



**SUBMISSION TO FACILITATE A
REPRESENTATION REVIEW FOR THE CITY OF
MARION**

24 SEPTEMBER, 2012



1. BACKGROUND

The Minister for State/Local Government Relations by notice in the SA Government Gazette on 10 May 2012 required the City of Marion (Marion) to conduct a representation review under S12 of the Local Government Act 1999 (the Act). The review is to be conducted between October 2012 and October 2013.

The Representation Review provides Marion with the opportunity to consider and determine the optimum elected body composition and representation structure for effective governance to serve community requirements now and into the future.

Marion last reviewed these structures in 2009 resulting in a move from 4 to 6 wards without an increase in the number of elected members. The elected body is currently comprised of 13 members (6 wards x 2 elected members per ward plus a directly- elected Mayor).

In late 2008, the Local Government Association of SA (LGA) released *Guidelines for Councils Undertaking a Local Government Representation Review*. The Review is required to be undertaken in accordance with legislative requirements and the guidelines provide a useful resource in this regard.

Kate Costello from Governance Matters has been asked to prepare a submission to assist Marion in undertaking the Representation Review. Details of the submission follow.

2. DETAILS FOR GOVERNANCE MATTERS

Details of the contractor should this submission be successful are:

Name: Governance Matters
ABN: 60 099 348 624
Contact: Kate Costello, Executive Director
Ph (08) 8139 1129, Fx (08) 8139 1101
M 0411 818 165
Address: Level 3, 153 Flinders Street, Adelaide SA 5000

3. OBJECTIVES AND REQUIRED OUTCOMES

The Act sets out the requirements for a representation review and the objectives of the review must meet these requirements as a minimum. The Review must take into account principles set out in the Act, in particular:

- changes should benefit ratepayers
- arrangements should reflect communities of interest, values and aspirations and avoid significant dislocations within the community
- community members should be able to participate effectively in decisions about local matters
- Marion should be able to co-operate with other councils and provide effective local governance

All aspects of Marion's composition and electoral structures must be considered e.g:

- the number of elected members
- the division of the area into wards and/or whether the division of the area into wards should be abolished and
- ward quotas

The identification of a structure and composition for the elected body must also bolster Marion's vision for Excellence in Governance and meet future community requirements.

Specific required outcomes comprise:

- preparation of a Representation Options Paper
- leading a program of elected body and community consultation
- preparation of a Representation Review Report for submission to the State Electoral Commissioner

4. METHODOLOGY

Representation reviews are a requirement of local government acts across Australia. Representation options papers and review reports are public documents with many examples available on the internet. From a perusal of these, it appears that most councils treat a representation review as a legislative requirement only rather than an opportunity to think broadly and, perhaps, creatively about the manner in which governance structures and community representation/engagement can be enhanced for better decision-making.

Examples of SA representation review reports demonstrate a concentration on legislative requirements only:

- whether the number of members should be reduced, if the elected body is comprised of more than 12 members
- if the area of the Council should be divided into wards (and if so what wards), or whether the division of the area into wards should be abolished

We understand from discussions with Marion that she would prefer to take the opportunity afforded by this Representation Review to further its vision of Excellence in Governance in a broader structural and decision-making sense and the proposed methodology is designed to do just that.

Apart from the chronological stages in the Indicative Project Timeframes (page 18, Conditions of Contract, Annexure 1 – Specifications, covered in detail in the next heading of this submission), the methodology would involve:

1. Governance Structural and Decision-Making Survey

It is recommended that the survey be completed by all elected members and executive managers. It would cover the pros and cons of the existing representation structure and ideas for changes to enhance the governance role of the elected body **and** the representation/engagement of the community for input to that.

2. Local Government Research

Australian and international research would be undertaken to determine all possible solutions to good governance structures and substructures for effective decision-making in local government. A cursory look at available information would indicate a range of possible structures, in addition to the primary elected body, for community representation/engagement e.g.

- community advisory committees for place management or precincts;
- community councils or boards with delegated functions;
- community advisory committees for area/interest representational input to the elected body;
- increased use of existing engagement mechanisms

3. Best Practice Governance Knowledge From Other Sectors

It may also be that sectors beyond local government are able to provide examples of governance structures and practices which could be adopted by local government e.g. a nomination's committee to define elected member role descriptions and ideal base skill sets for notification to electors prior to elections.

It should be stressed that Governance Matters' would rely on Marion's internal project team for:

- demographics and future population projections
- the voters' roll
- calculation of elector ratios and ward quota principles
- mapping of ward boundaries
- formal notifications and advertisements
- coordination of receipt of written submissions

5. PROCESS, TIMING AND HOURS FOR THE PROJECT

The chart below details the chronological process, applicable completion dates and hours for all stages of the process.

Governance Matters' staffing on the project would be:

- Consultant – Kate Costello (KC)
- Project and Research Officer – Melissa Tarca (MT). Melissa has worked in this capacity with Governance Matters for over 5 years
- Executive Assistant – Sascha Ward (SW)

Process	On or By When?	Hours		
		KC	MT	SW
1. Initial Meeting with Project Team (1 hour): <ul style="list-style-type: none"> • Introductions • Project set up 	24 October	3		1
2. Survey: <ul style="list-style-type: none"> • Devise and conduct • Summarise results 	29 October	2	2	1
3. First Elected Members (EM) Forum (3 hours): <ul style="list-style-type: none"> • Preparation and facilitation • Good governance in local government update • Survey results • Develop representation options 	30 October	6		1
4. Research: <ul style="list-style-type: none"> • Australian and International research on structures in local government and complex member-based organisations 	9 November	2	8	1
5. Second Meeting with Project Team (2 hours): <ul style="list-style-type: none"> • Demographics • Voters' Roll • Elector distribution • Mapping 	14 November	4		1
6. Representation Options Paper: <ul style="list-style-type: none"> • Draft 	30 November	20		6
7. Second EM Forum (3 hours): <ul style="list-style-type: none"> • Preparation and facilitation • Input to draft Options Paper 	4 December	6		1
8. Options Paper: <ul style="list-style-type: none"> • Finalise for submission to Council and community consultation 	31 December	3		2
9. General Council (GC) Meeting: <ul style="list-style-type: none"> • Endorsement of Options Paper 	29 January	3		1
10. Community Consultation: <ul style="list-style-type: none"> • Oversee • Summarise written submissions 	17 April	2	5	2
11. GC Meeting: <ul style="list-style-type: none"> • Receive written submissions • Consider options • Decide preferred option 	23 April	3		1
12. Review Report: <ul style="list-style-type: none"> • Draft 	24 May	8		4
13. GC Meeting: <ul style="list-style-type: none"> • Endorse draft Review Report • Endorse community consultation • Arrange date for personal hearing on written submissions 	28 May	3		1

Process	On or By When?	Hours		
		KC	MT	SW
14. Community Consultation: <ul style="list-style-type: none"> Oversee Ensure legislative requirements met 	5 June	3		1
15. Submissions: <ul style="list-style-type: none"> Summarise 	22 July	2	5	3
16. GC Meeting: <ul style="list-style-type: none"> Hear submissions Determine representation structure Authorize finalization of Review Report 	13 August	3		1
17. Review Report: <ul style="list-style-type: none"> Finalise 	30 August	4		2
18. GC Meeting: <ul style="list-style-type: none"> Endorse final Review Report for submission to State Electoral Commissioner 	10 September	3		

6. SKILLS AND EXPERTISE

For general information, a Company Profile for Governance Matters is at Attachment 1 and a general biography for Kate Costello at Attachment 2.

Of specific relevance to this submission, Kate is qualified in law and therefore understands the requirements of the Act. She has worked extensively in local government on governance inductions and elected body evaluations. To name a few, clients have included:

- Melbourne City Council
- Adelaide City Council
- City of Port Phillip
- City of Onkaparinga
- City of Mount Barker

Kate is well-versed in the governance issues confronting local government. She chaired a company, Saab ITS, a joint venture between Saab Systems and Brisbane City Council, for the development of an intelligent transport system in Brisbane. Kate has also recently acted as Probity Adviser for Light Regional Council during the development of the Structure Plan for the proposed Roseworthy Garden Town Project. Some years ago, Kate was asked to comment on the LGA's good governance policies and procedures and has recently presented on governance in local government to the new CEO network of the LGMA.

Kate has previously worked with Marion in devising and presenting governance induction programs for newly elected members.

Beyond local government, Kate has undertaken broad governance and constitutional reviews culminating in extensive written reports and recommendations for complex organisations:

- The Royal Australasian College of Psychiatrists
- The Institute of Chartered Accountants in Australia
- The RSL Australia (SA Branch)
- The Australian Institute of Sport
- St Johns Ambulance Victoria

Each of these projects required extensive consultation with constituencies at the draft report and final report stages.

7. FIXED FEE AND FEE SCHEDULE

Hourly rates applicable to the project would be:

Kate Costello - \$625 + gst

Melissa Tarca - \$187.50 +gst

Sascha Ward - \$65 +gst

Referring to the total hours outlined in heading 5 the proposed fixed fee would be \$55,437 + gst.

Payment terms would be as follow:

1. \$15,437 + gst on contract
2. \$8,000 + gst following each GC Meeting scheduled in heading 5, namely:
 - 29 January, 2013
 - 23 April, 2013
 - 28 May, 2013
 - 13 August, 2013
 - 10 September, 2013

8. INSURANCE CURRENCY

The following certificates are attached to the covering email as required:

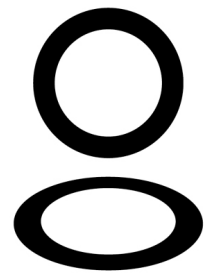
- Certificate of Currency Public Liability – Attachment 3
- Certificate of Placement Professional Indemnity – Attachment 4
- Certificate of WorkCover registration – Attachment 5

9. CONCLUSION

Governance Matters would welcome the opportunity to work with Marion on this important project and can promise an outcome of immediate and strategic relevance to effective structures of governance for the Council, not for itself, but for the benefit of the community it serves.

COMPANY PROFILE

Governance
Matters





ABOUT GOVERNANCE MATTERS

Governance Matters is a specialist consulting and publishing company specialising in improving corporate governance practices and board performance. The company develops industry-specific governance programs, conducts board evaluations and sells governance-related products.

Governance Matters provides the following consulting services:

- > Strategic Planning
- > Governance Structural Reviews
- > Board Performance Evaluations
- > Governance Training and Development
- > Stakeholder Attitude Indicators

Kate Costello, is the Executive Director of Governance Matters.

Governance Matters comprises a network of specialist associates with over 20 years of consulting experience in the field of corporate governance and strategy. Our experience uniquely positions us to identify the needs of clients throughout various corporate, not-for-profit and government sectors.

We possess qualifications in a range of disciplines including:

- Finance and Accounting
- Law
- Education
- Training and Development
- Management

OUR PHILOSOPHY

We recognise that good governance requires a combination of:

- > Understanding the role of the Board
- > Effective, transparent processes; and
- > Constructive relationships

The right governance processes are important and, when combined with effective working relationships, create a culture of compliance and performance.

Our commitment is to take organisations from boardroom mechanics to boardroom dynamics.



CONSULTING SERVICES

1. Strategic Planning

One of the responsibilities of the board is to ensure the organisation has a clearly defined strategic direction. Governance Matters facilitates strategic planning exercises for boards and management of client organisations. We also assist management in aligning shorter-term business or operational plans with the strategic plan. We have worked with clients such as:

- > Royal Australasian College of Surgeons
- > The Broncos Leagues Club
- > Coffey Natural Systems

2. Governance Structural Reviews

Governance Matters undertakes reviews of governance structures of organisations and reports on recommended changes to the constitution or rules to adopt structures which meet changed circumstances, new strategic directions and best practice. Our clients have included:

- > Australasian College of Dermatologists
- > Thinc International
- > The Australian Red Cross
- > Australian Institute of Sport

Kate Costello, Executive Director of Governance Matters, has served on three government independent review committees assessing the governance and management of:

- > Soccer in Australia
- > Soccer in the Northern Territory
- > Ski and Snowboard Australia

3. Board Performance Evaluations

The role of the board necessitates assessing and monitoring the performance of the organisation and the CEO. Best practice boards also understand the need to evaluate their own performance. Governance Matters conducts evaluations of board performance for:

- > the board as a whole
- > the chairman
- > individual directors



These evaluations are tailored for the client. A combination of confidential, on-line surveys, face-to-face meetings with individual directors, board workshops, attendance at board meetings and reviews of governance documentation are used in the evaluation process. An evaluation report, including recommendations for change, is presented to the board at the outcome of the evaluation process.

Governance Matters utilises on-line sector-specific surveys hosted by a high security web presence provider. Anonymity is protected and responses cannot be attributed to any individual.

Our board performance evaluation clients have included:

- > Qantas Super
- > Police Credit Union
- > The House With No Steps

4. Governance Training and Development

Governance Matters offers various half and one day board development in-house programs such as:

Understanding the Role of the Board

This program assists board members to understand all aspects of the board's role and provides examples of how good boards fulfil that role. The program assists the board to operate at a governance, not management, level.

Strategic Thinking and Planning for Boards

This program examines the ways in which boards can act strategically to ensure a successful future for their organisation. The program also assists directors to operate at a governance, not management, level.

Improved Board Decision-Making

This program arms board members with the knowledge and skills to improve their board's decision-making processes.

Characteristics of Effective Directors

This program examines the characteristics and traits of exemplary board members. Board and director effectiveness are critical to organisational success.



We tailor our training and development programs to meet the needs of different organisational types: government entities, corporates and, not-for-profit organisations. Our development and delivery fees vary according to client needs. Please contact us to discuss your requirements.

Please view our website for program agendas.

5. Stakeholder Attitude Indicators

Boards are often presented with copious organisational, financial information and indicators. While these are essential for tracking financial performance, something with which boards are rightly concerned, non-financial “leading” indicators are not treated as seriously. Yet, staff, customer and member attitudes often precede financial performance. They are the leading indicators: the causes of future financial performance.

Governance Matters conducts client-specific, on-line surveys to measure stakeholder attitude for reporting to senior management and the board. These on-line surveys are the most effective means of tracking stakeholder attitude regardless of the number of stakeholders surveyed. The surveys result in reports on all aspects of stakeholder attitude and create the non-financial key performance indicators for any stakeholder group. Key stakeholder groups include:

- > staff
- > customers
- > members



PRODUCTS

Because governance, unlike management, is a relatively new field of learning, boards have relied on expert consultants to assist in understanding and improving governance practices. Now, as a result of repeated requests by our clients, we have developed a range of governance products to make the task of improving governance easier – and at your fingertips.

Our product range includes:

- > Board Development DVDs
- > Good Governance Policies
- > Board Minded Benchmarks

1. Board Development DVDs

It is not always feasible for a board to dedicate one or two days to board and board member development programs.

Governance Matters has produced a series of one-hour (approximately) reusable governance DVDs. They can be used for board member induction, board ongoing development and, as a prompt for a board performance evaluation.

Each DVD comes with a copy of the power points used in the DVD for you to distribute to those who watch the DVD. They may want to make notes to remember the main points. The DVD also comes with a checklist so your board can see how it measures up.

See our website for further details.

2. Good Governance Policies

Governance Matters has developed a set of governance policies that are:

- > written in plain English
- > practical
- > best practice
- > easily adapted to suit the requirements of your particular organisation and sector. If you are a member-based (not-for-profit) organisation or a commercial or government entity, we have the right policies for you

See our website for further details.

3. Board Minded Benchmarks

We retain benchmarks of board performance evaluation results across various sectors.



WHAT OUR CLIENTS SAY

“During my time as CEO, the ASC ran a series of best practice governance programs around Australia for board members of sporting organisations. Kate Costello, Governance Matters, developed and presented those programs. Kate also had input to the ASC’s Governance Best Practice Principles was appointed by the ASC as independent reviewer of Ski and Snowboard Australia and assisted with negotiations of the merger of Men’s and Women’s golf.

Kate’s expertise in governance led to her serving, with me, as a committee member appointed by the Federal Government to undertake an independent review of the governance and management of soccer in Australia which resulted in the existing structures in the FFA.

Kate has extensive experience in corporate governance and a real understanding of these governance issues faced by NSOs and SSOs. She has an impressive track record in assisting sporting organisations to adopt governance best practice in a practical way which meets the needs of the particular organisation.

I can highly recommend Kate and Governance Matters to the sporting community.

Mark Peters
Previous CEO, ASC

“The Council of Woodcroft College selected Governance Matters, Kate Costello, to undertake a review of its Constitution and recommend any changes necessary to align it with current good governance practices. I have also worked with Kate in my previous role as a board member of AISSA when the board and management were developing a new strategic direction and plan and, undertaking a board member good governance development program.

Kate has an in-depth understanding of governance but, with a difference: her approach is highly practical, demonstrably relevant to the particular client and explained in easy-to-understand “plain English” with real life examples. She makes complex governance issues simple. All boards/councils and senior management should have the benefit of working with her.”

Mark Porter
Head of College
Woodcroft College & ISCA Chairman



"The Australian Institute of Management SA (AIM SA) has been working with Governance Matters on developing practical, innovative, market-ready governance programs and products for our clients. Governance Matters was selected because of their experience, expertise and reputation in delivering value adding products and services.

AIM SA research indicated that Governance Matters is an Australian market leader in the provision of high quality and flexible governance solutions. Since their engagement, AIM SA has been impressed by their attention to detail, focus on client service, ability to meet deadlines, client engagement culture and the quality of the final product and/or advice.

AIM SA thoroughly recommends their services to organisations wishing to achieve real benefits from implementing sound pragmatic governance strategies".

John D Stokes
Chief Executive Officer
AIM SA

"I have no hesitation in recommending Governance Matters to any organisation that is seeking to implement a board development program, including a very clear and precise performance review that will, through its defined action steps, deliver a framework for best practice governance."

Neville Parsons
CEO
Holiday Coast Credit Union

"In 2009/10 Kate Costello from Governance Matters conducted a review of the governance structures, functions and processes of St John Ambulance (Victoria).

The review culminated in a written report with specific findings and recommendations which included recommendations for amendment to the Rules (Constitution). On the basis of those recommendations our solicitors redrafted the rules prior to a successful vote to approve a new board structure under the new Rules.

This was the most profound shift in the governance structure of St John Ambulance Victoria throughout our 127 year history and Kate was instrumental in helping us to achieve that.

I have no hesitation in recommending Governance Matters and Kate Costello to any organisation seeking to undertake a governance review. Kate has extensive experience in all aspects of governance and can draw from her legal background to assist the process. Kate has a very practical approach to governance and understands the complexities of member-based organisation. She is informative, consultative and appropriately persuasive.

I am happy to speak to this reference at any time."

Stephen Horton
Chief Executive Officer
St John Ambulance (Victoria)



“It is my pleasure, as Chief Executive Officer of the Australasian College of Dermatologists, to provide a reference for Kate Costello, Governance Matters.

In 2005, the College engaged Kate to undertake a radical review of its governance, particularly its governance structures, policies and processes. The review commenced with a presentation on good governance to the, then, Council, at the College’s Annual Scientific Meeting.

Despite vastly divergent views on the need for change, Kate led a highly consultative process that culminated in a successful vote at the 2005 AGM to change the constitution, particularly as it related to the governing body, which is now the Board.

In 2010, the College engaged Kate, again, to assess the effectiveness of the changes made in 2005. Her final report is due shortly.

The fact that the Board re-engaged Kate in 2010 is testament to the high regard the Board, other Fellows and management have for her governance knowledge, her inclusive consulting style, her practicality and her understanding of the politics of membership organisations and the professions.”

Rodney Sheaves
Chief Executive Officer
The Australasian College of Dermatologists

Contact Details

Governance Matters
Level 3
153 Flinders Street
ADELAIDE SA 5001

GPO Box 2163
ADELAIDE SA 5001

Phone: +61 8 8139 1129
Fax: +61 8 8139 1101
Email: kate@governancematters.com.au
Web: www.governancematters.com.au



Attachment 2

Biography of Kate Costello

Kate Costello is the Executive Director of Governance Matters, a consulting and publishing company specialising in improving corporate governance practices and board performance. The company develops industry-specific governance programs, conducts board evaluations and sells governance-related products.

Kate is also a renowned speaker on governance topics.

Prior to establishing the successful management consultancy, Kate earned a law degree from the University of Melbourne and worked in management at a commercial law firm. She was also an academic at the University of South Australia.

Kate's experience in the sector stems from over 25 years of work in corporate governance and strategy consulting. She has worked closely with the boards of client organisations across the country and has held several directorships. Kate was also a facilitator in the Company Directors' Course, a comprehensive director program offered by the Australian Institute of Company Directors.

Internationally, Kate was an integral part in developing an inaugural governance program for Thailand's Institute of Directors. She was also an alliance group member engaged by AUSAID and the World Bank to undertake a governance initiative in China.

Kate works in governance consulting with boards and executive management on strategy, restructures, skilling programs and board evaluations. Some notable clients have included:

- Macquarie Bank Ltd
- Caltex Ltd
- World Bank
- Department of Defence
- Thailand Institute of Directors
- The Australian Sports Commission (ASC)
- Association of Superannuation Funds of Australia (ASFA)

Kate's board experience includes directorships of The South Australian TAB, Festival City Broadcasters Ltd and Saab Systems Pty Ltd and, chairmanship of Saab ITS and Bassett Consulting Engineers. She currently holds directorships in two ASX listed companies:

- Integrated Research Ltd
- LBT Innovations Ltd

Kate is a member of the Independent Selection Committee of the University of Adelaide and was a committee member for the independent review of the governance of soccer in Australia.

Office Pack Insurance Certificate of Currency

QBE Insurance (Australia) Ltd
Head Office
82 Pitt Street
Sydney NSW 2000
ABN: 78 003 191 035
AFS Licence No: 239545



Policy Number 60A473400BPK

Issued By
QBE Insurance (Australia) Ltd

Period of Insurance
From 11/08/2012
To 11/08/2013 at 4pm

This certificate acknowledges that the policy referred to is in force for the period shown.
Details of the cover are listed below.

The Insured

GOVERNANCE MATTERS PTY LTD

Cover Details

Location LEVEL 2 153 FLINDERS STREET, ADELAIDE SA 5000 **Risk Number** 3
Business BUSINESS SERVICES
Interested Party None Noted

Broadform Liability Section

Particulars	Total Sum Insured	Limit
Limit of liability, any one occurrence		\$10,000,000
Property in Your physical and legal control	As per the policy wording	
Excess	\$500 for property damage claims only \$0 for personal injury claims	

End of Certificate

Issue Date: 22 September 2012

Telephone: +61 8 8223 1200
 Fax: +61 8 8223 7223
 Website: www.willis.com

To Whom It May Concern

Direct Line: +61 8 8224 4756
 Email: pinyonk@willi.com

Certificate of Placement – Professional Indemnity Annual Policy

In our capacity as Insurance Broker to the Named Insured shown below, we confirm having arranged the following insurance, the details of which are correct as at the Issue Date:

Named Insured: GOVERNANCE MATTERS PTY LTD

Insurer(s): Vero Insurance Limited

Policy Number: LPP010321917

Covering: Insurers will indemnify the Named Insured for sums which the Named Insured becomes legally liable to pay in respect of third party arising out of

- a) a breach of their Professional Duties as described in the Policy
- b) first made against the Named Insured during the Period of Insurance

Limit of Indemnity: \$2,000,000 each and every Claim and \$4,000,000 in the aggregate

Retroactive Date: Unlimited, excluding known Claims and/or Circumstances

Territorial /

Jurisdictional Limits: Worldwide, (excluding USA, Canada)

Expiry Date: 4.00pm, 6th September 2013



 Signed for and on behalf of
Willis Australia Limited

Disclaimer:

This document has been prepared at the request of our client and does not represent an insurance policy, guarantee or warranty and cannot be relied upon as such. All coverage described is subject to the terms, conditions and limitations of the insurance policy and is issued as a matter of record only. This document does not alter or extend the coverage provided or assume continuity beyond the Expiry Date. It does not confer any rights under the insurance policy to any party. Willis Australia Limited is under no obligation to inform any party if the insurance policy is cancelled, assigned or changed after the Issue Date.

Date: 21/09/2012

Governance Matters Pty Ltd
GPO Box 2163
ADELAIDE SA 5001

Employer number: 18384509

Dear employer

Certificate of registration

Please find enclosed a *Certificate of registration* as requested.

If you require any further assistance or information, please contact our Service Centre on 13 18 55 or by email to info@workcover.com.

Yours sincerely



Karen Foundas
Director Premium Management

EPCERTREG-

Certificate of registration

Workers Rehabilitation and Compensation Act 1986 (the Act)

ABN 83 687 563 395

1. Statement of coverage

This employer is registered as an employer under the *Workers Rehabilitation and Compensation Act 1986* (the Act).

This employer is registered from: 13/03/2002

Date of issue: 21/09/2012

The information provided in this *Certificate of registration* is correct at the date of issue.

2. Employer's information

Employer number

18384509

Employer name

Governance Matters Pty Ltd

Trading name

Governance Matters Pty Ltd

3. Important information

A Certificate of registration is issued in South Australia to certify that an employer is registered under the *Workers Rehabilitation and Compensation Act 1986* (the Act). This certification is for a continuing period until Governance Matters Pty Ltd ceases to be an employer who is required to be registered under the Act.

In other workers compensation jurisdictions in Australia, a Certificate of currency may be issued with an expiry date, as a policy of insurance is issued for a defined period. In South Australia this does not apply.

If there are any errors on this form, please inform WorkCover within 30 calendar days. If you do not do this, under section 76(6) of the Act a maximum penalty of \$5,000 may apply.

A copy of this certificate must be produced within 30 days where requested by a person authorised under Section 76(8) of the Act. A maximum penalty of \$1,000 under section 76(3) of the Act may apply.

A person who fraudulently alters a certificate of registration issued under section 76 of the Act is guilty of an offence. A maximum penalty of \$25,000 under section 76(5) of the Act may apply.

If you require any further assistance or information, please contact our Service Centre on 13 18 55 or by email to info@workcover.com

EPCERTREG-

230c Cross Road, Unley Park SA 5061
T:(08) 8357 8897, M: 0452 271 342
E: kpowellconsultant@iprimus.com.au
ABN: 89 452 675 345

24 September 2012

Ms Linda Graham
Unit Manager Council Business
City of Marion
P.O. Box 21
OAKLANDS PARK SA 5046

Dear Linda

Re: Proposal to Conduct a Representation Review for the City of Marion

Thank you for your invitation to tender (of 14 September) regarding above. I have set out my proposal in the format below which addresses the information requirements listed in Section 8 of Council's specification for this project.

1 – Organisation details

Entity name: Kevin Powell operates as a sole trader
ABN: 89 452 675 345
Address: 230c Cross Road, Unley Park SA 5061
Contact details: Kevin Powell is the contact person
Mobile – 0452 271 342
Phone – 8357-8897
Email – kpowellconsultant@iprimus.com.au

2 – Methodology

The Review of Representation will address inter-connected procedural and representation issues through discussion, community consultation and resolution.

Procedural issues include electoral geography and the structure of representation – e.g. Council-wide “at large”, wards, single member or multi-member electorates or combinations of these options. Representation issues include the relative importance of various levels of community interest in relation to the broader Council-wide interest, and the representation and roles of elected members.

The review needs to demonstrate evidence that Council's proposal provides “fair and adequate” representation and that this is achieved through an efficient system of government.

The review is proposed to be undertaken as follows:

1. *Council consideration of current arrangements and future options*
2. Preparation of a Representation Options Paper
3. Public notification inviting submissions on the Options Paper
4. Preparation of a Representation Review Report, including input from public submissions received in relation to the Options Paper
5. Public notification inviting submissions on the Representation Review Report
6. Hearing of submissions by Council or Council committee
7. Conduct a Poll (only required if it is proposed to change the method of selection of the Principal member)
8. Finalise the Representation Review Report
9. Submit Representation Review Report to the State Electoral Commissioner for certification
10. Technical description of boundaries (required if there is a proposal to change the existing ward boundaries)
11. Gazettal of the Representation Review outcome

The steps above can be translated to Council's proposed timeframe (Annexure 1 of the Conditions of Contract) timeframe commencing in late October 2012 and concluding in September 2013.

3 – Knowledge, skills and experience

Kevin Powell has significant experience (35 plus years) of the Local Government sector. This experience has been focused on the financial and corporate services/governance functions in both regional councils in New Zealand and metropolitan councils in Adelaide.

At the time of my retirement from full-time paid Council employment in 2011 (to work part-time as a consultant) I was the Director Corporate Services at the City of Mitcham. Over a period of 7 years in this position I gained direct experience carrying out a Review of Representation in 2005.

This role also included responsibility for the Governance and Elections functions which has provided me with knowledge of contemporary approaches and best practice governance. I have acquired many years experience and knowledge of local government representation and community engagement procedures and techniques as well as regularly and routinely communicating with the elected body.

The significant years employed at senior officer level required highly developed written communication skills and during my time as a consultant these have been further honed.

Since commencing as a consultant I have been engaged by JAC Comrie Pty Ltd to work on a number of local government projects including prudential reviews, treasury/financial performance reviews and rating reviews. Consequently I have maintained knowledge of the

contemporary issues, the legislative changes and the emerging challenges facing local government.

My academic qualifications are Associate Diploma in Accounting and Bachelor of Commerce, Flinders University.

In relation to this tender proposal I see certain advantages that I, as a sole trader, am able to offer. These include:

- Dealing with a single contact person streamlines communication for Council's project manager
- I do not run a large number of projects simultaneously which means that I am able to provide flexibility to accommodate changed schedules should these arise

4 – Proposed fixed fee

My fixed fee considers this representation review to comprise three phases :

- (i) preparation of options reports
- (ii) conducting community consultation and managing feedback
- (iii) preparation of final report

The fee proposal below includes allowance for meeting attendances at committee, Council, community consultation forums and is inclusive of travel expenses.

The fee proposal does not include allowance for the costs of placing notices on the Government Gazette or paid advertising in The Advertiser or the Local Messenger. The fee proposal is submitted on the basis that the Council is responsible for these costs as well as that of providing meeting venues and any catering/ancillary cost associated with public meetings, hearings and forums.

Phase	Project Outcomes	Staff	Hours	Hourly Rate	Fee
1	Options papers	K Powell	62	\$135	\$8,370
2	Community consultation	K Powell	44	\$135	\$5,940
3	Final report	K Powell	58	\$135	\$7,830
					\$22,140
				GST	\$2,214
				Total	\$24,354

Should the project be finished in less time than has been allowed above Council will be invoiced only for actual hours incurred. The task will be completed for no more than the quoted price unless Council requires the scope of the project to be increased.

5 – Proposed time-frames for undertaking the work

Council's indicative time-frames which are set out in Annexure 1 to the Conditions of Contract are well considered and, importantly, incorporate healthy allowances for community consultation periods of 6 weeks for the Options Papers and the draft Review Report. As such a period commencing 23 October 2012 and culminating on 13 September 2013 supports council's vision and commitment to Excellence in Governance (i.e this project is inclusive and not being rushed through) and is a manageable timeframe which I propose to deliver the project outcomes within.

I have a comment concerning the time of appointment of a Qualified Person and the requirement to participate and lead (presumably) the EM Forum only one week later. This may be problematic in terms of the expectation to present material to this forum which will be subject to council staff being in a position to supply the information described in Section 4 of the Project Specification. In order to carry out a well researched literature review I would also require access to the previous Review of Representation report.

6 – Proposed invoicing approach

The project milestones below are proposed for invoicing:

Milestone	Invoice date	Payment Due	% of Proj Fee	\$ (incl. GST)
Engagement	31 Oct. 2012	30 Nov. 2012	20%	\$4,871
Options papers	31 Jan. 2013	28 Feb. 2013	30%	\$7,306
Draft Review report	31 May 2013	30 June 2013	30%	\$7,306
Final Report	30 Sept. 2013	31 Oct. 2013	20%	\$4,871
				\$24,354

7 – Insurances

I will purchase the levels of insurance as set out in the Conditions of Contract should I be selected as the successful contractor. Hence, my appointment would need to be subject to me acquiring the necessary insurance covers (and satisfying Council) prior to undertaking any work on the project.

8 – Workcover registration

Not required for sole trader entities.

I appreciate being offered an invitation to tender for the City of Marion's Review of Representation and look forward to your response to this proposal in due course.

Yours sincerely



Kevin Powell

REPRESENTATION REVIEW – 2012/2013

EXPRESSION OF INTEREST

**PREPARED FOR THE CITY OF MARION
SEPTEMBER 2012**

CONTENT

EXECUTIVE SUMMARY	1
.....	
1. INTRODUCTION	2
.....	
2. PROJECT APPRECIATION	3
.....	
3. METHODOLOGY AND DELIVERABLES	6
3.1 Purpose of the Presentation (Section 12) Review	6
3.2 Background Information	6
3.3 Methodology and Timing	6
3.4 Budget	9
.....	
4. PROJECT TEAM	10
.....	
5. RELEVANT EXPERIENCE	11
.....	
6. COMMERCIAL OFFER	13
6.1 Fixed Fee	13
6.2 Invoicing	13
6.3 Managing Scope Change and Agreed Variations	13
.....	
7. ADMINISTRATION ARRANGEMENTS	14
7.1 Australian Business Number	14
7.2 Insurances	14
7.3 Management Systems	14
.....	
8. REFEREES	17
.....	
Appendix 1	Insurances
Appendix 2	CV's
Appendix 3	Quality Assurance

EXECUTIVE SUMMARY

PROJECT DETAILS

Project: City of Marion Representation Review

Client: City of Marion

PROPOSED TEAM STRUCTURE

Project Team: Helen Dyer, Principal
Jodie Dodd, Consultant
Matthew Pistor, Graphics/GIS

CLIENT CONTACT

Helen Dyer, Project Leader

Telephone 8232 9088 or 0447 004 707

METHODOLOGY/ DELIVERABLES

Connor Holmes and its team offer a 10 Stage process in line with that set out in the Local Government Act, 1999.

STAGE	DESCRIPTION	FEE
Stage 1	Start-up workshop	\$1,550
Stage 2	Representation Options Paper and workshop	\$7,270
Stage 3	Council endorsement	Nil
Stage 4	Consultation pursuant to Section 12(7) and Section 12 (8).	Complimentary ¹
Stage 5	Representation Review Report pursuant to Section 12(8a).	\$4,170
Stage 6	Council endorsement	Nil
Stage 7	Consultation pursuant to Section 12 (9)	\$930
Stage 8	Final report pursuant to Section 12 (11).	\$4,170
Stage 9	Council endorsement	Nil
Stage 10	Gazettal	\$500

This process plan foreshadows completion by April 2013.

FEE ARRANGEMENTS

We submit a fixed fee of \$18,590² (GST exclusive) that includes a complimentary community information session and four Elected Member workshops. Other disbursements will be at cost.

This fee assumes Council will liaise with DPTI in respect to the technical boundary descriptions once the Commissioner has certified the Review. Connor Holmes could assist with this step for a fee of \$1,130.

¹ Actual cost Principal 4 hours @ \$310 = \$1340 plus Consultant 4 hours @ \$120 = \$480 total \$1820 plus GST.

² This fee is subject to note 1 above.

1. INTRODUCTION

Connor Holmes is pleased to submit this quotation to undertake a representation review for the City of Marion pursuant to section 12 of the Local Government Act 1999.

Connor Holmes has one of the strongest Local Government teams in Adelaide. Our specialist team includes two former Council Chief Executive Officers (both of whom also have extensive experience in Director/General Manager positions within Councils) and one former Council General Manager. These staff are supported in house by specialist researchers, geographers and property analysts.

Our team has valuable hands on Local Government experience in all sized Councils from the smallest metropolitan Council (Walkerville) that has the sense of community and operation enjoyed by regional Councils, through mid size Councils (Mitcham, Holdfast Bay, West Torrens, Norwood, Payneham and St Peters), to the (Adelaide) CBD Council. Our staff therefore have intimate knowledge and experience of all facets of the administration of a Local Government Authority and understand both the legislative and community expectations placed on this sector.

We believe that the Connor Holmes' team is ideally placed to undertake the scope of works, bringing high level expertise in Local Government administration combined with technical and analytical skills, experience in identifying and analysing trends (including in this case demographics and property) and governance type issues.

To this end, we believe that Connor Holmes and the selected team meet the requirements of being "suitably qualified to address the representation and governance issues that may arise with respect to the matters under review" as per Section 12(5) of the *Local Government Act 1999*.

2. PROJECT APPRECIATION

The Local Government Act 1999, is the primary legislation that governs the operations of Councils.

This Act establishes Local Government in South Australia, setting out the system of Local Government, providing a legislative framework for the constitution of Local Government and establishing its roles, functions, duties and, its operations.

As an important sphere of Government, community representation is a fundamental tenant of Local Government.

Part 1 of Chapter 3 of the *Local Government Act 1999*, addresses matters pertaining to the constitution of Councils. This part of the Act deals with matters such as the creation of Councils, structuring and restructuring, composition and wards. Section 12 falls within this Part of the Act.

Section 12 specifically provides that Councils can review the existing composition and electoral structure adopted by the Council to determine options and identify, in consultation with the community, if an alternative structure would be more beneficial. By notice in the Gazette a Council may then make such changes which become operative. Section 12 reviews are known colloquially as Representation Reviews.

The City of Marion currently has 13 Elected Members including the Mayor and is divided into six wards.

Whilst a Council can undertake such a review at any time and the scope of this review may vary, each Council must undertake a comprehensive Representation Review at least once in every eight years or if the electoral commissioner advises the Council that its ratio of electors varies from the ward quota by more than 20%, (under normal circumstances the elector ratio should not vary from the ward quota by more than 10% Section 33(2)), or the Minister may make a declaration.

By notice in the Gazette, the Minister has declared that the City of Marion must undertake a review by October 2013.

The review must be undertaken by a person, who in the opinion of the Council is suitably qualified to address the representation and governance issues that may arise with respect to the matters under review.

This review must be based on a comprehensive assessment of the current situation and the identification of alternative options available to the Council going forward. This information is to be released as an "Options Paper" and submissions invited from the community. This paper must be available for consultation for a period of six weeks.

Given that the City of Marion has wards, it will need to review and document in its options paper, whether or not the ward system should be abolished. Given the Council is presently above the prescribed 12 Members it also needs to consider whether or not the number of Councillors is appropriate.

At the conclusion of the public consultation period the Council must prepare a "Representation Review Report". This report must document the Council's deliberations and endorsed proposal for the future constitution (composition and structure) of the Council. This report must take into account the options considered and the feedback received along with an assessment of the feedback and how the proposal addresses this. It must also provide an assessment of how the proposal meets the Principles set out pursuant to section 26 of the *Local Government Act, 1999*.

These Principles are as follows:

- (i) the resources available to local communities should be used as economically as possible while recognising the desirability of avoiding significant divisions within a community;*
- (ii) proposed changes should, wherever practicable, benefit ratepayers;*
- (iii) a council should have a sufficient resource base to fulfil its functions fairly, effectively and efficiently;*
- (iv) a council should offer its community a reasonable range of services delivered on an efficient, flexible, equitable and responsive basis;*
- (v) a council should facilitate effective planning and development within an area, and be constituted with respect to an area that can be promoted on a coherent basis;*
- (vi) a council should be in a position to facilitate sustainable development, the protection of the environment and the integration of land use schemes;*
- (vii) a council should reflect communities of interest of an economic, recreational, social, regional or other kind, and be consistent with community structures, values, expectations and aspirations;*
- (viii) a council area should incorporate or promote an accessible centre (or centres) for local administration and services;*
- (ix) the importance within the scheme of local government to ensure that local communities within large council areas can participate effectively in decisions about local matters;*
- (x) in considering boundary reform, it is advantageous (but not essential) to amalgamate whole areas of councils (with associated boundary changes, if necessary), and to avoid significant dislocations within the community;*
- (xi) residents should receive adequate and fair representation within the local government system, while over-representation in comparison with councils of a similar size and type should be avoided (at least in the longer term);*
- (xii) the importance within the scheme of local government that a council be able to co-operate with other councils and provide an effective form of government to the community;*
- (xiii) a scheme that provides for the integration or sharing of staff and resources between two or more councils may offer a community or communities a viable and appropriate alternative to structural change options;*

The "Representation Review Report" must then be placed on public exhibition for a period of three weeks to enable public submissions.

Following this period the Council must provide an opportunity for persons making a submission to be heard by the Council, or by Council resolution a Committee of the Council.

If the proposal includes changes to the office of the Mayor i.e. in the case of Marion a move to a Chairperson then a poll would also need to be conducted at this time. Prima facie this appears unlikely.

The Representation Review Report should then be considered in light of any additional submissions received and finalised. This Final Report is then submitted to the Electoral Commissioner for certification.

The certification process requires a review of the proposal by the Electoral Commissioner and, if the Commissioner is not of the opinion that the requirements of Section 12 have been met, she can refer the matter back to the Council together with a written explanation of the reasons for not issuing a certificate. The Council must then take action appropriate in the circumstances and resubmit the report to the Commissioner.

Ideally all Councils would like to avoid this situation.

Once certified, any ward boundary realignments must be technically described and the review outcome Gazetted.

Upon Gazettal the changes can be implemented, with changes generally³ coming into operation on polling day for the next periodic election.

The Representation Review is an important aspect of democracy and accordingly there are penalties that apply if the terms of Section 12 are not met.

The City of Marion is seeking to ensure that this Representation Review is undertaken thoroughly and independently to ensure that it promotes and is seen to promote equitable representation that maintains not only the intent but also the spirit of the Act.

³ There are stipulated exceptions to this is Sections 12(18)(b), and 12(18)(c).

3. METHODOLOGY AND DELIVERABLES

3.1 Purpose of the Representation (Section 12) Review

The purpose of the Representation Review is for Council to review its current composition and structure and to determine in consultation with the community, whether the Community would benefit from an alteration to its composition or ward structure.

This is a fundamental aspect of democracy and is a critically important process that Councils must perform.

3.2 Background information

This Minister by Gazette, dated 31 May 2012, requires the City of Marion to undertake a representation review by October 2013.

Marion Council has 13 Elected Members including the Mayor, who is elected at large. The area is divided into six wards.

Consideration will be given to understanding trends in population changes within the City of Marion and growth with reference to existing planning studies. This is particularly important to ensure that the Council is well represented and if it maintains wards, that each has representation within the +/-10% tolerance of Council's quota.

3.3 Methodology and Timing

Connor Holmes proposes a 10 stage methodology for this project.

- | | |
|-----------------|---|
| Stage 1 | Start-up workshop with Senior Staff and Elected Members to talk through the process, various options available and seek early feedback and early thoughts; |
| Stage 2 | Data assembly and supplementation as required, option development and analysis. This will culminate in the development of a "Representation Options Paper" that meets the terms of Section 12(5). This will include a presentation of the options to Elected Members; |
| Stage 3 | Council endorsement; |
| Stage 4 | Consultation pursuant to Section 12(7) and Section 12(8); |
| Stage 5 | Review of feedback, review of options and development of a "Representation Review Report" pursuant to Section 12(8a). This will include a workshop with Elected Members to discuss Community feedback and proposed responses and preferred option(s); |
| Stage 6 | Council endorsement; |
| Stage 7 | Consultation pursuant to Section 12(9); |
| Stage 8 | Final report pursuant to Section 12(11). This will include a presentation of the proposal to Elected Members; |
| Stage 9 | Council endorsement; |
| Stage 10 | Gazettal. |

NB: If the ward boundaries change DPTI will need to provide the technical description of the new boundaries.

STAGE	KEY TASKS	KEY DELIVERABLE	TIMING	PERSONNEL
Stage 1 – start up workshop	Informal face to face workshop with Elected Members and senior staff to discuss process, current arrangements and prospective options, and obtain early thoughts and feedback and obtain early thought and feedback.	Workshop	30 October 2012	Helen Dyer
Stage 2 - Research and Options Report	<ul style="list-style-type: none"> • Articulate current composition and structure of Council ie number of Members and Mayor and ward structure, Elector Numbers and current elector Ratio (the number of electors represented by a Councillor); • Undertake a comparison of similar Councils; • Consider total number of Councillors (ie number of Councillors and whether or not this should be an even or odd number); • Determine the Quota (total number of electors divided by total number of Councillors); • Identify and consider demographic trends that are likely to impact elector numbers during the next eight year period, ie likely future residential developments, population projections; • Identify and consider options for ward structure, including wards/no wards and single Councillor wards, dual Councillor Wards, multi- Councillor wards and varying ward representation; • Assessment of the options including their logic, elector ratios and quotas; • Identification of ward and boundaries options; • Workshop draft options with Council. 	Options Paper Workshop with Council	November / December 2012 Council workshop 4 December 2012	Helen Dyer Jodie Dodd Matthew Pistor
Stage 3 – Council Endorsement	<p>Council needs to endorse Options Paper for Consultation;</p> <p>Assume no specific role for Connor Holmes ie the Council report process;</p> <p>However Connor Holmes can assist with this process if required;</p>		29 January 2013	Council
Stage 4 Consultation pursuant to Section 12(7) and Section 12(8).	<p>Invite public submissions for a period of 6 weeks or greater as determined by Council.</p> <p>Recommend a public information session early in the consultation period. This is beyond the statutory requirements but is within the scope of the Council's public consultation policy.</p>	Public Notices One public information session early in consultation period.	31 January 2013 – 22 March 2013	Helen Dyer Jodie Dodd
Stage 5 Preparation of a Representation Review Report pursuant to Section 12(8a).	<ul style="list-style-type: none"> • Review of public consultation feedback; • Review options and identify preferred options (proposal); • Workshop with Senior Staff and Elected Members to discuss Community feedback and proposed responses and preferred option(s); 	Representation Review Report Workshop with Council	23 April 2013	Helen Dyer

STAGE	KEY TASKS	KEY DELIVERABLE	TIMING	PERSONNEL
Stage 5a	<ul style="list-style-type: none"> Prepare Representation Review Report. 		April / May 2013	Helen Dyer Jodie Dodd Matthew Pistor
Stage 6 Council Endorsement	<p>Council needs to endorse Representation Review Paper for Consultation;</p> <p>Assume no specific role for Connor Holmes ie the Council report process;</p> <p>However Connor Holmes can assist with this process if required.</p>		28 May 2013	Council
Stage 7 Consultation pursuant to Section 12(9).	<p>Invite public submissions for a period of 3 weeks or greater as determined by Council.</p> <p>Council must enable people to appear personally to be heard on submissions.</p>	<p>Public Notices</p> <p>Public Hearing</p>	<p>30 May 2013 – 17 July 2013</p> <p>13 August 2013</p>	Helen Dyer Jodie Dodd
Stage 8 Final report pursuant to Section 12(11).	<ul style="list-style-type: none"> Review of public consultation feedback; Revise Report as required; This will include a presentation to Elected Members. 	<p>Final Representation Report</p> <p>Cover letter to the Electoral Commissioner.</p>	August / September 2013	Helen Dyer Jodie Dodd
Stage 9 Council Endorsement	<p>Council needs to endorse Representation Review Paper</p> <p>Assume no specific role for Connor Holmes ie the Council report process.</p> <p>However Connor Holmes can assist with this process if required.</p> <p>Assumes Council staff will forward final report to the Commissioner.</p>		<p>10 September 2013</p> <p>13 September 2013</p>	Council
Stage 10 – Gazettal	Prepare Gazette notice	Draft Gazette notice	In accord with Commissioner's direction notionally October 2013	Helen Dyer

It is not expected that there would be any requirement from the Commissioner for the report to be modified, however should that be the case Connor Holmes would be prepared to undertake this on an hourly rate basis of Principal \$310 plus GST per hour and Consultant and GIS Analyst \$140 plus GST per hour.

Alternatively, in this event, a new fixed fee could be negotiated on the basis of the scope of the required review.

3.4 Budget

STAGE	DESCRIPTION	FEE
Stage 1	Start-up workshop	\$1,550
Stage 2	Representation Options Paper and workshop	\$7,270
Stage 3	Council endorsement	Nil
Stage 4	Consultation pursuant to Section 12(7) and Section 12 (8).	Complimentary ⁴
Stage 5	Representation Review Report pursuant to Section 12(8a).	\$4,170
Stage 6	Council endorsement	Nil
Stage 7	Consultation pursuant to Section 12 (9)	\$930
Stage 8	Final report pursuant to Section 12 (11).	\$4,170
Stage 9	Council endorsement	Nil
Stage 10	Gazettal	\$500

⁴ Actual cost Principal 4 hours @ \$310 = \$1340 plus Consultant 4 hours @ \$120 = \$480 total \$1820 plus GST.

4. PROJECT TEAM

The project team proposed by Connor Holmes has been selected for its technical expertise and Local Government experience and knowledge.

Helen Dyer, Principal

Our team will be led by Helen Dyer. Helen is the former CEO of both the Town of Walkerville and the City of Mitcham and spent over 12 years working in Local Government. Helen is a qualified Town Planner with a Masters in Environmental Laws and has over 20 years' experience.

During her time in Local Government, Helen oversaw Representation Reviews and experienced first-hand, through period elections and supplementary election ward representation and how the composition of a Council can directly affect the operation of the Council and the cost of this to ratepayers.

Helen also has direct experience of the democracy enjoyed by Local Government and in communities.

Helen is aware of the need for Council's to be inclusive and to operate in a transparent manner and understands the role and functions of Council and the legislation under which they operate.

Helen will be the Project Manager and will be responsible for, Client liaison, preparation of options and proposal, consultation, and day to day management of the project.

Jodie Dodd, Consultant

Jodie joined Connor Holmes as a Consultant in 2011, following completion of the Master of Urban and Regional Planning. Whilst studying, Jodie was employed by the University of South Australia as a tutor and a research assistant. Jodie also undertook work experience at the Department of Planning and Local Government where she was involved in the Planning Policy Reform process.

Jodie specialises in applied demographics and her sound knowledge, thorough research and creative thinking skills combine to inform the identification of key issues and solutions that consider the wide-ranging and long-term effects of decisions.

Jodie has been involved in demographic modelling for a number of growth and infill areas including Murray Bridge, and will undertake research and reporting for this project.

Matthew Pistor, GIS Analyst

Matthew Pistor is a qualified GIS analyst with considerable experience in developing GIS models to analyse urban areas. Matthew's varied technical skills include the use of ESRI ArcMap, Adobe Illustrator, Google Sketchup and AutoCAD.

Matthew will be responsible for GIS analysis and the preparation of graphics for presentation and reporting purposes and technical description of boundaries.

5. RELEVANT EXPERIENCE

Connor Holmes team has in excess of 20 years in Local Government at various senior levels including Chief Executive Officers. These staff have been involved in all facets of Local Government administration including going through numerous Representation Reviews, Council periodic elections and supplementary elections.

These staff understand the operation of and importance of democracy at the Local Government level.

Key Local Government projects undertaken through Connor Holmes include:

- **Representation Review**
(Rural City of Murray Bridge)
Connor Holmes is currently undertaking the Representation Review for the Rural City of Murray Bridge.
- **Strategic Planning for Growth areas**
(Murray Bridge, Playford North Extension, Virginia, and Buckland Park).
In preparing Structure Plans, Master Plans and Development Plan Amendments for these areas Connor Holmes has modelled growth scenarios and population demographics to ensure that the future planning is underpinned by sound research. This is based on the assessment of existing populations and reviews of new communities in similar areas and projecting and forecasting from this the likely population, the housing preferences, services and infrastructure needs.
- **Residential Governance Seminars – Client: Local Government Association (South Australia)**
Prepare and deliver interactive training sessions for the LGA(SA) residential seminars for Mayors/Chair Persons and CEOs. These seminars were designed to outline roles and responsibilities and other governance arrangements (The training included both real life case studies and hypothetical situations as illustration);
- **Elected Members workshops.**
Facilitated workshops to assist Elected members to articulate the desired future for their areas to underpin the development of Strategic Management Plans pursuant to Section 122 of the Local Government Act 1999.
- **Assisted with Council staff selection.**
Assisted with question development and interview panels bringing independence with a solid understanding of Local Government's staffing requirements and employment processes.
- **NRM Funding Report Pursuant to the Local Government Act 1999**
In relation to a report outlining NRM funding options, Connor Holmes reviewed the funding analysis and prepared report for the LGA(SA) to present to Government;
- **Deputy CEO's Seminar**
Prepare and deliver interactive training sessions for the LGA's residential seminars for Deputy CEO. These seminars were designed to outline roles and responsibilities and other governance arrangements. The training included both real life case studies and hypothetical situations as illustration;
- **Community Land Revocation Framework**
Review and advise on preferred approach to Community Land Revocation;
- **Model Training and Induction Program for New Council Members**
Prepare and deliver training and induction program aimed for new elected members covering basic governance, roles and responsibilities;

- **Development Tour**
SA Tour to look at potential opportunities for development and different types of development with elected members and senior Council staff to assist Councils to forward vision and plan;
- **Libraries Agreement**
In light of proposed funding alterations and prospective cuts in funding to Local Government. Connor Holmes scoped policy directions for a future libraries funding agreement between the State and local governments;
- **Productivity Commission Study**
Assist LGA in responding to the Productivity Commission's Study in the State's and Territories planning and zoning systems and land development assessment;
- **Infill Development Tour and Training Program**
Provide input for LGA training course on Infill Development Tour and training program.

6. COMMERCIAL OFFER

6.1 Fixed Fee

We propose a fixed fee for professional services of **\$18,590** (excluding GST) for the work as envisaged and outlined in this tender submission. This fee relates to the work outlined in Section 3.

This fee includes one complimentary community information session and each report is subject to one client review.

This fee also includes four workshop sessions with Senior Staff and Elected Members.

6.2 Invoicing

We would appreciate consideration of the following payment schedule.

Time	Amount (Excl GST)
Conclusion of Stage 1	\$1,550
Conclusion of Stage 2	\$7,270
Conclusion of Stage 5	\$4,170
Conclusion of Stage 8	\$5,100
Conclusion of Stage 11	\$500

6.3 Managing Scope Change and Agreed variations

Managing a project of this nature requires the consultant team to be responsive to potential modifications to the scope of works to achieve desired or agreed outcomes. Should a change in scope become necessary during the course of the project, then the following actions will be taken:

- identify the scope change and confirm that it is an actual departure from the initial brief and agreed confirmation of instructions;
- provide new activity descriptions to define the scope;
- change and allocate staff resources;
- identify any impacts the change has on other parts of the overall project;
- quantify the scope change in terms of a change in hours/fees and disbursements; and
- obtain written approval from the Project Manager before proceeding with new work.

Should we regard any instruction as a variation from the original consultancy agreement, we will notify and quantify the variation and obtain approval before proceeding.

7. ADMINISTRATION ARRANGEMENTS

7.1 Australian Business Number

Connor Holmes registered Business name is Connor Holmes Pty. Ltd. and is located at 25 Vardon Avenue, ADELAIDE SA 5000.

Connor Holmes ABN: 60 087 004 117

Connor Holmes ACN: 087 004 117

7.2 Insurances

Professional Indemnity Insurance

Connor Holmes currently holds professional indemnity insurance through Vero Insurance Ltd. to the value of \$10,000,000 for any one claim (Policy Number – LPP010115576). This can be varied to suit client requirements at short notice.

Certificates of currency are attached at Appendix 1.

Public Liability Insurance

Connor Holmes currently holds public liability insurance through AON. to the value of \$20,000,000 (Policy Number – ADCAS11419247).

Certificates of currency are attached at Appendix 1.

Workcover SA

Connor Holmes holds work cover / sickness, accident insurance as required by State Law (Policy Number 19289003).

7.3 Management Systems

Occupational Health and Safety

Connor Holmes is committed to providing and maintaining a safe and suitable working environment for its employees and anyone entering the premises in connection with work-related duties. As a Company we comply with the Occupational Health, Safety and Welfare Act 1986 and the Code of Practice for Occupational Health and First Aid in the Workplace directives. In demonstrating the Company's duty of care, we will make every reasonable effort to provide a safe work environment that minimises incidents of risk or personal injury, ill health or damage to property. We strictly adhere to our clients OHS&W policies when operating on-site in a project environment.

Connor Holmes also has well established work practices to maintain our current standing and has no history of matters arising in this area.

Environmental Management System

The Connor Holmes Environmental Management System is an integrated tool for managing environmental affairs. It brings together the business processes and environmental aspects of activities, products, and services.

It operates as part of the overall business strategy of Connor Holmes and is based on five principles consisting of the following:

- commitment to an environmental policy;
- extensive planning;
- implementation;
- measuring and monitoring progress on targets and objectives; and
- management review for current organizational relevance and continual improvement.

To this end, Connor Holmes commits to environmental excellence by:

- integrating environmental issues into decision making and business planning and the impact such issues may have on the course of action;
- proactively sustaining compliance with relevant environmental legislation and regulations;
- performing actions and providing services in ways that are sensitive to the needs and concerns of not only clients but all relevant stakeholders;
- using, where practical, the latest technology to develop sound environmentally conscious business practices in all business services;
- performing business operations in a responsible manner to reduce environmental impacts such as recycling and walking to and from destinations within the City;
- educating and training Connor Holmes employees in the use of environmentally conscious practices, recognizing that no matter what their roles are, all employees are responsible for the protection of the environment; and
- recognizing that what Connor Holmes does in their business impacts on the environmental wellbeing of employees, communities and the world.

Given the nature of this particular tender and the type of work to be performed, the preparation of an OH&S Management Plan or an Environmental Management Plan is not considered necessary.

Quality Management

Connor Holmes has Quality Assurance (QA) to meet the DPTI Quality Assurance Guideline (AS/NZS ISO9001:2008). The audit has been undertaken by Quality Control Services (Environmental) QCS (E) Pty Ltd and the Certificate number is DPTI21.

We have established procedures and processes that ensure we deliver our services to clients on a consistent and reliable basis. Our procedures manual addresses every aspect of management of projects from the initial client briefing through to post completion reviews.

A range of internally developed management, reporting and administration systems have been developed in-house to assist our effective management of projects using the below software. Electronic data communication is used wherever possible through email, plus the normal facsimile and telephone communication systems.

We have 2 on-site Toshiba e-STUDIO 5520C printers that are capable of printing A5, A4 and A3 colour or black and white as well as a Hewlett Packard Designjet T1100ps 44in printer capable of printing up to A0 colour or black and white files. We operate the latest versions available software in administration of projects including:

- Silverback Project Management and Microsoft Project;
- Microsoft Word;

- Microsoft Excel;
- Microsoft Outlook;
- Microsoft Publisher;
- Microsoft Powerpoint;
- Microsoft Access;
- MYOB;
- Adobe Illustrator;
- Adobe Photoshop;
- Adobe Dreamweaver;
- Adobe InDesign;
- Adobe Acrobat Professional;
- Google Sketchup; and
- Communications Software.

8. REFEREES

Mr Paul Deb
CEO
City of Burnside
PO Box 9
GLENSIDE SA 5065
Ph: 8366 4200

Mr Peter Dinning
Chief Executive
Alexandrina Council
PO Box 21
GOOLWA SA 5214
Ph: 8555 7000

Mr Peter Bond
CEO
Rural City of Murray Bridge
PO Box 421
MURRAY BRIDGE SA 5253

Ms Wendy Campana
CEO
Local Government Association
GPO Box 2693
ADELAIDE SA 5001
Ph: 8224 2075

APPENDIX 1
INSURANCES

Vero Profin
Level 11
45 Grenfell Street
Adelaide SA 5000
Telephone No: (08) 8205 5149
Facsimile No: (08) 8205 5199



12/12/2011

Certificate of Currency

To whom it may concern, this certificate:

- is issued as a matter of information only and confers no rights upon the holder;
- does not amend, extend or alter the coverage afforded by the policy listed;
- is only a summary of the cover provided. For full particulars, reference must be made to the current policy wording;
- is current only at the date of issue.

Policyholder: CONNOR HOLMES PTY LTD, CONNOR CONSULTING PTY LTD, THE HOLMES FAMILY TRUST, HAZELL CONSULTING PTY LTD, OSBORN PLANNING AND MANAGEMENT PTY LTD AND CC VOUNASIS FAMILY TRUST

Policy Number: LPP010115576

Professional Services: The provision of urban/regional planning services and project management services.

Policy Period: from 4pm (Local Standard Time) 21/11/2011
to 4pm (Local Standard Time) 30/11/2012

Covering: Professional Indemnity Insurance

Limit of Indemnity: \$10,000,000 each and every Claim and in the aggregate

Excess: \$50,000 each and every Claim, inclusive of costs and expenses

Yours faithfully,

A handwritten signature in black ink, appearing to read "Luke Havinga".

Luke Havinga
Professional and Financial Risks



ABN: 17 000 434 720

With Compliments of Aon Risk Services Australia Limited

To:	Whom it may concern	Contact:	Huw Thomas
Company:	Fyfe Pty Ltd	Phone:	618 8301 1113
Address:	Level 3, 80 Flinders Street Adelaide SA 5000	Branch:	Level 10, 63 Pirie Street ADELAIDE SA 5000
		Date:	06 September 2012

CERTIFICATE OF CURRENCY

In our capacity as Insurance Brokers to Fyfe Pty Ltd we hereby certify that the under mentioned Insurance Contract is current as at the date of this Certificate. Whilst an expiry date has been indicated, it should be noted that the policy may be cancelled in the future. Accordingly, reliance should not be placed on the expiry date.

The certificate is issued as a matter of information only and confers no rights upon the certificate holder. This certificate does not amend, extend or alter the coverage afforded by the policy below or assume continuity of the policy beyond the expiry date below.

Class of Insurance Public Liability

Insurer (Lead) Liberty International Underwriters ABN: 61 086 083 605

Policy No ADCAS11419247 **Expiry Date** 31/03/2013

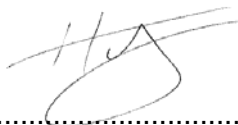
Insured Fyfe Pty Ltd ABN 57 008 116 130

Interest Insured Insured's Legal Liability To Pay Compensation In Respect Of:
(A) Bodily Injury
(B) Damage To Property
Happening During The Period Of Insurance And Caused By An Occurrence And/Or Accident Within The Geographical Limits In Connection With The Business And Its Products

Situation of Risk Anywhere in the world except USA and Canada other than in respect of:
(a) Commercial visits by directors and non-manual employees normally resident outside of USA and Canada

Sum Insured Public Liability - \$20,000,000 Any One Occurrence

Remarks It is noted and agreed that this policy extends to include the addition of Connor Holmes


.....
Huw Thomas
Authorised Representative

CONFIRMATION OF REGISTRATION



1. STATEMENT OF COVERAGE

This employer is currently registered in the prescribed manner under the *Workers Rehabilitation & Compensation Act, 1986* as amended.

This employer is registered from: 26/07/2002

The information provided in this Confirmation of Registration is correct at: 23/08/2007

2. EMPLOYER'S INFORMATION

Employer or Policy Number

19289003

Legal Name

Connor Holmes Pty Ltd

Trading Name

Connor Holmes Pty Ltd

ABN

This information is not required in South Australia

ACN / ARBN

This information is not required in South Australia

3. IMPORTANT INFORMATION

"Confirmation of Registration" certificates are issued to businesses in South Australia that are registered with WorkCover (SA). These certificates are current and valid until the employer notifies WorkCover in writing of the cancellation of their registration.

No end or expiry date is included on these certificates as all employees considered to be workers of a particular business are covered by WorkCover until they cease to be employed.

In other States of Australia expiry dates are issued on a "Certificate of Currency".
WorkCover SA does not issue these certificates.

Please supply a copy of this Confirmation of Registration to any interstate business that queries your certificate and its validity.

If you or any potential employer has any queries regarding this issue please contact us on 13 1855 or info@workcover.com

Karen Foundas
Manager Levy Operations
WorkCover SA
Phone: 13 18 55
Fax: 08 8233 2990



APPENDIX 2
CV'S



HELEN DYER

PRINCIPAL

M.ENV LAW, GRAD DIP (REG & URB PLNG), BA (PLNG), ASSOC DIP (CARTOGRAPHY), CPP, FPIA

Expertise

- Governance
- Strategic Planning
- Policy Planning
- Statutory Planning
- Tourism Planning
- Local Government Administration

QUALIFICATIONS

Certified Practicing Planner

Masters of Environmental Law (University of Adelaide)

Certificate in Cultural Planning (Griffith University)

Graduate Diploma in Regional and Urban Planning (University of South Australia)

Bachelor of Arts in Planning (University of South Australia)

Associate Diploma in Cartography (Awarded Cartography Prize) (South Australian Institute of Technology)

AFFILIATIONS

Fellow of the Planning Institute of Australia

Member of the – Urban Development Institute of Australia

Chair University of Adelaide Masters in Planning Courses Advisory Panel

Past Chair of the Metropolitan Local Government Chief Executive Officers Group

Past Member of the Waste Committee, Local Government Association of South Australia

Past Member of the Minister Hill's Southern Suburbs Coordination Group

Past Member of the Premier's Capital City Forum

Professional History

Helen has comprehensive experience in the public and private sectors both in South Australia and Interstate.

Helen started her career as a Town Planner in Darwin. She moved back to South Australia where she worked in the planning department and the South Australian Tourism Commission. Helen concluded her time in the State Government as a Ministerial Adviser to the Planning Minister before embarking on 12 years in Local Government working as a CEO at the Town of Walkerville and most recently The City of Mitcham.

Helen joined Connor Holmes as a Principal in 2010.

Experience

Helen's expertise spans mainstream statutory planning, strategic and corporate planning as well as more boutique fields such as tourism. She has extensive experience in both the oversight and delivery of strategy, policy, land division, governance, community consultation, major projects and has highly developed communication and negotiation skills.

Helen is outcome focussed and effectively manages and drives projects to successful completion.

With a passion for tourism, Helen has been involved in the positioning and the development of the State's tourism industry and the delivery of major tourism infrastructure, such as the National Wine Centre and the Barossa Convention Centre.

Helen's Masters dissertation investigating the legal impediments and benefits of Land Management Agreements was a catalyst for changes to the State's Development Legislation.



JODIE DODD

CONSULTANT

M URB RGNL PLAN, B ENV ST, MPiA (GRADUATE)

Expertise

- Environmental Planning
- Urban Design
- Research and Analysis
- Strategic Planning
- Policy Planning
- Development Assessment

QUALIFICATIONS

Master of Urban and Regional Planning
(University of South Australia)

Bachelor of Environmental Studies (University of Adelaide)

AFFILIATIONS

Graduate Member of the Planning Institute of Australia

Member of the Australian Institute of Urban Studies

Member of the Golden Key International Honour Society

Professional History

Jodie joined Connor Holmes as a Consultant in 2011, following completion of the Master of Urban and Regional Planning. Whilst studying, Jodie was employed by the University of South Australia as a tutor and a research assistant. Jodie also undertook work experience at the Department of Planning and Local Government where she was involved in the Planning Policy Reform process.

Experience

Jodie's sound knowledge, thorough research and creative thinking skills combine to inform the identification of key issues and solutions that consider the wide-ranging and long-term effects of decisions.

She has worked on the development of design guidelines and concept plans for the Goodwood Precinct, Cheltenham Racecourse and Woodlands Park TOD. Jodie is involved in the assessment of proposals against design guidelines, such as The Dunes at Port Hughes. Her experience includes the preparation of development applications and the production of reports in support of a variety of proposal types. She has also been involved in various rezoning projects which seek to balance competing stakeholder interests and achieve alignment of the Development Plan with the 30-Year Plan for Greater Adelaide.

Jodie was selected as the team manager for a project which involved conceptualising a master plan for the Bowden Village site, which was presented to the Land Management Corporation. She also took leadership responsibility for a mixed-use, multi-storey development proposal on the Adelaide Mail Exchange site which was nominated for the Student Project Award at the 2010 PIA Awards for Planning Excellence.

In addition to spatially focussed matters, Jodie has devised innovative and practical solutions to issues-based challenges such as healthy ageing and heritage conservation, both locally and abroad.

Jodie has an understanding of the complexity of urban and regional development processes, in particular the importance of involving stakeholders in visualising concepts, balancing competing demands, thoroughly considering risks and opportunities, and is committed to delivering outcomes that are innovative, integrated, functional, attractive and profitable.

**MATTHEW PISTOR**

GIS ANALYST / GRAPHICS

Expertise

- Spatial Data Presentation
- Geographic Information Systems
- 3D Modelling (Sketchup)

Professional History

Matthew joined Connor Holmes in February 2008 as a GIS Analyst, contributing to a broad range of projects. Prior to commencing at Connor Holmes, Matthew worked at Ruan Consulting as a GIS Analyst for four years.

QUALIFICATIONS

Bachelor of Geographical
Information Systems

Experience

Matthew's varied technical skills include the use of ESRI ArcMap, Adobe Illustrator, Google Sketchup and AutoCAD. He has applied his technical ability to produce mapping for a large range of residential, aged care, retail, urban renewal, transport orientated development, commercial and industrial projects.

In his role at Connor Holmes, Matthew has liaised with other professionals, consultants and government agencies to deliver on numerous State significant projects including:

- 30 Year Plan for Greater Adelaide (2009)
- Growth Investigation Areas Project (2009)
- Playford Alive Master Plan (2009)
- Buckland Park Master Plan (2008 - ongoing)

Matthew is a committed and diligent team member displaying a thorough attention to detail and accuracy in map and graphics production.

Expertise

- GIS (ESRI) Data Analysis and interpretation
- Development of graphical enhanced mapping using GIS base data through Adobe products software
- Information interpretation for diagrams, plans and presentations
- Creation of 3D models in Google Sketchup
- Managing GIS based projects

APPENDIX 3

QUALITY ASSURANCE

Quality Control Services



ENVIRONMENTAL

CERTIFICATE OF COMPLIANCE

CONNOR HOLMES PTY LTD

25 Vardon Avenue
Adelaide SA 5000

complies with the requirements of the:

**Department of Planning, Transport and Infrastructure
Building Management Services
Quality Assurance Guideline (AS/NZS ISO9001:2008)**

for the following capability:

This registration covers the performance and management of commercial, residential and industrial building works up to and including DPTI Level 3.

Registered by:

Quality Control Services (Environmental), QCS(E) Pty Ltd
ABN 85 102 935 195
South Australia AUSTRALIA

Date of Assessment: April 2012

Valid to: April 2013

Auditor: Michael Clarke

Certificate DPTI21

CASTONE

Cheryl Stone
Director QCS (E) Pty Ltd



Accredited Certification Body