

## 14.1 CITY OF NORWOOD PAYNEHAM & ST PETERS REPRESENTATION REVIEW

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA138632  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of the report is to present to the Council, the submissions which have been received in relation to the Council's 2024 Representation Review, for consideration and to enable the Council to appoint the suitably qualified person to undertake the City of Norwood Payneham & St Peters Representation Review.

### BACKGROUND

The *Local Government Act 1999* (the Act), requires a Council to conduct a review of its area in respect to the composition of the Council, at least once in every eight (8) years. The Council previously conducted a Representation Review in 2016.

In addition, Regulation 4 of the *Local Government (General) Regulations 2013* (the Regulations), requires the Minister to publish a notice in the Government Gazette which sets out the timeframes for all Councils in South Australia in terms of when they must complete their Representation Reviews.

To this end, on 1 August 2019, the Minister gazetted a schedule of Representation Reviews with the next Representation Review for the City of Norwood Payneham & St Peters, scheduled to be undertaken in the 2024-2025 financial year.

In addition, Section 12 (5) of the *Local Government Act 1999*, requires that:

*"A council must, in order to commence a review, initiate the preparation of a paper (a **representation options paper**) by a person who, in the opinion of the council, is qualified to address the representation and governance issues that may arise with respect to the matters under review."*

The Council must therefore now appoint a suitably qualified person to conduct the Representation Review.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

### FINANCIAL AND BUDGET IMPLICATIONS

Funding for the Representation Review has been allocated in the 2023-2024 Budget.

### EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

### SOCIAL ISSUES

Not Applicable.

### CULTURAL ISSUES

Not Applicable.

### ENVIRONMENTAL ISSUES

Not Applicable.

## RESOURCE ISSUES

Not Applicable.

## RISK MANAGEMENT

Not Applicable.

## CONSULTATION

- **Elected Members**  
Elected Members were advised of the commencement of the Representation Review as part of the 2023-2024 Budget process.
- **Community**  
Not Applicable.
- **Staff**  
Not Applicable.
- **Other Agencies**  
Not Applicable.

## DISCUSSION

In accordance with the requirements of Section 12 (5) of the *Local Government Act 1999*, this report seeks the endorsement of a *“person who, in the opinion of the council, is qualified to address the representation and governance issues that may arise with respect to matters under review.”*

An invitation was sent to four (4) suitably qualified organisations inviting them to submit an Expression of Interest to undertake the Representation Review.

In response, two (2) Expressions of Interest were received from the following:

1. Mr Craig Rowe of CL Rowe & Associates; and
2. Mr Stephen Holmes of Holmes Dyer Pty Ltd.

### CL Rowe & Associates

Mr Rowe is recognised as an authority in respect to the conduct of Representation Reviews, having worked on a total of 132 reviews for Councils in South Australia.

Mr Rowe conducted the City of Norwood Payneham & St Peters Representation Review in 2009.

A copy of the submission which has been received from CL Rowe & Associates is contained with **Attachment A**.

### Holmes Dyer Pty Ltd

Holmes Dyer Pty Ltd have conducted reviews for the Rural City of Murray Bridge, City of West Torrens and more recently the City of Adelaide. Holmes Dyer Pty Ltd have nominated Ms Nitsan Taylor as the consultant who will undertake the review. Prior to joining Holmes Dyer Pty Ltd, Ms Taylor worked with the State Government for 17 years, and has extensive experience in planning policy, planning reform and Local Government processes.

A copy of the submission which has been received from Holmes Dyer is contained within **Attachment B**. To assist the Council in making its decision Table 1 below sets out a summary of the submissions.

**TABLE 1: SUMMARY OF SUBMISSIONS**

Agency	Experience	Scope of the Review	Fee (ex GST)
CL Rowe & Associates	Has conducted over 130 Reviews for South Australian Councils over 30 years	In accordance with the <i>Local Government Act 1999</i> .	\$16,600
Holmes Dyer Pty Ltd	Has conducted three (3) Representation Reviews	In accordance with the <i>Local Government Act 1999</i> .	\$25,000

As set out in Table 1 above, Holmes Dyer Pty Ltd have submitted the highest price to conduct the Review, even though this organisation has the least experience in terms of conducting a Representation Review.

Whilst the costs submitted by Holmes Dyer Pty Ltd reflect the legislative process to be undertaken in accordance with the Act, Holmes Dyer have also included two (2) optional steps in the process (Preliminary Consultation and Community Drop In Session), the costs of which are not included as part of the costs set out in Table 1 above.

For the purposes of comparison therefore, the scope of work which will be undertaken by both consultants is the same. That is, their costs as set out in Table 1 above reflect the legislative process to be undertaken.

If the Council is of the view that there is merit in conducting additional steps to the legislative process, then this additional work will be charged at an hourly rate by both consultants and will be in addition to the cost that has been submitted.

CL Rowe & Associates have based the costs on the legislative process and have not included any additional steps in the process. However, any work undertaken in addition to the legislative process will be based upon an additional hourly rate.

Based on the submissions which have been received staff consider that CL Rowe & Associates have the necessary experience in the conduct of Representation Reviews and as stated previously within this report, conducted this Council's 2009 Representation Review.

## OPTIONS

The Council must determine the person qualified to undertake the City of Norwood Payneham & St Peters' Representation Review in order to commence the Representation Review.

The General Manager, Governance & Civic Affairs will manage the Representation Review and work closely with the Council's preferred Consultant.

## CONCLUSION

Whilst it is not the usual practice for the Council to endorse the appointment of a consultant conducting specific work on behalf of the Council, Section 12 (5) of the *Local Government Act 1999*, requires a council to "initiate the preparation of a paper (a **representation options paper**) by a person who, in the opinion of the council, is qualified to address the representation and governance issues that may arise with respect to the matters under review".

It is therefore recommended that the Council endorses the appointment of the Consultant to ensure both legislative compliance with the *Local Government Act 1999*, and best practise from a governance perspective.

## COMMENTS

Nil.

## RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

## RECOMMENDATION 2

That the Council appoints \_\_\_\_\_ as the qualified person to undertake the Representation Review on behalf of the City of Norwood Payneham & St Peters.

## RECOMMENDATION 3

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report and discussion be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

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Cr Clutterham left the meeting at 8.30pm.

Cr Clutterham returned to the meeting at 8.31pm.

*Cr Holfeld moved:*

*That pursuant to Section 90(2) and (3) of the Local Government Act 1999 the Council orders that the public, with the exception of the Council staff present [Chief Executive Officer; General Manager, Governance & Civic Affairs; General Manager, Urban Planning & Environment; General Manager, Infrastructure & Major Projects; Chief Financial Officer; Manager, Strategic Communications & Advocacy; Executive Assistant, Chief Executive's Office and Executive Assistant, Governance & Civic Affairs], be excluded from the meeting on the basis that the Council will receive, discuss and consider:*

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

*and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.*

*Seconded by Cr Duke and carried unanimously.*

*Cr Duke moved:*

*That Mr Craig Rowe of CL Rowe & Associates be appointed as the qualified person to undertake the Representation Review on behalf of the City of Norwood Payneham & St Peters.*

*Seconded by Cr Sims and carried unanimously.*

*Cr Robinson moved:*

*Under Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report and discussion be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.*

*Seconded by Cr Callisto and carried unanimously.*

# Attachment A

**Confidential**

## **City of Norwood Payneham & St Peters Representation Review**

Released

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City of Norwood Payneham & St Peters  
175 The Parade, Norwood SA 5067

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
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**City of  
Norwood  
Payneham  
& St Peters**

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## PROJECT SUBMISSION

## REPRESENTATION REVIEW

Prepared for the  
**City of Norwood Payneham & St Peters**

Released

ABN 72 131 953 565

PO Box 573,  
Goolwa SA 5214

t: 0430 348 377

e: [clrowe@internode.on.net](mailto:clrowe@internode.on.net)

January 2024

## 1. INTRODUCTION

This document has been prepared for consideration by the City of Norwood Payneham & St Peters. It relates to the representation review to be undertaken by Council in 2024/2025, as required under Section 12 of the Local Government Act 1999 (the Act), and provides details of the relevant experience and expertise of C L Rowe and Associates Pty Ltd; the assistance that can be provided to Council by the consultancy; an indicative review process and schedule; and a project fee estimate.

C L Rowe and Associates Pty Ltd previously assisted the City of Norwood Payneham & St Peters to undertake a successful representation review in 2008/2009. Given this previous association with the Council, and the experience gained in both South Australia and the Northern Territory over the past thirty-four years (i.e. a total of one hundred and forty-nine representation reviews), the consultancy is confident that it can again assist Council to undertake and complete another comprehensive review in accordance with the provisions of the Act.

The project outlined herein will:

- provide all interested parties (i.e. the elected members of Council, Council staff and the community) with sufficient information and data to ensure informed participation throughout the review process;
- ensure the conduct of a comprehensive review which will address all of the relevant provisions of the Act;
- provide an opportunity for community participation;
- ensure completion of the review by the specified deadline (i.e. April 2025); and
- be impartial.

Please note, during the course of the review Council will be required to provide a copy of the current Supplementary Votes Roll (as maintained by Council), as well as an appropriate base map of the council area.

## 2. COMPANY DETAILS

- Company: C L Rowe and Associates Pty Ltd
- ABN: 72 131 953 565
- Registered Address: 28 Dequetteville Terrace, Kent Town SA 5067
- Office: Goolwa, South Australia
- Postal Address: PO Box 573 Goolwa SA 5214
- Telephone: 0430 348 377
- Email: clowe@internode.on.net

### 3. RELEVANT EXPERIENCE

C L Rowe and Associates Pty Ltd was established in December 1989 and has built a reputation as being an authority in the conduct of elector representation reviews/electoral reviews in both South Australia and the Northern Territory. As indicated earlier, the consultancy has (to date) assisted in a total of one hundred and forty nine (149) reviews to date.

#### 3.1 South Australia

Over the past thirty-four years the consultancy has assisted in the conduct of one hundred and thirty-two (132) representation reviews (or similar) for more than fifty (50) Councils throughout South Australia. In addition, the services of the consultancy have previously been utilised to establish the composition and ward structures for the then City of Hindmarsh Woodville (amalgamation process - 1993); the City of West Torrens and Thebarton (amalgamation process - 1996/97); and the City of Playford (amalgamation process - 1996/97).

#### 3.2 Northern Territory

Since 2010/11, the consultancy has assisted 10 Councils within the Northern Territory to complete a total of seventeen (17) reviews of their constitutional arrangements, as required under Section 23 of the Northern Territory Local Government Act 2008. These "reviews of constitutional arrangement" are the equivalent of the elector representation reviews required under Section 12 of the South Australian Local Government Act 1999.

#### 3.3 Designated Review Team

The consultancy team designated to Council's review will comprise the following.

- **Craig Rowe** (principal consultant) who has gained extensive relevant professional experience and expertise in the conduct of representation reviews (33 years), as well as in the planning industry (40 years) and 10 years of service in Local Government in South Australia.
- **Sandy Spencer** (technical support) who has direct experience with the conduct of representation reviews for over sixty (60) client councils; provides expertise in the areas of elector data analysis, the development of ward structures and mapping; and has 15 years of service in Local Government in South Australia and 30 years of experience with Local, State and Federal elections.

#### 3.4 Insurance Cover

The consultancy currently has Professional Indemnity insurance (Allianz 152A000201PLP - \$2,000,000.00 per claim) and Public and Product Liability insurance (CGU 15T873964 - \$10,000,000.00 cover for each).



## 4. REVIEW PROCESS

Details pertaining to the various components and stages of the indicative review process are provided hereinafter. It should be noted that it is intended that the review process will largely be determined by Council at the proposed initial workshop.

### 4.1 Research

- The collection of accurate elector data from the most recent voter's rolls, as maintained by Electoral Commission SA and Council, broken down so as to relate to existing communities or, if necessary, individual streets and/or properties.
- Identification of demographic trends (for each of the existing and/or identified communities of interest) through an examination of the House of Assembly Rolls for a determined period; consultation with relevant Council staff (re planning and building applications); and consultation with various state government agencies.
- Identification of future development and/or re-development opportunities and the likely affects thereof upon elector numbers over the next eight years.
- Identification of the existing "communities of interest" within, and the geographic nature of, the council area; and prominent physical features and/or roads which could be utilised as potential future ward boundaries.

### 4.2 Consultation with Council

- Provision of an initial "Information Paper" to members which will contain general information pertaining to the relevant legislative requirements; Council background (including previous review outcomes); the proposed review process and schedule; and all of the review issues. This paper will be a resource document for the elected members throughout the review process.
- The conduct of workshops (in person and/or by video conference) with the elected members and relevant Council staff to provide general information about the review process and all relevant issues; to discuss in detail the key review issues; consider potential ward structure options (if required); and to make "in principle" decisions regarding all of the key elector representation issues.

### 4.3 Discussion Paper

- Preparation and presentation of a "Discussion Paper" for consideration by Council early in the review process. The paper will address all issues relevant to the review (including the provisions of Sections 12, 13, 26 and 33 of the Act); and will provide relevant background information pertaining to Council and the review process, elector data, demographic trends, comparisons (elector numbers and elector ratios) with other Councils, as well as ward structure options (including no wards).

#### 4.4 Representation Report

- Preparation of the “Representation Report” for the prescribed public consultation stage (Section 12(5) of the Act), presenting the structure that Council considers should be carried into effect, as well as all supporting information.

#### 4.5 Public Notification/Consultation

- Preparation and the provision of:
  - a draft public notice for the prescribed public consultation process;
  - a “Representation Report” for consideration by the public, pursuant to the provisions of Section 12 (5) of the Act; and
  - a brief questionnaire (if required) to assist in obtaining responses from the community.
- The publication of relevant public notice in the print media, Government Gazette and/or on the Council website will be the responsibility of Council.
- Preparation of all correspondence to interested parties, agencies and/or authorities throughout the review, or alternatively, provision of draft correspondence and guidance to Council administration.

#### 4.6 Consideration of Submissions

- Examination of the public submissions received during the prescribed public consultation stage; and the provision of a “Submissions Report” for consideration by Council which will summarise, and provide comments regarding, the submissions received.

#### 4.7 Final Report

- Following the public consultation stage, prepare a final report which Council will present to the Electoral Commissioner, pursuant to the provisions of Section 12(12) of the Act.
- In the event that Council proposes a composition which exceeds the “member cap” (Section 12(11a) of the Act) or is constituted of a number of elected members that exceeds the “member cap” but does not propose to alter its composition, the report must first be forwarded to the Electoral Commissioner seeking an “exemption certificate”.
- Consultation with Electoral Commission SA throughout the assessment of the review report, so as to facilitate certification of the review and any proposed amendments within the prescribed period.

## 5 REVIEW SCHEDULE/METHODOLOGY

The following indicative project schedule suggests that Council can complete its representation review in a 28 – 38 week period. It should be noted that this indicative schedule may need to be modified in order to meet any specific requirements of Council in respect to the conduct of workshops; to correlate with Council's meeting schedule; and/or to address any unforeseen circumstances.

10 – 14 weeks	<ul style="list-style-type: none"> <li>• Provision of an Information Paper to elected members and staff.</li> <li>• Conduct the initial workshop with elected members (in person or via video conference) to generally discuss the review process and the key issues.</li> <li>• Collect and analyse elector data.</li> <li>• Prepare/present a "Discussion Paper" addressing the key issues relating to the composition and structure of Council, including potential ward structure alternatives.</li> <li>• Conduct a workshop (in person or by video conference) with the elected members to discuss all key issues.</li> <li>• Council to make "in principle" decisions regarding its preferred future composition and structure.</li> </ul>
4 - 6 weeks	<ul style="list-style-type: none"> <li>• Prepare a draft "Representation Report" (for public consultation purposes).</li> <li>• Meet with Council (in person or by video conference) to discuss/finalise the report.</li> </ul>
6 – 8 weeks	<ul style="list-style-type: none"> <li>• Undertake the prescribed public consultation, including the preparation of the public notice and provision of a public questionnaire document (if required).</li> <li>• Examine all public submissions and prepare a "Submissions Report" for consideration by Council.</li> </ul>
4 – 6 weeks	<ul style="list-style-type: none"> <li>• Council to consider the "Submissions Report" at a workshop/meeting, and either resolve to submit its final report to the Electoral Commissioner or amend its proposal in accordance with community feedback.</li> </ul>
4 weeks	<ul style="list-style-type: none"> <li>• Prepare the draft Final Report (to the Electoral Commissioner) for consideration and endorsement by Council.</li> <li>• Submit "Final Report" to Electoral Commissioner.</li> <li>• Consult with Electoral Commission SA during the certification process.</li> </ul>

Please note, the above schedule will have to be amended/extended should Council propose a future structure which exceeds the prescribed "members cap" and therefore be required to seek an "exemption certificate" from the Electoral Commissioner (refer Section 12 (11a) of the Act.

## 6 PROJECT FEE

The estimated fee for the provision of all the services and assistance outlined herein, including meetings/workshops with Council and the preparation of additional documents (i.e. the Information Paper, the Discussion Paper, the Submissions Report and the Final Report to the Electoral Commissioner), is **\$16,600.00** (plus GST).

Please note:

- The estimated fee can be **"capped"** and will include all reasonable costs except fees to be incurred in respect to the publishing of public notices; and/or the preparation of any required technical description and/or maps of any proposed future ward structure by relevant government agencies or consultants.
- The cost of attending any additional meetings/briefings required by Council will be met by Council, at a base cost of \$200.00 per hour.



Craig Rowe  
**C L ROWE AND ASSOCIATES PTY LTD**

Released

# Attachment B

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## **City of Norwood Payneham & St Peters Representation Review**

Released

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City of Norwood Payneham & St Peters  
175 The Parade, Norwood SA 5067

Telephone 8366 4555  
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**City of  
Norwood  
Payneham  
& St Peters**

21 December 2023

Reference: 0959

Lisa Mara  
City of Norwood Payneham & St Peters  
175 The Parade  
Norwood SA 5067

Attention: Lisa Mara

By Email: [lmara@npsp.sa.gov.au](mailto:lmara@npsp.sa.gov.au)

Dear Lisa,

## **CITY OF NORWOOD PAYNEHAM & ST PETERS REPRESENTATION REVIEW**

The City of Norwood Payneham & St Peters is seeking a suitably qualified and experienced consultant to undertake a Representation Review in accordance with the requirements of Section 12 of the *Local Government Act 1999* and the Electoral Commissions SA publication *Undertaking a Representation Review – Guidelines for Council*.

Holmes Dyer is pleased to provide Norwood Payneham & St Peters Council with the enclosed submission response for the undertaking of this comprehensive project.

We believe that Holmes Dyer can demonstrate strong experience relevant to undertaking the Representation Review, having a comprehensive understanding and knowledge of the *Local Government Act 1999* and having completed a number of previous reviews for various Councils.

### **Project Appreciation**

The City of Norwood Payneham & St Peters are scheduled to undertake and complete their Representation Review by April 2025, with the project to encompass the following key tasks:

- Facilitation of workshops with Elected Members;
- Preparation of Representation Options Paper to form the basis of community consultation;
- Undertake community consultation regarding the options explored in the Representation Options Paper;
- Receive and review community comments and submission;
- Preparation of a Representation Review Report for Council consideration which reflects the outcomes of the community consultation; and
- Finalisation of the Representation Review Report for adoption by Council and submission to the State Electoral Office.

We understand that the *Local Government Act 1999* (the Act) requires each Council to undertake regular reviews of their composition and levels of representation, with the period for review set by the Minister via a notice in the Gazette pursuant to Regulation 4 of the Local Government (General) Regulations 2013.

As the primary legislation that governs the operation of Councils, the Act sets out the system of local government within South Australia and provides the legislative framework for the constitution and operation of Councils. The Act establishes the Council, its role, functions, duties, and how it shall operate, as well as the framework for undertaking a Representation Review.

The statutory process for a Representation Review requires a comprehensive assessment of the current situation and the identification of alternative options going forward. This information is compiled as a Representation Options Paper which must include a community consultation period of six weeks.

After conclusion of the consultation period, the Council must prepare a Representation Review Report which documents the Council's considerations and adopted preferred approach. This report is then released for an additional consultation period of three weeks, which enables any member of the public who wishes to be heard in support of their submission an opportunity to do so.

Beyond this, community views are taken into consideration prior to the finalisation of the Representation Review Report and submission to the Electoral Commissioner pursuant to the provisions of Section 12 within the Act.

### Key Personnel

#### Stephen Holmes - Director

Stephen has over 40 years of experience across both public and private sectors. He has led multiple organisational investigations and delivered a broad range of statutory planning, policy and governance advice for development process and local government bodies across South Australia. Stephen has extensive technical expertise in the development of governance structures that are robust, transparent, compliant, and enduring along with the review processes and systems for efficiencies, compliance, risk, resourcing, and reporting. Stephen recently undertook a detailed consultation process for a local government's valuation function review, including one on one interviews with staff and engaging with State Government agencies. Stephen was responsible for the preparation of boundary options in the City of Adelaide Representation Review, involving complex calculation of current and future ward populations in an environment where some areas are growing at vastly different rates to other areas. Stephen's skills further extend into the provision of strategic advice and solutions, master planning and concept design, having led large multi-disciplinary consulting teams across Australia.

#### Nitsan Taylor - Principal

Nitsan is an accredited IAP2 engagement practitioner, with extensive experience in designing and delivering complex community and stakeholder engagement for strategic planning and rezoning exercises. Nitsan has facilitated workshop sessions with both Councils and key stakeholders, and has directly engaged with the community via forums, briefing sessions, and dedicated drop-in sessions for a variety of statutory and strategic projects. Nitsan has also been responsible for the preparation of comprehensive community consultation documentation. Prior to joining Holmes Dyer, Nitsan worked for the State planning department for 17 years, gaining considerable experience in development assessment, planning policy, planning reform, statutory processes, and local government processes.

#### Bethany Hold - Consultant

Bethany has substantial experience in facilitating community and stakeholder engagement, having been involved in consultation processes for numerous Code Amendments, strategic

plans, and social housing developments. Bethany has facilitated focus groups, key stakeholder workshops, and has been responsible for the preparation of a wide variety of consultation material. Bethany was directly involved in the City of Adelaide Representation Review, having been responsible for the evaluation of statistical data to direct the implementation of amendments or alterations of ward boundaries as presented within the City of Adelaide Representation Options Paper.

#### Natasha Holmes - Consultant

Natasha has been involved in a diverse range of projects for Holmes Dyer that has seen her facilitate workshops and public consultation sessions, perform surveys, and site inspections and analysis data such as geographic and land information. She has played a pivotal role in the community engagement process and analysis for the Cummins Township Master Plan as well as the Murray Bridge Structure Plan. Natasha was directly involved in the City of Adelaide Representation Review, having been responsible for the modelling and evaluation of statistical data to direct the implementation of amendments or alterations of ward boundaries as presented within the City of Adelaide Representation Options Paper.

#### Project Experience and Capabilities

Holmes Dyer has comprehensive experience in the undertaking of Representation Reviews that reflect the specific characteristics of the local government body and area. Our key competency areas that apply to the City of Norwood Payneham & St Peters Representation Review project are as follows:

- Strategic planning, evaluation, and implementation
- Stakeholder consultation & community engagement
- Vision workshops, drop-in sessions and briefings
- Liaison, negotiations and problem-solving

We provide below specific projects that we consider to be closely aligned to the requirements of the Representation Review project:

- City of Adelaide Representation Review (2021)
- City of West Torrens Representation Review (2013)
- Rural City of Murray Bridge Representation Review (2013)

#### City of Adelaide Representation Review (2021)

Holmes Dyer was engaged by the City of Adelaide to undertake a review of the Council's representation structure in accordance with the requirements of Section 12 of the *Local Government Act 1999* (the Act). The review involved an assessment of the current composition of Council as determined through the previous 2013 review and was scheduled for completion by October 2021.

The purpose of the Representation Review was to determine whether the City of Adelaide's communities were adequately represented by the local government, with the process reviewing whether Council's current structure provided residents and ratepayers with effective representation, or if those communities would benefit from changes to the composition, size, or ward structure. The review found that due to increasing growth occurring within Council's South Ward a change to the elector representation structure was required to satisfy the provisions and principles within the Act.

Holmes Dyer prepared a Representation Options Paper which was publicly notified on 11 March 2021 and contained six options for future representation. The Representation



Options Paper then proceeded to community consultation, with community submissions presented to the City of Adelaide for consideration.

Based upon these submissions and Council feedback, Holmes Dyer prepared a second Representation Options Paper which incorporated two of the options provided within the original Representation Options Paper along with one new option. The report then proceeded to an additional round of community consultation which occurred for a period of 6 weeks. At the conclusion of consultation, all submissions received were presented to the City of Adelaide for consideration.

A draft Representation Review Report was then prepared by Holmes Dyer and presented to Council for consideration on 14 September 2021. Council resolved that a new Representation Review Report should be prepared which incorporated adjustments to Representation Option 3.

A revised Representation Review Report was then prepared which enacted Council's resolution to its preferred representation structure proposal and was publicly notified on 24 September 2021 for community feedback. Post this round of community consultation Council considered the submission received and decided to proceed with finalisation of the report.

The Representation Review Report has since been forward to the Electoral Commissioner of South Australia to determine whether the requirements of the Act have been satisfied and whether certification is warranted.

#### City of Marion Internal Audit Development Assessment (Planning)

Holmes Dyer was engaged to undertake an audit to check the process, governance and service levels provided in discharging the Council's development assessment functions pursuant to the Development Act 1993 and the Development Regulations 2008 and to provide advice and recommendations with respect to any issues that require attention and an indication of the level of risk associated with each.

The project commenced with a detailed review of the allocation of applications, procedural manuals, assessment templates and Standard Conditions. This process allowed Holmes Dyer team members to identify any practices that resulted in an inherent risk and mitigation strategies, changes and improvements that would subsequently be required.

A random sample of application assessments was reviewed to determine overall 'compliance' against key process elements including descriptions of development, process pathway, categorisation for the purposes of public notification; referrals, fees and time frames. This review process identified that there was a culture of over-reliance on Council practices and documents, such as the Check sheet, and an under-reliance on referring to the base documentation i.e. the Development Act 1993 and the Development Regulations 2008 and the Development Plan.

The Audit Report made a number of recommendations in response to the deficiencies and risks identified during the review and evaluation stage and linked the relevant target date and the responsible role or team involved in realizing a recommendation. Additionally, each issue identified was categorised as high, moderate or low risk and allocated a corresponding priority for resolution in accord with a supporting risk matrix.

#### City of Adelaide Valuation Function Review

Holmes Dyer was engaged by the City of Adelaide to undertake a valuation function review. The purpose of this exercise was to review the current operation of the Valuation Section of the Council and to advise whether changes should be made to that operation, with a focus

upon the questions of insourcing and outsourcing and upon the nature of the valuation process itself (that is site value (SV) versus capital value (CV) versus annual assessed value (AAV).

The methodology used to undertake this project included the review of background information and existing reporting, consultation in the form of interviews with the internal staff, consultation with external stakeholder including phone interviews with comparable Councils and Service Agencies within Australia, a comparative analysis of alternative service approaches and valuation approaches and compiling a detailed set of recommendations to guide future outcomes.

Interviews with Council's internal staff utilised a semi structured questionnaire which accommodated the different respondent types, including team leader, valuers and property information officers. Findings uncovered during the interview process were reliant of the firsthand commentary format and differed greatly from the desktop and document review findings. Phone interviews and email questionnaires undertaken by external stakeholders, including the Valuer General's Office, explored key facts from the valuation function in each state.

The key finding from the investigation and consultation phase of the review were then used to produce a detailed comparison of insourcing and outsourcing and an evaluation of the preferred valuation service and typology for the City of Adelaide.

#### City of Onkaparinga Corporate Reporting Review

The purpose of the corporate reporting review for the City of Onkaparinga was to provide an impartial opinion and recommendations to Council on the current and future state of the corporate reporting environment at Council. Council's aim was to establish a future proofed reporting environment that satisfies statutory reporting obligations and is modelled on contemporary and future trends for high-quality and meaningful performance reporting. The review's evidence base was drawn from four sources, including, legislative compliance, local-government benchmarking, trends in reporting and staff consultation which comprised predominantly of interviews held with each department manager at Council.

Key recommendations were guided by a corporate reporting vision that encapsulated the desired future state of corporate reporting for the City of Onkaparinga. Five crucial recommendations were made, those being, the establishment of a corporate reporting framework document, transition from reporting retrospective performance to current and forecast performance, streamlining the corporate reporting suite, applying strategic performance metrics, and implementing self-service functionality or industry supported technology.

Opportunities for implementation against each of the recommendations was outlined in a transition plan. The transition plan included three action phases that were determined based on the priority level of each recommendation. This plan gave clear timeframes for Council to work to and broke down each recommendation into a set of tangible actions in order to achieve the desired outcome.

#### City of Murray Bridge Representation Review

Holmes Dyer Directors undertook and authored the Representation Review for the Rural City of Murray Bridge. The process included a review of existing legislative requirements, current representation structure, options review and an initial stage of public consultation. The preferred representation proposal was then assessed against the Local Government Act 1999 and Section 26(1)(c) and Section 33 in relation to the number of Elected Members, ward structure and Office of the Principal Member.

A comprehensive review of the present structure of representation was undertaken and a number of alternative options provided for the community to consider and provide comment upon. Both in person and online feedback channels were made available to the public including a survey form, information session, web page and a direct contact line to the project team so community members and stakeholder could ask questions and provide comment. A preferred option was established from this process, and a refined boundary configuration produced to provide improved logic, whilst still maintaining appropriate tolerance.

#### City of West Torrens Representation Review

Holmes Dyer Director's undertook and authored the Representation Review for the City of West Torrens. The process included a review of existing legislative requirements, current representation structure, options review and an initial stage of public consultation. The preferred representation proposal was then assessed against the Local Government Act 1999 and Section 26(1)(c) and Section 33 in relation to the number of Elected Members ward structure and Office of the Principal Member.

A comprehensive review of the present structure of representation was undertaken and a number of alternative options provided for the community to consider and provide comment upon. As part of the review the number of Councillors was discussed and compared to similar Councils in the State. The consultation was conducted primarily online through a community information portal and supported by an Options Paper, and response form that was both posted and emailed. The Options Paper was designed to promote thought and discussion about the options available for the composition of the Council and inform feedback and comments made as part of the consultation process.

Resulting from the desktop analysis and public consultation, a preferred option was established, and a refined boundary configuration produced to provide improved logic, whilst still maintaining appropriate tolerances. The similarities to the existing ward structure meant that ward names essentially remained unchanged which reinforced existing communities of interest and didn't create any confusion at election time.

#### Methodology

The methodology below represents the approach Holmes Dyer proposes to undertake the City of Norwood Payneham & St Peters Representation Review.

Should Council wish to amend any part of this process, Holmes Dyer would be open to this discussion as part of tender negotiations to ensure delivery maximises the outcomes sought by Council.

##### Task 1: Initiation

- Meet with Norwood Payneham & St Peters Council to confirm scope and methodology;
- Obtain copies of all relevant background reports and materials;
- Assemble required data sets, including but not limited to:
  - » Mapping data;
  - » Relevant ward and voter data;
  - » Census data;
  - » Demographic data; and
  - » Any other data relevant to Council.

- Conduct a workshop with Elected Members to:
  - » Ascertain early input from Elected Members;
  - » Identify communities of interest;
  - » Understand the form(s) which Elected Member representation takes; and
  - » Obtain a general sense of required outputs.

#### *Task 2 (Optional): Preliminary Community Engagement*

*Holmes Dyer offers an optional round of early community engagement which is designed to elicit preliminary community inputs which not only informs the local community of the formal consultation process, but also assists in the development of the Representation Options Paper. The below engagement activities are a series of options only, and Council could potentially select none or any number of these activities as follows:*

- Notification of the process as per Council's public consultation process;
- Direct notification of process to key resident / sporting / recreational / community groups and business / progress associations;
- Digital engagement material via Council's website which provides the community and stakeholders with information regarding:
  - » The purpose of the Representation Review;
  - » The Representation Review process;
  - » Information regarding Council current representation structure;
  - » How people can provide preliminary feedback.
- Drop-in Session(s) where the community and stakeholders can discuss the proposal with a consultant and ask questions on a one-on-one basis; and / or
- An online survey which enables people to provide feedback based upon key questions.

*This phase is costed separately below for clarity.*

#### *Task 3: Research and Preparation of Council Composition and Options*

- Undertake desktop and data analysis research to inform the development of Representation Options. This will include, but is not limited to, the following:
  - » Council's current position;
  - » Consideration of Principles and matters contained within the Act;
  - » Consideration of representation review criteria;
  - » Demographic analysis and modelling;
  - » Review and modelling of Ward quotas;
  - » Council's attitude towards alternatives to Wards;
  - » Consideration of preliminary consultation inputs (if applicable).
- Preparation of Representation Options.

#### *Task 4: Preparation of Representation Options Paper*

- Preparation of Representation Options Paper, including a summary of benefits and disbenefits identified for each developed Representation Option; and
- Workshop with Council staff and Elected Members to present the Representation Options Paper for Council approval prior to community consultation.

#### Task 5: Community Consultation – Representation Options Paper

- Community consultation will occur for a minimum period of six weeks, and will incorporate the following:
  - » Notification of consultation via the SA Government Gazette, a newspaper circulating generally throughout the area, Council’s social media pages, and Council’s Community Consultation landing page.
  - » Digital engagement material via Council’s website which provides the community and key stakeholders with information regarding:
    - The purpose of the Representation Review;
    - The Representation Review process;
    - Information regarding Council current representation structure;
    - How people can provide feedback.
  - » An online survey which enables people to provide feedback based upon key questions.

Council may also seek a community drop-in session(s) as defined within Task 2 which can be accommodated within this phase. This addition is costed separately below for clarity.

#### Task 6: Review of Consultation Outcomes

- Review, consider and document all consultation feedback received;
- Consider and document Council decision-making processes; and
- Determine a preferred position.

#### Task 7: Preparation of draft Representation Review Report

- Preparation of Representation Review Report which documents the preferred position, composition, levels of representation including wards (if applicable), and provides a rationale for the preferred option; and
- Workshop with Council staff and Elected Members to present the Representation Review Report for Council approval prior to release for community consultation.

#### Task 8: Community Consultation – Representation Review Report

- Community consultation will occur for a minimum period of three weeks, and will incorporate the following:
  - » Notification of consultation via the SA Government Gazette, a newspaper circulating generally throughout the area, Council’s social media pages, and Council’s Community Consultation landing page.
  - » Digital engagement material via Council’s website which includes a copy of the draft Representation Review Report and how the community can provide feedback.

#### Task 9: Preparation of final Representation Review Report for Referral to Electoral Commissioner

- Provide an opportunity for persons or their representatives to appear before Norwood, Payneham & St Peters Council, or a Committee of Council, at a public hearing, the opportunity to conduct this hearing being limited to a period of 1 month..
  - » Holmes Dyer can attend the hearing, however, Norwood Payneham & St Peters Council, or a Committee of Council, is required to conduct the hearing.
- Review, consider and document all consultation feedback received;

- Determine recommended preferred option;
- Finalise a position for Council endorsement; and
- Submission of the final Representation Review Report to the Electoral Commissioner.

#### Task 10: Amendments / Additional Stages to Satisfy Electoral Commissioner (if required)

- Undertake any additional stages as required to satisfy the Electoral Commissioner; and / or
- Document boundaries (if required).

#### Timeframes

Holmes Dyer confirms that it can complete the City of Norwood Payneham & St Peters Representation Review by April 2025, and provides the following indicative timeframe which is reflective of the general guidelines in accordance with the Electoral Commissions SA publication *Undertaking a Representation Review – Guidelines for Council*. Holmes Dyer anticipates to have the Representation Review finalised and provided to the Electoral Commissioner the week of 21 October 2024.

An A3 Program Breakdown is attached to this correspondence.

#### Budget

In line with Council expectations, Holmes Dyer has prepared a methodology which delivers the Representation Review process for a budget of \$25,000 + GST.

This budget is inclusive of one revision each of the Representation Options Paper and the Representation Review Report. It also includes three meetings with Council staff timed to coincide with workshopping the Representation Review process with Elected Members, workshopping the Representation Options Paper with Elected Members, and discussing community feedback received within the first round of community consultation and presenting the prepared Representation Review Paper.

Should Council deem necessary that additional revisions to the Representation Options Paper or Representation Review Paper be required, this would be undertaken at a time-charge basis at the following rates:

- Director – \$310 + GST
- Principal – \$250 + GST
- Consultant - \$170 + GST

Any items which Council may elect to undertake as part of optional Task 2 (Preliminary Community Engagement), or the incorporation of a community drop-in session(s) as defined in Task 4, will be costed on a time-charge basis.

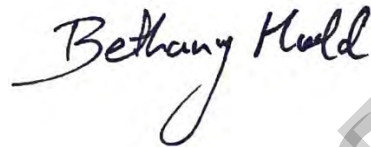
Nitsan Taylor will be responsible for this project, with assistance from Stephen Holmes, Bethany Hold and Natasha Holmes.

## Insurances

Holmes Dyer holds the following insurances:

Insurance Type	Policy No.	Extent Of Cover		Expiry Date	Name Of Insurer
		Per incident \$A	In aggregate \$A		
Public and Products Liability	AJU140506BPK	\$20,000,000	\$20,000,000	28/02/24	QBE Insurance via Victor Insurance
Professional Indemnity	201912-1414 R2 BIA	\$5,000,000	\$10,000,000	28/02/24	Berkley Insurance Australia
Return to Work SA	28053305			30/06/24	

Yours sincerely,



**Bethany Hold**  
Consultant

*Encls: Company Profile*

*Capability Sheets*

*Curricula Vitae*

*Program Breakdown*





Holmes Dyer is an agile national consultancy of lateral thinkers facilitating bespoke outcomes in the use, design, development, delivery and governance of land, cities and communities.

We pride ourselves on our demonstrated ability to create, manage and deliver sustainable solutions tailored to our client's specific needs.

We are involved in some of the largest and most complex projects in Australia, from their inception and genesis, through the formulation of the governance framework, the investigation of the design opportunities, evaluation of the economic, social and environmental influences, to project adoption and implementation.

Our key competency areas are as follows:

- Urban design, master planning, subdivision and infill design
- Strategic planning, evaluation and implementation
- Policy planning and statutory control preparation
- Public and private sector governance strategies and advice
- Political analysis and advice
- Social and community needs planning and assessment
- Consultation and community engagement
- Economic research, investigations and retail analysis
- Supply and demand analysis
- Population and demographic trend analysis
- New community planning and structure planning
- Environmental planning, policy and impact studies
- Property analysis and market research
- Financial feasibility studies
- Highest and best use analysis
- Liaison, negotiation and problem solving
- Regeneration projects, reuse of degraded sites
- Residential, commercial and mixed use projects



## Key Services

Stakeholder identification

Consultation process  
strategy and design

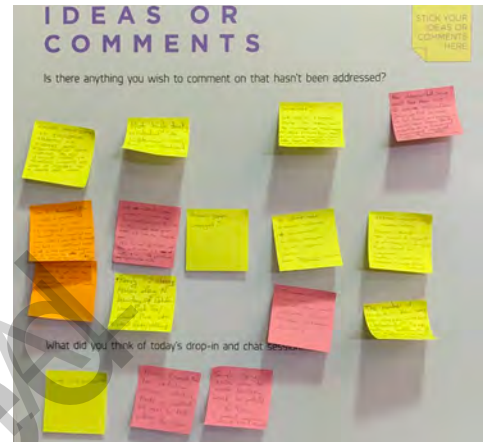
Issue identification

Key message development

Stakeholder negotiation and  
conciliation

Consultation medium  
selection

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## Community Engagement

Holmes Dyer is a leader in undertaking and facilitating engagement.

Whether it be seeking input from the community, or public authorities and agencies, key stakeholders or staff, Holmes Dyer will tailor a programme to achieve the highest levels of engagement.

We have extensive experience in the application of IAP2 (including staff with full IAP2 accreditation), fully understanding the need for the level of consultation and the process to be clearly aligned. We also appreciate the need to design engagement processes to best entice input from the target audience.

We will always check for statutory consultation requirements, ensuring that where there is a requirement for statutory consultation, the statutory obligations are fully met and in cases it might be appropriate for these to be exceeded.

Our staff have wide and extensive experience in taking consultation to the people, assisting to make it easy for people to access the consultation and thus providing for superior input rates. We use a range of techniques across a range of media, including social media along with face to face and in person engagement as required.

Key techniques include static and/or staffed displays, questionnaires and/or surveys, presentations, public meetings, charrettes, forums, workshops, idea exchanges and small group discussions. We provide dedicated telephone and email contacts where required and utilise social media and websites to reach out to stakeholder groups.

We will sit with you to fully understand your requirements and then tailor a programme that will involve as many elements as required.

# Community Engagement

## Project Examples<sup>1</sup>

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- West Dapto- community engagement sessions
- Wilton Junction – community input sessions and public meetings
- Clovercrest Shopping Centre- Ideas Exchange
- Burnside Community Plan – open house recognising statutory component
- Langham Hotel Adelphi Terrace – one on one consultation for neighbours and Council
- Gawler Heritage and Character – open house and photographic expose in addition to statutory consultation
- West Torrens Representation Review – statutory consultation public meeting
- Regional City of Murray Bridge Representation Review – statutory consultation public meeting
- Kapunda Futures project – community workshop
- 30 Year Plan for Greater Adelaide – Greater Adelaide travelling roadshow
- Brown Hill Creek – public meeting(s)
- Mitcham Council organisational review staff engagement
- Mitcham Enterprise Bargaining negotiation and engagement
- Mitcham Community Plan – open house
- Walkerville organisational review – staff engagement
- Walkerville community advices regarding Council projects
- Numerous Asset Management Plans and sale of assets – consultation with community groups, users, and wider community
- Consultation on numerous Development Plan Amendments (both for DPAs pursuant to Sections 25 and 26 of the *Development Act, 1993*)
- Norwood Payneham and St Peters Strategic Plan - one to one issue discussions in shopping centres, group forums
- Payneham Residents Action Group, Preserve Kent Town, Norwood West Residents Association, Kensington Residents' Association; various trader associations and business groups – presentations on Council initiatives of interest
- Kangaroo Island Tourism Strategy – community workshops and public meetings
- South-East Tourism Strategy – community workshops
- South Australian Tourism Strategy – regional workshops
- Wine Australia – South Australia promotional stand and dinners (including arranging for the “One and All” to sail to Sydney to host key industry stakeholders)
- Payneham Library – design charrette
- Rundle Mall – design charrette
- Functions of outdoor spaces for various councils – design charrettes
- Robinvale Housing Strategy- regional multi-stakeholder engagement

<sup>1</sup> Examples of projects undertaken by Holmes Dyer and/or its staff



## Key Services

Governance structures

Organisation reviews and structures

Project management structures

Policy development and reviews

Process and functional audits

Asset reviews

Community engagement

Representation reviews

Systems and process reviews

Systems implementation

Management plans

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## Governance

Holmes Dyer has a wealth of experience in governance and can tailor a governance solution to any corporation, organisation or project.

Our governance experience draws on skills and experience gained over 35 years in State and Local Government and through appointments to various Boards, both public and private.

Our governance solutions assist clients to develop robust processes and structures that address matters such as efficiency and effectiveness, risk, compliance, transparency and competency.

Our range of services cover a variety of governance fields including:

- Corporate Governance
- Corporate and Business Planning
- Performance Reporting
- Management
- Operations
- Training

### Corporate Governance

- Review processes and systems for efficiencies, compliance, risk and resourcing, and report and present findings to Audit Committees and/or management teams.
- Assistance with establishment and operation of subsidiaries.
- Prepare terms of reference for Committees.
- Undertake Local Government representation reviews in accord with legislative requirements.
- Develop governance structures appropriate to organisations that are robust, transparent, compliant and enduring.

# Governance

## Corporate and Business Planning

- Preparation of corporate plans with clear visions and missions to establish a governance framework
- Preparation of practical business plans to assist organisations achieve and implement their corporate plans through the development of specific goals, strategies, and measurable targets and indicators
- Prepare strategic plans (including those required by the *Local Government Act, 1999*) to provide a coordinated approach to future development of areas and regions
- Prepare statutory and other management plans (including those required by the *Local Government Act, 1999*) such as for community land management, animal management and public health
- Assist organisations to articulate meaningful vision and mission statements for the organisation or specific projects
- Assist organisations to set goals that are specific, measurable, attainable (and stretch where appropriate), realistic and timely
- Develop funding strategies and budgets to support plans
- Review of reporting and performance frameworks

## Management

- Develop governance structures that foster communication and deliver outcomes
- Undertake organisation reviews to ensure management and staff resources support corporate objectives
- Provide advice on delegations that will contribute to the effective discharge of duties in a transparent and accountable manner
- Undertake organisational reviews and recommend organisational structures that will most effectively and efficiently deliver the organisation's duties and functions
- Preparation of job descriptions to most effectively meet the needs of organisations
- Provide organisations with support and assistance with the introduction of new systems

## Operations

- Prepare implementation plans as part of strategic plans or as standalone plans to coordinate activities over time with resourcing for successful implementation
- Develop infrastructure provision plans and negotiate infrastructure provision to ensure project delivery with the provision of services and facilities in a timely and equitable manner
- Assist organisations to scope projects and estimate resources including the development of project briefs

## Training and Mentoring

- Design and facilitate workshops to foster team building and common goals
- Provide tailored training courses for staff working in Local Government and/or Planning ie how to work with and support Elected Members, how to write reports for the Council, how to deal with counter enquiries, good records management, sitting on an interview panel and preparing effective briefs for consultants
- Deliver modules of training to assist with staff education and development
- Develop and deliver team and one-on-one mentoring programs and advice



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# Governance

## Project Examples<sup>1</sup>

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### Corporate Planning

- Board restructuring for efficiency improvements
- Implementation of corporate employment review process
- Corporate organisational reviews
- Remuneration reviews
- Delivery of Ward Forums

### Business Planning

- Business plans for new and existing organisations
- Budget workshops
- Tourism plans

### Representation Reviews

- Local Government representation reviews

### Vision and Goal Setting

- Visioning exercises
- Blue Sky Workshops
- Establishing goals and targets for organisations

### Governance Structures

- Review of Governance Schemes and Agreements
- Advice regarding preferred governance arrangements for individual projects
- 'Precinct Declarations' and underpinning governance and organisation structures
- Develop Council reporting structures

### Management Planning

- Environmental planning
- Asset planning
- Open space and recreation planning
- Community land
- Animal management
- Public and environmental health
- Social planning
- Waste management

### Organisational Reviews

- Organisation reviews
- Efficiency and effectiveness reviews
- Board support and reporting structures

### Workshop Facilitation

- Team building workshops
- Budget workshops
- Governance workshops

### Delegations Advice

- Advice on the operation and exercise of delegations

<sup>1</sup> Examples of projects undertaken by Holmes Dyer and/or its staff



# Governance

## Project Examples<sup>1</sup>

### Policy Development and Review

- Representative Participant in Pipeline Safety Management Studies
- Sign Policy
- Planning project and policy delivery manual
- Planning, housing, development and infrastructure advice to the Minister
- Roadside memorial policy framework
- Outdoor dining policy

### Process Audits

- Development assessment process audits

### Asset Reviews

- Review of location cost and delivery options for libraries
- Combined review of assets, facilities and services
- Review of Community Halls
- Evaluation of Reserves
- Review of University property assets
- Acquisition of land for Councils
- Evaluate performance and develop recommendations for leasing Council properties
- Review management of Council facilities and encourage shared use

### Training

- Initiation of employee training scheme
- Interview Panel Training
- Delivery of modules in the Certificate iv- Planning Assistant's Programme
- Delivery of modules in the UDIA- Development Programme
- Working effectively with Boards and Committees Training
- Meeting Procedure Training

### Employee Development

- Provision of panel assistance and technical advice for the appointment of senior public appointments
- Preparation of job descriptions
- Staff mentoring
- Performance management
- Development of Key Performance Indicators

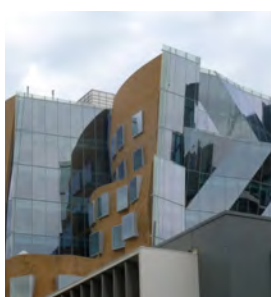
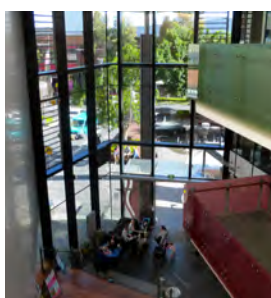
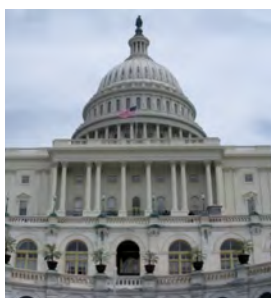
### Systems Review and Implementation

- Implementation of Business Improvement Programmes
- Process and system audits
- Budget reviews
- Policy reviews

### Performance Reporting

- Review of existing frameworks and systems
- Advice on the development of performance indicators and other metrics
- Develop reform programs and implementation priorities
- Advice and assistance with benchmarking

<sup>1</sup> Examples of projects undertaken by Holmes Dyer and/or its staff



## Key Services

General Advices

Application of 'smart' technologies, designs, ideas, and trends

Visioning workshops

Objectives and goal setting

Preparing strategies

Preparing implementation plans

Business cases

Major Projects

Master Plans

Planning Proposals

Project Scoping

Negotiation with public agencies (local, State and where necessary Federal)

Negotiation with key stakeholders

Community and Public Engagement processes

Issue identification

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## Strategic Planning

Successful projects are usually the sum of many connected parts. Holmes Dyer specialises in putting together successful projects, whether they be development proposals, planning strategies/strategic plans, community plans, forward spatial plans, management plans or some other specific project.

Holmes Dyer represents a collection of staff from various related disciplines within the social sciences dedicated to making your project successful. We use our skills and knowledge to ensure projects are forward focussed and as far as is practicable, future proofed.

We consider your project from all angles, social/community, economic, environmental, and political, to ensure your vision is realised.



# Strategic Planning

## Project Examples<sup>1</sup>

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- Flinders University Master Plan
- Bridgewater-Gagebrook Master Plan
- Circa Mulpha Norwest Master Plan
- 30 Year Plan for Greater Adelaide
- City of Burnside Community Plan
- University of Adelaide Future Plan
- Port Pirie Regional Council Community Plan
- RAH Site Redevelopment Strategy
- Mitcham Strategic Plan
- Mitcham Asset Management Strategy
- Walkerville Strategic Plan
- West Torrens Asset Management Strategy
- Norwood Payneham and St Peters Strategic Plan
- South East Tourism Strategy
- Kangaroo Island Tourism Strategy
- Wine Tourism Strategy
- Riverbank/Festival Plaza Precinct
- The Dunes at Port Hughes
- Garden East Apartments and Mixed Use Precinct
- Technology Park
- AAPT Telecommunications Roll Out
- Vodafone Telecommunication Transceiver Station Roll-out
- Port Augusta Infrastructure Strategy
- Infrastructure Funding Model
- Trends in Retail Delivery and Policy
- North West (Norwest and Bella Vista) Rail Corridor Analysis
- Oakden Structure Plan
- Concordia Rezoning Strategy and Governance Model
- University of SA Campus West Expansion Strategy
- Port Adelaide Waterfront Renewal Master Plan
- Brompton Village Rezoning
- AAMI Stadium Precinct Master Plan
- Affordable Housing Strategy for City of Salisbury
- Robinvale Housing Strategy
- Bridgewater Housing and Social Services Delivery Strategy
- Seaton Urban Renewal Strategy

<sup>1</sup> Examples of projects undertaken by Holmes Dyer and/or its staff





## Stephen Holmes

### Director

BA (Geog), Grad Dip (TP), FPIA, FAICD, UDIA (Life Member), RPIA (Fellow)

### Qualifications

Bachelor of Arts  
(Geography) (The  
Flinders University of  
South Australia)

Graduate Diploma  
in Town Planning  
(University of South  
Australia)

Company Directors  
Course (Australian  
Institute of Company  
Directors)

### Affiliations

Fellow of the Australian  
Institute of Company  
Directors

Fellow of the Planning  
Institute of Australia

Life Member of the  
Urban Development  
Institute of Australia

Member of the Economic  
Society of Australia

### Past Affiliations

Past President of the  
Urban Development  
Institute of Australia  
(National and SA  
Division)

Former member of the  
Planning Committee of  
the Property Council of  
Australia

Former Deputy Chair  
of Housing, Urban and  
Development Advisory  
Committee (HUDAC)

Former Chairman of the  
Land Supply and Demand  
Committee

Former Chairman of the  
Planning Committee of  
the Urban Development  
Institute of Australia  
(SA Division)

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### Key Expertise

- Urban design, master planning and subdivision design
- New community planning and structure planning
- Project governance strategies and advice
- Government and authority liaison and community engagement
- Approval strategies, applications and negotiations
- Policy planning and statutory control document preparation
- Property, retail, economic, demographic, social and market research

### Professional History

Stephen established Holmes Dyer in 2016 with Helen Dyer with the specific intent of providing bespoke outcomes for complex projects in the fields of planning, development and project governance.

Prior to Holmes Dyer, he spent 33 years in planning, design and development consulting companies at senior levels in the capacity as Chairman, Director and Managing Principal. These roles included participation in projects from around Australia and South East Asia.

He also spent 2 years in local government.

### Experience

Stephen has been involved in some of the largest and most complex urban development projects in Australia and has an unrivalled experience in the delivery of new communities, from their conception, research, design and negotiation, through their policy and governance framework formulation, to their approval and implementation.

Stephen has provided strategic advice and solutions to both the public and private sectors and has led large multi-disciplinary consulting teams, such as in the preparation of environmental impact statements and infrastructure delivery projects. He has provided specialist research advice in retail analysis, economic impact assessments, demographic trend analysis, supply and demand studies, tourism studies, property and market analysis and social, recreation and community needs assessments. He has delivered due diligence assessments to inform broadacre and improved property purchase decisions.

Stephen has highly developed skills in master planning, subdivision design and mixed use infill projects, having master planned communities of up to 60,000 people, provided cutting edge subdivision designs for projects of a few lots to thousands of dwellings and prepared concepts for infill sites combining residential, retail, employment and tourism outcomes.

He has been responsible for a wide range of strategic, governance and organisational investigations for a range of local and State Governments.

Stephen has been the recipient of awards from the Planning Institute of Australia, the Urban Development Institute of Australia and the Civic Trust for outstanding work in planning.



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# Nitsan Taylor

## Principal

B(SocWk), GradDipURP

## Key Expertise

- Statutory planning and development advice
- Policy, formulation, interpretation and application
- Report writing and editing
- Community consultation and engagement
- Tourism projects
- Housing and urban development projects.

## Professional History

Nitsan joined Holmes Dyer in May 2021 and brings extensive experience working in various levels of State Government.

Throughout her 18 years in the public sector, Nitsan has worked in the areas of development assessment, planning policy, and more recently planning reform.

Prior to becoming a Urban and Regional Planner, Nitsan was a Social Worker, working with children living outside the family home.

## Experience

As an experienced statutory planner, Nitsan has assessed myriad development applications across metropolitan Adelaide, greater Adelaide, regional and outback South Australia; and provided expert planning advice to the State Commission Assessment Panel and the Minister for Planning.

Nitsan has considerable experience working with the development industry, councils and other relevant stakeholders on large residential subdivision projects, including Lightsview, Hamilton Hill, Bowden Urban Village and Tonsley Residential Precinct. Other notable projects that Nitsan has been involved in include the redevelopment of Plant 4 at Bowden, various townhouse and apartment building developments at Bowden, the Brickworks redevelopment, the Barossa Co-Op redevelopment at Nuriootpa, and many tourism development projects on Kangaroo Island.

Her most recent role as a Council Liaison Officer afforded Nitsan the opportunity to work collaboratively with a number of local councils in the transition of their Development Plan into the Planning and Design Code.

Since joining Holmes Dyer, Nitsan has been engaged to prepare a number of Code Amendments (SA) and Planning Scheme Amendments (TAS) as well as undertake the community engagement processes for Code Amendments on behalf of other planning consultancies. Nitsan has also prepared development applications for a range of projects, including community housing projects in Tasmania, New South Wales and Victoria, subdivisions in Mount Barker, Aldinga, Roseworthy and Andrews Farm (SA), residential and non-residential developments in metropolitan Adelaide and subdivision applications in Castle Hill and Baulkham Hills (NSW).

Nitsan has excellent interpersonal skills and prides herself on her ability to work collaboratively with councils, government departments, the community and other stakeholders to achieve the best possible planning outcomes.

## Qualifications

Bachelor of Social Work (University of South Australia / Hull University)

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

IAP2 Australasia's Certificate in Engagement

## Accreditation

Accredited Professional-Planning Level 1, 2 & 3

## Affiliations

Member of the Urban Development Institute Australia

Full Member of the Planning Institute of Australia

Youth Mentor for Raise Foundation

Deputy Independent Member of the Tea Tree Gully CAP

Member of the Planning Committee of the Urban Development Institute of Australia (SA Division)



## Bethany Hold

### Consultant

BA (CCJ), Dip (MediaComms)

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#### Qualifications

Masters of Urban and Regional Planning (University of Queensland) (Current Study)

Bachelor of Criminology and Criminal Justice (Griffith University)

Diploma of Media and Communications (Griffith College)

#### Affiliations

Member of the Urban Development Institute of Australia (UDIA)

Planning Institute of Australia (Affiliate)

#### Key Expertise

- Development Applications
- Community engagement
- Data collection, analysis and presentation
- Empirical and statistical research
- Housing, social and demographic documentation
- Report writing
- Statutory planning (policy and assessment)

#### Professional History

Bethany has a dual background in Criminology and Criminal Justice, and Media and Communications, and is currently undertaking a Master of Urban and Regional Planning at the University of Queensland. These practical behavioural and human skill sets have enabled her to become a well-rounded consultant, and an avid researcher with a critical eye for crime prevention through environmental design. Bethany has a keen interest in the design and development of places that underpin strong and resilient communities and is conscious of the importance in the shaping of public realm initiatives to meet the relevant socio-economic context. Bethany is especially involved in ensuring that regional and town planning provides a strong precondition for healthy, safe and inclusive living.

Prior to joining Holmes Dyer, Bethany was placed with a State police service where she gained considerable experience in preparing assessment reports for Committees to aid in the evaluation of current procedures and the establishment of new organisational performance metrics. In this role Bethany spent considerable time analysing survey data, researching various socio-economic and crime-related data, and identifying links and trends through empirical research and analysis.

#### Experience

Bethany has a broad range of experience across numerous state, local and regional matters, development close-out reviews, unsolicited proposals, site due diligences, statutory planning, strategic planning including the preparation of Adverse Events Plans, Structure Plans, Strategic Plans, development capability assessments, and Code Amendments.

Bethany has strong development application experience, having prepared a range of residential and subdivision applications for both private applicants and social housing providers in South Australia and New South Wales, and community housing projects across Tasmania, New South Wales and Victoria.

Bethany is experienced in community engagement, and has facilitated a number of key stakeholder workshops and interactive drop-in sessions for a variety of Strategic Plan, Code Amendment and social housing projects.

She has a keen eye for good urban form, safety, connectivity and functionality. Bethany is well experienced with the collection, analysis and tabulation of statistical data, including RP Data, the analysis of housing developments, reviewing of statutory planning policies and development form, graphic visuals and documents and demographic analysis.

# Natasha Holmes

## Consultant

BU&RP (Hons)

### Key Expertise

- Data collection, analysis and presentation
- Report writing
- Statistical research
- Site investigations and mapping
- Community Engagement
- Concept Design

### Professional History

Natasha completed a Bachelor of Urban and Regional Planning with Honours at the University of South Australia, receiving the Chancellor's Letters of Commendation for obtaining a grade point average in the top 5% of students in her division.

Natasha has been involved in a diverse range of projects for Holmes Dyer, that has seen her facilitate workshops and public consultation sessions, perform surveys and site inspections and analyse data such as geographic and land information. She has played a pivotal role in the community engagement process and analysis for several Regional Master Plans and Structure Plans. She has undertaken research on public activation, economic uplift and environmental design, compiling and analysing information to determine the physical, economic, social and environmental factors affecting land use and social outcomes.

### Experience

Natasha has assisted with the undertaking of social infrastructure availability and needs assessments for both metropolitan and country councils. She has taken part in projects at Holmes Dyer that have required building asset analysis and reporting with locality and site plan creation. Natasha has been heavily involved in the course of community consultations, particularly the development of informational material for drop in sessions, workshops and online platforms and the facilitation of in person consultation activities. She has conducted door to door consultation with business owners and community members and run workshop sessions for groups of over 50 attendees.

Some of Natasha's other areas of experience include the collection and manipulation of Census data and property data, identifying and scrutinising covariances in statistics, variables and trends, in addition to the preparation of plans and graphic documents that utilise computer-based programs such as InDesign. Natasha is also a proficient researcher, investigating various industry climates and trends to validate and aid in the development of implementation actions and outcomes. She has a strong grasp of the importance of site context and analysis, utilising her writing skills to best communicate ideas and display findings.

Natasha has also been involved in the development of concept plans for recreation and social infrastructure sites in metropolitan and regional Councils. Natasha explored flexible, shared and adaptive design opportunities to maximise facility and land usage with considerations from extensive site analysis. Together with the creation of concept plans, Natasha has refined her ability to draw conclusions and develop recommendations and actions for strategic projects with reference to the aim and objectives of the research.



### Qualifications

Bachelor of Urban and Regional Planning (Honours) (University of South Australia)

### Prizes

The Pulteney Grammar School Blue for outstanding achievement and contribution to the School

University Merit Award (University of South Australia)

Chancellor's Letters of Commendation (University of South Australia)

### Affiliations

Member of the Urban Development Institute of Australia (UDIA)

Member of the Planning Institute of Australia (PIA)

HOLMES DYER

Task	Week Commencing Monday																												
	Feb-24			Mar-24				Apr-24					May-24				Jun-24				Jul-24					Aug-24			
	12/02	19/02	26/02	04/03	11/03	18/03	25/03	01/04	08/04	15/04	22/04	29/04	06/05	13/05	20/05	27/05	03/06	10/06	17/06	24/06	01/07	08/07	15/07	22/07	29/07	05/08	12/08	19/08	26/08
Task 1: Initiation																													
Task 2 (Optional): Preliminary Community Engagement																													
Task 3: Research and Preparation of Council Composition and Options																													
Task 4: Preparation of Representation Options Paper																													
Task 4b: Elected Members and Council Staff Workshop																													
Task 5: Community Consultation - Representation Options Paper																													
Task 6: Review of Consultation Outcomes																													
Task 7: Preparation of draft Representation Review Report																													
Task 7b: Elected Members and Council Staff Workshop																													
Task 8: Community Consultation - Representation Review Report																													
Task 9: Preparation of final Representation Review Report for Referral to Electoral Commissioner																													
Task 10: Amendments / Additional Stages to Satisfy Electoral Commissioner (if required)																													

Note: Green indicates an optional task

Task	Week Commencing Monday												
	Sep-24					Oct-24				Nov-24			
	02/09	09/09	16/09	23/09	30/09	07/10	14/10	21/10	29/10	04/11	11/11	18/11	25/11
Task 1: Initiation													
Task 2 (Optional): Preliminary Community Engagement													
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Note: Light blue indicates tasks at the discretion of the Electoral Commissioner