



The College for  
Adult Learning

CASE STUDY BOOKLET

Pretty Hills Annual Regional Festival PHARF

2018

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## Project Brief

Date: 01-06-2017

From: Chief Executive Officer; Pretty Hills Shire Council (PHiSC)

To: U. Scordit

Subject: Pretty Hills Shire Festival 2018

At a joint meeting last night, Council and the Pretty Hills Annual Regional Festival (PHARF) Committee agreed to go ahead with this year's festival.

Given that your workload at present is light, in addition to your normal duties, I am giving you responsibility for organising it. You will officially start work on this on next Monday 7th June and you will have two weeks following the festival to wrap up the project. To assist with this project, I will also appoint:

- Bee Ontoit as part time marketing manager, from now until the festival, and
- Ima Bighand as part time office support, covering the same period as you.

The event will take place on the Sunday, in 12 weeks time. I have attached the relevant part of last week's Minutes of Meeting of the PHARF committee, which sets out the main decisions.

Note that, although after last year's festival, Council had to cover a funding shortfall, so suppliers could be paid, this year no additional funding will be available and one of your main tasks is to ensure no shortfall.

We also don't want a repeat of last year's disaster, with the local media running stories accusing the local council of wasting rate payers' money, and criticising poor project management. Problems such as outside businesses running non-approved stalls on the streets, to avoid paying the contribution fee, must not recur. Nor do we want the bad publicity we got, after it rained most of the afternoon with no wet weather provision.

I expect you to keep me closely informed of all developments.

U. Follume

CEO

Pretty Hills Regional Council

## The Stakeholders

### John Gray

Is a 33-year-old snarky, glib lawyer working in the shire. John is continually sarcastic and often displays much less enthusiasm for the Shire and its activities. Because of his background as a lawyer and his compelling personality, many people, living and working in the Shire, seek help from him. He enjoys being in positions of authority and acts as the effective leader of the group. He was involved with the accident that happened at last year's festival and was put out when Pud convinced them not to sue. He thinks the festival is run by a group of 'do-gooders' who have no real understanding of what is required to pull it off successfully. He was astounded when the announcement came through that it was to run again this year and he intends to keep a watchful eye on it. Might yet get some business out of it!

### Julia Brown

Has lived in the Shire all her life, or at least her home has been here to which she returns. She has two older brothers, one of whom works with children with some type of special disorder in a hospital. On her eleventh birthday an eager-handed man in a dinosaur costume intruded in on her party at a restaurant. This event has haunted her into adulthood, so she has issues with strangers. She joined the Peace Corps, did some foot modelling, got teargassed at a World Trade rally and took an extended vacation in Africa. Realising she needed to do something with her life, Julia settled down in Pretty Hills and opened a very popular Art & Craft Academy. Unfortunately, it was revealed to a member of council that she was having severe financial difficulties with patronage dropping off at the Academy and so when the festival was approved she was offered a prime stall location for her crafts.

### Nadir Imran

Is a trilingual (English, Arabic, and Polish) Palestinian/Polish- pop-culture junkie who aspires to become a director. He recently took business classes to help run his father's falafel business and has virtually taken this over since his father's stroke five months ago. While he has sympathy for his father and for Julia and her financial difficulties, he speaks with a rather detached and emotionless tone, as well as with a distinct straightforwardness lacking a mental filter, leading some of his friends to suspect he has Asperger's. He seems to be totally focused on growing the business and he will do whatever it takes to achieve his goals.

### **Trish Olle**

Is a recently divorced mother of three who runs cooking classes out of her coffee shop which is open only on weekends (after church is finished) to catch the more lucrative passing sightseers. Trish is a devoted Christian and is very sweet but also has thinly veiled rage issues and gossips compulsively. She is proud to be a Torres Strait Islander and a woman but appreciates not being defined by those characteristics. She is very friendly to everyone, but sometimes has problems minding her own business or keeping secrets.

### **Mark Swag**

Is a former high school football star who now heads up the Shire as the CEO. Born and raised in Pretty Hills he made a name for himself at the Geelong Football Club, and was also quite a ladies man. He injured himself during a particularly nasty fall which he has never recovered from. Forced to retire at 26 he travelled the world for a while and then moved back to Pretty Hills when his long-time school mate Andy offered him the job at the Shire. Mark studied architecture in between his footy career but never practiced nor gained his license and he knows little about Council management and business. He was made CEO because of who he was, so he must rely on those around him to advise and run the shire.

### **Eddie Maxwell**

Is the CFO for Pretty Hills Shire and he resents and loathes Mark. He is very good at what he does and has found himself having to do not only his own job but Mark's as well. He is the 'go to' person in council if you want things done but the sheer weight of work pressure is getting to him and where he once was keen to see the Shire progress he now doesn't care and just wants to take the easy option so that he doesn't get any more work falling on him. He is a gentle, non-assertive man, however, in recent years he has become bitter. His wife left him six months ago claiming she never saw him and he didn't have time for his children. Since then he has been re-assessing his life and work and is determined to decrease his workload. He has decided he will not support any new projects.

### **Bee Ontoit**

Is the marketing manager for PHARF. She is a loud, dominating woman who expects and demands to get her own way. She is very good at what she does and her marketing skills, honed over more than 20 years are exceptional. She knows what she is doing but doesn't tolerate fools and she often finds it hard to work with council volunteers who mean well but just don't understand what is required. She finds she works best by herself, however, she has always worked well with Eddie whom she secretly admires. Like Eddie she detests Mark and

has often been known to have screaming matches with him in the corridor where everyone hears. She has a busy quarter ahead with next year's sponsors to be finalised and the marketing plan prepared for council endorsement in two months' time. She doesn't really have time to assist with the festival and feels Mark has put her on it so she will stuff something up. She is determined to succeed and so will do what she must to make sure the festival is a success.

### **Ima Bighand**

Has been with the council all her life. She started as a volunteer way back in the 70's and she somehow fell into a customer service role – a role she has held on and off (she has four children) since then. She has never really been much good at admin. But has attended a couple of short courses run by the local TAFE. Most of the time she staffs the customer service desk or collates the mail and things like that. The other girls in the office go out of their way to make sure she doesn't do any word processing or data entry and she always makes mistakes. She has a happy disposition and enjoys talking to rate payers.

### **Jeff Aaracnic**

Is a journalist on The Local who last year ran a story accusing the council of wasting rate payers' money, and criticising poor project management. He uncovered a plethora of problems and general rorting activities such as outside businesses running non-approved stalls on the streets, to avoid paying the contribution fee and the damaged goods worth thousands of dollars that were spoilt by the rain – despite the council guaranteeing they would provide adequate cover for just such an event. He is hard-nosed but fair. He thinks that Mark is an idiot and should be exposed and so is on the lookout for any negative publicity he can find. He has only recently moved to the area and other than the church group he attends, has no real friends nor allegiance to Pretty Hills.

### **Polly Ann**

Runs the local post office and gift shop. Business has been getting worse over the past six months or so and she feels that the area really needs the exposure the festival will bring. She is extremely capable and very willing to help. She says what she means but works well with others and has a way with teams that always seems to get more out of them.

### **Elliot Price**

Owns the region's biggest vineyard and winery. Although the business is doing well, and he has a couple of lucrative, long term contracts he is keen to grow his cellar door business and thinks the festival is one way of highlighting both the town and his winery. He served on the committee last year and was responsible for organising the stalls.

### **Jillian Call**

Is the Council Environmental Health and Safety Officer and she had a number of concerns when she heard that Mark has approved the festival to run again this year. Although she wasn't here last year, she read the report from the outgoing officer who pointed out that food was not being kept in the right conditions (i.e. not refrigerated and the hot food was only tepid allowing bacteria to grow so a potential risk for health and safety). She is a reasonable person but when it comes to the rules she is a real stickler. She has vowed that nothing will get by her with this year's festival and to this end she wants to run a final audit two hours prior to the opening.

### **Pud Murray**

Has been the fire and safety advisor for council for a number of years. Last year at the festival an old lady tripped and fell on an extension cord running temporary power to a stall and he spent the next six months working with her family and trying to convince them not to sue. While he was finally successful it took a lot out of him and, he knew that if they had gone ahead and sued he would have lost his job. He is certainly not going to let that happen again and intends to make sure there is an OHS plan and audit prior to the festival commencing and he himself will conduct spot audits throughout the festival. He also wants to insist on all stakeholders receiving training. He is quite a timid, shy man but this episode terrified him so he intends to do all he can to ensure it doesn't occur again. If he had it his way he would have cancelled the festival.

### **Mary Jane Hadone**

Is the Chairwoman of the county women's association (CWA) who last year provided afternoon tea in a huge tent. She is keen to be involved in the festival again as this is by far their biggest fund raiser netting in excess of \$5,500. She is an organised, capable woman who has a large team of equally capable ladies and supporters helping her. She is confident that they can improve on last year's figure and just wants to be left alone to organise her team.

### **Tim Westlake**

Is the Bank Customer Service Manager. He knows almost everyone in the Shire and believes that the festival is a great way to bring people into the Shire. Last year he was put out because no-one bothered to seek his advice about cash reserves and banking requirements and so, a day before the festival his bank was put into a spin when 60 store holders raided the bank wanting to exchange their notes for coins. Of course, he wasn't able to satisfy them all which meant that a large number of very unhappy customers had to make the 200-km round trip to Culdon to get the change they needed. This resulted into a number of letters to the bank and then a 'please explain' meeting with his manager that was extremely unpleasant. So, this year he intends to offer his services to the planning group and be involved so that there are no more surprises in store for him or his bank.

### **Ali Khan**

Is the bandmaster. Last year the local band played throughout the festival and received really good publicity and feedback, so this year he wants to increase their exposure even more. He has a lot of good ideas that he wants to put to the festival organiser, but he doesn't have the time to be on the committee. The only issue he had with last year's committee was the communication. He found that he didn't really know what was going on and no one checked things with him. For example, if anyone had bothered to discuss the location of the last band appearance on the Sunday he could have told them that the church bells start ringing at the time they had planned so that they could have placed the band down the other end or changed the time. As it was he just changed the time to 15 minutes later but it was annoying for some patrons who had referred to their program and weren't sure why the holdup occurred.

## Committee Meeting Minutes

### *Extract from PHARF Committee Minutes of Meeting*

Present:  (alphabetical)	Apologies:
D. Deepat: Pretty Hills Regional Times and Advertiser (PHITA)	D. Arnott: Pretty Valley Primary (PrVaPi)
R. Franko: PHIRC CEO	Hon. P. Stevens: Member for Pretty Wider Region
M. Pelan: PHIRC Mayor	
S. Sallpet: President, Pretty Hills Trader Association (PHITA)	
G. Foodnam: Pretty Hills Primary (PHiPi)	
L. Overton: Pretty Hills Kindergarten (PHiKi)	
B. Wilson: Pretty Hills Secondary College (PHiSec)	

## Item 7: Festival Aims

It was agreed that:

- The intention of PHARF is that it be a fun community weekend event, aimed at promoting the area including the wineries and other businesses in the local region as well as businesses in the Main Street.
- As with last year's festival, the 2018 festival will be a two and a half-day (Friday evening 6 - 12pm, Saturday and Sunday all day) event located in the Main St shopping precinct and the Central Square and at other regional locations (TBC).
- The Festival will be held over the first weekend in September.
- The aim is to attract at least 5000 visitors over the weekend and have at least 50 local businesses supporting the festival, through taking stalls and running specific events on site.

## Item 9: Finances

1. The Committee Chairperson reported that a letter has been received from the Honorable P. Stevens confirming that he has persuaded the State Government to commit \$32,000. The funding is to be available two weeks before the festival is to run, subject to insurance certificates being provided.
2. S. Sallpet reported that of the \$23,000 planned revenue from stall holders and event organisers, she has verbal commitments from eight 'gold' sponsors at \$1,800 each, and 10 'tin' sponsors at \$500 each.
3. Doug Deepat has obtained commitments from six major advertisers each prepared to provide display banners and set up information desks for the duration of the festival (all at their cost). The details are:
  - Advertisers 1, 2, 3 and 4 will each pay \$3,500 on invoice (terms 30 days),
  - Advertiser 5 will pay \$2,500 now,
  - Advertiser 6 will pay \$2,000, but only after the festival (terms 14 days).

4. Mayor Phelan has promised \$25,000 available immediately, from council on the basis of it being intended to balance the budget, based on the Committee's initial estimates.

R. Franko raised concerns about the above-mentioned estimates, particularly as initial work by his staff indicates that there may be a range of expenses not allowed for.

Mayor Phelan emphasised that there is no additional funding available from Council.

#### **Item 11: Follow-Up Actions:**

It was agreed that:

- R. Franko agreed to immediately allocate a staff member as the event manager. The event manager will report to the committee,
- R. Franko will also appoint part-time resources to work as marketing manager and office support, with the event manager,
- Council will charge the festival account with costs for these resources,
- At Sam's request, final signing up of the businesses, along with promotion to the rest of the 35 businesses in the Main Street precinct, should be passed on to the festival project group, perhaps to its marketing manager.
- To ensure commitment, businesses should be asked for 50% cash payments on sign up, and the remainder one week prior to the festival opening.

#### **Item 12: Festival Events**

It was agreed that:

- To encourage more visitors and increase the appeal of the festival to the regions residents, through suitable promotion, operators of fun rides etc. will be encouraged to participate. No charge will be made to these operators.
- The event manager can also suggest other forms of entertainment, for approval by the committee.
- The event manager can also propose, for approval by the committee, other ways to raise funds, if necessary.

## Cost Budget

Pretty Hills Shires Council

Office Memorandum

To: R. Franko

From: Cal Collins

Hi Rhonda,

Further to your request for a 'broad brush' estimate of costs for the proposed 2018 festival, I have reviewed last year's costs and estimate as follows:

Item	Cost	Timing
Part time event manager	\$1,800/week	From engagement, for 14 weeks
Liability insurance	\$4,500	Payable two weeks before festival
Event insurance	\$3,500	Payable at least one day before festival
Part time festival marketing officer	\$900/week	From engagement, until festival day
Advertising	\$1,000/week	Commencing now until the festival
Live band	\$1,800	Payable, presumably, on the day
Marketing brochure	\$3,500	Designed, printed and distributed within two weeks
Security: six security guards	\$1,200 per/day	On the day

Special street clean/garbage removal etc.	\$2,500	Payable to council one week after festival
Street lighting, power	\$,2000	Payable to council one week after festival
Street publicity banners etc.	\$3,500	Four weeks before festival
Office administration - incidental office costs	\$800/week	From engagement, for 14 weeks

I'd strongly recommend a weekly contingency of \$1,500 to allow for unforeseen payments.

Let me know if you need more detailed work done on this.

Best,

*Cal*

## Strategic Plan

The key responsibility of the strategic planning unit is to provide guidelines, policies, and a strategic vision to ensure that there is sustainable land use management and development throughout the Pretty Hills Shire.

The essence of this unit is to guide future growth and development within the Pretty Hills Shire while conserving important elements of the physical, built and social environments that exist in the Shire.

The strategic role revolves around monitoring and updating the Pretty Hills Planning Scheme to create a sustainable mix of land use, development and design guidelines that will enhance Pretty Hills Shire's future environment and to develop a strong sense of community and belonging in the Shire and its constraints.

The strategic planning unit is responsible for all planning scheme amendments required for Pretty Hills Shire, which can include the rezoning of land, the implementation of structure and growth management plans and changes to the Local Planning Policy Framework, while also implementing Victorian Planning Provisions.

Council's vision for the strategic planning unit is expressed in the Council plan as to;

Continue to promote sustainable land use, planning practices and decision making through:

- Integrated strategic planning services and practices pursuant to all planning legislation, policies, practices and controls,
- Manage the future strategic directions of the municipality,
- Engaging the community in strategic planning processes and policies,
- Lead by example through the proper and orderly planning of Pretty Hills Shire.

Continue to promote community development through the Shire's 'Arts and Community' plan.

The strategic planning unit is currently undertaking major projects and planning scheme amendments to assist in achieving the overall aims of the unit and to further meet the needs of the community by creating a sustainable future.