. This report recommends Wattle Range design and implement a program of local and regional collaboration, with a longer term vision of Millicent VIC as a collaboration hub for local businesses, neighbouring VICs (even cross state border) and regional bodies; utilising the satellite VICs at Penola and Beachport to engage at the micro level where required. There are three levels at which the Wattle Range VICs can better engage and collaborate with their wider network:

1. **Engage local tourism businesses** - build a role as an enabler and connection point for the local visitor economy, with a clear dedicated program of staff “famils”, network events, education and sharing session, newsletters and influencer support
2. **Engage local residents and retailers** - collaborate and consult with the broader community and related businesses through proactive education, active community group involvement, fun and educative open days and targeted promotions and communications
3. **Engage regional tourism partners and bodies** - initiate and lead a program of “Borderless Collaboration”, proactively engaging neighbouring VICs; and working with related bodies within, and cross-border.

3.4.1 Engage local tourism business

Recommended initiatives include:

- **Implement a formalised “Famils” Program.** VIC Staff should regularly attend Famils, so they can confidently talk about key experiences in the region, especially those relevant to their destination's visitor profiles. Currently Wattle Range Council have infrequent (once a year) Famils with visits to a limited number of local products and activities. It is recommended that Wattle Range develop a formalised, rostered Famil Program to ensure all staff (and less so volunteers) can actively engage with the local business community and ultimately provide accurate, experiential information and advice to each visitor. The specifics of this Famil Program need to be developed and implemented as a priority, but we would recommend each staff member has a Famil event at least once a quarter.

- **Bring local businesses in to train staff.** Local tourism operators should be invited into the Centre to provide in-house updates to staff. Alongside regular staff Famils it is also important to encourage local businesses to share their stories and updates with the VIC staff, and that they begin to see the value of VICs as an active and key driver of the success of their tourism business.
- **Run a series of networking events.** Each VIC can host networking events or local industry, where they can share issues, ideas and identify opportunities for collaboration and “experience bundling”. In their current physical format, each VIC can host within the building or as an outdoor event. Conversely, The Economic Development Manager and appropriate VIC staff should be encouraged to attend local networking events.
- **Build an influencer network.** Each VIC should identify and engage local influencers (such as taxi drivers and Airbnb hosts), offering specific training, communication and ‘tools’ (guides, maps), that can extend the role of the VIC staff through others. This database again should form part of the core CRM strategy (see above).
- **Post industry newsletters.** Wattle Range Council VICs to maintain an updated industry database and share a regular newsletter with local tourism operators to keep them updated with upcoming events and training opportunities. They also include Sharing Economy operators (e.g. Airbnb) in this database, as they understand they are also a key part of their local visitor economy.

3.4.2 Engage local residents and retail traders

Recommended initiatives include:

- **Formalise VIC representation within local community groups.** An appropriate staff member to attend or sit on committees of local Progress Association/Retail Traders/Business Associations to support and cross leverage projects, events and other opportunities that activate their region's visitor economy.
- **Run a series of regular open days.** Each VIC should engage with the whole community, establishing it as one of the central community hubs - this could include open days at their visitor centre or their organisation managed visitor assets to engage the community. This report has identified the Visiting Friends and Relatives as a major market for the Wattle Range Council area. Alongside specific campaigns and broader distribution of information (guides, maps) VIC open days encourage and enable residents to become advocates of their region
- **Create an education plan for local service providers.** Tourism businesses in Wattle Range are far more aware of the role and importance of their local VIC. However, the broader community (including indirect service providers such as restaurants, cafe and pubs) were less engaged or aware of the VIC. It is important that each VIC develops a relationship with all local businesses, educating them on the role of VICs and the business community as a whole in supporting the Visitor Economy

- **Promote local tourism directly through media and communication.** The VICs (via the central Hub VIC - Millicent) should engage local media via Councils Communication Officer to share news/happenings/events in their local area. These events should be promoted as both local and regional, encouraging visitors and residents alike to experience the area in its entirety.

Examples of local and new residents and service provider engagement include:

- Southern Highlands Welcome Centre have developed "This Month in the Highlands" videos, which showcases what's happening in the region that month. While these are great for visitors, the videos are also fantastic for educating local residents and traders.
- Clare Valley Food, Wine and Tourism Centre has regular Friday Night Wine Tasting, which is attended by locals as well as visitors, while Canberra Regional Visitor Centre engaged locals when they moved to their new open location with a well-attended open day.

3.4.3 Collaborate with regional tourism partners and bodies

Recommended initiatives include:

- **Actively work with neighbouring cross-border VICs.** Collaboration with the broader region's network of VICs will enable them to adapt to changing consumer needs, embrace new technologies and drive visitor dispersal and spend. VICs should therefore engage with neighbouring (and even gateway) VICs, working collaboratively with them to create experience bundles, educating them on the local products and providing them with the latest brochures and maps. There may even be opportunities to share resources across-border (LGA and State) for famil invites, mobile/pop-up VIC models. In particular Wattle Range Council VICs should leverage the Melbourne to Adelaide touring route (Southern Ocean Drive) via packaging or bundling existing experiences to visitors to drive increased visitation.
- **Develop collaborative cross-border relationships with partners.** There is a desire by Council to work with neighbouring bodies (across council, and even state lines) and look at ways of collocating visitor services, even if these options have been attempted before but have been unsuccessful. The key stakeholders are the Limestone Coast Local Government Association and its member councils, the region's local tourism associations, Regional Development Australia Limestone Coast and the South Australian Tourism Commission.

It is important the VICs play a stronger, broader role within each community, working with local businesses and partner organisations. It is also worth Council working with the Limestone Coast Local Government Association (LCLGA) Tourism Industry Development Manager in the development and implementation of a destination management plan to provide a detailed evaluation of current product as well as product gaps and the potential for new experiences and initiatives which could be identified and promoted for the future.

This form of “Borderless Collaboration” underpins much of (Dec 2019) SA Visitor Economy Sector Plan 2030 (released Feb 2019), which highlights the role of local governments and their VICs working across LGA, region, and State lines in supporting the future success of SA Regional Visitor Economy:

“Raising the capability of the sector is a shared responsibility, with each stakeholder contributing in their area of expertise. The opportunity is there for key industry support agencies to work more closely together in identifying and addressing these needs. They include the South Australian Tourism Industry Council, Regional Development Australia boards, regional tourism organisations, the South Australian Tourism Commission and local councils. Harnessing informal regional and operator networks is also essential for fostering peer-to-peer mentoring and support. Foster regular and constructive partnering between operators, key industry bodies and government.”

4. CONCLUSION

This report has presented a vision for VICs and Visitor Servicing in the Wattle Range Council area that requires over the next 3-5 years a significant shift in the service delivery model, the capabilities, the tools and the processes.

In summary, we recommend Wattle Range Council pilot a new Visitor Servicing Model, moving to a full roll-out following a range of “test-and-learn” initiatives.

Not all are achievable in the short term - indeed, it is recommended that Council introduce these changes incrementally, trialling and testing new designs, digital tools and ways of working; and works closely and collaboratively with staff, businesses, the community and partner bodies.

While the strategic vision of visitor servicing needs to be developed and agreed in detail, the report has highlighted seven core recommendations that Council should action in the near-term. These will address key capability gaps, introduce and test new concepts and clarify the vision with key stakeholders:

1. **Develop a clear set of roles and responsibilities.** The study observed that some staff often undertook additional responsibilities (such as event management, rostering). These responsibilities are not clearly defined in the existing position descriptions causing a lack of recognition, confusion, and frustration amongst all staff. Wattle Range Council must, as a priority update these position descriptions to clearly set roles and responsibilities for the varying roles within the VIC network. This should include current activities of specific staff, and also incorporate responsibilities that will support the future hub and spoke model around Millicent. As part of this clarification of roles and responsibilities is advised that there is a clear lead Manager role defined across all the VICs - one that can coordinate current operation and work closely with the Transformation Manager in designing and implementing new initiatives.
2. **Recruit for a Visitor Service Transformation Manager** that can take on responsibility for driving the vision of visitor servicing (in particular implementation of the short-term initiatives) and engage the Tourism and Events Manager, business and stakeholders around the longer-term vision. Note: In the short term - if a full-time role is not viable, Wattle Range may consider external consultants' support estimated at approx. \$50k-80k. Note also, that this role should also be responsible for formalising the role of the VICs as a local business and collaboration hub. Some consideration here includes:
 - a. The role of transformation and VIC manager may be achieved by the same person, or a couple of people in their organisation.
 - b. The position or two positions should take an active role in educating and inspiring the local industry and residents on the importance of the visitor economy for their town/region, so Council gets the whole region's support in achieving their visitor servicing goals.

- c. The role should build strong relationships and trust with their region's key stakeholder groups. This helps maintain or grow funding/resources to help activate opportunities in their visitor servicing strategy.
 - d. The role should work with the lead VIC Manager role (if separate) to introduce creative resourcing of their existing staff/volunteers or activate other resources (e.g. other Council department staff or even Community Groups) to help deliver their visitor servicing strategy.
3. **Training of existing staff** - around two main topics - storytelling and tailored experience bundling and itinerary planning).
 4. **Develop a concept design for Millicent as an "Inspiration Centre"** - undertake an architecture/ interior design exercise that will provide a clear vision for key stakeholders to agree to (estimate \$15k).
 5. **Engage stakeholders and clarify the vision** - the proposed changes to the operations and delivery models for VICs in Wattle Range Council should be finalised and implemented in close consultation with key stakeholders (in particular staff, businesses and the community). Council should engage directly with key community groups towards an agreed "Future for Visitor Servicing in Wattle Range Council".
 6. **Trial and test new model and tools for visitor servicing** - introduce and test popup/mobile models in selected locations, in particular, Coonawarra/Penola and Beachport (estimated incremental cost \$30k - if there are current assets that can be used such as the Wattle Range Road Safety Committee driver revival van used when Millicent's floors were refurbished - but there would be design and updating costs).
 7. **Invest in digital kiosks for engaging and tracking visitors** - introduce new survey data recording tools to enable more effective tracking and measuring of visitation trends and patterns (this will enable more detailed and efficient rostering to be developed) (estimated \$15k).

Additionally, it must be recognised that the Council, alongside direct investment in the Wattle Range Council visitor servicing model, must also consider investment in the supporting infrastructure that can drive visitation and visitor experiences. The SA Regional Strategy 2018 highlights particular areas of focus:

- Improve ongoing maintenance of key coastal infrastructure (jetties and boat ramps).
- Prioritise the enhancement of infrastructure around the region's natural assets such as national parks.
- The upgrade, maintenance, and development of new hiking trails and cycling paths throughout the regions, including in National Parks, are required to support ongoing growth in popular nature-based tourism experiences.
- Telecommunications - Ensuring reliable wi-fi availability in popular tourism towns, service centres, highly visited sites, attractions and on regional touring routes is a priority. Addressing wi-fi and telephony black spots is critical as this impacts on both the visitor and tourism operators.
- Signage: Updating, repairing and extending visitor-related signage is a priority across all regions, particularly on major touring routes. Specifically: directional signage; signage welcoming visitors to a region or town; and interpretive and information signage for regional points of interest.

Further, it is likely that under some of the proposed delivery models that it will be possible to reduce a number of expenditure items and therefore reduce overall VIC operating costs. In turn, this may allow VICs, supported by a central role within Council, to coordinate their delivery, to apply any VIC cost savings to stronger online marketing and drive promotional campaigns which can also encourage greater industry/operator participation.

The return on any investment will come not only from a more focused and efficient use of regional resources but also from better showcasing what the region has to offer to more people, more often. It should also help Council clarify the relationship between marketing and visitor servicing.

It will be easier to encourage repeat visitation with more visitors feeling remembered, known and understood, building the region's reputation for having a "customer focus". This will help grow the economy, create new jobs and attract new residents in the years ahead. Strengthening the tourism offering – building the capacity, capability and attractions of different regions across South Australia to ensure they keep pace with visitor needs and expectations.

5. APPENDIX

APPENDIX A: KEY DATA SOURCES FOR REFERENCE

Tourism Research Australia's Local Government Area Profiles assist industry and Government decision making and identify and support investment opportunities, particularly in regional Australia. Based on sampled survey info. <https://www.tra.gov.au/Regional/local-government-area-profiles>

Tourism Visitor Summary .id Limestone Region Level: <https://economy.id.com.au/rda-limestone-coast/tourism-visitor-summary?BMID=20>

Tourism nights (length of stay) .id Limestone Region Level
<https://economy.id.com.au/rda-limestone-coast/tourism-visitors-nights>

Tourism Visitor Reason .id Limestone Region Level
<https://economy.id.com.au/rda-limestone-coast/tourism-visitors-reason?BMID=20>

VIC Data (collected by VIC staff)

Annual Report 2018/19 -summary of Tourism figures taken from VIC Data

Demographic and Economic Comparison Data at LGA level: <https://demographic-indicators.id.com.au/?StatId=4&submissionGuid=348ef236-e8f5-4cfd-a981-3a926793a251>

'Mixed Dozen –Research Outcomes “most likely wine tourist” –June 2019'

SATC Regional Tourism Strategy 2018

Wattle Range Council - Special Meeting - 19 November 2019

Economy.id, Regional Development Australia Limestone Coast Region
<https://economy.id.com.au/rda-limestone-coast/tourism>

Tourism Research Australia , Unpublished data from the International Visitor Survey 2018/19

Regional Population Growth - cat. no. 3218.0, ABS

Counts of Australian Businesses - cat. no. 8165.0, ABS

International Visitor Survey, Tourism Research Australia

National Visitor Survey, Tourism Research Australia

Tourism Research Australia Austrade; <https://www.tra.gov.au/Regional/local-government-area-profiles>

Millicent Community Town Plan – October 2017

Beachport Community Town Plan

The Penola Community Plan – August 2015

Coonawarra Community Plan – 2017

Kalangadoo Community Town Plan

Nangwarry Ten Year Community Town Plan

Southend Ten Year Community Town Plan

Furner Community Town Plan

Rendelsham Community Town Plan

A New Visitor Services Model for Alberta January 2017

Mapping the Travel Experience, Destination British Columbia, October 2017

Canada Tourism Commission: EQ Toolkit, 2017

Geelong Visitor Servicing Strategy (DRAFT) 2018)

Engaging Visitors in an era of technology: Alberta Government, January 2017

SATC Regional Tourism Strategy 2018.
Wattle Range Council - Annual Report 2019/2020

APPENDIX B: STEP BY STEP APPROACH

To complete the major work of the review this engagement included:

1. Desktop research - VICs, tourism sites, reports, stakeholder interviews - phone and face-to-face.
2. Stakeholder Workshop - Context Mapping. Ideation
3. Site visits - VICs and tourist businesses and other infrastructure
4. Data analysis: financial, visitor data.
5. Benchmarking - other reports, VIC comparisons, tourism trends in both national, regional, Limestone Coast, and South Australia and International examples.
6. A survey of local tourism operators and staff.

Stakeholder Engagement

Wattle Range Council stakeholders spanning Council and VIC staff and local industry operators were engaged as part of the Review process and clearly recognised the need to change. These activities included:

Visitor information centre site visits

Komosion travelled within Wattle Range Council area and surrounds (i.e. Coonawarra, Penola, Millicent, Beachport, Southend, Glencoe, Mt Gambier) to get a better understanding of VICs through:

Location

It's critical that the sites are located in highly visible locations with clear signage to catch visitors who may be just entering a town or even driving through. We looked at visibility and ease of access i.e. Parking.

Site layout and services

Not all sites are created equal, so we looked at size and age of site, self-serve vs. counter, what types of information is available to visitors & how engaging it is.

Current visitor behaviour

We spoke to staff to understand from them more about their visitors: Who are they? What are they are looking for? How long are they visiting the region?

Visitor servicing opportunities

We also asked staff about what is working and where they see opportunity to better service visitors.

Workshop with council and VIC staff/volunteers and local businesses 20 November 2019

Stakeholder Interviews

Komosion held in-depth phone and in person one-on-one interviews with relevant stakeholders within the visitor servicing ecosystem to understand what is working and where there are opportunities for improvement.

Between the dates of 14 November 2019 and 23 November 2019 we spoke to various stakeholders.

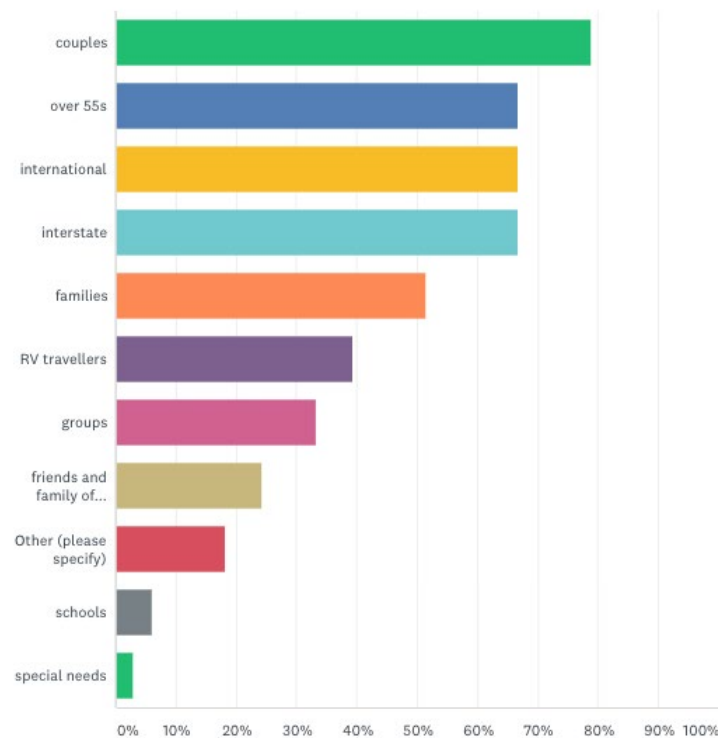
Survey

In December 2019 Komosion conducted an online survey inviting over 50 respondents in the tourism sector in the Wattle Range Council region. The responses revealed:

- The majority of the respondents work in Penola, closely followed by Millicent then Beachport.
- The majority of the respondents provide services in Visitor Information Centre's (VIC), followed by accommodation and then wine industry.
- Almost 70% of respondents have lived/worked in the Wattle Range Council area for over 10 years.
- The majority of respondents were initially attracted to the Wattle Range Council area for family reasons (raised/born here). Others were attracted for lifestyle and work opportunities. "Initially employment but stayed for love". "Clean and green, wonderful schooling, medical facilities and lifestyle. Friendly people and plenty to do from wine through to coastal activities."
- The respondents specified that their primary visitation and use of business and service came from couples (79%), with over 55's, international and interstate visitors (67%) being the secondary source of visitors.

In your view, who primarily visits your business and uses your services?

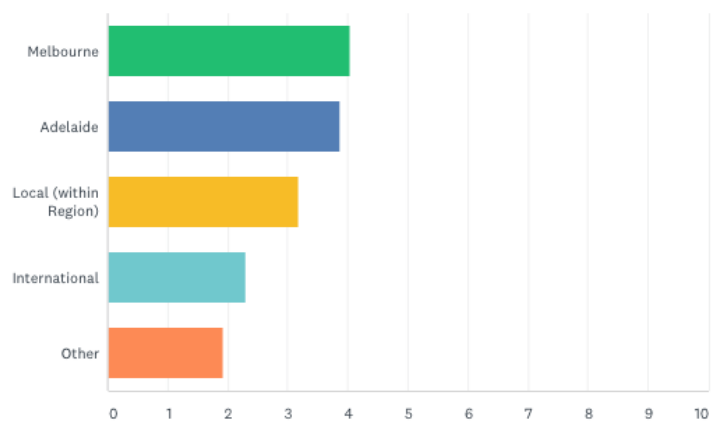
Answered: 33 Skipped: 5



- The survey identified visitors to their businesses were mostly from Melbourne (34%) and Adelaide (29%). Local visitors measured 24% and international visitors 10%.

Where do they visit your business from? (1 = most traffic)

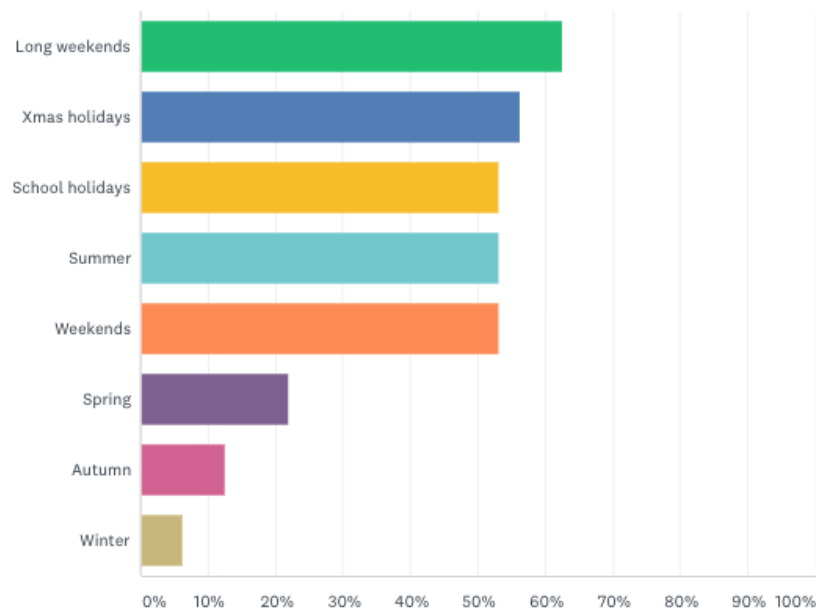
Answered: 30 Skipped: 8



- Food and wine (44%) are the primary purpose of visitors to the Wattle Range Council area.
- The primary high peak times visitors use business and services in the Wattle Range Council area are the main holiday periods such as long weekends (62%), Christmas holidays (52%), school holidays, weekends and over summer (53% each).

Primarily, when are the high peak times when visitors use your service or business?

Answered: 32 Skipped: 6



- 72% of these visitors stay in the area for 2-3 days.
- 37% of these visitors stay in Penola, 31% in Beachport. Coonawarra, Robe, Southend, Millicent and Mount Gambier constituted the remaining accommodations.

APPENDIX C: BENCHMARKING

A 2018 Local Government Health Check Research report, commissioned by the Victoria Tourism Industry Council, found that while Visitor Information Services have experienced a decrease in support from councils overall, Visitor Information Centre received the highest financial assistance on average from councils.

Visitor Information Centres in Wattle Range Council Tracking Results

For the year 2019:

Wattle Range Council	Net Visitor Information Centre Investment	Opening Hours	Town Population	% of total expenditure wages	# FTE	# PTE	# Casual Staff	# Volunteers	# Council Enquires	# Visitor Enquiries
Millicent VIC	\$147,782	Mon-Fri: 9am-5pm	5024	62	1	1		8	n/a	15,791
Beachport VIC	\$84,434	Sat-Sun: 10am-1pm	652	75	1			6	1,721*	1,674
Penola VIC	\$122,511	Sat-Sun: 10am-4pm (Winter)	1,317	68		1		0	5,676	17,966
Total	\$354,727				2	3	5	14		35,431

*For the 2018 Calendar Year

According to information provided to this review, the existing Visitor Information Centres across the Limestone Coast region cost around \$1 million per annum to run which is in line with the State average of circa \$250,000 per annum. The following table illustrates the level of spend on external organisations and committees cross-tabulated by council groupings based on population size:

Average spend on external tourism related organisations or committees						
Population	Regional Tourism Assoc.	Local Tourism Assoc.	Visitor Information Centre	Regional Tourism Board	Chamber of Commerce	Business Tourism Assoc.
Group 1 - < 25,000	\$13,667	\$8,200	\$208,101	\$49,277	\$35,813	\$11,667
Group 2 - 25,001 - 50,000	\$77,333	\$82,143	\$258,607	\$143,834	\$12,500	\$20,000
Group 3 - 50,001 - 100,000	\$20,000	\$30,000	\$230,000	\$51,832	\$141,667	\$183,333
Group 4 - >100,001	\$18,600	\$916,667	\$323,950	\$253,343	\$119,375	\$5,000
Aggregate	\$28,467	\$163,667	\$243,973	\$111,259	\$71,412	\$68,333
Aggregate (excluding outlier)		\$36,850				\$11,250

Benefits of VIC Accreditation

- The Accreditation process assists Visitor Information Services teams and VICs in operating a more professional service and promotes continuous improvement.
- Eligibility to use the Visitor Information trademark. The blue and yellow italic i has been in the marketplace for some years now and has become a powerful and sought-after trademark. The brand provides visitors with assurance of reliability, consistency, certainty and confidence that they will receive a high level of service and professionalism that is consistent across South Australia.
- Accreditation ensures that visitors are provided with accurate advice and information, personally delivered service and comprehensive, timely information.
- Opportunity to use VicRoads signage (including gateway and directional on major roads)

- Marketing of the Visitor Information brand and network to the travelling public and industry.
- Free listings in official publications such as the official visitors' guides, touring maps and authorised digital platforms content.
- Access to training opportunities including professional development seminars and the annual Visitor Information Services Summit.
- Participation in the regional Visitor Information Servicing network group to share information and ideas with other Accredited centres and access to research, regular updates, information and advice
- Access to benchmarking data and monthly reports.

Key findings from TRA Research (2015)

- Visitor Information Centre usage is driven by need and not necessarily by visitor type. For example, VICs are more likely to be used if a visitor has not visited the location before (80% of visitor centre users compared to 73% of non-visitor centre users). This is likely to be because they require more information on attractions or accommodation, than if they have already visited previously. Other common reasons for using a VIC were the inability to access information on the location in advance (64% of visitor centre users, 64% of non-users), and staying at a location for more than one night (54% of users compared to 46% of non-users).
- The main reasons for visiting a VIC were sourcing information on attractions in the area (62% of VIC users), collecting maps of the area (53%), sourcing information on activities in the area (34%), and asking for directions (25%).
- Non-users don't necessarily reject using VICs, as 95% remarked that they would visit a VIC if the situation necessitated them to do so. A further 81% had visited a VIC in the past three years.
- VICs have a positive impact on visitors' trips, with 95% of users reporting that they are important for their overall visitor experience. Most visitors also reported that they were aware of more attractions and activities because they stopped at VICs (87%), while 70% organised to participate in an activity during their time at the VIC.

Key findings from "The Future of Visitor Centres in WA" (2014)

- The main features that visitors like to see offered by VICs are: knowledgeable, professional staff, with high-level customer services skills; unbiased and authoritative information; and regional displays and stories. Other important features include the ability to book tours and accommodation.
- The focus of VICs is varied. All VICs interviewed provide visitor information, while almost half offered bookings. Other Focuses include community, basic destination marketing, advanced destination marketing and industry linkage.
- Visitor centre stakeholders were varied in their view on the importance of VICs and their current performance, with concerns over a decline in visitor numbers and that an increase in internet bookings and research would eventually make them irrelevant.
- Although only 10% of domestic visitors stop at a VIC, those who visit stay at twice as long.
- There is no standard measure for measuring the performance of VICs.

- There is little evidence suggests that VICs operate as a single network but rather they operate as a collection of independent centres.
- The accreditation model is too focused on compliance when the focus should be providing consistent high-quality visitor experience.
- Branding of VICs is inconsistent, particularly the accredited yellow italicised “i” brand. Presentation and layout of The VICs is also inconsistent.
- The challenge of financial stability will continue to affect VICs in the future with reports of decreases in online booking through VICs by up to 50% from peak levels. There are also issues with being able to recruit and retain highly skilled staff due to funding pressures.
- Being located on a main street or highways is important for increasing overall visitation. Based on anecdotal feedback, VICs which have moved from a quiet street to a main street position have almost doubled their immediate visitation.
- The quality and sophistication of the online presence Of VICs is varied. It is important to have high-quality digital presence as 89% of domestic visitors used the internet to research their trip to WA in 2013, which was an increase of 25% since 2009.

APPENDIX D: VISITOR SERVICING IN OTHER REGIONS

Limestone Coast Mixed Dozen interactive wine trails

The Mixed Dozen project is an Interactive Wine Trails Project led by the Limestone Coast, partnering with South Western Victoria, with an aim to connect and build on the wine tourism offering across the project area. A key outcome of the project is to develop a digital itinerary planning tool that will inform, entice and disperse the visitor ultimately increasing visitor numbers, length of stay and spend. The Project is bringing together wine associations, three levels of government, tourism bodies and other cooperative organisations to build on the region’s capabilities and confidence in wine tourism. This will enable the region to better target, attract and host international wine visitors, with a focus on the growing Chinese, US and European markets. Council staff have been actively involved in the project from its initial concept and continues to be involved through participation on the Management Committee and through the provision of meeting facilities and administration support.

‘Mixed Dozen’ is an Interactive Wine Trails Project led by the Limestone Coast partnering with South Western Victoria. In June 2019, the project conducted a research study in partnership with UniSA and SATiC. The aim of the research was to better understand the existing customers of the Limestone Coast and the latent demand (those that are not visiting, or that are ‘driving through’ without staying at least one night). Given the importance of wine tourism to the Limestone Coast region, and therefore the Coonawarra region, and the potential of wine tourism to attract and drive tourism demand the research study paid special attention to the profile and the behaviour of wine tourists.

The research indicated the current demand of wine visitors to the region is:

- Of the 11% transit tourists, 33% are wine tourists
- Of the 89% one of more night tourists, 50% are wine tourists.
- 55% of the current market are domestic visitors (mostly South Australia and Victorian),



45% international visitors

- The profile of most likely visitor the wine region stay at least one night, is aged 55-64, has a Bachelor Degree, has an average or higher than average income, has visited before, is likely to go on holidays annually, travel with a partner or friend, owns a vehicle and is travelling for a 1-3 night stay.
- Importantly, activities the tourists wanted to do in region (pin particular for Coonawarra as specific wine enthusiasts) included:

Activities they wanted to do, if available, in the region:

Sample food at a winery	44%
Eat at a winery/ café /restaurant	42%
Wine/ Music events	42%
Winery tour	41%
Wine tasting	41%
Wine and food matching	41%
Purchase food at a winery	39%
Meet winemaker	31%
Wine blending/making	31%

The key messages of the research indicated some promising growth aspects and recommendations for the Coonawarra region to attract and retain visitation, including:

Build on the Coonawarra:

- Range of wine tourism experiences in general
- Experiences targeting International wine tourists
- Partnership between businesses and industries
- Cross-border partnerships
- Food offering and the opportunity to pair food and wine

- Wine tourism opportunities outside of cellar door
- Customised, bookable experiences and tours.

Perceptions of region:

- Great natural assets - but low level of chance to interact – passive
- Low level of awareness re: things to do
- Wine tourism experience is narrow
- Shopping experiences could be enhanced.

Branding and marketing:

- E-marketing needs to be focus/ word of mouth
- Brand should reflect fresh –leisure/ lifestyle/ holiday destination
- Integration of local lifestyle / community
- Regional branding (links with Victoria are critical).

What does the web-tool need to do?

- Encourage people off the Great Ocean Road
- Market the region as a whole
- Promote the range of “things to do”
- Distribute people across/throughout the region
- Promote events across the region –one stop shop
- Communicate the diversity of experiences
- Market region as a Must-do – start/end of Great Ocean Road.

Source - 'Mixed Dozen –Research Outcomes “most likely wine tourist” –June 2019'

16.4 Director Engineering Services

16.4.1 Domain Precinct Project Update

Report Type	Officer Report
Department	Engineering Services
Author	Peter Halton
Disclosure of Interest	No Council Officers or Contractors have declared a Conflict of Interest regarding the matter under consideration.
Current Risk Rating	Medium
Strategic Plan Reference	Theme 1 - Community Vibrancy & Presentation 1.1 Enhance public space areas including parks, public places, car parking, street lighting and streetscapes to provide vibrant, attractive areas. 1.2 Through appropriate planning, develop vibrant, presentable townships throughout the Wattle Range area. 1.3 Provide sustainable, vibrant community facilities. Theme 2 - Economic Prosperity 2.5 Promote Wattle Range as a tourism destination through provision of appropriate tourist facilities and advocacy. Theme 4 - Infrastructure & Asset Sustainability 4.1 Create a sustainable stock of assets, with appropriate long term asset planning and optimal use. 4.5 Plan and provide for the expansion and replacement of Council's stock of footpaths, walkways and trails to meet the future and current needs of our community.
File Reference	GF/7.81.4/124
Attachments	Nil

Purpose of Report

To provide Council with an update of "The Domain Precinct" and seek approval for the amended budget allocations to allow for the delivery of the overall project.

Report Details

"The Domain Precinct" is the upgrade of open space areas bounded by George Street, North Terrace, Williams Road and Ridge Terrace in Millicent. The area was the subject of an open space master plan which was put through public consultation and adopted by Council in the 2018/19 financial year. The plan sought to upgrade and renew a number of open space assets to make the area more appealing to users and encourage a greater level of tourism to the region.

To date several individual projects have been completed or are underway with three elements still to commence on site. The Council allocated a significant contribution to the project and also received Federal Government and State Government grants, with a total budget of nearly \$955,000 proposed to be spent.

The budget for the 2019/2020 financial year was made up of:

Carry Over Council Funding from 2018/19	\$19,948
Federal Grant	\$400,000
State Grant	\$267,500
Council contribution	\$267,500
Total 2019/20	\$954,948

Due to the size and complexity of the project, indicative amounts were allocated for each of the major deliverables, based on original cost estimates in the early stages of planning. The project is now nearing completion and the regular review of the deliverables and budget has identified the need to reallocate funds within the total project budget.

The following is summary of the original budget against actual and committed expenditure for the major components of the project.

Description	Budget	Actual / Committed to Date	Proposed Budget	Status
Tennis court area including painting and joining courts together, hit up wall, perimeter fences and lighting	\$ 135,000	\$ 130,000	\$ 135,000	95% completed
Lighting of the playgrounds, skate park and equipment	\$ 90,000	\$ 90,000	\$ 90,000	100% completed
Nature play development	\$ 260,000	\$ 305,000	\$ 320,000	90% completed
Solar lighting	\$ 20,000	\$ 15,000	\$ 15,000	100% completed
Pathways	\$ 30,000	\$ 30,000	\$ 30,000	50% completed
Public art	\$ 130,000	\$ -	\$ 55,000	5% completed
Pedestrian Bridge	\$ 50,000	\$ -	\$ 142,000	10% procurement commenced
Marker/Entrance Statement	\$ 150,000	\$ 5,000	\$ 150,000	10% procurement commenced
Interpretive Signage	\$ 35,000	\$ 1,800	\$ 18,000	5% completed
Contingency	\$ 55,000	\$ -		Rolled into above budgets
Total	\$ 955,000	\$ 576,800	\$ 955,000	

The tennis court area is almost complete, with the only element still outstanding being the relocation of the tennis nets and post to the adjacent court.

The lighting of playgrounds and skate park and solar lighting have both been completed and are in operation. It should be noted there has been a visible increase in use of the path, skate park and tennis court areas since the installation of lighting. The tennis court and skate park areas are on a timer which can be varied depending on season and requirement for use i.e. events.

The nature playground area is nearing completion, with majority of landscaping, planting and pathways well advanced. Council is still to install the slippery dip and park benches which have both been ordered.

The Entrance/Marker statement has been tendered with a fixed price, with the tenderer to propose an art piece for the specified budget. Due to the unique nature of the project, a staged delivery is being used. Four (4) artists have been shortlisted to provide more information on their proposal and produce a marquette, to be used for community consultation. Community comment will be brought back to Council for final decision. The plan below shows the proposed location for the statement (corner of Williams Road and North Terrace) corner of Williams Road and North Terrace).



The pedestrian bridge replacement has been tendered with nine submissions received. The preferred tenderer is a local contractor based in the Council district. The tender price is \$141,050 and is approximately \$10,000 more than the lowest tenderer, however the Officer feels that the submission provided by the local contractor provides the best value for money for Council and the community and subject to support from Council to amend the budget would propose to award this contract under delegation.

Officers have appointed a graphic designer to progress the interpretive signage for the area. The designer will be required to provide three options for branding for signage in the Domain and surrounding area. The final design will be also be used for directional and general signage for the precinct.

It is not proposed to increase the total budget for the project at this time. Council is asked to approve the reallocation of funds within the project as detailed above. The major change is the increase in the allocation to deliver the replacement pedestrian bridge and nature playground area. This would be funded within the total project budget by reducing the allocation for public art, interpretive signage and contingency.

Officers are confident that the art budget is sufficient to deliver a high quality work suitable for the precinct and note that the allocation of \$150,000 for the entrance statement is also an art installation.

Financial Considerations

Budget Allocation	\$954,948
Budget Spent to Date	\$573,274
Budget Variation Requested	No change to total budget but reallocation across project deliverables

Risk Considerations

Please refer to Wattle Range Council's SharePoint Register – Internal Financial Controls.

Policy Considerations

There are no known policy considerations related to this report.

Legislative Considerations

There are no known legislative considerations related to this report.

Environmental / Sustainability Considerations

There are no known environmental or sustainability considerations related to this report.

Communication & Consultation Considerations

There are no known communication and consultation considerations related to this report.

RECOMMENDATION

That Council receive and note the report.

16.4.2 Penola Township Entrance Signage

Report Type	Officer Report
Department	Engineering Services
Author	Peter Halton
Disclosure of Interest	No Council Officers or Contractors have declared a Conflict of Interest regarding the matter under consideration.
Current Risk Rating	Medium
Strategic Plan Reference	<p>Theme 1 - Community Vibrancy & Presentation 1.1 Enhance public space areas including parks, public places, car parking, street lighting and streetscapes to provide vibrant, attractive areas. 1.2 Through appropriate planning, develop vibrant, presentable townships throughout the Wattle Range area.</p> <p>Theme 2 - Economic Prosperity 2.5 Promote Wattle Range as a tourism destination through provision of appropriate tourist facilities and advocacy.</p> <p>Theme 4 - Infrastructure & Asset Sustainability 4.1 Create a sustainable stock of assets, with appropriate long term asset planning and optimal use.</p>
File Reference	GF/4.85.1
Attachments	1. PDBATA email [16.4.2.1 - 2 pages]

Purpose of Report

Council considered a report at the 10 March 2020 Council Meeting from Director Development Services Item 15.3.1 on the Penola Town Entrance Signage.

Cr Dunnicliff moved that Council not proceed with the Penola Town Entrance statement project until funding of \$10,000 has been received from the Penola District Business and Tourism Association.

Cr Paltridge seconded

Subsequent motion:

Cr Price moved that the question lie on the table.

Cr Neagle seconded

CARRIED

The purpose of this report is to reconvene those discussions by providing additional information to Councillors on the project and seek direction on whether Council wishes to progress the project to delivery or cancel the project.

In further reviewing the project and costings, Council will need to consider if it has an appetite to allocate additional funds. There is currently no budget for the project in 2019/20 or in the draft budget for 2020/21.

Report Details

In September 2015, the Penola District Business and Tourism Association (PDBATA) commissioned Sphere Garden Design Studio to complete a Penola Entrance concept design. The design, along with a marquette was put forward for public comment and subsequently to Council for approval. The initial proposal included installation at three locations and allowed a budget of \$40,000.

Council assumed the management of the project in late 2019, as the project had stalled both due to insufficient funding to deliver on the proposed scope and issues with positioning of the signs. The project scope has now been reviewed by an officer in Engineering Services, including site locations and costings.

The main scope change from the original proposal is a reduction from three to two entrance signs, i.e. installation of only the northern and southern Penola Township Entrance Signs. With the Penola Bypass complete, Council officers have determined final positioning of the signs that are more suitable than those originally proposed. Even with the reduced project scope, the revised project costs are still greater than the original budget allocation of \$40,000. As stated above, the project is not included in the 2019/20 budget or the draft 2020/21 budget. Previous budget allocations from 2017 and 2018 for the project have not been carried forward.

Project Review

Since taking on delivery of the project, Council staff have reviewed the project scope and obtained revised costs for each element of the project. Council officers sought advice from the previous Project Manager from PDBATA and contacted each of the suppliers from the original quotes in 2015/16. Unfortunately, several of the original contractors expressed frustration in being asked to re-quote on this project and several are no longer interested in working on the project.

Council staff also engaged Tonkin Consulting to prepared structural design drawings for the concept proposal. Officers wanted to ensure that the structure could be built safely, and the structural design process resulted in a minor variation. In the original concept, the column and arm to the sign were proposed to be constructed from timber alone, however the engineering drawings recommend construction from steel and cladding with timber.

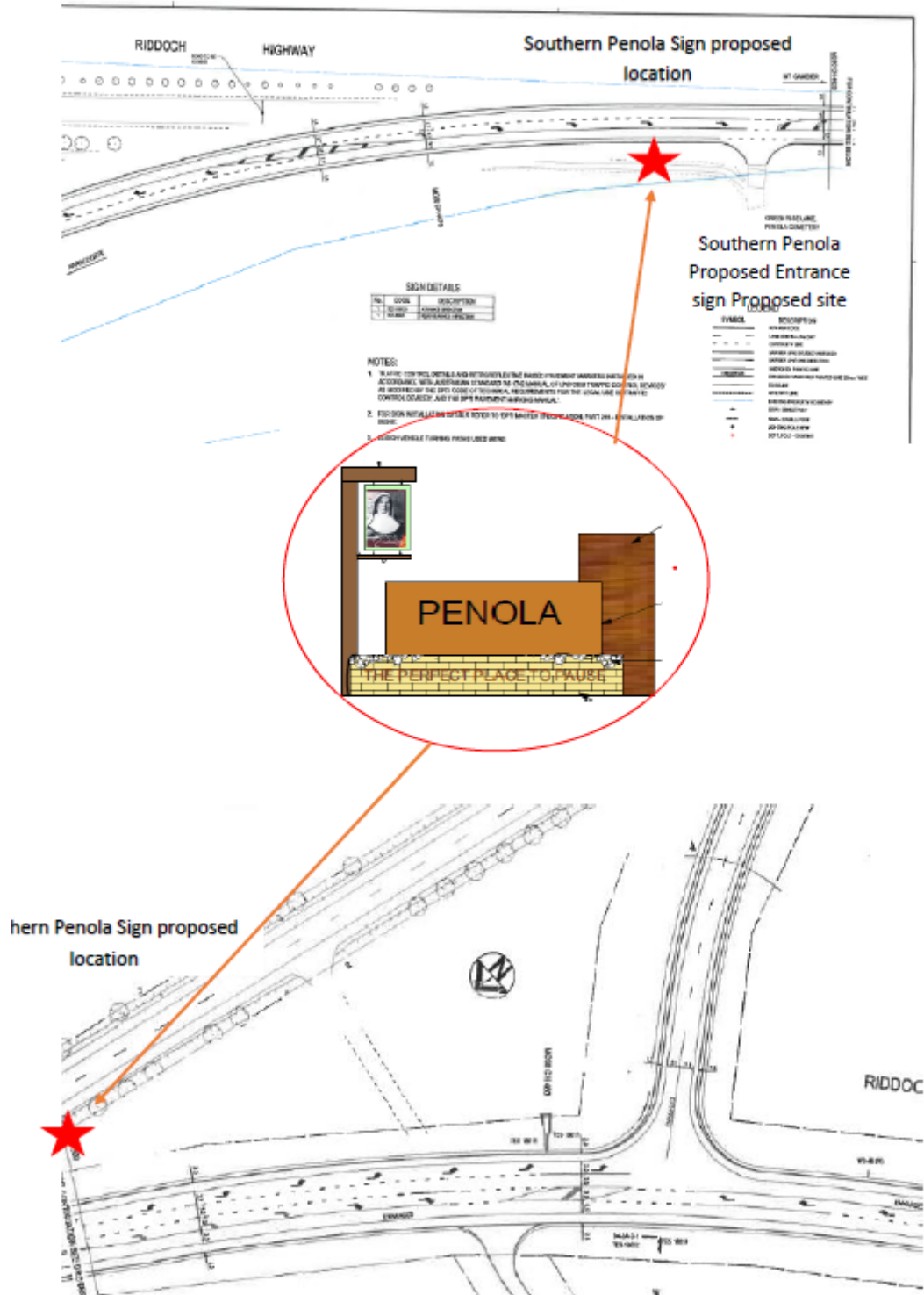
Council has obtained development approval for the amended development proposal for the two signs in the location as detailed below (DA 894/002/17).

Current Costing of Elements for the two entrance signs

Element of Project	Cost for 2 x signs	Comments
1 - Concrete slab	\$ 8,483	
2 - Limestone wall	\$ 9,698	
3 - Redgum slab wall	\$ 2,500	
4 - Redgum signpost	\$ 3,000	
5 - Corten sign and lettering on stone wall	\$ 7,979	
6 - Lighting	\$ 14,000	
7 - Wrought iron steel works (grapes)	\$ 1,800	
8 - Banners	\$ 240	Alternative cost \$2,160 for 24 banners for 12 months if required
Total	\$47,940	or \$49,620
Total with 10% contingency	<u>\$52,734</u>	<u>or \$54,582</u> for option of two banners paid for or 24 signs to rotate for the whole year

It would appear the lighting element to the project is the major variation from the original cost estimates. While consideration was given to reuse of solar lighting that was installed in the Millicent Township Entrance Signage, this approach is not recommended. The preferred option is to provide lighting using mains supply from the existing streetlighting network installed for the Penola Bypass.

Proposed Penola Entrance Signage





Next Steps

At the 10 March 2020 Council Meeting, the Director of Development Services provided a Council report on the Penola Township Entrance Sign. The Officer's recommendation in the report was to not proceed with the project until \$10,000 had been received from PDBATA.

PDBATA tabled a letter at the same March Council meeting to provide funding of \$10,000 in two equal installments in June 2020 and December 2020 of \$5,000.

On the same day of the meeting Council received a further email from PDBATA (as attached). Subsequently PDBATA has made payment of \$10,000 for the project.

It is the Officer's recommendation that based on the financial support for the project by PDBATA, that Council proceed with the project and allocate the total funds as detailed to install two Penola Township Entrance Signs.

Financial Considerations

Budget Allocation	17/18 - \$20,000
	18/19 - \$38,419
	19/20 - \$nil

Budget Spent to Date	\$3,486
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Budget Variation Requested	\$55,000
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Risk Considerations

Please refer to Wattle Range Council's SharePoint Register – Penola Town Entrance Signage.

Policy Considerations

There are no known policy considerations related to this report.

Legislative Considerations

There are no known legislative considerations related to this report.

Environmental / Sustainability Considerations

There are no known environmental or sustainability considerations related to this report.

Communication & Consultation Considerations

There are no known communication and consultation considerations related to this report.

RECOMMENDATION 1

That Council:

1. Lift the matter that lie on the table from 10 March 2020 Meeting, being Item 15.3.1 Penola Town Entrance Signage.

RECOMMENDATION 2 (from 10 March 2020 Meeting)

Cr Dunnicliff moved that Council not proceed with the Penola Town Entrance statement project until funding of \$10,000 has been received from the Penola District Business and Tourism Association.

Cr Paltridge seconded

RECOMMENDATION 3 (Should Recommendation 2 be LOST)

That Council proceed with the installation of Penola Town Entrance Signs as detailed in this report.

Peter Halton

From: Steve Chapple
Sent: Monday, 1 June 2020 10:13 AM
To: Peter Halton
Subject: FW: EI2020/171088 - 4.14.2/3 - Penola Entrance Statements

SynergySoft: EI2020/171088 - 4.14.2/3

Peter

PdBata email re payment for the Penola Entrance Statements as requested.

Steve

Steve Chapple
 Director Development Services
 WATTLE RANGE COUNCIL
 0427 946 783.
 08 87 330900

From: Rebecca Trotter <rebecca.trotter@blok.com.au>
Sent: Tuesday, 10 March 2020 10:15 AM
To: Steve Chapple <swc@wattlerange.sa.gov.au>
Cc: Dean Burrow <Dean.Burrow@wattlerange.sa.gov.au>; Rick Paltridge <rick.paltridge@wattlerange.sa.gov.au>; Padbata <padbata@gmail.com>; Nicole Reschke | Koonara Wines <nicole@koonara.com>; Coonawarra Experiences <info@coonawarraexperiences.com.au>; Luke Trotter <luke.trotter@blok.com.au>
Subject: EI2020/171088 - 4.14.2/3 - Penola Entrance Statements

Good morning Steve,

I am writing regarding PDBATA's letter dated 19th February regarding our contribution of \$10,000 to the Penola entrance statements.

It has been brought to our attention via the Council meeting agenda online, rather than direct correspondence to us, that there is a recommendation not to proceed with commencement of the entrance statements until PDBATA makes its full contribution. This is extremely disappointing as we gave our reasoning for the split payment and further consultation from Council was not entered into. With the imminent opening of the bypass, installation of these entrance statements is crucial to the town's viability.

PDBATA confirms that we will make full payment of the \$10,000 conditional on full and frank consultation between PDBATA and Wattle Range Council and an update on the following:

- A time frame for construction
- Final location for each of the signs
- Review of the design
- Total cost for the project
- Engagement of predetermined artisans

Please send Council's invoice along with its response to above and we will arrange prompt payment.

Kind regards,

Rebecca Trotter
President PADBATA



Rebecca Trotter

Marketing Manager
The Blok Coonawarra

t +61 8 8737 2734

m 0432223360

a 15535 Riddoch Hwy Coonawarra SA 5263

w www.blok.com.au

e rebecca.trotter@blok.com.au

16.4.3 Federal Government Infrastructure Stimulus

Report Type	Officer Report
Department	Engineering Services
Author	Peter Halton
Disclosure of Interest	No Council Officers or Contractors have declared a Conflict of Interest regarding the matter under consideration.
Current Risk Rating	Medium
Strategic Plan Reference	<p>Theme 1 - Community Vibrancy & Presentation</p> <p>1.1 Enhance public space areas including parks, public places, car parking, street lighting and streetscapes to provide vibrant, attractive areas.</p> <p>1.2 Through appropriate planning, develop vibrant, presentable townships throughout the Wattle Range area.</p> <p>1.3 Provide sustainable, vibrant community facilities.</p> <p>Theme 2 - Economic Prosperity</p> <p>2.1 Support and advocate for improved infrastructure that enhances and creates economic and business opportunities.</p> <p>2.4 Strengthen and support the professional and economic growth of local businesses and job creation opportunities for the area.</p> <p>2.5 Promote Wattle Range as a tourism destination through provision of appropriate tourist facilities and advocacy.</p> <p>Theme 4 - Infrastructure & Asset Sustainability</p> <p>4.1 Create a sustainable stock of assets, with appropriate long term asset planning and optimal use.</p> <p>4.2 Plan and provide for a safe local road network that meets the future and current needs of our community.</p> <p>4.4 Plan for and optimise Council's stock of building assets whilst meeting the future and current needs of community.</p> <p>4.5 Plan and provide for the expansion and replacement of Council's stock of footpaths, walkways and trails to meet the future and current needs of our community.</p>
File Reference	GF/7.41.1
Attachments	Nil

Purpose of Report

To acknowledge the allocation of \$629,298 for the "Local Roads and Community Infrastructure Program" from the Federal Government and finalise the projects to allocate the funds too.

Report Details

The Australian Government announced on the 22 May 2020 a new \$500 million Local Roads and Community Infrastructure Program (LRCI Program). Council has been advised its allocation is \$629,298.

The program is to support local councils in delivering priority local road and community infrastructure projects, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

The announcement stated the funding has been made available to Local Government to spend on local road and community infrastructure projects that involve the construction, maintenance and/or improvements to council-owned assets (including natural assets) that are generally accessible to the public.

Council has not been provided with much information regarding the grant however a fact sheet is available. The fact sheet details that projects will need to deliver benefits to the community, such as improved accessibility, visual amenity and safety benefits.

The fact sheet goes on to say Local Government can use the funding for local road projects including road works, traffic signs, traffic control equipment, street lighting, bridges or tunnels, facilities off the road used by heavy vehicles in connection with travel on the road (for example, a rest area or weigh station), facilities off the road that support the visitor economy and road and sidewalk maintenance.

In regards to community infrastructure projects funding can be used for works involving, Closed Circuit TV (CCTV), bicycle and walking paths, painting or improvements to community facilities, repairing and replacing fencing, improved accessibility of community facilities and areas, landscaping improvements, such as tree planting and beautification of roundabouts, picnic shelters or barbeque facilities at community parks, playgrounds and skateparks (including all ability playgrounds), noise and vibration mitigation measures, off-road car parks (such as those at sporting grounds or parks)

Councils will need to complete all project works by 30 June 2021 to receive their full nominal share of funding. Councils will also need to demonstrate that projects are additional to their pre-COVID-19 work program for 2020-21, i.e. additional to normal capital works schedules that was to be funded by Council. It does state funding can be for a project that has been brought forward from a future work program.

The Department of Infrastructure, Transport, Regional Development and Communications will be consulting with Local Government organisations to finalise implementation arrangements for the LRCI Program. Councils will then be asked to agree to the program arrangements and identify local projects in their area.

The Council is therefore required to nominate what they intend on spending this funding on in accordance with the general guidelines detailed above.

This provided Council with a great opportunity to look to some of the projects put up at the 14th April Council meeting “Major Project for Grant Funding” which foreshadowed projects for funding should State or Federal funding be provided to stimulate the economy.

The report listed the following projects

Suggested Projects

Project	Estimated Cost	Possible Funding
Bowman Scenic Drive Upgrade	\$ 3,000,000	Regional Growth Fund - State
Millicent Swimming Lake Upgrade	\$ 1,200,000	Regional Growth Fund - State
All Abilities Restroom at the Domain	\$ 350,000	Local Government Information Linkages and Capacity Building Program - State
Rail Line Shared Paths in Millicent and Penola	\$ 1,500,000	Open Space & Places for People - State
Border Road Penola	\$ 4,700,000	Federal Heavy Vehicle Safety & Productivity Program State Regional Growth Fund
New Council Office	\$ 3,500,000	
Southend Trail	\$ 100,000	
Intersection Upgrades	\$ 1,750,000	Heavy Vehicle Safety Productivity Program – Federal
Penola Pool Upgrade	\$ 1,000,000	Regional Growth Fund - State
Local Road Upgrade Program	\$ 1,000,000	Roads to Recovery Program - Federal
Beachport Waste Transfer Station	\$ 850,000	Green Industries Infrastructure Grants – State (application drafted)
Beachport Playground Upgrade	\$ 350,000	State Open Space & Places for People– application submitted
Total	\$ 19,300,000	

Two of these projects would be ideal for funding under this program Beachport Playground and the Local Road Upgrade Program. Both projects could be tendered, and the playground has on going tourism benefits to the region.

Beachport Playground – A report was presented at the 10th March 2020 meeting which sought support from Council for the upgrade of the playground. The resolution by Council was to prepare a grant application to the State Government Grant Program and refer a business case in the 2020/21 budget for Council contribution to the project. Council has been advised that it was unsuccessful for the state grant as such this project is being recommended for funding through the Federal “Local Roads and Community Infrastructure Program”. The proposal was for large ship. Council should note the budget increase of \$50,000 from the original report to allow for landscaping of the reserve.

Local Road Upgrade Program – The works in the program is for sealing (or widening) of roads under Council care and control. The program is split between township and rural roads as the criteria and need are very different for each class of road. It is recommended that some of the federal grant be allocated to the township program as Council has already made a significant commitment to rural roads upgrade works in the upgrade of Kennedy Road for 2020/21 budget. The projects recommended for this funding are the upgrade of Lossie Lane in Millicent and Mount Burr Service Road in Mount Burr. Both are currently unsealed with the proposal to seal the roads. The Mount Burr project is in the budget for design in the 2020/21 financial year. Officers are proposing to put this project out to tender as a design and construct to achieve the project within the timeframe for funding. Council should note that the funding will not allow for the completion of sealing of all the service roads in Mt Burr i.e. this will be a staged project with the first stage being Pettmen Terrace to Gray Terrace however this is subject to tenders and standards for construction.

Penola Township Entrance Sign and Landscaping – As part of this agenda an officer report has been tabled seeking Council commitment to deliver this project. The total cost for the two signs has been costed at \$55,000. Council has made a previous commitment to fund \$30,000 with an allocation of \$10,000 from PDBATA total of \$40,000. It is recommended that this be funded along with a further \$100,000 to landscape the two intersections on the northern and southern end of the bypass. Both the signage and landscaping are seen as important projects to bring tourists into Penola and mitigate the impact of both bypass and COVID19 pandemic to the businesses in Penola.

Beachport Bowling Club - Council staff have been working with the Beachport Bowling Club on addressing significant defects to the clubroom building which is the old Beachport Railway Station. This asset is in a poor condition and is in desperate need for funding with a defect condition report identifying approximately \$270,000 worth of repairs required to the building. In addition to this the Beachport Bowling Club has indicated that it would like to complete an upgrade to the kitchen, bar and small maintenance shed which have been estimated to be a further \$60,000 i.e. the total project cost of \$330,000. The Club has been advised that Council would require them to make a matching contribution to the kitchen, bar and shed with Council matching any grant for the building renewal works. The Club has also been advised that it would need to take over responsibility (ownership) of the building on completion of the works.

Proposed Allocation

Project	Budget	Grant Funding	Contribution (other)	Council Contribution
Beachport Playground	\$350,000	\$200,000		\$150,000
Local Road Upgrade – Lossie Lane, Millicent	\$60,000	\$30,000		\$30,000
Mount Burr Service Road, Mt Burr	\$240,000	\$119,298		\$120,702
Penola Township Entrance Signage and landscaping of entrances into town	\$155,000	\$115,000	\$10,000	\$30,000
Beachport Bowling Club Building Renewal and Kitchen/Bar Upgrade	\$330,000	\$165,000	\$30,000	\$135,000
Total	\$1,135,000	\$629,298	\$40,000	\$465,702

Financial Considerations

Budget Allocation \$0
 Budget Spent to Date \$0
 Budget Variation Requested \$1,135,000

There are no known financial considerations related to this report.

Risk Considerations

Please refer to Wattle Range Council's SharePoint Register – Grant Funding

Policy Considerations

There are no known policy considerations related to this report.

Legislative Considerations

There are no known legislative considerations related to this report.

Environmental / Sustainability Considerations

There are no known environmental or sustainability considerations related to this report.

Communication & Consultation Considerations

There are no known communication and consultation considerations related to this report.

RECOMMENDATION

That Council:

1. Receive and note the report.
2. Adjust the draft budget for 2020/21 to undertake the following projects:

Project	Budget	Grant Funding	Contribution (other)	Council Contribution
Beachport Playground	\$350,000	\$200,000		\$150,000
Local Road Upgrade – Lossie Lane, Millicent	\$60,000	\$30,000		\$30,000
Mount Burr Service Road, Mt Burr	\$240,000	\$119,298		\$120,702
Penola Township Entrance Signage and landscaping of entrances into town	\$155,000	\$115,000	\$10,000	\$30,000
Beachport Bowling Club Building Renewal and Kitchen/Bar Upgrade	\$330,000	\$165,000	\$30,000	\$135,000
Total	\$1,135,000	\$629,298	\$40,000	\$465,702

17 Correspondence

17.1 Feast Festival - Flying the Rainbow Flag - Celebrating Diversity in November

Report Type	Correspondence
Correspondent	Feast Festival
File Reference	GF/2.36.1/2 EI2020/170192
Attachments	1. E I 2020170192 GF 2.36.1 2 Flying the Rainbow Flag [17.1.1 - 2 pages]

RECOMMENDATION

That the correspondence from Feast Festival regarding Flying the Rainbow Flag in November 2020 be received and noted.

Des Noll
Mayor
Wattle Range Council
PO Box 27
Millicent, 5280

Pridevember - Flying the Rainbow Flag – Celebrating Diversity in November

Dear Des,

We would like to invite you and your municipal Council to support a very exciting and important project, *Flying the Rainbow Flag – Celebrating Diversity*, as part of our annual Festival in the month of Pridevember.

Feast is Adelaide's LGBTIQ+ Queer Arts and Cultural Festival and a member of Festivals Adelaide, the peak body for Adelaide's major international festivals. This will be our 24th Festival. Feast is highly respected nationally for the quality of our artistic program and community development projects. Our Festival promotes pride, community identity, inclusion and celebration. Our aim is to develop artistically excellent, ground-breaking arts projects involving LGBTIQ+ artists and allies with a focus on youth, Indigenous, culturally and linguistically diverse communities.

Last year 22 Councils state-wide supported and participated in the *Flying the Rainbow Flag – Celebrating Diversity* project that celebrates diversity and support for local LGBTIQ+ people and their families.

We are once again inviting every Council in the State to participate in the *Flying the Rainbow Flag – Celebrating Diversity* project.

COVID-19, Feast Festival and Flying the Rainbow Flag Project
Feast is currently busy planning its November Festival. If these plans are affected by COVID-19 we still encourage all Councils to fly the rainbow flag as a sign of solidarity and support during these unprecedented times, and as a symbolic demonstration of support for your local LGBTIQ+ communities.

This year we are proposing that Councils fly the rainbow flag for the **whole month of November** (1st – 30th Nov) to coincide with the Feast developed initiative "**Pridevember**" – a month long celebration of inclusivity and diversity in South Australia. Council's participation in this initiative will help Feast continue its important role of supporting LGBTIQ+ communities and create a vibrant, fun and safe South Australian Pride experience.

If your Council cannot fly the flag for the month of November we still encourage you to fly the rainbow flag during the Festival, from the 7th to the 29th November 2020.

We appreciate that in the past some municipalities were prevented from participating due to local flag flying policies. Several Councils overcame similar obstacles by flying or hanging a rainbow flag in the windows of their community centre or library, or by erecting a temporary secondary flag pole for the duration of the Festival and ideally all of November.

Participating Councils will be added to our roll call, appearing on a dedicated page in our 2020 Feast Program Guide. Hardcopies of the Program will be distributed nationally, and an electronic version will be available for global access on our webpage.

If you wish to participate in the 2020 *Flying the Rainbow Flag – Celebrating Diversity* project, please register with Feast prior to **Friday 17th July 2020** to ensure you make the program. Register **ATT James Landseer** by email to marketing@feast.org.au or by post to Feast Festival, 54 Hyde Street, Adelaide SA 5000. Please also email to marketing@feast.org.au a folder of your Council's suite of logos – including JPEG, PNG and EPS versions.

Feast Festival – Adelaide's Queer Arts and Cultural Festival Annually in November - Proudly supported by:



A rainbow flag, 3 feet by 5 feet is available for purchase online for \$22.00 through Rainbow Shop Australia www.rainbowstore.com.au. We encourage you to make this investment in support of greater understanding, acceptance and celebration of our South Australian LGBTIQ+ communities. Alternatively, a small number of flags will be available for loan from the Feast Festival office.

There have been many advancements over past years, particularly with the passing of same-sex marriage, however the LGBTIQ+ community is still subject to discrimination, violence, misunderstanding and fear, which can manifest in violent attacks, verbal abuse and bullying. Through positive engagement and strategic partnerships, we can actively contribute to the health and well-being of the whole community.

Below is a colour example of the rainbow flag.



I urge you to participate and fly the flag. During the Festival, take a photo of your flying rainbow flag tagging Feast - @feastfestival and using the hashtags #feastfest #pridevember and we will proudly share it on our social media channels.

In 2014 The City of Adelaide was the first Council to participate in the annual Pride March, a community march through the streets of Adelaide, that celebrates LGBTIQ+ diversity and inclusion. Like the Flying the Rainbow Flag project it is an important activity that aids in creating a safe and supportive community.

Thank you for your time to consider these important requests. If you have any questions, please do not hesitate to contact us.

Yours sincerely,



Helen Sheldon
General Manager
Feast Festival

Feast Festival – Adelaide's Queer Arts and Cultural Festival Annually in November - Proudly supported by:



17.2 National Climate Emergency

Report Type	Correspondence
Correspondent	Sandra Young, Southend
File Reference	GF/5.3.2/10 EI2020/170064
Attachments	1. Email [17.2.1 - 1 page] 2. Letter to Editor [17.2.2 - 1 page]

RECOMMENDATION

That the correspondence from Sandra Young dated 6 May 2020 be received and noted.

From: tortuwallin@bigpond.com
To: [Kevin McGrath](#)
Cc: moira.neagle@bigpond.com; [Peter Dunncliff](#); [Council](#)
Subject: EI2020/170064 - 5.3.2/10 - New Normal Letter to the Editor
Date: Wednesday, 6 May 2020 3:08:01 PM
Attachments: [Letter to Editor 5th May 2020.docx](#)

Dear Wattle Range Councilors, Kevin, Peter & Moira,

I am letting you know that I have submitted a letter to the Editor to the Borderwatch, the Pennant, SE Times and the Naracoorte Herald and I have attached the letter.

I am one of the founding members and a current member of Community Action for Sustainability and as such my interest is in sustaining the way we live, but not necessarily the way we used to live before Covid-19. That is why I wrote the letter and also so that we do not lose sight of the climate emergency that is looming on our doorstep. I attended the National Climate Emergency Summit in Melbourne in February and was most impressed how many local councils are declaring a climate emergency. I would love to see our Wattle Range Council doing the same.

May my email (including my 'Letter to the Editor') please be read at one of your Council Meetings.

Thanking you,
Sandra

Sandra Young
33 Bridges Drive,
Southend SA 5280
0408 842 963

5th May, 2020

Dear Editor,

It is time to reassess what is working and what is not. What will be the 'new normal' after Covid-19?

I see that we have learnt many lessons during the Covid-19 pandemic. Relatively quickly we embraced an emergency mode, Leadership was decisive (except in relation to schools), the health & well-being of people became more important than the economy, the public sector became our 'soldiers' in health, policing, essential services and farmers became highly respected. We started to listen more intently to the scientists about the virus and its effects and we learnt that it is better to 'be prepared' and take precautions than to accept what was coming to us.

Now, we must face the even greater risk to our way of life: the increasing temperatures leading to more and more catastrophic events like the bushfires of 2019. True, it is not 'in your face' as Covid-19 is now, but the threat is with us nevertheless and will affect our children and grandchildren more than ourselves today.

It has been said recently by David Spratt and Alia Armistead that "the world is sleepwalking towards disaster". The world is facing extremely high risks due to the impact of climate change and we are not prepared for it, as we were not prepared for Covid-19. We only have 10 years to reduce our emissions to zero to avoid more than a 2 degree increase in temperature. This is frightening!

Extraction of fossil fuels has to stop for that to happen. I was amazed and horrified to read that the Australian Climate Justice Project reported that our Government is subsidizing the fossil fuel industry by \$30 billion per year – way more than the current stimulus packages to workers. This goes to just 64,300 direct jobs which calculates to \$466,000 that the Government is paying for each direct job in the fossil fuel industry. Also, I was disgusted to learn that 8 out of the 10 largest fossil fuel producers in Australia pay no taxes!

Where do we want our taxes to go after Covid-19? I would like to see a stronger health system to cope with further pandemics and the injuries and diseases as a direct result of increased temperatures – fires, floods, cyclones... I experienced Cyclone Tracey in 1974 and I will never forget the horrendous injuries I saw at Darwin Hospital.

Do we want our economy to keep supporting the carbon emitting fossil fuel industry or can we all see ourselves driving subsidized electric cars with garages converting to charging stations? I own a hybrid car and it is quiet and beautiful to drive when in electric mode.

Let's try to flatten the curve of emissions here in Australia and become world leaders! This could be our 'new green normal' – one that is better for our health and well-being.

Did you know that more than 1,480 national, regional and local governments in 29 countries have already declared a climate emergency? Here in Australia, over 90 local councils and the ACT have done the same. Could we ask our Councils to do follow the trend? Let's think deeply about this!

Sandra

Sandra Young

33 Bridges Drive,
Southend SA 5280
0408 842 963

17.3 2020/21 Regional Landscape Levy Arrangements for the Limestone Coast Landscape Region

Report Type	Correspondence
Correspondent	Tim Collins, Regional NRM Manager
File Reference	GF/7.69.3/8 EI2020/170183
Attachments	1. 16.3 E I 2020 170183 - 7.69.3 8 Tim Collins to B Gower W Range Council levy adjustment (003) [17.3.1 - 2 pages]

RECOMMENDATION

That the correspondence from Mr Tim Collins dated 7 May 2020 be received and noted.



**Limestone Coast
Landscape Board**

11 Helen Street
Mount Gambier SA
5290

PO Box 1046
Mount Gambier SA
5290

Tel 08 8735 1177
Fax 08 8735 1135

lc.landscapeboard
@sa.gov.au
landscape.sa.gov.au

7 May 2020

Mr Ben Gower
Chief Executive Officer
Wattle Range Council
PO Box 27
MILLICENT SA 5280

Email: ben.gower@wattlerange.sa.gov.au

Dear Mr Gower,

2020-21 Regional landscape levy arrangements for the Limestone Coast Landscape region

As per our email correspondence of 21/4/20, levy arrangements have changed under the *Landscape South Australia Act 2019* ('the Act').

We recently shared the total Landscape levy amount to be raised in the Limestone Coast region and specifically, your Council's share. Due to a correction supplied by another council, we have made a small adjustment to the total figure. Your contribution and your collection costs to be invoiced to us have not changed.

For 2020/21, the Limestone Coast Landscape Board's draft business plan specifies \$ **4,655,820** as the amount to be contributed by the constituent councils in the Limestone Coast. The indicative share for each Council of this contribution is listed at Attachment A, Table 1.

Councils may also collect a fee from the regional landscape Board for the administrative costs of collecting a landscape levy. For 2020/21 the fee has been calculated using a fixed fee of \$2,532 plus \$0.25 per rateable assessment. The proposed ongoing collection fee for each Council is also provided in Table 1. Please note that these rates are GST exclusive, so please ensure you add GST to your invoice.

Table 2 in Attachment A sets out the indicative levy rates for your council's contribution based on the number of rateable properties in each land use purpose category.

If you have any queries please do not hesitate to contact Manager Planning and Evaluation Liz Perkins on 8735 1177 or liz.perkins@sa.gov.au.

Yours sincerely,

Tim Collins
Regional NRM Manager

Cc: Ms Kathy Stuart, kathy.stuart@wattlerange.sa.gov.au

Attachment A

Table 1: Council Contributions to the Limestone Coast Landscape Board Levy Income and Collection Fees for 2020/21

Council	Council contribution 2020/21 (\$)	Proposed collection fee based on standard rates (\$)
District Council of Robe	\$227,192	\$3,059
City of Mount Gambier	\$1,179,069	\$6,057
District Council of Grant	\$603,789	\$3,612
Naracoorte Lucindale Council	\$651,791	\$3,618
Wattle Range Council	\$1,015,589	\$4,312
Tatiara District Council	\$552,453	\$3,419
Kingston District Council	\$236,500	\$3,034
Coorong District Council	\$189,438	\$2,748
Total	\$4,655,820	\$29,858

Table 2: Indicative Landscape levy per purpose for Wattle Range Council for 2020/21

Purpose of Use Category	Indicative Landscape levy rate per rateable property (\$)	Wattle Range Council number of rateable properties	Indicative landscape levy per land use category (\$)
Residential, Vacant & Other	\$78.28	5,099	\$399,150
Commercial	\$117.42	292	\$34,287
Industrial	\$187.87	81	\$15,218
Primary Production	\$344.43	1,646	\$566,935
Total		7,118	\$1,015,589

17.4 Target Millicent - Closing

Report Type	Correspondence
Correspondent	Marina Joanou, Managing Director, Target Australia Tracie Walker, General Manager of Corporate Affairs and Sustainability, Kmart Group
File Reference	GF/4.85.1 EI2020/170751
Attachments	1. Letter from Marina Joanou and Tracie Walker Target Millicent [17.4.1 - 2 pages] 2. Letter from Mayor re Millicent Target Closure 010620 [17.4.2 - 2 pages]

RECOMMENDATION

That the correspondence from Marina Joanou and Tracie Walker dated 22 May 2020 and the response from Mayor Des Noll dated 1 June 2020 be received and noted.



22 May 2020

Cr D. Noll, Mayor of Wattle Range Council
mayor@wattlerange.sa.gov.au

Dear Cr Mayor Noll,

I am writing to advise you of decisions that Kmart Group's parent company Wesfarmers have announced today that will significantly change the Target business and impact its national network of stores.

Following the first phase of a Wesfarmers and Kmart Group strategic review of Target, decisions have been taken to accelerate Target towards being a smaller, more focused and less complex business. The Target of the future will look significantly different to what it does now, with fewer stores and a stronger online presence.

In order to achieve this, we will be converting between 10 and 40 large format stores to Kmart, subject to landlord support. We will also be converting 52 Target Country stores to small format Kmart stores.

Sadly, this means the closure of between 10 to 25 large format Target stores and the closure of the remaining 51 Target Country stores which are not suitable for conversion to Kmart. The remaining Target stores will continue trading under the Target brand, however roles within our Target Store Support Office (TSSO) in Melbourne will be reduced by roughly 50 per cent to reflect the smaller and more focused Target operating model.

Regrettably, our Target store at Millicent will be closing as part of this transformation.

We are commencing an extensive process of reaching out to our stores and those team members most impacted by the changes to explain what it means for them.

We recognise that these actions will have a significant impact on a number of our team members and are committed to supporting them through this process. All team members in Target stores scheduled to convert to Kmart will receive an offer of employment from Kmart. Target team members impacted by store closures will be given priority consideration for new roles created in Kmart and Catch as these businesses continue to grow.

In addition, Wesfarmers has established a cross-divisional working group to identify redeployment opportunities for affected team members, including in Bunnings and Officeworks. Where there are no Wesfarmers businesses in town, we're also working with other employers to try and find opportunities for our team. Of course, we understand that this won't always be possible and Target team members who are unable to be redeployed will be provided with access to support services, along with all entitlements.

We are also aware of the impact this transformation will have on the local communities we operate in and on our supplier network. We have commenced notifying suppliers of the changes to provide as much time as possible for them to adjust.

Target Australia Pty
Ltd
ABN 75 004 250 944

2 Kendall Street
Williams Landing VIC



The decision to transform our network so dramatically has not been easy, and particularly the very difficult decision to close stores is not one that is made lightly, but it is absolutely necessary for the survival and sustainability of the broader business and the thousands of people we employ.

I wanted to reach out directly to inform you of these changes at the earliest possible opportunity.

Should you have any questions about this announcement please contact Tracie Walker, Kmart Group General Manager of Corporate Affairs and Sustainability at Tracie.Walker@wesds.com.au

Yours sincerely,

A handwritten signature in dark ink, appearing to read "M. Joanou".

Marina Joanou
Managing Director, Target Australia

Target Australia Pty
Ltd
ABN 75 004 250 944

2 Kendall Street
Williams Landing VIC

Office of the Mayor

Our Ref: GF/4.85.1 EI2020/170751
coulet mayor Millicent Target Closure 010620



1 June 2020

PO Box 27, Millicent SA 5280
www.wattlerange.sa.gov.au

Marina Joanou
Managing Director
Target Australia
2 Kendall Street
WILLIAMS LANDING VICTORIA

Tracie Walker
Kmart Group
General Manager of Corporate Affairs and
Sustainability
Tracie.Walker@wesds.com.au

Dear Tracie

I am in receipt of your letter dated the 22 May 2020 in relation to the advised closure of the Millicent, SA, Target store in early 2021.

Our Council is disappointed with the decision to close the store. From the community's perspective this is a Target store that has served the Millicent and District community and beyond very successfully for many years. It is a store that has provided essential homewares and clothing merchandise to locals and visitors to our region, with many customers throughout the Limestone Coast area. That custom has been successful in stimulating and supporting other local businesses within the Millicent township.

I understand that this is a commercial decision, driven largely by more people shopping online. However, online shopping is not available to all within our community, due in part to the intermittent or lack of internet connection across parts of our region. Likewise, we have an aging demographic that are not technologically minded that will not use the internet to shop. However, this demographic would, and do prefer to shop in store both from a convenience and social point of view.

We are also extremely concerned for the staff of the store. These staff are local people of our community who are very loyal and dedicated workers. These workers have served both our community and Target Australia professionally over the past years. The loss of their jobs and their income to our community has a multiplier effect and impact, that will cause economic ripples throughout our communities.

Regional communities like the Wattle Range Council area rely on businesses such as yours to provide economic leadership and stability during these uncertain times. Your announcement of the impending closure in early 2021 of the Target store in Millicent is extremely disappointing and poorly timed particularly in context to the current COVID-19 crisis.

Therefore, on behalf of our community we implore Target Australia to revise its decision and keep the store open. Or alternatively at the very least, consider the rebranding of the Target store in Millicent to a Kmart in order to maintain a presence and service to our community. I'm sure if Target Australia were to do this our community would actively support this decision.

Wattle Range - a great place to live and work

Office of the Mayor

If you have any queries in relation to this letter I more than eager to discuss this with you at your earliest convenience.

Yours sincerely



Des Noll OAM
MAYOR

Telephone: 0428 515 967
Email: mayor@wattlerange.sa.gov.au

Wattle Range - a great place to live and work

17.5 Co-operation in regard to COVID19

Report Type	Correspondence
Correspondent	Hon Steven Marshall, MP – Premier of South Australia Professor Nicola Spurrier – Chief Public Health Officer
File Reference	GF/11.3.2/2 I/170361
Attachments	1. Letter re COVID19 [17.5.1 - 2 pages]

RECOMMENDATION

That the correspondence from Hon Steven Marshall MP and Professor Nicola Spurrier dated 8 May 2020 be received and noted.



THE HON STEVEN MARSHALL MP
PREMIER OF SOUTH AUSTRALIA

B562047

Mayor Des Noll
Wattle Range Council
PO Box 27
MILLICENT SA 5280
Email: mayor@wattlerange.sa.gov.au

LETTER NO: <u>I/1710361</u>	
FILE GF: <u>11.3.2/2</u>	PF: <u></u>
DATE RCVD: <u>14 MAY 2020</u>	REFER TO: <u>Mayor</u>
<input checked="" type="checkbox"/> CEO	<input type="checkbox"/> DCS
<input type="checkbox"/> DES	<input type="checkbox"/> DES
<input type="checkbox"/> FILE	<input type="checkbox"/> FILE

Dear Mayor Noll,

We write to thank you for your support over recent months, in what has no doubt been one of the most challenging periods for all South Australians.

We also acknowledge the enormous amount of cooperation and understanding we have received from our regions as we have worked together through the COVID-19 pandemic impacts. In particular, the restrictions we have had to impose on travel and community activities – to protect our entire population – were significant but absolutely required.

We understand the restrictions on travel and hospitality have substantially impacted your region, both economically and culturally, and that there will be long-term effects in many areas.

However, it pleases us enormously to say your fellow South Australians have had your back. They have been with us all the way through this journey and have responded exceptionally well to our advice on limiting social outings and cancelling weekends away.

This means we can start to ease these restrictions, and you can welcome visitors back to your regions.

With sustained low case numbers across the State, it is now safe to start a managed return to normal, and we have each and every South Australian to thank for that.

We have also listened to your local tourism officials and operators, and to your community leaders, and the clear advice is that you are ready to put up the “open for business” sign.

Tourism and regional communities are an incredibly important part of our lifestyle in South Australia, and it is great news that – due to our collective diligence – we can start to get back to normal again soon.

Please continue to encourage your communities to do the right thing – practice good hygiene and social distancing and to seek testing if they have any cold or flu symptoms.

Over the coming days, there will be further details on what the easing of restrictions will look like. We recommend you monitor <https://www.covid-19.sa.gov.au/> for more information.

Once again, thank you for your continued cooperation and we look forward to getting out and about across our great State soon.

Yours sincerely,



Hon Steven Marshall MP
PREMIER OF SOUTH AUSTRALIA

8 May 2020



Professor Nicola Spurrier
CHIEF PUBLIC HEALTH OFFICER

8 May 2020

17.6 Limestone Coast Local Government Association - Meeting Summary

Report Type	Correspondence
Correspondent	Limestone Coast Local Government Association (LCLGA)
File Reference	GF/10.14.2/1 EI2020/170422
Attachments	1. Key Outcomes - LCLGA Board Meeting 17 April 2020 [17.6.1 - 1 page]

RECOMMENDATION

That the Meeting Summary from the Limestone Coast Local Government Association dated 17 April 2020 be received and noted.



The Limestone Coast Local Government Association (LCLGA) is a regional subsidiary established by the seven Constituent Councils in the Limestone Coast region of South Australia; City of Mount Gambier, District Council of Grant, Kingston District Council, Naracoorte Lucindale Council, District Council of Robe, Tatiara District Council & Wattle Range Council.

MEETING SUMMARY

LCLGA General Meeting, 17th April 2020, Via Video Conference

1. Guest Speaker

Tony Pasin – Member for Barker

Mr Passin provided an overview of the federal government response to the COVID -19 Pandemic health and economic crisis. This response includes working closely with the community to assist bringing Australians home, child care centre funding for councils and working with DC Grant and Rex Airlines to ensure services to Mount Gambier and the region can be maintained. Further information at <https://www.tonypasin.com/>

2. Recommendation Reports & Items for Noting

2.1 LCLGA Strategic Plan - 2020-2025

Executive Officer will complete consultation with LCLGA councils before formal adoption at the LCLGA General Meeting in June 2020.

2.2 LCLGA Annual Business Plan 2020-2021

A presentation was provided to the members by the Executive Officer.

2.3 Limestone Coast Regional Public Health & Wellbeing Plan Regional Health Plan

The board endorsed the Draft Limestone Coast Regional Public Health & Wellbeing Plan for Public & Stakeholder consultation.

2.4 SEGRA Conference Cancellation

The SEGRA conference planned for 2020 was cancelled due to the risks from the COVID-19 virus.

2.5 Joint Planning Board (JPB)

On the 21st of March 2020, the Planning Regions in SA were proclaimed by the Governor under the Planning Development and Infrastructure Act. The Limestone Coast is one of the regions proclaimed. The announcement provides three years before a new Regional Plan for each of the Planning Regions is to be adopted. The LCLGA Board approved the agreement to form a Joint Planning Board.

2.6 Special Local Roads Program

Endorsed the submissions of the seven regional priority projects totalling \$1,907 million for 2020 Special Local Roads Program.

2.7 Governance Arrangements & Risk Exposure for Externally Funded Projects

Executive Officer will prepare a report for the LCLGA Board that outlines the governance arrangements and associated risk profile for externally funded projects/programs that are currently being auspiced and/or managed by the LCLGA

Further information available by contacting Mr Tony Wight, Executive Officer P:0417 442 296 or via the Office P: 08 8723 7310
E: admin@lclga.sa.gov.au. Copy of reports can be found on the LCLGA Website www.lclga.sa.gov.au

17.7 Limestone Coast Recovery and Rebuilding Action Plan (COVID19)

Report Type	Correspondence
Correspondent	Limestone Coast Local Government Association
File Reference	GF/10.14.2/1
Attachments	1. LC Recovery and Rebuild Plan (COVI D-19) [17.7.1 - 14 pages]

RECOMMENDATION

That the correspondence from Limestone Coast Local Government Association dated 22 May 2020 be received and noted.

1.0 LIMESTONE COAST RECOVERY AND REBUILDING ACTION PLAN (COVID-19)

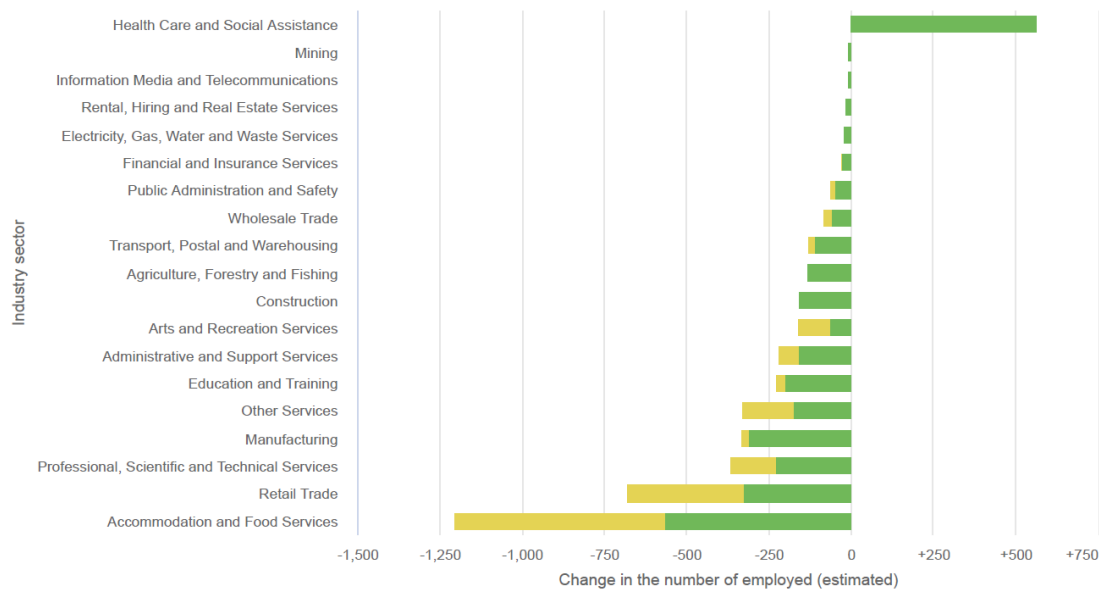
BACKGROUND

The COVID-19 Pandemic has had a significant impact on the local, state, national and world economy. The sectors in the Limestone Coast (LC) most impacted are the accommodation, food and retail sectors, as detailed in the id report from the RDA LC below.

Employment impact in June Quarter 2020 (compared to 2018/19 quarter average)

Limestone Coast region

JobKeeper Component Not on JobKeeper



The LCLGA Tourism Committee, via our Tourism Manager, has developed a recovery strategy which includes a range of practical actions to be delivered (we have already commenced the delivery of some of the immediate actions). See attachment one for a copy of the proposed strategy.

We acknowledge that the balance of community safety and reopening of the economy is a very dynamic space, and this plan can flex in response to these changing dynamics.

CEO's have provided feedback on the attached strategy, and the Tourism Industry Development Manager has engaged directly with around 200 operators, as well as, keeping in close communications with the SATC.

The plan seeks to redirect existing resources and where further resources are needed we will seek approval on a project by project basis.

The approval of this plan will also allow us to be more public and definite with our community on our approach to support recovery.

KEY ISSUES

The LCLGA was steadily growing its visitor economy to around \$360m in December 2019.

The visitation rate to the LC, based on a three-year rolling average, had decreased by around 60% in March. Given this is a three-year average, with growth in the last two, the recent decline is extreme.

As we emerge from the COVID-19 restrictions this strategy will support approximately 870 operators in the region who are critical to sustaining and growing the Visitor economy.

The attached plan is our first approach to supporting the recovery of the LC Visitor Economy which will no doubt be amended and adapted as we respond to the rapidly changing environment.

We are not seeking additional resources but may bring specific scoped projects to the Board for consideration as we implement the attached strategy on a case-by-case basis.

RECOMMENDATION

It is recommended that the Board approve the attached strategy, via email by 5:30 pm on the 26th of May 2020.

The Directors decision should be emailed to the Executive Officer at eo@lclga.sa.gov.au and state:

I (approve or reject) the Limestone Coast Recovery and Rebuilding Action Plan (COVID-19) and acknowledge that I received the recommendation report on the (please insert date the report was received – for most people this should be the 22/5/2020).

Attachment One

LIMESTONE COAST RECOVERY & REBUILDING ACTION PLAN (COVID19)



Strategic Goal: Provide a coordinated and comprehensive approach to rebuild our visitor economy in the Limestone Coast.

STRATEGIC CONTEXT

Prior to the bushfires and CoVid19, the Limestone Coast visitation and expenditure was strong and forecasting growth.

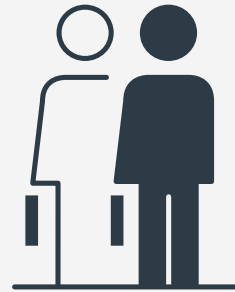
The Limestone Coast had a good balance of visitation with Domestic & International, and the reasons for visits varied from Leisure, Visiting Friends & Relatives (VFR), Business or Corporate and Events including participation events. With so much diversity in tourism experiences across the region, there are many individual businesses, organisations and stakeholders who contribute to our Limestone Coast visitor economy which was valued at \$369m pa (year ending December 2019).



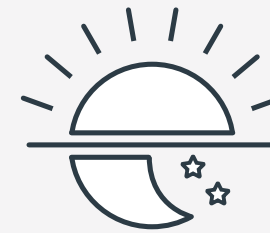
355,000
INTRASTATE



289,000
INTERSTATE

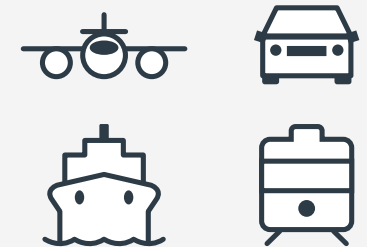


688,000
TOTAL VISITORS



762,000
DAY TRIPS

2,131,000
TOTAL NIGHTS



644,000
DOMESTIC

44,000
INTERNATIONAL

LIMESTONE COAST RECOVERY & REBUILDING ACTION PLAN (COVID19)



24

TOURISM
GROUPS



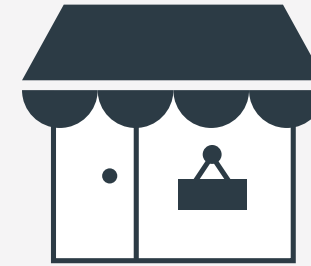
7

COUNCILS



9

VISITOR
INFORMATION CENTRES



875

TOURISM
BUSINESSES



3

LEVELS OF
GOVERNMENT

The LCLGA is investing to develop a Destination Tourism & Marketing Plan. This strategy will provide a catalyst for collaboration and focussed investment of our resources to market and promote our region; and attract tourism infrastructure investment. This strategy aims to provide a pathway for sustainable prosperity.

This strategy will be completed in August 2020.

STRATEGIC THEMES FOR RECOVERY & REBUILDING

The Limestone Coast historically has enjoyed a healthy mix of visitation from Domestic and International markets. This mix will change in the short term, given some restrictions are lifting and some uncertainty about International travel. South Australia consumers spend \$3.3b per year on outbound travel, this is an opportunity to divert travel plans into regions. Tourism Australia with 6M who normally travel overseas each year there is a significant opportunity to capture this spend in regional communities.

Current indications, from government, reveal that there could be relaxing of some travel restrictions to allow intrastate travel. Current indications, from government, reveal that there could be relaxing of some travel restrictions to allow intrastate travel. This would be followed by the opening of state borders in the Northern Territory and Western Australia most likely ahead of Victoria.

It is also anticipated that the first international travel will occur in a travel bubble with NZ before being extended to other countries that are considered low risk. This staged lifting of travel restrictions will require our planning and delivery to be flexible and nimble so it can be quickly adjusted to the changing market and government policy.

With a built-up propensity to travel, it is reasonable to imagine that initially the types of travel will be day trips/intrastate, then interstate, followed by

short haul international markets and finally long haul. Depending on the progress of states like Victoria and NSW in containing the virus it is also conceivable that Travel between SA and NZ could occur before some state Borders are opened.

Tourism Australia reports the optimistic markets of India, Germany and United Kingdom will some of the first to reach our shores, as opposed to pessimistic markets of Indonesia, Malaysia & Japan.

Air access is going to be a critical link in the revival of travel. Some low-cost carrier's business model is based on volume and with social distancing measures on flights, this will limit volumes and therefore will affect the price to fly. Also, the business traveller will be less convinced to travel after the realisation that some meetings can occur online, doubled with higher priced flights, it may not be as viable to fly as often. This synopsis does position the Limestone Coast well as a self-drive destination - it may be the safest and most affordable option for some travellers.

The event sector (including business and conferences) was one of the first hit with restrictions and may well be one of the last to lift. This will require ongoing support and some innovative thinking to keep the large volunteer base enthused, focused and ready to deliver when we can once again come together.



THE STRATEGIC THEMES FOR THIS ACTION PLAN

WELLBEING

Supporting our industry to recover and be ready to rebound when the time comes. Facilitating connections and capacity building activity and access to funding programs.

ADVOCACY + LEADERSHIP

Articulating the regional position into other realms of government and advocating for the visitor economy

COMMUNICATION

Comprehensive coordination of all communication platforms will assist the region to have stronger share of voice in what will be a very cluttered landscape as Australia and the globe emerges from restrictions.

EVENTS

Assisting with event placement to avoid unnecessary clashes as restrictions lift and postponed events try to reschedule. Promotion of the events that are on across the region.

PLANNING

Infrastructure and Major projects to be considered, prepared in readiness to enable business and the region to bounce back.

STRATEGIC THEMES FOR RECOVERY & REBUILDING

DELIVERY METHOD

The Limestone Coast regional tourism program is well governed by sub-committee of the Limestone Coast LGA called the Tourism Management Group who provide strategic guidance and support to the Tourism Industry Development Manager.

Currently the Tourism Industry Development Manager is meeting weekly to provide regional intelligence with SATC and Tourism Australia. In addition to regular meetings with Tourism Industry Council SA and Australian Tourism Export Council.

The regional tourism program will direct its resources to deliver the Limestone Coast Recovery & Rebuilding Action Plan. To accelerate the delivery and meet timelines the Tourism Management Group proposes the establishment of a Tourism Taskforce.

The Tourism Taskforce is a selected group with expertise from across the region, potentially

consisting of Visitor Information Centre Managers and/or Economic Development Managers from Councils. They will assist on the delivery of operational elements of the Action Plan.

It is essential to have a representative from each council to ensure the alignment of messaging is consistent with individual councils' responses to CoVid19 and other marketing / tourism strategies.

This will help with the development and curation of content and importantly messaging with consumers, the 24 tourism groups across the region and the 875 tourism operators. Noting that we have a closed Facebook Group that is proving to be a successful platform for information sharing, with 157 members to date.

FUNDING

All remaining budget and resourcing for the financial year 2019.20 will be redirected to the delivery of this Action Plan. While some components will need to be explored further, it is anticipated there will be no more additional funding required from member councils for the current financial year.

In addition, the SATC will provide a grant of \$10k + GST to the region to assist with the delivery of the action plan.

STRATEGIC THEME 1. WELLBEING

The visitor economy is wide ranging with approximately 875 operators generally small to medium sized businesses. There are 24 tourism & business associations.

The hibernation has had substantial and far reaching effects on the sector.

To rebuild the visitor economy will require a collective effort and our role is to support, connect, strengthen capability and communicate funding programs to our industry partners. This will contribute to their mental and physical ability to rebuild and rebound when the time comes.



STRATEGIC THEME 1. WELLBEING



STRATEGIC INITIATIVE	NUMBER	ACTIONS	RESPONSIBILITY	ACTION MEASURE
Connect, Network + Support our Industry	1.1	Tourism Industry Network Communication > Closed Group Facebook Page > Fully maintained database > E-news	TIDM	Facebook Page established & Curated Database updated & maintained e-news distributed
	1.2	Disseminate reliable, accurate and relevant information	Council networks + TIDM	Information disseminated
	1.3	Conduct Regional industry Sentiment Survey	LCLGA + RDALC	Survey conducted
	1.4	Collate regional themes from industry and feed into other levels of government and industry associations.	TID + Stakeholders	Survey collated & distributed
	1.5	Create Virtual Tourism Expo with local industry to champion experiences and build confidence on-line	TIDM	Virtual Expo created; delivered & participation levels are good
Build our Industry's Capability	1.6	Ensure Digital Training opportunities are well communicated	Council networks + TIDM	Information disseminated + participation levels are good
	1.7	Retain & grow listings on ATDW	TIDM	Number of ATDW Listings
	1.8	Coordinate familiarisations for Limestone Coast Locals	TIDM	Participation levels are good and famils are delivered
	1.9	Encourage industry take-up of CoVid Clean Accreditation	TIDM	Industry participation is good
Ensure travel trade is informed and familiar with the Limestone Coast in context with Melbourne to Adelaide Touring.	1.10	On-line training provided to the key markets (as per 3.2 + 3.3)	TIDM	Training delivered
	1.11	Product updates circulated monthly or when relevant	TIDM	Number of Product Update's delivered
	1.12	Maintain Trade database	TIDM	Database maintained
	1.13	Link into SATC Global Trade Strategy	TIDM	Limestone Coast included in SATC activity
	1.14	Participate in Virtual trade shows when available		Number of trade shows attended
Access to funding	1.15	Re-direct existing budget to the Action Plan, Including the \$10k injection grant from SATC	TIDM	SATC \$10k Secured
	1.16	Communicate funding opportunities > \$10,000 Small Business Grant > Regional Events Fund > \$10,000 Emergency Cash > And Other Programs		Information disseminated

STRATEGIC THEME 2. ADVOCAY & LEADERSHIP



Using data, local industry insights and intelligence, ascertain the regional impact on our visitor economy, position and then articulating these opportunities for rebuilding with regional stakeholders and government.

Represent the region and tourism/hospitality sector in forums and meetings.

Lead by example in adherence to social distancing measures and facilitate enabling activities and infrastructure to assist the region in rebounding.

STRATEGIC INITIATIVE	NUMBER	ACTIONS	RESPONSIBILITY	ACTION MEASURE
Advocate for the regional visitor economy	2.1	Collate industry insights and themes, then disseminate data to industry and stakeholders	TIDM	Insights collated and disseminated
	2.2	Report key themes to local, state & federal government representatives	LCLGA Board + Stakeholders	Themes reported
Strategies and activities are aligned	2.3	Ensure regional activities align with <ul style="list-style-type: none"> > Member councils, > 24 x tourism & business associations. > Strategies and directions of South Australian Tourism Commission and where relevant Tourism Australia > Other stakeholders 	TIDM	Alignment occurs
Support enabling activities and projects	2.4	Review the Priorities and actions for the sector in the Regional Growth Strategy	LCLGA Tourism Management Group	Review completed

STRATEGIC THEME 3. COMMUNICATION



LCLGA
Limestone Coast
Local Government
Association



As the region rises from hibernation, it will enter a very cluttered and competitive commercial world. Most brands and destinations are currently planning their rebound marketing activities, and as a region, we will need a sharp focus on our target market - Visiting Friends & Relatives (VFR). In some markets, there will be a built up propensity to travel, and we will need to be ready to leverage that appetite, as well as, scalable as the restrictions lift. We anticipate the lifting of restrictions may occur across 4 phases.

PHASE 1	Intrastate	Build local awareness through storytelling, sharing and in-region famils	Short to medium
PHASE 2	WA & NT (TBC)	Expand storytelling with itinerary builder as tactical	Medium
PHASE 3	Domestically	Partner with ITO's to drive itinerary planning and product knowledge. Host in region famils	Medium to Long
PHASE 4	Bubble (Australia & NZ)	Grow messaging - noting if Victoria and NSW continue to have cases this may not open before those borders	Long

We will need to be careful with the timing and tone of the message as we transition out of hibernation. There is a range of consumer facing touchpoints that already exist, this plan will align these and provide work towards suggested wording and digital assets (video & images) to have a consistent and uniform voice from the region. There will be minimal activity in the international markets, apart from maintaining existing relationships, providing on-line support for itinerary builders and providing on-line training.

The Mixed Dozen Platform limestonecoast.org.au will be very valuable to provide a tactical landing point for any consumer or trade marketing.

STRATEGIC THEME 3. COMMUNICATION



STRATEGIC INITIATIVE	NUMBER	ACTIONS	RESPONSIBILITY	ACTION MEASURE
Data Collection	3.1	Use digital insights to determine activity timing, tone & content	TIDM	Insights collated
Redefine regional target audiences / customer profiles	3.2	Undertake activities to best determine our ideal customer(s) for the region	TIDM + SATC	Ideal Customer(s) identified
	3.3	Align communication methods to the agreed ideal customer(s)	TIDM	Communication Plan developed
	3.4	Consideration of messaging to attract new residents through VFR activities and migration	TIDM + PIRSA	Messaging developed
Curate & Create content relevant to our target audience	3.5	Align communication messages with existing platforms etc. - All local council # > #UnearthOurTreasures > Interact Limestone Coast > Shop Limestone Coast > SATV > #SeeSouthAustraliafromHome > Love from Aus > There's Still Nothing like Australia	TIDM	Communication aligned
Reignite awareness & Actively market the Limestone Coast as a destination	3.6	Develop a consumer marketing campaign > A suite of templates and key messaging for uniform voice	TIDM	Consumer Marketing Campaign developed
	3.7	Deliver Consumer Marketing Campaign > Digital assets websites, social platforms, e-news, databases, industry groups		Consumer Marketing Campaign delivered

STRATEGIC THEME 4. EVENTS



Events play a vital role in encouraging visitation and expenditure in a tactical way.

Events bring our communities together and shine a light on our creative industries. Events stimulate activity and provide visitors with another reason to commit to a visit. They contribute to increased length of stay and traditionally have reported higher spend per visitor.

The Limestone Coast hosts around 110 events each year, with some recently cancelled or postponed there is scope for regional coordination to avoid timing clashes and ideally to help provide additional promotion of events to attract visitors and prevent industry fatigue.

STRATEGIC INITIATIVE	NUMBER	ACTIONS	RESPONSIBILITY	ACTION MEASURE
Understand the impact of restrictions on regional events	4.1	Audit regional events and create a database	TIDM	Audit completed & database created
	4.2	Determine the likelihood of postponed, rescheduled or cancelled events. Assist in re-shaping of event delivery	TIDM	Events re-scheduled or reshaped
	4.3	Central Event scheduling service to avoid clashes as events begin to reschedule	TIDM	Events database maintained
Build a regional events proposition	4.4	Market regional events under the Regional Brand - Unearth Our Treasures	TIDM	Events marketed
Access to funding	4.5	Ensure funding opportunities are well communicated > Regional Events & Festivals Funding Program > Umbrella Festival Funding > And others	TIDM	Information disseminated Number of applications from Limestone Coast events are good

STRATEGIC THEME 5. PLANNING



With restrictions slowly lifting and some indication around timeframes for re-opening, this does provide the sector with an opportunity to show its solidarity and plot a path for a more connected and sustainable future.

So rather than trying to return to business as usual as soon as possible, the challenge is to think about the type of consumption that underpins sustainable ways of the travel and trade industry. How do we ideally want the visitor economy to perform in the future?

STRATEGIC INITIATIVE	NUMBER	ACTIONS	RESPONSIBILITY	ACTION MEASURE
Tourism Infrastructure & Major Project Wishlist	5.1	Conduct a TOURISM THINK TANK on-line to draw out ideas, thoughts and actions, collate ideas and feedback to region	TIDM	Tourism Think Tank delivered
	5.2	Review the Regional Prospectus - Tourism section	LCLGA Tourism Management Group + TIDM	Review completed
Develop new experiences	5.3	Work with industry to innovate and evolve existing experiences and product offerings	TIDM	New experiences created

STAKEHOLDER COMMUNICATION TABLE



	TOURISM OPERATORS	TOURISM & BUSINESS ORGANISATIONS & ASSOCIATIONS	TRADE (WHOLESALE & ITO'S)	SATC	RDALC	LOCAL AGENCY PIRSA, DEW, DEC	LOCAL MEDIA	EXTERNAL MEDIA	MP'S	COUNCIL
Email	✓	✓		✓	✓	✓	✓	✓	✓	✓
Media Release							✓	✓	✓	✓
Industry e-news	✓	✓		✓	✓					
Industry Sentiment Survey	✓	✓								✓
Product Update	✓	✓	✓	✓	✓		✓	✓	✓	
Virtual Tourism Expo	✓	✓	✓							
Tourism Think Tank	✓	✓								✓
Phone Call	✓	✓	✓ Domestic Only	✓	✓	✓				✓
On-Line Meeting	✓		✓							✓
On-line Training	✓	✓	✓	✓						
Funding Opportunities	✓	✓								✓
Facebook - Consumer Facing										✓
Facebook Closed Group	✓	✓								
www.limestonecoast.org.au	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

REGIONAL RESPONSE PORTALS



Tatiara District Council	Tatiara Open for Business visittatiara.com.au/stay/tatiara-business-directory/
Naracoorte Lucindale Council	naracoortelucindale.sa.gov.au/community/coronavirus-covid-19
Kingston District Council	kingstondc.sa.gov.au/our-community/emergency-management/coronavirus-covid-19
Wattle Range Council	wattlerange.sa.gov.au/living-here/emergency-management/coronavirus-covid-19
District Council of Robe	robe.sa.gov.au/community/latest-news/covid-19
District Council of Grant	Care Package dcgrant.sa.gov.au/council/latest-news/district-council-of-grant-launch-new-care-package
City of Mount Gambier	Our City, Our Response haveyoursaymountgambier.com.au/covid-19 + Tourism Recovery Work Plan (TBC)
RDA Limestone Coast	Small Business Recovery Package (TBC)
PIRSA	pir.sa.gov.au/emergency_management/covid-19_and_primary_industries

ACRONYMS

LCLGA	Limestone Coast Local Government Association
SATC	South Australian Tourism Commission
RDALC	Regional Development Australia Limestone Coast

TIDM	Tourism Industry Development Manager
VFR	Visiting Friends & Relatives
ATDW	Australian Tourism Data Warehouse

17.8 Federal Funding - Southend Access Road from Southern Ports Highway to Watson Street, Southend - \$105,000 for line marking, signage and delineation

Report Type	Correspondence
Correspondent	Hon Michael McCormack MP, Deputy Prime Minister Hon Scott Buchholz MP, Assistant Minister for Road Safety and Freight Transport Tony Pasin MP, Federal Member for Barker
File Reference	GF/7.41.1/2 EI2020/170923
Attachments	1. Media Release - Federal funding to fix 24 dangerous black spots in SA [17.8.1 - 6 pages]

RECOMMENDATION

1. That the Media Release - Federal Funding to fix 24 Dangerous Black Spots in South Australia from Hon Michael McCormack, MP; Hon Scott Buchholz MP and Tony Pasin MP dated 26 May 2020 be received and noted.
2. That a letter of thanks be sent to Hon Michael McCormack, MP; Hon Scott Buchholz MP and Tony Pasin MP acknowledging their contribution.



MEDIA RELEASE

26 May 2020

The Hon Michael McCormack MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for Riverina

The Hon Scott Buchholz MP

Assistant Minister for Road Safety and Freight Transport
Federal Member for Wright

Tony Pasin MP

Federal Member for Barker
Chair of the South Australian Black Spot Consultative Panel

****Under strict embargo until 12.01am 26 May 2020****

FEDERAL FUNDING TO FIX 24 DANGEROUS BLACK SPOTS IN SOUTH AUSTRALIA

Twenty-four dangerous crash sites across South Australia will be fixed under the latest round of the Federal Liberal and Nationals Government's Black Spot Program.

Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development Michael McCormack said the State would receive \$8.7 million under the program's 2020-21 funding round.

"Safer roads save lives. This major investment is part of the Federal Liberal and Nationals Government's commitment to improving roads right across the nation," Mr McCormack said.

"Over the past five years, one fatal crash and 86 accidents causing injuries have occurred on the high-priority locations we are funding.

"One death, one injury on our roads is one too many. We are committed to doing our bit to make sure all Australians, no matter where they live, arrive home to their loved ones sooner and safer."

Assistant Minister for Road Safety and Freight Transport Scott Buchholz said the 24 Black Spot projects across South Australia would make an important contribution towards reducing serious injuries and deaths on South Australian roads.

"The Bureau of Infrastructure, Transport and Regional Economics has found that, on average, Black Spot projects reduce the number of crashes causing death and injury by 30 per cent," Mr Buchholz said.

The Hon Michael McCormack MP
Parliament House Canberra | (02) 6277 7520 | minister.mccormack@infrastructure.gov.au
Suite 2, 11-15 Fitzmaurice Street, Wagga Wagga NSW 2650 | michael.mccormack.mp@aph.gov.au

“Nationwide, the Australian Government has committed \$1.05 billion to the Black Spot Program from 2013-14 to 2022-23 to improve road safety across the nation.”

Federal Member for Barker and Chair of the South Australian Black Spot Consultative Panel Tony Pasin said this investment in Black Spot projects would deliver safer roads in local government areas throughout South Australia.

“The Black Spot Program funds safety measures such as traffic signals and roundabouts at road locations where a number of serious crashes are known to have occurred or are at risk of occurring,” Mr Pasin said.

“Safety will be significantly improved in these 24 black spot projects across South Australia.

“It is another example of the Australian Government getting on with building the productive infrastructure our local community and economy needs.”

For more information on the Australian Government’s Black Spot Program, or to nominate a black spot, visit <http://investment.infrastructure.gov.au/funding/blackspots/>.

A list of funded projects is available below.

Ends.

Media Contact:

Mr McCormack – Hannah Maguire 0429 920 254

Mr Buchholz – Scott O’Connell 0413 424 384

Mr Pasin – Charlotte Edmunds – 0428 238 526

2020–21 Black Spot Program – South Australia

Project Name	Proposed Treatment	Australian Government Contribution	Local Government Area
Checker Hill Road 1.6 kilometres west of Forrester Road KERSBROOK	Seal approximately 300 metres shoulders and delineation improvements works including installation of guideposts, curve advisory signs and Chevron Alignment Markers (CAMs). Inclusion of motorcycle barrier protection	\$148,000	Adelaide Hills
Daly Street from Cross Terrace to Mortimer Street KURRALTA PARK	Delineate two opposing traffic lanes and a separate parking lane while banning parking on one side	\$21,000	West Torrens
Ridge Road 800-metre section between Boyle Swamp Road and Bradbury Road MYLOR	Seal shoulders for approx 300 metres of road section and delineation improvements works including installation of guideposts, curve advisory signs and Chevron Alignment Markers (CAMs)	\$98,000	Adelaide Hills
Ironbank Road 800-metre section from Woolly Butt Road to Nioka Road IRONBANK	Seal shoulders, installation of curve advisory signs and safety barrier including motorcycle protection barrier and delineation improvements	\$145,000	Adelaide Hills
High Street Barossa Valley Way GAWLER EAST	Install raised concrete protuberance to extend the kerbline. Install pedestrian refuge on Lyndoch Road. Extend Give Way line and centre median to improve sightlines for right turns	\$115,000	Gawler
Martin Hill Road 2.0 kilometres to 3.2 kilometres west of Warren Road FORRESTON	Seal shoulders on both sides of the road and install guideposts, and Chevron Alignment Markers to improve delineation and consistency in information for drivers	\$160,000	Adelaide Hills
West Lakes Boulevard Turner Drive WEST LAKES	Install right-turn control including right-turn arrows and extension of the right-turn lane on West Lakes Boulevard into Turner Drive	\$334,000	Charles Sturt

Project Name	Proposed Treatment	Australian Government Contribution	Local Government Area
Eastern Parade May Terrace OTTOWAY	Install speed cushions, narrow protuberance and delineation improvements at May Terrace to reinforce existing Stop and Give Way controls. Improve lighting	\$69,200	Port Adelaide
Hindley Street Gray Street ADELAIDE	Improved lighting with new kerb build-outs. Speed limit reduced to 30 km/h. Installation of buffer zones between the bicycle lane and car parking. Installation of a continuous pedestrian footpath on Gray Street	\$555,000	Adelaide City
Woolnough Road Hargrave Street LARGS BAY	Modify the existing roundabout at this intersection from a 'tangential-type' alignment to a 'radial-type' alignment	\$219,000	Port Adelaide
Cherry Gardens Road from Main Road to Ackland Hill Road IRONBANK	Seal shoulders along the majority of Cherry Gardens Road, installation of guardrail, and improved delineation and signage	\$1,340,000	Onkaparinga
Eastern Parade Rosewater Terrace OTTOWAY	Install speed cushions, narrow road/install kerb extensions and linemarking on Rosewater Terrace to reinforce existing Stop and Give Way controls. Install lighting	\$205,200	Port Adelaide
Pages Flat Road 1.5 kilometres west of Victor Harbor Road PAGES FLAT	Install guardrail and remove roadside hazards	\$177,000	Alexandrina
Roennfeldt Road 1.5 kilometres south of Greenock GREENOCK	Seal and widen three road bends, reconstruct superelevation, upgrade delineation including chevron alignment markers and signage as required, remove hazards	\$400,000	Light
Victor Harbor Road Goolwa Road MOUNT COMPASS	Offset existing left turn lane to improve sightline. Improve signage	\$584,010	Alexandrina

Project Name	Proposed Treatment	Australian Government Contribution	Local Government Area
Stockwell Road Penrice Road PENRICE	Create an off-set intersection arrangement by installing 'tear drop' medians at the Penrice leg including improved line marking, signage and lighting	\$560,000	Barossa
Barrier Highway north of Riverton RIVERTON	Widen sealed shoulders at curves and install safety barriers, delineation improvements to include Retro-reflective Raised Pavement Markers (RRPM) and install Audio Tactile Line Markings (ATLM)	\$565,131	Clare and Gilbert
Glenelg Highway 600-metre section from Victorian Border to Glenburnie Road GLENBURNIE	Install safety barrier from approximately South Australian/Victorian border to 600 metres west on both sides of Glenelg Highway. Tree and vegetation removal to improve road user safety	\$453,000	Grant
Nelson Road Kesters Road PARA HILLS	Install a roundabout	\$1,125,000	Salisbury
Mount Lofty Summit Road 1.3 kilometres north of the South Eastern Freeway CRAFERS	Installation of guardrail and seal shoulders with improved lighting, delineation and signage	\$269,000	Adelaide Hills
Wright Road Canna Road INGLE FARM	Install a seagull to provide protected right turn in and out vehicle movements	\$335,000	Salisbury
Waggon Road from north of the intersection with Day Road to Welch Road VICTOR HARBOR	Provide seal and unsealed shoulders, hazard removal, improve delineation and signage with improved road surface at curves and junctions. Install W-beam safety barriers at high risk bend sections	\$529,760	Victor Harbor
Ruwoldt Road Yahl Road YAHL	Construct a staggered T-junction at Ruwoldt Road and Yahl Road	\$235,000	Grant

Project Name	Proposed Treatment	Australian Government Contribution	Local Government Area
Southend Access Road from Southern Ports Highway to Watson Street SOUTHEND	Installation of audio tactile line marking on edge lines with Raised Reflective Pavement Markers, improved signage and delineation	\$105,000	Wattle

17.9 Local Government (Public Health Emergency)(Rate Relief) Amendment Bill 2020 - Nick McBride MP, Member for MacKillop

Report Type	Correspondence
Correspondent	Nick McBride MP, Member for MacKillop
File Reference	GF/10.85.1/3 EI2020/170935
Attachments	1. Letter from Nick McBride MP [17.9.1 - 1 page]

RECOMMENDATION

That the correspondence from Nick McBride dated 26 May 2020 be received and noted.



NICK McBRIDE M.P.
MEMBER FOR MACKILLOP

26th May 2020

Mayor Des Noll
Wattle Range Council
PO Box 27
MILLICENT SA 5280

Email: mayor@wattlerange.sa.gov.au

Dear Mayor Noll

Des,

I have recently been contacted by several Limestone Coast Councils in relation to the Local Government *(Public Health Emergency) (Rate Relief) Amendment Bill 2020* introduced to the House of Assembly on the 13 May 2020, by the Labor Member for Light, Tony Piccolo MP.

I write to advise that I am not supportive of the Rate Relief Bill and wish to reassure you that I will be voting against it when the time comes.

The COVID-19 crisis has meant that each level of Government has had to respond in different ways to support the needs of their communities. I am aware that each Council across the Electorate has individually given consideration to how Council can support its community by way of the management of its rating process. I believe each Council has an awareness of the needs of its community, the type of support that can be given and I understand the need for Council to manage its own finances.

I appreciate the role Council has taken in relation to this matter during this challenging period for our community and economy.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Nick McBride'.

Nick McBride MP
Member for MacKillop

17.10 Penola & District Business & Tourism Association re Budget Proposals

Report Type	Correspondence
Correspondent	Penola & District Business & Tourism Association
File Reference	GF/2.3.2/8 EI2020/171082
Attachments	1. Letter from PDBATA re Budget Proposals [17.10.1 - 1 page]

RECOMMENDATION

That the correspondence from Penola & District Business & Tourism Association dated 19 February 2020 be received and noted.



Penola & District Business & Tourism Association

Steve Chapple
Wattle Range Council
PO Box 27
Millicent SA 5280

19th February 2020

Dear Steve,

RE: Budget proposals

As we are nearing the completion of the Financial year we thought it prudent to make contact with some projects that we would like to complete and ask for any additional funding that might be still available in this Financial year budget.

We are hoping to complete the below projects with the following outcomes for our area:

1. \$1,500 **Subscription CRM software;** which will enable effective management and communication with members which will ultimately lead to an increased membership based
2. \$1,500 **Administration support:** To ensure that our membership reaches its potential by following up on outstanding invoices and marketing and communication requirements.
3. \$1,000 **Marketing collateral:** To increase of profile and message of PDBATA to the community and the projects that PDBATA are working towards.
4. \$1,500 **Photographer and videographer:** Footage and images to enable PDBATA to conduct a marketing campaign on many media platforms. To promote the positive impact of the bypass on the charm of Penola and attract businesses to the area.
5. \$1,800 **Radio Advertising:** To promote the tourism industry in the Riddoch Ward and continue to assist business activity.
6. \$3,000 **Opening of bypass event:** Family fun day celebrating the opening of the bypass. Bring the community together to see the opening of the bypass as a positive, fun and inclusive event.

Thank you we look forward to your response and appreciate your consideration of our projects as we move into these challenging times for the Riddoch Ward.

Yours sincerely

Nicole Reschke

Secretary

PDBATA
PO BOX 316 Penola SA 5277

**17.11 Beachport District Development Association Inc re
Requesting further financial support for the Beachport
Business and Tourism Website**

Report Type	Correspondence
Correspondent	Beachport District Development Association Inc
File Reference	GF/2.3.2/8 EI2020/171081
Attachments	1. Letter from Beachport District Development Association Inc re Financial Support [17.11.1 - 2 pages]

RECOMMENDATION

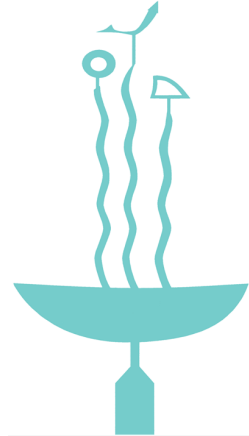
That the correspondence from Beachport District Development Association Inc be received and noted.

BEACHPORT DISTRICT DEVELOPMENT ASSOCIATION INC
PO BOX 101
BEACHPORT SA. 5280

Chairperson: Ros Brown
 A/ Secretary: Margie Bowman
 Email: bddainc@gmail.com
 ABN 75 698 825 448

2020

To: Mr Roger Babolka,
 Manager Economic Development,
 Wattle Range Council
 MILLICENT SA 5280



Letter requesting further financial support for the Beachport Business and Tourism Website

Dear Roger,

I write on behalf of the Beachport District Development Association Inc. and in support of a request by Mrs Sue Wheel for additional funding to further develop and maintain the recently developed Beachport Website.

The initial funding for the site was by local Beachport businesses and organisations, local donations, a \$1000 grant from WRC in the 2019-2020 financial year, and a \$500 Community Grant from the Post Office. An annual fee applies to those who choose to have a presence and/or advertise. A recent innovation to raise the profile of the web site, has meant that we are required to pay a monthly fee to Google Ads @ \$300 per month. This additional fee was not originally considered within the annual running costs for the website. The revised operating costs for the web site to be fully functional and relevant is now estimated to be in the vicinity of \$10,000 per annum.

As you would be aware, any of the local Beachport businesses have had a significant impact on cash flows due to COVID- 19, and we believe that any exposure of business profiles on the web site will assist future income as well as encourage innovative use of the digital platform by our local businesses.

The Beachport District Development Association Inc. supports the request for funding assistance from Wattle Range Council on a dollar for dollar basis.

Kind regards

Ros Brown Chairperson
Beachport District Development Association

18 Motions On Notice

No Motions on Notice have been presented at the point of publishing the Agenda.

19 Urgent Motions Without Notice

Urgent Motions without Notice may be raised at this point of the Meeting.