



Council Agenda

NOTICE OF MEETING

Notice is hereby given that an ordinary meeting of Council will be held in the

**Council Chamber – Glenelg Town Hall
Moseley Square, Glenelg**

Tuesday 10 July 2018 at 7.00pm

Justin Lynch
CHIEF EXECUTIVE OFFICER

Please note: This agenda contains Officers' reports and recommendations that will be considered by the Council. Any confidential items listed on the agenda will be circulated to Members separately.

AGENDA

Ordinary Council Meeting Agenda

1. OPENING

The Acting Mayor will declare the meeting open at 7:00pm.

2. KAURNA ACKNOWLEDGEMENT

We acknowledge Kaurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.

3. PRAYER

Heavenly Father, we pray for your presence and guidance at our Council Meeting. Grant us your wisdom and protect our integrity as we carry out the powers and responsibilities entrusted to us on behalf of the community that we serve.

4. APOLOGIES

4.1 Apologies Received

4.2 Absent

5. ITEMS PRESENTED TO COUNCIL

6. DECLARATION OF INTEREST

If a Council Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Council they are asked to disclose the interest to the Council and provide full and accurate details of the relevant interest. Members are reminded to declare their interest before each item.

7. CONFIRMATION OF MINUTES

Motion

That the minutes of the Ordinary Meeting of Council held on 26 June 2018 be taken as read and confirmed.

Moved Councillor _____, Seconded Councillor _____

Carried

8. PUBLIC PRESENTATIONS

8.1 **Petitions** - Nil

8.2 **Presentations** - Nil

8.3 **Deputations** - Nil

9. QUESTIONS BY MEMBERS9.1 **Without Notice**9.2 **On Notice - Nil****10. MEMBER'S ACTIVITY REPORTS - Nil****11. MOTIONS ON NOTICE - Nil****12. ADJOURNED MATTERS - Nil****13. REPORTS OF MANAGEMENT COMMITTEES, SUBSIDIARIES AND THE DEVELOPMENT ASSESSMENT PANEL**

13.1 Minutes – Alwyndor Management Committee – 19 June 2018 (Report No: 233/18)

13.2 Minutes – Jetty Road Mainstreet Committee – 6 June 2018 (Report No: 227/18)

13.3 Minutes – Jetty Road Mainstreet Committee Special Meeting – 20 June 2018 (Report No: 243/18)

14. REPORTS BY OFFICERS

14.1 Items in Brief (Report No: 234/18)

14.2 Open Space Strategy Review – Community Engagement (Report No: 236/18)

14.3 Minda Coast Park – Detailed Designs (Report No: 235/18)

14.4 Financial Contribution Request – The Burnside Historical Society – Colonial Treasurer Osmond Gilles Grave Site (Report No: 242/18)

14.5 Seacliff Surf Lifesaving Club Observation Tower (Report No: 239/18)

14.6 Brighton Oval Complex – Redevelopment (Report No: 240/18)

14.7 Prudential Report – Brighton Oval Complex Upgrade (237/18)

15. RESOLUTIONS SUBJECT TO FORMAL MOTIONS

Presented for the information of Members is a listing of resolutions subject to formal resolutions, for Council and all Standing Committees, to adjourn or lay on the table items of Council business, for the current term of Council.

16. URGENT BUSINESS – Subject to the Leave of the Meeting**17. CONFIDENTIAL**

17.1 Sale of Land Proposal (Report No: 238/18)

Pursuant to Section 83(5) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- b. Information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest.

17.2 Application to Renew Lease – Rimhart Nominees Pty Ltd (Report No: 232/18)

Pursuant to Section 83(5) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- b. Information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest.
- d. commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest.

18. CLOSURE

**JUSTIN LYNCH
CHIEF EXECUTIVE OFFICER**

Item No: **13.1**

Subject: **MINUTES – ALWYNDOR MANAGEMENT COMMITTEE – 19 JUNE 2018**

Date: 10 July 2018

Written By: Personal Assistant, GM Alwyndor

General Manager: Alwyndor, Mr R Kluge

SUMMARY

The minutes of the Alwyndor Management Committee meeting held on 19 June 2018 are provided for information.

RECOMMENDATION

- 1. That the minutes of the Alwyndor Management Committee meeting on 19 June 2018 be noted.**
 - 2. That having considered Attachment 2 to Report No: 233/18 Minutes – Alwyndor Management Committee – 19 June 2018 in confidence under section 90(2) and (3)(b) of the Local Government Act 1999, the Council, pursuant to section 91(7) of the Act orders that Attachment 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.**
-

COMMUNITY PLAN

Community: Building a healthy, active and resilient community
Community: Providing welcoming and accessible facilities
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

This report is presented following the Alwyndor Management Committee Meetings.

The Alwyndor Management Committee was established to manage the affairs of Alwyndor Aged Care Facility. The Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of Alwyndor Aged Care Facility.

CITY OF HOLDFAST BAY

Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held at Alwyndor Aged Care, Dunrobin Road, Hove on Tuesday 19 June 2018 at 6.30 pm.

PRESENT

Elected Members

Councillor S Lonie

Independent Members

Chairman – Mr D Royans

Ms T Aukett

Mr T Bamford

Ms J Bonnici

Ms J Cudsi

Dr O Peters

Mr I Pratt

Ms L Wills

Staff

General Manager Alwyndor – Mr R Kluge

System Support Officer – Ms L Harper

Chief Financial Officer – Ms N Andjelkovic

Home Support Services Manager – Mr N Jeffery

1. OPENING

The Chairman declared the meeting open at 6.37 pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chairman stated:

We acknowledge the Kaurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.

3. APOLOGIES

3.1 For Absence - Nil

3.2 Leave of Absence - Cr R Aust

4. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

5. CONFIRMATION OF MINUTES**Motion**

That the minutes of the Alwyndor Management Committee held on 15 May 2018 be taken as read and confirmed noting the following corrections:

- **7.1 Retain in Confidence cleaning services contract statement to be removed.**

Moved by Mr Pratt, Seconded by Ms Cudsi

Carried

6. REPORTS/ITEMS OF BUSINESS**6.1 Home Support Services Update (Report No: 40/18)**

This report provides a summary of the activity undertaken by the Home Support Services Department for the provision of home support services to consumers of Alwyndor throughout February, March and April 2018.

The Home Support Services Manager provided a verbal update of the report. A recommendation was made to circulate any additional information such as tables and graphs as a confidential attachment going forward.

The Home Support Services Manager reported a lot of activity has occurred with consumers transferring between package levels e.g. Level 2 to Level 4 and a reasonable number of discharges into Residential Accommodation being replaced by new customers.

Resthaven will commence transitioning consumers over to their service on 1 July 2018 however some customers will retain Alwyndor staff via a brokering agreement. The Home Support Services Manager is having regular discussions with Resthaven to attempt to make the transition of consumers as smooth as possible.

A meeting with representatives of the i-Care Home Care Manager systems has occurred to discuss the areas being utilises and to review Alwyndor's use of the software. The Committee noted there is a need to invest in a Home Care Manager Champion as the 'go to person' for all staff to maximize the benefits I-Care provides.

The Committee Acknowledged the Home Support Services Department KPI's, Financials and Incident data.

Ms Jeffery left meeting at 7.26pm

Motion

That the Alwyndor Management Committee receives and notes the information provided in this report.

Moved Cr Lonie, Seconded Mr Bamford

Carried

6.2 Minutes – Governance and Operations Committee – 5 June 2018 (Report No: 42/18)

The minutes of the Governance and Operations Committee meeting held on 5 June 2018 are provided for information.

The Committee positively commented on the activity and work around policies and procedures.

The Committee queried the Clinical Incident report January to March. The General Manager reported the Committee will see the analysis and trending of incidents in Residential Report at the next meeting and noted ongoing improvement in the reporting system.

Motion

That the minutes of the Governance and Operations Committee meeting held on 5 June 2018 be noted.

Moved Ms Cudsi, Seconded Mr Todd

Carried

6.3 General Manager's Report (Report No: 39/18)

These items are presented for the information of Members. After noting the report any items of interest can be discussed and, if required, further motions proposed.

The General Manager reported Alwyndor, with the City of Holdfast Bay, is reviewing the Contractor Management processes as part of the WHS action plan.

City of Holdfast Bay Council have endorsed the recommended appointments to the Alwyndor Management Committee. Dr O Peters expressed his concerns in regard to the differing processes of the last several appointments to the Alwyndor Management Committee. He also recommends that the members review the current Terms of Reference and the previous proposals to update.

The General Manager updated the Committee on the current Roster Review process. He stated that the new proposed rosters were sent to staff late last week with approximately 40 already returned accepting the new proposed rosters. Staff that have not responded to the proposed roster via acceptance or programming a meeting with the GM are aware this will be considered as accepting the change of roster.

Staff with concerns/queries have had one on one discussions with the General Manager over the past several weeks resulting on over 50 individual meetings. The final rosters to be confirmed on 28 June 2018 for commencement on 16 July 2018.

Fair Treatment Training is due to be completed at the end of July. A positive response has been reported on the Fair Treatment Training and anecdotally it appears the morale of staff is improving.

The General Manger updated the Committee on the Employee Engagement position and that the original preferred applicant withdrew and two other applications being considered tomorrow.

Cr Lonie left meeting at 7.35

Cr Lonie re-joined meeting at 7.40

Motion

That the following items be noted and items of interest discussed:

- 1. Meeting Dates and Task Schedule**
- 2. WHS Implementation Plan**
- 3. Appointment of Members to the Alwyndor Management Committee**
- 4. Roster Review Update**
- 5. Uniquity Action Plan Update**

Moved Ms Lonie, Seconded Mr Todd

Carried

7. CONFIDENTIAL

6.1 Monthly Financial Report – April and May 2018 (Report No: 43/18)

Exclusion of the Public – Section 90(3)(d) Order

- 1 That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 43/18 Monthly Financial Report – April and May 2018 in confidence.**
- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 43/18 Monthly Financial Report – April and May 2018 on the following grounds:**
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is**

commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

RETAIN IN CONFIDENCE - Section 91(7) Order

3. That having considered Agenda Item 6.1 Monthly Financial Report – April and May 2018 (Report No: 43/18) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Mr Bamford, Seconded Mr Pratt

Carried

7.2 CCTV Upgrade – Revised Business Case (Report No: 41/18)

Exclusion of the Public – Section 90(3)(k) Order

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 41/18 CCTV Upgrade – Revised Business Case in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 41/18 CCTV Upgrade – Revised Business Case on the following grounds:
 - k. pursuant to section 90(3)(k) of the Act, the information to be received, discussed or considered in relation to this Agenda Item are tenders for the supply of goods to upgrade Alwyndor's CCTV system.

3. **The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.**

RETAIN IN CONFIDENCE - Section 91(7) Order

2. **That having considered Agenda Item 6.2 CCTV Upgrade – Revised Business Case (Report No: 41/18) in confidence under section 90(2) and (3)(k) of the *Local Government Act 1999*, the Alwyndor, pursuant to section 91(7) of that Act orders that the Report and Minutes be retained in confidence for a period of 12 months and/or the Chief Executive Officer is authorised to release the documents when the CCTV upgrade is complete and that this order be reviewed every 12 months.**

Moved Ms Cudsi, Seconded Mr Bamford

Carried

8. URGENT BUSINESS – Subject to the leave of the meeting

7.1 Nil

9. DATE AND TIME OF NEXT MEETING

The next meeting of the Alwyndor Management Committee will be held on Tuesday 17 July 2018 in the Meeting Room, Alwyndor Aged Care, 52 Dunrobin Road, Hove.

10. CLOSURE

The meeting closed at 9.35pm.

CONFIRMED 17 July 2018

CHAIRMAN

Item No: **13.2**

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 6 JUNE 2018**

Date: 10 July 2018

Written By: General Manager, Community Services

General Manager: Community Services, Mrs M Lock

SUMMARY

The minutes of the meeting of the Jetty Road Mainstreet Committee meeting held on 6 June 2018 are attached and presented for Council's information.

RECOMMENDATION

That Council notes the minutes of the meeting of the Jetty Road Mainstreet Committee of 6 June 2018, and endorses the following:

- 1. That the Jetty Road Mainstreet Committee's Terms of Reference are endorsed by Council, subject to the removal of item 7.2 within the Terms of Reference.**
 - 2. That the term of appointment for the current Jetty Road Mainstreet Committee members is extended to 31 March 2019, to allow the Committee to continue to operate during the 2018/19 summer period and allow for recruitment of new Committee members in 2019.**
-

COMMUNITY PLAN

Placemaking: Creating vibrant and safe places
Community: Providing welcoming and accessible facilities
Economy: Supporting and growing local business
Economy: Making it easier to do business
Economy: Boosting our visitor economy
Culture: Being financially accountable
Culture: Supporting excellent, efficient operations
Culture: Being financially accountable

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Jetty Road Mainstreet Committee (JRMC) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of the Committee.

The Committee discussed the updated Jetty Road Mainstreet Committee's updated Terms of Reference, which are presented for Council's information.

Refer attachments 2 & 3

Jetty Road Mainstreet Committee Agendas, Reports, and Minutes are all available on Council's website and the meetings are open to the public.

REPORT

Minutes of the meeting of JRMC held on 6 June 2018 are attached for member's information.

BUDGET

Not Applicable

LIFE CYCLE COSTS

Not Applicable

CITY OF HOLDFAST BAY

Minutes of the meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Glenelg Library Meeting Room, Colley Terrace, Glenelg on Wednesday 6 June 2018 at 6:05 pm.

PRESENT

Elected Members

Councillor A Bradshaw
Acting Mayor A Wilson

Community Representatives

Chairman – Mr M Faulkner, Enve Hair and Beauty
Caruso Fruit and Veg, Mr R Caruso
Telstra Store Glenelg, Ms E Leenearts
Ikos Holdings Trust, Mr A Fotopoulos
Don Maios Investments, Mr C Maios
Cibo Espresso, Mr T Beatrice
Beach Burrito Company, Mr A Warren
GU Film House, Mr S Robinson
Fassina SA Family Liquor Stores, Ms E Fassina

Staff

Jetty Road Development Coordinator – Ms A Brown
Acting General Manager Community Service – M Lock

1. OPENING

The Chairman declared the meeting open at 6.05 pm.

2. APOLOGIES

- 2.1 Leave of Absence - Nil
- 2.2 For Absence Councillor S Charlick

3. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

4. CONFIRMATION OF MINUTES

Motion

That the minutes of the Jetty Road Mainstreet Committee meeting held on 2 May 2018 be taken as read and confirmed.

Moved by R Caruso, Seconded by E Fassina

Carried

Motion

That the minutes of the special meeting of the Jetty Road Mainstreet Committee held on 15 May 2018 be taken as read and confirmed.

Moved by C Maios, Seconded by R Caruso

Carried

5. DEPUTATIONS

SA Water

Paul Smitheram, SA Water present to explain the planned water main upgrade works for Jetty Road, Glenelg to be undertaken, weather permitting, on the following dates:

Jetty Road between Byron Street and Rose Street and between Moseley Street and Milton Street, Glenelg 7pm Saturday 16 June to 11am Sunday 17 June 2018.

The remainder of works are planned for July and August 2018. More details will be supplied regarding these timeframes.

6. QUESTIONS BY MEMBERS

Mr A Fotopoulos entered the meeting at 6:20 pm

6.1 **Without Notice**

Charity Organisations operating within the Jetty Road Precinct

Ms Brown reported on the companies that have been issued permits for their charity organisation between the period March to July 2018:

March to July: Salvation Army
May: Royal Flying Doctor Service

It was noted that a couple of organisations had been requested to leave the area due to non compliance with Council's Policies.

Members were encouraged to advise traders that Ms Brown can be contacted should they have any concerns with Charity Organisation operating within the Precinct.

6.2 **With Notice** **Nil**

7. MOTIONS ON NOTICE

8. REPORTS/ITEMS OF BUSINESS

8.1 Monthly Finance Report (Report No: 178/18)

Jetty Road Mainstreet Committee May 2018 variance report as prepared by the Jetty Road Development Coordinator is presented for information for the members of the Jetty Road Mainstreet Committee.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved E Fassina, Seconded C Maios

Carried

8.2 Jetty Road Mainstreet Governance Model (Report No: 179/18)

The Jetty Road Mainstreet Committee (JRMC) is an advisory committee of the City of Holdfast Bay formed under Section 41 of the Local Government Act 1999. Membership consists up to 11 members and aligns with the current term of Council and is required to operate in accordance with Part 4 of the Local Government Act 1999. The JRMC are investigating alternative governance models outlined within the accompanying discussion paper. A Special Meeting of the JRMC is being held on 20 June 2018 to workshop alternative governance models thereafter at the 4 July JRMC meeting the Committee will endorse their preferred model.

Motion

That the Jetty Road Mainstreet Committee notes the Jetty Road Governance Discussion Paper presented to the Committee in preparation for 20 June 2018 Special Meeting Workshop.

Moved A Bradshaw, Seconded T Beatrice

Carried

8.3 JRMC Terms of Reference (Report No: 180/18)

In preparation for the 2018 Local Government Elections in November, an update of the JRMC Terms of Reference has been undertaken and are presented for the Committee to comment and recommend to Council for their adoption.

Motion

That the Jetty Road Mainstreet Committee endorses the draft Terms of Reference and recommends to Council that the Terms of Reference are endorsed by the Council, subject to the removal of item 7.2 within the Terms of Reference.

Moved A Fotopoulos, Seconded E Fassina

Carried

8.4 JRMC Extension of Terms of Membership (Report No: 181/18)

In preparation for the 2018 Government Elections in November, the Jetty Road Mainstreet Committee wish to recommend to Council that it extend the terms of membership for the current Committee members to end on 31 March 2019, instead of concluding on 9 November 2018, to allow the Committee to continue operating across the busy summer season and to allow for the advertising of vacant positions in January 2019.

Motion

That the Jetty Road Mainstreet Committee recommends to Council that the term of appointment for the current Committee members is extended to 31 March 2019, to allow the Committee to continue to operate during the 2018/19 summer period and allow for recruitment of new Committee members in 2019.

Moved T Beatrice, Seconded S Robinson

Carried

8.5 De-Regulation of Shop Trading Hours (Report No: 182/18)

The State Government policy to pursue the deregulation of shop trading hours with changes allowing businesses including supermarkets, department stores and major shopping centres to open for extended is opposed by the JRMC. The current Shop Trading Hours Act recognizes Glenelg's unique position as a tourist precinct, allowing non-exempt shops to trade on public holidays. On 2 May 2018 during a JRMC special meeting, de-regulation of shop trading hours was discussed with consideration afforded to relocating levy funds to support a "NO" campaign led by the SA Independent Retailers Association. Thereafter JRMC sought Council's approval for co-funding the SA Independent Retailers Association "NO" campaign for a budget variance of \$10,000 to \$15,000 of the approved JRMC budget. At the 22 May 2018 Council meeting the funding request motion lapsed through want of a seconder.

Mr A Warren entered the meeting at 6:50 pm

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved A Warren, Seconded A Bradshaw

Carried

8.6 Jetty Road Development Coordinator (Report No: 183/18)

This report provides an update on work in progress undertaken by the Jetty Road Development Coordinator during May and June 2018.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved S Robinson, Seconded C Maios

Carried

9. URGENT BUSINESS – Subject to the leave of the meeting

9.1 Deregulation of Trading Hours

Acting Mayor Wilson sought direction from the Jetty Road Mainstreet Committee regarding what action they would like undertaken on their behalf relating to the deregulation of trading hours.

Motion

That Jetty Road Mainstreet Committee support Acting Mayor Wilson to meet with key State Government stakeholders on their behalf in support of “No” campaign for the deregulation of trading hours.

Moved T Beatrice, Seconded E Fassina

Carried

10. DATE AND TIME OF NEXT MEETING

The next meetings of the Jetty Road Mainstreet Committee are as follows:

Wednesday 20 June 2018 (special meeting) in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

Wednesday 4 July 2018 in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

11. CLOSURE

The meeting closed at 7.40 pm.

CONFIRMED Wednesday 20 June 2018

CHAIRMAN



Jetty Road Mainstreet Committee Terms of Reference

Endorsed by Council at its meeting held _____ minute reference _____

1. Background/Preamble

The Jetty Road Glenelg Precinct (“the Precinct”) is recognised throughout South Australia and beyond as one of the best examples of a thriving traditional retail, hospitality and business district, servicing the needs of the community and around two million visitors each year.

In 1994, the former City of Glenelg established the Jetty Road Mainstreet Board (“the Board”) with the aim of supporting the Precinct to flourish and expand, to strengthen partnerships between businesses, the Council and local community. In 2007, the name was changed to the Jetty Road Mainstreet Management Committee (JRMMC).

2. Establishment

The Jetty Road Mainstreet Committee (JRMC) is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*.

3. Objectives

The JRMC is established to advise Council on:

- 3.1 Enhancing and promoting the Precinct as a vibrant shopping, leisure and recreational area with year round appeal to residents and visitors.
- 3.2 Furthering the economic development of the Precinct and encouraging further retail investment in the Precinct.
- 3.3 A consistent marketing and brand strategy for the Precinct.
- 3.4 Initiatives required to operate the Precinct in accordance with the Council’s Strategic Management Plans.
- 3.5 The Committee will also maintain communication between the Council, traders, landlords, tourism providers, consumers and residents in the Precinct.

4. Purpose

The purpose of the JRMC is to:

- 4.1 Recommend a strategic management and financial plan for the Precinct for a period of at least four years for consideration and adoption by Council;
- 4.2 Promote the Precinct and to encourage its use by residents, visitors and the greater community in general;

Jetty Road Mainstreet Committee Terms of Reference

- 4.3 To make recommendations to Council in relation to the maintenance and upgrade of the Precinct's existing infrastructure and physical appearance to ensure it is maintained to a high standard in keeping with a historic seaside village concept;
- 4.4 To recommend annually to Council a budget to support the performance of its activities and functions. Through regular reporting to Council on the JRMC's financial and general performance, monitor the aspects of the budget approved by Council relating to the JRMC and the Precinct.

5. Code of Conduct

- 5.1 All members of the Jetty Road Mainstreet Committee are required to operate in accordance with Part 4 of the *Local Government Act 1999*, in that they are required at all times to:
 - 5.1.1 act honestly in the performance and discharge of official functions and duties;
 - 5.1.2 act with reasonable care and diligence;
 - 5.1.3 not make improper use of information or his or her position; and
 - 5.1.4 abide by the Elected Member Code of Conduct.
- 5.2 All members of the Committee will support as one the recommendations of the Committee and Council and will work with other members of the Committee and with employees of the City of Holdfast Bay in a respectful and professional manner at all times.
- 5.3 The JRMC is subject to compliance with all City of Holdfast Bay policies, plans and procedures.
- 5.4 The Conflict of Interest Provisions under the *Local Government Act 1999* shall apply to all members of the JRMC as if members of the JRMC were Members of Council.
- 5.5 The general duties contained in Section 62 of the *Local Government Act 1999* apply to all members of the JRMC as if members of the JRMC were members of Council.

6. Meetings

- 6.1 Meetings will be held at least once every 2 months.
- 6.2 All meetings of the JRMC shall held in a place open to the public except in special circumstances as defined by section 90 of the *Local Government Act 1999*.
- 6.3 A Notice of Meetings showing the meeting dates, times and locations will be prepared every 12 months and published on Council's web-site, and be displayed in a place or places determined by the CEO.
- 6.4 Meetings will not be held before 5:00pm unless the Committee resolves otherwise by a resolution supported by a two-thirds majority of members of the Committee.
- 6.5 A special meeting can be called by the Chief Executive Officer of the Council at the request of the Presiding Member or at least two members of the JRMC to deal with

Jetty Road Mainstreet Committee Terms of Reference

urgent business at any time. A request for a special meeting must include details of the time, place and purpose of the meeting which will be included in the notice of the special meeting.

- 6.6 Each notice of meeting, agenda and reports for each JRMC meeting shall be placed on the Council's website.
- 6.7 Members of the public have access to all documents relating to the JRMC unless prohibited by resolution of the Committee under the confidentiality provisions of section 91 of the *Local Government Act 1999*.

7. Membership

- 7.1 The Jetty Road Mainstreet Committee (JRMC) will consist of up to 11 persons with a maximum of 9 persons who are independent members, who are either landlords or traders in the precinct and are contributing to the separate rate.
- 7.2 The Jetty Road Mainstreet Committee may, if it wishes to do so, appoint up to 2 independent members, who have relevant skills and experience which will benefit the committee without the requirement to be either landlords or traders in the precinct contributing to the separate rate.
- 7.3 The Council may appoint up to two elected members to the JRMC, namely the Deputy Mayor and one elected member from the Glenelg or Somerton ward. The appointment of the Deputy Mayor is limited by the term of appointment as Deputy Mayor. The Mayor is an ex-officio member of the JRMC with no voting rights.
- 7.4 Members of the JRMC are appointed by the Council.
- 7.5 Elected Members are appointed for the term agreed by Council and independent members are appointed for a term not exceeding 2 years. On expiry of their term, an independent member may be re-appointed by Council for a further two year term.
- 7.6 The JRMC may make recommendations to the Council regarding the reappointment of any independent member, at the expiration of the member's term of office and the reappointment is entirely at the discretion of council.
- 7.7 A JRMC Committee Member's office will become vacant if:
- 7.7.1 In the case of the Elected Members of the Council, appointed by the Council to the JRMC, the Elected Member ceasing to hold office as an Elected Member of the Council; and
- 7.7.2 In the case of the other Management Committee Members appointed in accordance with Clause 7.1:
- upon the Council removing that person from office; or
 - the member resigning their position from the JRMC.
 - upon the member no longer either landlords or traders in the precinct and are contributing to the separate rate.
- 7.8 If Council proposes to remove an independent member of from the Committee, it must give written notice to the independent member of its intention to do so and provide that member with the opportunity to be heard at an Executive Committee

Jetty Road Mainstreet Committee Terms of Reference

meeting, if that independent member so requests.

- 7.9 If any Committee Member is absent for three consecutive meetings of the JRMC without leave of the JRMC, the JRMC may recommend to the Council that it remove that Member from office and appoint another person as a Committee Member for the unexpired term.
- 7.10 The removal of a Committee Member and appointment of another Committee Member pursuant to this Clause shall be entirely at the Council's discretion.
- 7.11 In the event of a vacancy in the office of a Committee Member, the Council shall, if it deems fit, appoint another person as a Committee Member on such terms and conditions as it thinks fit.
- 7.12 Each Committee Member must participate in the Council orientation and induction program for Committee Members and must attend all education and training programs as required by the Council from time to time.

8. Method of Appointment of Independent Members

- 8.1 The method of appointment of the Independent Members will be as follows:
- 8.1.1 At the expiry of each independent member's term, if not eligible for reappointment, the Council will advertise the vacancies and seek nominations for the positions of the independent members of the JRMC.
- 8.1.2 The Council will call for nominations from either landlords or traders in the precinct and are contributing to the separate rate and will assess these nominations against the following criteria:
- Retail business experience
 - Marketing and/or advertising experience
 - Retail property management experience
 - Experience as a member of a Board of Management or similar governing body
 - Availability to attend meetings
- 8.1.3 If the committee recommends to Council that it believes that the committee would benefit from independent members appointed to the committee with specialist skills the Council would advertise for up to 2 independent members who had skills/experience in the following areas:
- Tourism
 - Events
 - Marketing
 - Food and Dining
 - Economic Development
 - Property Development
 - Investment Attraction
 - Urban Planning and Design
- 8.2 The selection panel will comprise the Chair of the JRMC, one elected member appointed to the committee and the Chief Executive Officer of the Council.

Jetty Road Mainstreet Committee Terms of Reference

- 8.3 The selection panel will make a recommendation to Council as to the appointment of the independent members for consideration and appointment by the Council.

9. Office Bearers

- 9.1 At the first meeting of the JRMC in every second financial year, the JRMC shall appoint, for a bi-annual term, a Presiding Member and a Deputy Presiding Member from amongst the Committee Members. The Presiding Member of the Committee is the committee's official spokesperson.
- 5.2 The Presiding Member and Deputy Presiding Member are to be appointed from those members who are not Elected Members of the City of Holdfast Bay.
- 5.3 The Deputy Presiding Member will act in the absence of the Presiding Member and if both are absent from a meeting of the JRMC, the Committee members will choose a Committee Member from those present, who are not Elected Members of the City of Holdfast Bay, to preside at the meeting as the Acting Presiding Member.

10. Voting Rights

- 10.1 All members have equal voting rights.
- 10.2 All decisions of the JRMC shall be made on the basis of a majority decision of the JRMC members present.
- 10.3 Unless required by legislation not to vote, each member must vote on every matter which is before the JRMC for decision.
- 10.4 The Presiding Member has a deliberative vote, but does not, in the event of an equality of votes have a casting vote.
- 10.5 In the event of an equality of votes, the matter must be referred to Council for decision.

11. Meeting Procedures

- 11.1 Meetings of the JRMC will be conducted in accordance with the *Local Government Act 1999, Part 3 of the Local Government (Procedures at Meetings) Regulations 2000*, these Terms of Reference and any applicable Code of Practice adopted by the Council.
- 11.2 In so far as *the Local Government Act 1999, Part 3 of the Local Government (Procedures at Meetings) Regulations 2000*, the Council's Code of Practice – Procedures at Meetings as applicable to the JRMC and the Terms of Reference does not specify a procedure to be observed in relation to the conduct of a meeting of the JRMC, then the JRMC may determine its own procedure.
- 11.3 If a member of the JRMC is unable to attend a meeting, they may participate in the meeting by telephone or video conference, in accordance with any procedures prescribed by the regulation or determined by the council under section 89 LG Act and provided that any members of the public attending the meeting can hear the discussion between all committee members.
- 11.4 The decision of the person presiding at the meeting of the Committee in relation to the interpretation and application of meeting procedures is final and binding on the

Jetty Road Mainstreet Committee Terms of Reference

Committee.

- 11.5 A special meeting can be called by the Chief Executive Officer of the Council at the request of the Chair or at least two members of the JRMCM to deal with urgent business at any time. A request for a special meeting must include details of the time, place and purpose of the meeting which will be included in the notice of the special meeting. All Members must be given at least four hours' notice of a special meeting.
- 11.6 All decisions of the JRMCM shall be made on the basis of a majority of the members present.
- 11.7 The presiding member has the right to refuse a motion without notice if he/she thinks that the matter should be considered by way of a written notice of motion, or if he/she believes the motion is vexatious, frivolous or outside of the scope of the Committee.
- 11.8 The presiding member has the right to end debate if he/she believes that the matter has been canvassed sufficiently, taking into account the Guiding Principles of the *Local Government (Procedures at Meetings Regulations) 1999*.

12. Quorum

- 12.1 A quorum will be half of the Board Members plus one, ignoring any fractions. No business can be transacted at a meeting of the JRMCM unless a quorum is present

13. Minutes of Meetings

- 13.1 Minutes of the JRMCM meetings will be placed on Council's website and a copy provided to all Council and JRMCM members within 5 days of a meeting of the JRMCM.
- 13.2 Minutes of the JRMCM meetings will be presented to the next meeting of the Council for their information and endorsement.
- 13.3 Where necessary the minutes of JRMCM will include commentary relevant to the decisions made by the committee. This is not a verbatim record of the meeting.

14. Financial Management

- 14.1 The JRMCM financial records will be maintained by the council.
- 14.2 The JRMCM will present to the Council for its consideration and adoption, a proposed annual budget for its activities for the ensuing financial year within the timeframes established by Council for its annual budget preparation cycle.
- 14.3 The financial year shall be from 1 July to 30 June in the following year.

15. Reporting Requirements

- 15.1 The JRMCM will prepare a quarterly report to Council on the activities of the Committee reporting on in particular:
 - Strategy – the adopted strategic management and financial plan for the Precinct including stakeholder engagement and resources

Jetty Road Mainstreet Committee Terms of Reference

- Promotion – promotional activities undertaken to promote their precinct, attendances of residents and visitors
- Jetty Road Master Plan – provide recommendations to Council in relation to the upgrade of the Precinct’s existing infrastructure and physical appearance aligned with the Jetty Road Master Plan.
- Financial Performance - financial and general performance, monitor the aspects of the budget approved by Council relating to the JRMC and the Precinct.

- 15.2 The JRMC shall at least once per year, review its own performance, terms of reference and membership and provide a report to council including any recommended changes.
- 15.3 The JRMC presiding member will report to council annually summarizing the activities of the JRMC during the previous financial year.
- 15.4 The JRMC will provide a report for inclusion in the Council’s Annual Report on the outcomes of the annual performance review.

16. Secretariat and Support

- 16.1 The Council will employ appropriate Administrative staff¹ to assist the Committee to meet its objectives.
- 16.2 The Chief Executive Officer will ensure that the JRMC has access to reasonable administrative resources in order to carry out its duties.
- 16.3 All workplace equipment and facilities are provided by the Council and Administrative staff, report directly to the relevant Manager.
- 16.4 The members of the JRMC will be provided with appropriate and timely training, both in the form of an induction program for new members and on an ongoing basis for all members.

17. Roles and Responsibilities

- 17.1 Chair
- To provide leadership to the Committee.
 - To act as the presiding member at all meetings of the Committee, ensuring that the meeting is conducted in a proper and orderly manner, complying with the requirements of the Local Government Act 1999 and the Local Government (Procedures at Meetings Regulations) 1999.
 - To act as the principal spokesperson of the Committee in accordance with Council’s media policy.
 - To act as the Committee’s primary contact with the Administrative staff.
 - To regularly liaise with Council Administrative staff in relation to the work of the Committee.
 - To provide feedback on Council Administrative staff performance, as required. (The Committee will have the opportunity to provide comment and

¹ Funded from the separate rate

Jetty Road Mainstreet Committee Terms of Reference

feedback on staff performance as part of the six monthly City of Holdfast Bay Performance Development Review process. However, any feedback from individual Committee members regarding staff performance must be provided through the Chair).

17.2 Deputy Chair

In the absence of the Chair, to fulfil the role of the Chair.

17.3 Committee Members

- To attend all meetings of the Committee as practical.
- To make recommendations to Council in a fair and impartial manner, and which are within the scope of the Committee.
- To declare any conflict of interest and act appropriately in respect of that conflict.
- To listen to alternate views and act respectfully to other Committee Members.
- Committee Members have no role in directing Administrative staff of the Council.

17.4 Administration

- To refer recommendations of the Committee to Council.
- To provide secretariat and administrative support to the functions of the Committee.
- To ensure that meetings of the Committee occur as scheduled and that members are provided with information in a timely manner.
- To liaise between the Committee and the Jetty Road Traders on matters relevant to the Committee.
- The Coordinator, Jetty Road Development is the principal point of contact between the Committee, through the Chair, and Administration.



Jetty Road Mainstreet Committee Terms of Reference

Endorsed by Council at its Meeting of 26 April 2016 (Resolution No.: C260416/372)

1. Background/Preamble

The Jetty Road Glenelg Precinct ("the Precinct") is recognised throughout South Australia and beyond as one of the best examples of a thriving traditional retail, hospitality and business district, servicing the needs of the community and around two million visitors each year.

In 1994, the former City of Glenelg established the Jetty Road Mainstreet Board ("the Board") with the aim of supporting the Precinct to flourish and expand, to strengthen partnerships between businesses, the Council and local community. In 2007, the name was changed to the Jetty Road Mainstreet Management Committee (JRMMC).

2. Establishment

The Jetty Road Mainstreet Committee (JRMCM) is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*.

3. Objectives

The JRMCM is established to advise Council on:

3.1 Enhancing and promoting the Precinct as a vibrant shopping, leisure and recreational area with year round appeal to residents and visitors.

3.2 Furthering the economic development of the Precinct and encouraging further retail investment in the Precinct.

3.3 A consistent marketing and brand strategy for the Precinct.

3.4 Initiatives required to operate the Precinct in accordance with the Council's Strategic Management Plans.

3.5 The Committee will also maintain communication between the Council, traders, landlords, tourism providers, consumers and residents in the Precinct.

4. Purpose of the JRMCM

~~Subject to compliance with all Council policies, plans and procedures,~~ the purpose of the JRMCM is to:

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- 4.1 Recommend a strategic management and financial plan for the Precinct for a period of at least four years for consideration and adoption by Council;
- 4.2 Promote the Precinct and to encourage its use by residents, visitors and the greater community in general;
- 4.3 To make recommendations to Council in relation to the maintenance and upgrade of the Precinct's existing infrastructure and physical appearance to ensure it is maintained to a high standard in keeping with a historic seaside village concept;
- 4.4 ~~To~~ recommend annually to Council a budget to support the performance of its activities and functions. Through regular reporting to Council on the JRMC's financial and general performance, monitor the aspects of the budget approved by Council relating to the JRMC and the Precinct.

5. Status of the Committee

~~The JRMC is formed under Section 41 of the Local Government Act 1999, for the purpose described above.~~

6. Term of the Committee

~~The JRMC will continue until the end of the current term of Council~~

7.5. Code of Conduct

- 7.15.1 All members of the Jetty Road Mainstreet Committee are required to operate in accordance with Part 4 of the *Local Government Act 1999*, in that they are required at all times to:
- 7.15.1.1 act honestly in the performance and discharge of official functions and duties;
- 7.15.1.2 act with reasonable care and diligence;
- 7.15.1.3 not make improper use of information or his or her position; and
- 7.15.1.4 abide by the City of Holdfast Bay Elected Member Code of Conduct.
- 7.25.2 All members of the Committee will support as one the recommendations of the Committee and Council and will work with other members of the Committee and with employees of the City of Holdfast Bay in a respectful and professional manner at all times.

- 5.3 The JRMC is subject to compliance with all City of Holdfast Bay policies, plans and procedures.
- 5.4 The Conflict of Interest Provisions under the Local Government Act 1999 shall apply to all members of the JRMC as if members of the JRMC were Members of Council.
- 5.5 The general duties contained in Section 62 of the Local Government Act 1999 apply to

all members of the JRMCM as if members of the JRMCM were members of Council.

8.6. Meetings

8-16.1 Meetings will be held at least once every 2 months.

6.2 All meetings of the JRMCM shall held in a place open to the public except in special circumstances as defined by section 90 of the *Local Government Act 1999*.

6.3 A Notice of Meetings showing the meeting dates, times and locations will be prepared every 12 months and published on Council's web-site, and be displayed in a place or places determined by the CEO.

6.4 Meetings will not be held before 5:00pm unless the Committee resolves otherwise by a resolution supported by a two-thirds majority of members of the Committee.

6.5 A special meeting can be called by the Chief Executive Officer of the Council at the request of the Presiding Member or at least two members of the JRMCM to deal with urgent business at any time. A request for a special meeting must include details of the time, place and purpose of the meeting which will be included in the notice of the special meeting.

6.6 Each notice of meeting, agenda and reports for each JRMCM meeting shall be placed on the Council's website.

6.7 Members of the public have access to all documents relating to the JRMCM unless prohibited by resolution of the Committee under the confidentiality provisions of section 91 of the *Local Government Act 1999*.

7. Membership

7.1 The Jetty Road Mainstreet Committee (JRMCM) will consist of up to 11 persons with a maximum of 9 persons who are independent members, who are either landlords or traders in the precinct and are contributing to the separate rate.

7.2 The Jetty Road Mainstreet Committee may, if it wishes to do so, appoint up to 2 independent members, who have relevant skills and experience which will benefit the committee without the requirement to be either landlords or traders in the precinct contributing to the separate rate.

7.3 The Council may appoint up to two elected members to the JRMCM, namely the Deputy Mayor and one elected member from the Glenelg or Somerton ward. The appointment of the Deputy Mayor is limited by the term of appointment as Deputy Mayor. The Mayor is an ex-officio member of the JRMCM with no voting rights.

7.4 Members of the JRMCM are appointed by the Council.

7.5 Elected Members are appointed for the term agreed by Council and independent members are appointed for a term not exceeding 2 years. On expiry of their term, an independent member may be re-appointed by Council for a further two year term.

7.6 The JRMCM may make recommendations to the Council regarding the reappointment of any independent member, at the expiration of the member's term of office and

the reappointment is entirely at the discretion of council.

7.7 A JRMCMember's office will become vacant if:

7.7.1 In the case of the Elected Members of the Council, appointed by the Council to the JRMCMember ceasing to hold office as an Elected Member of the Council; and

7.7.2 In the case of the other Management Committee Members appointed in accordance with Clause 7.1:

- upon the Council removing that person from office; or
- the member resigning their position from the JRMCMember.
- upon the member no longer either landlords or traders in the precinct and are contributing to the separate rate.

7.8 If Council proposes to remove an independent member of from the Committee, it must give written notice to the independent member of its intention to do so and provide that member with the opportunity to be heard at an Executive Committee meeting, if that independent member so requests.

7.9 If any Committee Member is absent for three consecutive meetings of the JRMCMember without leave of the JRMCMember, the JRMCMember may recommend to the Council that it remove that Member from office and appoint another person as a Committee Member for the unexpired term.

7.10 The removal of a Committee Member and appointment of another Committee Member pursuant to this Clause shall be entirely at the Council's discretion.

7.11 In the event of a vacancy in the office of a Management Committee Member, the Council shall, if it deems fit, appoint another person as a Management Committee Member on such terms and conditions as it thinks fit.

7.12 Each Committee Member must participate in the Council orientation and induction program for Committee Members and must attend all education and training programs as required by the Council from time to time.

~~8.2 Membership shall consist of up to 11 members, who shall be appointed by Council. Council may, from time to time, review the membership of the JRMCMember.~~

~~8.3 The membership of the Committee will consist of two (2) Elected Members (The Council Members), who are also residents, of the City of Holdfast Bay being:~~

~~— The Deputy Mayor of the Council; and~~

~~— One Councillor from the Glenelg or Somerton Ward as appointed by the Council ("the Council Members");~~

~~— The Mayor shall attend one meeting of the Committee per quarter with no voting rights; (ex-officio) and~~

~~8.4 Representatives from the community (the Community Members) being:~~

~~— Up to nine persons who are either landlords or traders in the Precinct and are~~

contributing to the separate rate applicable to properties in the Precinct.

~~_____ The Committee may, at any time, invite persons with relevant expertise and experience to provide professional or expert advice as required. These persons will not have voting rights on any matter before the Committee.~~

9. Term of Appointment

~~The term of appointment of all members of the JRMCA, with the exception of the Deputy Mayor, will, subject to Section 45(1) of the Local Government Act 1999, coincide with the term of the Council, and be for a period of two years, with an option to renew for a further two years. The appointment of the Deputy Mayor is limited by the term of appointment as Deputy Mayor. Members elect not to take up their option of a further two year term, new Members will be appointed in accordance with Section 11 Method of Appointment of Community Members for two years or until the end of the current term of Council.~~

10.8. Method of Appointment of Community Independent Members

8.1 The method of appointment of the Community Independent Members will be as follows:

~~8.1.1~~ 8.1.1 ~~Before the first meeting of the JRMCA after each Local Government general election. At the expiry of each independent member's term, if not eligible for reappointment,~~ the Council will advertise the vacancies and seek nominations for the positions of the Community Members independent members of the JRMCA ~~in accordance with Council's public consultation policy, and in accordance with the membership criteria established in these Terms of Reference.~~

~~10.1.1~~ 8.1.2 The Council will call for nominations from either landlords or traders in the precinct and are contributing to the separate rate and will assess these nominations against the following criteria:

- Retail business experience
- Marketing and/or advertising experience
- Retail property management experience
- Experience as a member of a Board of Management or similar governing body
- Availability to attend meetings

8.1.3 If the committee recommends to Council that it believes that the committee would benefit from independent members appointed to the committee with specialist skills the Council would advertise for up to 2 independent members who had skills/experience in the following areas:

- Tourism
- Events
- Marketing
- Food and Dining

- Economic Development
- Property Development
- Investment Attraction
- Urban Planning and Design

8.2 The Council selection panel will comprise the Chair of the JRMCMembers and the outgoing Chair of the JRMCMembers and the outgoing Chair of the JRMCMembers will assess the nominations received by the Council including but not exclusively by the following criteria;

8.3 Retail business experience;

Marketing and/or advertising experience;

Retail property management experience;

Experience as a member of a Board of Management or similar governing body;

Availability to attend meetings.

10.2 The Council Members and the outgoing Chair of the JRMCMembers members will make a recommendation to Council as to the appointment of the Community-independent Members members for consideration and appointment by the Council.

10.3 Having considered the Council Members and the outgoing Chair's recommendation and the selection criteria set out above, the Council will appoint the Community Members.

9. Office Bearers

9.1 At the first meeting of the JRMCMembers in every second financial year, the JRMCMembers shall appoint, for a bi-annual term, a Presiding Member and a Deputy Presiding Member from amongst the Committee Members. The Presiding Member of the Committee is the committee's official spokesperson.

5.2 The Presiding Member and Deputy Presiding Member are to be appointed from those members who are not Elected Members of the City of Holdfast Bay.

5.3 The Deputy Presiding Member will act in the absence of the Presiding Member and if both are absent from a meeting of the JRMCMembers, the Committee members will choose a Committee Member from those present, who are not Elected Members of the City of Holdfast Bay, to preside at the meeting as the Acting Presiding Member.

10. Voting Rights

10.1 All members have equal voting rights.

10.2 All decisions of the JRMCMembers shall be made on the basis of a majority decision of the JRMCMembers members present.

10.3 Unless required by legislation not to vote, each member must vote on every matter which is before the JRMCMembers for decision.

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~~10.4 The Presiding Member has a deliberative vote, but does not, in the event of an equality of votes have a casting vote.~~

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~~11. **10.5 In the event of an equality of votes, the matter must be referred to Council for decision.**~~
~~**Vacancy**~~

~~11.1 In the event of a vacancy in the office of a Member of the JRM, the Council shall, if it deems fit, appoint another person as a member of the JRM on the same basis and in the same manner as the original appointment.~~

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~~11.2 A JRM Member's office will become vacant if:~~

~~11.2.1 In the case of a Council Member, he or she ceases to hold office as an Elected Member of the Council; or~~

~~11.2.2 In the case of the nine Community Members, he or she ceases to either be a landlord or trader in the Precinct or ceases to contribute to the separate rate applicable to land in the Precinct or declines to accept their option to renew their appointment for a further two years.~~

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~~**12. Chair and Deputy Chair**~~

~~12.1 A Chair and Deputy Chair will be elected by the Committee at its first meeting after its establishment by Council. The term of the Chair and Deputy Chair shall be for the term of the Committee.~~

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~~12.2 The Deputy Chair will act in the absence of the Chair and if both the Chair and Deputy Chair are absent from a committee meeting, and providing that a quorum is maintained, a Member of the Committee will be chosen from those present to preside at the meeting as the Acting Chair and this will be recorded in the Minutes of that meeting.~~

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~~13. Voting~~

~~All members have equal voting rights. A question arising for a decision will be decided by a majority of votes cast by all members present. Each member must vote on a question arising for a decision. The Chair must vote at the same time as the rest of the members but does not have a casting vote.~~

~~14. 11. Meeting Procedures~~

~~11.1 Meetings of the JRMC will be conducted in accordance with the Local Government Act 1999, Part 3 of the Local Government (Procedures at Meetings) Regulations 2000, these Terms of Reference and any applicable Code of Practice adopted by the Council.~~

~~11.2 In so far as the Local Government Act 1999, Part 3 of the Local Government (Procedures at Meetings) Regulations 2000, the Council's Code of Practice – Procedures at Meetings as applicable to the JRMC and the Terms of Reference does not specify a procedure to be observed in relation to the conduct of a meeting of the JRMC, then the JRMC may determine its own procedure.~~

~~11.3 If a member of the JRMC is unable to attend a meeting, they may participate in the meeting by telephone or video conference, in accordance with any procedures prescribed by the regulation or determined by the council under section 89 LG Act and provided that any members of the public attending the meeting can hear the discussion between all committee members.~~

~~11.4 The decision of the person presiding at the meeting of the Committee in relation to the interpretation and application of meeting procedures is final and binding on the Committee.~~

~~14.1~~

~~11.5~~

~~14.2 Business may only be transacted at a meeting of the Committee as follows:~~

~~14.2.1 By way of a motion without notice in support of a recommendation set out in an officer's report; or~~

~~14.2.2 By way of a motion without notice which is accepted by the Chair as suitable having regard to the "guiding Principles" at Part 1 of the Local Government (Procedures at Meetings) Regulations 1999; or~~

~~14.2.3 By way of a motion without notice which has been given consent by the meeting; or~~

~~14.2.4 By way of a notice of motion which has been provided in writing (together with a supporting short explanation) to the Jetty Road Mainstreet Manager, at least seven (7) days before the meeting at which it is to be considered.~~

~~14.3 Any motion must have a mover and seconder, and their names are to be recorded in the Minutes of the meeting.~~

~~14.4 Any motion or amendment may be varied where the mover and the seconder agree and the meeting consents.~~

~~14.5 Any member may only speak once to a motion unless the express consent of the Chair is provided.~~

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~~14.6 Any member, except the mover or seconder, may move an amendment to a motion.~~

~~14.7 All members present must vote in relation to a motion or an amendment. If the vote is tied the Chair can determine:~~

~~14.7.1 If the matter can be referred to Council for a decision; or~~

~~14.7.2 The matter is placed on the subsequent Agenda at the next meeting; or~~

~~14.7.3 The matter is lapsed for there is no decision, and the status quo remains.~~

~~14.8 A special meeting can be called by the Chief Executive Officer of the Council at the request of the Chair or at least two members of the JRMC to deal with urgent business at any time. A~~

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request for a special meeting must include details of the time, place and purpose of the meeting which will be included in the notice of the special meeting. All Members must be given at least four ~~hours notice~~ hours' notice of a special meeting.

~~14.9~~ 11.6 All decisions of the JRMCM shall be made on the basis of a majority of the members present.

~~14.10~~ 11.7 The presiding member has the right to refuse a motion without notice if he/she thinks that the matter should be considered by way of a written notice of motion, of if he/she believes the motion is vexatious, frivolous or outside of the scope of the Committee.

~~14.11~~ 11.8 The presiding member has the right to end debate if he/she believes that the matter has been canvassed sufficiently, taking into account the Guiding Principles of the Local Government (Procedures at Meetings Regulations) 1999.

~~15.~~ 12. **Quorum**

12.1 A quorum will be half of the Board Members plus one, ignoring any fractions. No business can be transacted at a meeting of the JRMCM unless a quorum is present

13. **Minutes of Meetings**

13.1 Minutes of the JRMCM meetings will be placed on Council's website and a copy provided to all Council and JRMCM members within 5 days of a meeting of the JRMCM.

13.2 Minutes of the JRMCM meetings will be presented to the next meeting of the Council for their information.

13.3 Where necessary the minutes of JRMCM will include commentary relevant to the decisions made by the committee. This is not a verbatim record of the meeting.

14. **Financial Management**

14.1 The JRMCM financial records will be maintained by the council.

14.2 The JRMCM will present to the Council for its consideration and adoption, a proposed annual budget for its activities for the ensuing financial year within the timeframes established by Council for its annual budget preparation cycle.

14.3 The financial year shall be from 1 July to 30 June in the following year.

Financial Management

Financial records will be maintained by the Council.

The JRMCM will present its Annual Budget proposal to Council for its consideration within the timeframes established by Council for its annual budget preparation cycle.

The financial year shall be from 1 July to 30 June in the following year.

15. **Reporting Requirements**

15.1 The JRMCM will prepare a quarterly report to Council on the activities of the Committee

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reporting on in particular:

- Strategy – the adopted strategic management and financial plan for the Precinct including stakeholder engagement and resources
- Promotion – promotional activities undertaken to promote their precinct, attendances of residents and visitors
- ~~??????????~~ Jetty Road Master Plan – provide recommendations to Council in relation to the ~~Precinct Appearance~~ ~~????????????~~ ~~To make recommendations to Council in relation to the maintenance and upgrade of the Precinct's existing infrastructure and physical appearance to ensure it is maintained to a high standard in keeping with a historic seaside village concept~~ aligned with the Jetty Road Master Plan.
- Financial Performance - financial and general performance, monitor the aspects of the budget approved by Council relating to the JRMC and the Precinct.

15.2 The JRMC shall at least once per year, review its own performance, terms of reference and membership and provide a report to council including any recommended changes.

15.3 The JRMC presiding member will report to council annually summarizing the activities of the JRMC during the previous financial year.

15.4 The JRMC will provide a report for inclusion in the Council's Annual Report on the outcomes of the annual performance review.

A quorum shall be 50% of the membership of the Committee plus one.

16. Administration Secretariat and Support

16.1 The Council will employ appropriate Administrative staff¹ to assist the Committee to meet its objectives.

16.2 The Chief Executive Officer will ensure that the JRMC has access to reasonable administrative resources in order to carry out its duties.

16.3 All workplace equipment and facilities are provided by the Council and Administrative staff, report directly to the relevant Manager.

16.4 The members of the JRMC will be provided with appropriate and timely training, both in the form of an induction program for new members and on an ongoing basis for all members.

The City of Holdfast Bay will employ appropriate Administrative staff¹ to assist the Committee to meet its Objectives. All work place equipment and facilities are provided by the City of Holdfast Bay. The Administrative staff will work with the Chair of the Committee to implement the recommendations of the Committee. The staff report directly to the relevant Manager.

17. Roles and Responsibilities

17.1

17.1 Chair

¹ Funded from the separate rate.

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- To provide leadership to the Committee.
 - To act as the presiding member at all meetings of the Committee, ensuring that the meeting is conducted in a proper and orderly manner, complying with the requirements of the Local Government Act 1999 and the Local Government (Procedures at Meetings Regulations) 1999.
 - To act as the principal spokesperson of the Committee in accordance with Council's media policy.
 - To act as the Committee's primary contact with the Manager, Jetty Road Development Administrative staff.
 - To regularly liaise with Council Administrative staff in relation to the work of the Committee.
 - To provide feedback on Council Administrative staff performance, as required. (The Committee will have the opportunity to provide comment and feedback on staff
- All costs associated with the provision of employees (currently the equivalent of 1.6 full time employees) employed to provide direct support to the Committee are to be funded through the separate rate.

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performance as part of the six monthly City of Holdfast Bay Performance Development Review process. However, any feedback from individual Committee members regarding staff performance must be provided through the Chair).

17.2 Deputy Chair

In the absence of the Chair, to fulfil the role of the Chair.

17.3 Committee Members

- To attend all meetings of the Committee as practical.
- To make recommendations to Council in a fair and impartial manner, and which are within the scope of the Committee.
- To declare any conflict of interest and act appropriately in respect of that conflict.
- To listen to alternate views and act respectfully to other Committee Members.
- Committee Members have no role in directing Administrative staff of the Council.

17.4 Administration²

- To refer recommendations of the Committee to Council.
- To provide secretarial and administrative support to the functions of the Committee.
- To ensure that meetings of the Committee occur as scheduled and that members are provided with information in a timely manner.
- To liaise between the Committee and the Jetty Road Mainstreet-Traders on matters relevant to the Committee.
- The ManagerCoordinator, Jetty Road Development is the principal point of contact between the Committee, through the Chair, and the Administration.

18. Meeting Minutes

18.1 Minutes of the JRMC meetings will be presented to the next meeting of Council, with any recommendations of the Committee put to Council for decision.

18.2 The Manager, Jetty Road Development, shall supply all Council Members with a copy of the Minutes of the proceedings of the meeting, within five (5) days after a meeting of the Committee.

19.11 Financial Management

~~10.111.5 Financial records will be maintained by the Council.~~

~~² The roles of employees of the City of Holdfast Bay are directed by the contents of their Position Description, and through on-going direction and performance management protocols and are ultimately responsible to the Chief Executive Officer, City of Holdfast Bay.~~

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Jetty Road Mainstreet Committee Terms of Reference

Endorsed by Council at its meeting held _____ minute reference

~~19.2 The JPMC will present its Annual Budget proposal to Council for its consideration within the timeframes established by Council for its annual budget preparation cycle.~~

~~19.3 The financial year shall be from 1 July to 30 June in the following year.~~

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Item No: **13.3**

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – SPECIAL MEETING – 20 JUNE 2018**

Date: 10 July 2018

Written By: General Manager, Community Services

General Manager: Community Services, Ms M Lock

SUMMARY

The minutes of the special meeting of the Jetty Road Mainstreet Committee meeting held on 20 June 2018 are attached and presented for Council's information.

Jetty Road Mainstreet Committee Agendas, Reports, and Minutes are all available on Council's website and the meetings are open to the public.

RECOMMENDATION

That Council notes the minutes of the special meeting of the Jetty Road Mainstreet Committee of 20 June 2018.

COMMUNITY PLAN

Placemaking: Creating vibrant and safe places
Community: Providing welcoming and accessible facilities
Economy: Supporting and growing local business
Economy: Making it easier to do business
Economy: Boosting our visitor economy
Culture: Being financially accountable
Culture: Supporting excellent, efficient operations
Culture: Being financially accountable

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Jetty Road Mainstreet Committee (JRMC) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of the Committee.

REPORT

Minutes of the special meeting of JRMC held on 20 June 2018 are attached for member's information.

BUDGET

Not Applicable

LIFE CYCLE COSTS

Not Applicable

CITY OF HOLDFAST BAY

Minutes of the special meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Glenelg Library Meeting Room, Colley Terrace, Glenelg on Wednesday 20 June 2018 at 6:00 pm.

PRESENT

Elected Members

Councillor A Bradshaw
Councillor S Charlick

Community Representatives

Chairman – Mr M Faulkner, Enve Hair and Beauty
Caruso Fruit and Veg, Mr R Caruso
Telstra Store Glenelg, Ms E Leenearts
Ikos Holdings Trust, Mr A Fotopoulous
Don Maios Investments, Mr C Maios
Cibo Espresso, Mr T Beatrice
GU Film House, Mr S Robinson
Fassina SA Family Liquor Stores, Ms E Fassina

Staff

Jetty Road Development Coordinator – Ms A Brown
Acting General Manager Community Services – Ms M Lock
Team Leader Governance – Ms M Kretschmer
Business Development Partner – Ms V Miller

Guests

Managing Director of Intuito Market Research - Jan Turbill
Deputy Chair, Rundle Mall Management Authority - Rob McKay
Premier Retail Marketing - David West
Kelledy Jones - Tracey Riddle
Kelledy Jones - Natasha Jones

1. OPENING

The Chairman declared the meeting open at 6:05 pm.

2. APOLOGIES

- 2.1 For Absence –A Warren
- 2.2 Leave of Absence - Nil

3. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

4. REPORTS/ITEMS OF BUSINESS

- 4.1 Draft Jetty Road Glenelg Retail Strategy 2018-2022 (Report No: 216/18)

At the 7 March 2017 JRMC meeting the Jetty Road Mainstreet Committee (JRMC) endorsed the vision, strategic objectives and direction of the draft Jetty Road Glenelg Retail Strategy 2018-2022.

At the 11 April 2018 JRMC meeting the draft high level summary was presented for endorsement ready for trader consultation throughout May 2018. At the meeting the Committee discussed the draft document and agreed that the Committee members should have more time to provide feedback on the Draft Strategy presented. At this meeting the Committee adjourned endorsing the draft Jetty Road Retail Strategy until the 2 May 2018 JRMC meeting and Committee members were asked to provide feedback on the draft document to the Manager City Activation by 20 April 2018. Throughout May and June Committee members reviewed the draft strategy and provided feedback to the Jetty Road Development Coordinator.

Presented for information of the JRMC is the draft Jetty Road Glenelg Retail Strategy 2018-2022 and Summary document that is ready for trader consultation via the City of Holdfast Bay's Your View website throughout July 2018.

The Strategy will be provided to Council for their information at their meeting on 26 June 2018, and is also attached to this Report

Motion

That the JRMC endorse the draft Jetty Road Glenelg Retail Strategy 2018-2022 Summary and Full Strategy for consultation during July 2018.

Moved E Fassina, Seconded T Beatrice

Carried

- 4.2 Governance Models (Report No: 215/18)

The Jetty Road Mainstreet Committee (JRMC) is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*. Membership consists up to 11 members and aligns with the current term of Council and is required to operate in accordance with Part 4 of the Local Government Act

1999. The JRMC are investigating alternative governance models and were provided with a discussion paper at the 6 June JRMC meeting.

Refer attachment 3:

Jan Turbill, Managing Director of Intuito Market Research facilitated discussions around preferred governance models. It was noted that at the next meeting of the JRMC on 4 July 2018 the Committee will recommend their preferred model to be approved by Council.

A Fotopoulos entered the meeting at 7.26pm

S Charlick departed the meeting at 7.40pm

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved S Robinson, Seconded C Maios

Carried

5. URGENT BUSINESS – Subject to the leave of the meeting

Nil

6. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 4 July 2018 at 6:00pm in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

7. CLOSURE

The meeting closed at 7.55pm.

CONFIRMED Wednesday 4 July 2018.

CHAIRMAN

Item No: **14.1**
Subject: **ITEMS IN BRIEF**
Date: 10 July 2018
Written By: Personal Assistant
General Manager: Business Services, Mr R Bria

SUMMARY

These items are presented for the information of Members.

After noting the report any items of interest can be discussed and, if required, further motions proposed.

RECOMMENDATION

That the following items be noted and items of interest discussed:

1. **Small Business Development Grants**
 2. **Holdfast Bay Parkrun**
 3. **Adelaide Airport Public Safety Zone**
-

COMMUNITY PLAN

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

REPORT

1. **Small Business Development Grants**

The Small Business Development Grants program is designed to assist businesses within Holdfast Bay to innovate and aspire to further develop and grow their business. By assisting local businesses to develop and grow, there is a flow on effect and direct benefit to the local economy.

Since being launched in October 2017, the initiative has attracted over 30 enquiries from existing and new businesses.

Grants have been awarded to four businesses so far, while other applications are currently being considered. The following businesses have been successful:

- (1) Immersion Gallery – new business (Brighton)
- (2) His & Her Time Fitness – videoed documentary following 30 local residents on their pursuit to run the New York Marathon (Seacliff)
- (3) The Seller Door – launching a new product range and event space for local producers (Brighton)
- (4) Mint 2 – extending their seating and event space capacity (Glenelg).

2. Holdfast Bay parkrun

parkrun organise free, weekly, 5km timed runs / walks around the world on Saturday mornings commencing at 8am. They are open to everyone, free, and are safe and easy to take part in. These events encourage people of every ability to take part; from walkers or those taking their first steps in running to Olympians; from juniors to those with more experience. Each parkrun is organized by local volunteers and activate public parks, paths and beaches.

Currently South Australia has 27 weekly parkrun events, West Beach, Christies Beach, Reynella or Torrens (Adelaide CBD) are the closest events for the City of Holdfast Bay community to participate in. Administration have been working with the local group of volunteers and parkrun Australia to arrange a suitable course in Holdfast Bay to hold our own parkrun. On Saturday 18 August at 8am a new parkrun event will commence and will be known as the Holdfast Bay parkrun.

The Holdfast Bay parkrun course will commence in front of the Brighton & Seacliff Yacht Club and participants will use the new Kingston Park coast path as part of a 2.5km out and back course. The course turn around points are on the coast path at Marino and just South of the roundabout at Wheatland Street, Seacliff. As this is a free community activity without any associated road closures or infrastructure requirements, the City of Holdfast Bay does not require any permits to be completed and have been listed as in interested party on the parkrun Australia Certificate of Currency.

The volunteer organisers have been in contact with both the Brighton & Seacliff Yacht Club and Seacliff Surf Lifesaving Club and both clubs are excited by the event and will be promoted as the venues for runners to go for a post run coffee.

The Holdfast Bay parkrun will be a great community activity promoting health, wellbeing, social interaction and volunteering within our community.

3. Adelaide Airport Public Safety Zone

The National Airport Safeguarding Framework has a number of guidelines that seek to protect the operations of airports and the communities around them. The latest draft guidelines identifies areas propose land use controls to minimise the number of people concentrated within 1km of the end of the Adelaide Airport runway. This means that activities such as child care centres, aged care facilities, hospitals and schools would be deemed too risky to operate within 1km of the Adelaide Airport runway. Based on our analysis of the draft guidelines, in the case of Holdfast Bay, this would capture approximately 26 residences (3 detached dwellings/23 units) located in Glenelg North (see Attachment 1).

Any legislation emanating from the guidelines would not be applied retrospectively however, meaning that current land uses could continue to operate, but that new and intensified land uses would be scrutinized. Periodic reviews of the safety zones near major airports is a sensible and laudable practice that ensures that the community's level of protection is commensurate with the pace of evolving and expanding airport activities.

Notwithstanding, the Council is empathetic to the concerns of affected ratepayers and supports appropriate consideration as to how the guidelines may affect a property's development potential or its capital value (although only 3 properties of the 26 affected have current potential to increase allotment density). Should the guidelines be adopted as planning law through a Ministerial change to the Planning, Development and Infrastructure Act or through changes to individual Development Plans, Council and the community will have an opportunity to formally respond to what are, as yet, imprecise guiding principles.

The guidelines can be found at <https://infrastructure.gov.au/aviation>

Refer Attachment 1

Proposed Adelaide Airport Public Safety Zone



Item No: **14.2**

Subject: **OPEN SPACE STRATEGY REVIEW – COMMUNITY ENGAGEMENT**

Date: 10 July 2018

Written By: Strategic Planner

General Manager: Business Services, Mr R Bria

SUMMARY

The existing 2012 Open Space and Public Realm Strategy is currently under review. The first phase of engagement on the review was completed on 17 April 2018 and an engagement summary report has been prepared. Following analysis of the results, a draft Open Space and Public Realm Strategy 2018-2030 has been prepared. The Strategy updates and simplifies the existing 2012 strategy and is aimed at getting better alignment on the planning, implementation, maintenance and future planning of open space projects. The draft Open Space and Public Realm Strategy 2018-2030 requires further community consultation before being finalised.

RECOMMENDATIONS

That Council:

- 1. notes the “Engagement Summary Report, Open Space and Public Realm Strategy – 2018 Review” provided in Attachment 1 of report 236/18;**
 - 2. endorse the release of the “Draft Open Space and Public Realm Strategy 2018-2030’ provided in Attachment 2 of report 236/18 for community engagement.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Developing walkable connected neighbourhoods

Community: Building a healthy, active and resilient community

Community: Providing welcoming and accessible facilities

Economy: Supporting and growing local business

Economy: Boosting our visitor economy

Environment: Building an environmentally resilient city

Environment: Fostering an environmentally connected community

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Community Consultation and Engagement Policy.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

As per Council report 62/18, our existing Open Space and Public Realm Strategy 2012 is currently under review.

Our Place 2030 contains both specific and general targets for open space and management of open space through each of our five pillars (Placemaking, Community, Environment, Culture and Economy). Open Space therefore affects many business units of Council.

The primary aim of this review project is for all business units who deal with open space to be better aligned in the planning, delivery, maintenance and future planning of open space requirements for the City of Holdfast Bay.

Elected Members were informed of Oxigen's appointment to the project through an Item in Brief on 28 November 2017 and following this, received a briefing on the intended approach for this project in a workshop on 16 January 2018.

Following Council endorsement on the engagement approach on 13 March 2018, the first phase of engagement ran from 20 March to 17 April 2018. This phase of engagement has informed and consulted with the community about their use and value of open space. It was designed to ascertain what open space the community most value, how they use it and what their future needs may be.

A second workshop was held with Elected Members on 1 May 2018 to consider results of engagement and the themes and directions of the updated strategy / draft framework to be provided for community engagement in phase two.

This report sets out the findings from the first phase of engagement and seeks endorsement to progress to phase two by presenting the draft Open Space and Public Realm Strategy 2018-2030 for your consideration.

REPORT**Phase 1 Engagement Results and Discussion**

The project engagement was advertised and promoted through a variety of measures:

- Council's website
- Hard copy surveys at events, civic centre and libraries

- Guardian Messenger on Tuesday 20 March and 03 April 2018 in the council fortnightly column
- Registered YourView user update - via email to a 1,800 database
- City of Holdfast Bay Twitter account every week for the duration of the engagement
- Email notifications to 224 organisations and key interest groups
- Directly promoted with Kaurna representatives during the regular KNCHA meeting (10 April).

From this promotion, we recorded 1,657 web hits from 635 unique users; 228 surveys were completed, and 91 people contributed at 6 drop-in sessions over a 4 weeks period. A further 4 submissions were received by phone and email. An Engagement Summary Report has been prepared for your consideration.

Refer Attachment 1

The survey responses, mapping comments, and other contributions were broad and varied, covering a wide range of topics and locations, but emphasized the importance of the beach and foreshore reserves and an almost equal rating of importance with parks and reserves. This was supported by a range of additional comments supporting particular local parks and reserves, both natural, greened and designed spaces.

Most valued aspects of open space

- The locations that respondents valued most (and used most) were beaches along with esplanades, coast path, foreshore and associated parks and reserves. Colley, Wigley and Angus Neill Reserves, Dover Square and Glenelg foreshore area (beach, jetty, Moseley Square and play area) were particularly popular. Kingston Park Reserve, cliff face, Pine Gully and the Kingston Park/Seacliff and Brighton beaches also featured strongly.
- Open Space use was cited as predominantly for relaxation and general enjoyment followed by exercise and fitness. This may reflect the demographic that completed the surveys, 75% of whom were over 44 years old. Other activities including walking dogs, water sports, and socialising informally.
- The most valued aspects of the open space were cited as the clean, green, fresh natural and openness aspects. Spaces and facilities were generally considered to be well maintained and with a good range of facilities.

Issues with open space

- About 25 submissions identified a lack of dedicated off-leash dog areas and some lobbied for Dover Square to meet that demand as it has been informally doing for some time.
- There was a notable theme about the commercialisation of open space with both views for and against. While some sought no commercial activity and highly valued the open accessibility for public use, others supported allowing more group fitness classes in

parks. There were also 8 comments about the use of portion of beach for the Mosely Beach Club – with 5 supporting its use and 3 against it.

- A few undesirable behaviours were highlighted in terms of litter after events and from larger crowds, dog poo and the need for better owner control of dogs off leash, and speed/cycling/pedestrian safety on shared paths. This information has been passed on to the relevant teams.

Suggested Improvements

- About 50 responses suggested additional or upgraded toilets, additional drinking fountains/taps for people and pets, more seating in various locations and additional kiosks and cafes.

Demographics

- 80 % of survey respondents were from within City of Holdfast Bay. A higher number of respondents were from the suburbs of South Brighton, Glenelg South, Seacliff and Brighton. The common locations of interest were the foreshore, Dover Square and its use for dogs, Seacliff and Brighton Beaches, and reserves and parks in the Kingston Park environs.
- The relatively high-level of feedback from Dover Square (as opposed to other parks) is primarily thought to be due to one of the engagement sessions being held there.
- 71% of survey respondents that are ratepayers/homeowners indicated a willingness to pay more rates for both additional parks and reserves and also for upgrading existing ones.
- Given the survey was heavily contributed to by older users (incidentally or otherwise), youth themes collected during a concurrent survey by the Youth Affairs Council of South Australia have been used to provide a more balanced perspective.
- Please note: these results are not included in the survey results but are included here to offer more insight into the contributions of a range of community user groups.
- About 250 young people between the ages of 10-18 years participated in consultations about shops & restaurants, libraries and community centres, events & activities, beaches and parks. The key ideas expressed about beaches and parks related to:
 - designing more adventurous facilities;
 - providing additional sporting facilities for 12-16 year olds;
 - more sheltered seating areas with drinking water to enable all year round use by the young people;
 - well maintained paths and walkways, and better lighting for places that youth can access at night (safely) were identified;

- they cited older unmaintained equipment, dog poo and litter as elements they did not like and suggested toilet accessibility and cleanliness allow young people to feel safer when using them.

Conclusions drawn from engagement

Previously, the importance of the coast as a local open space asset had been downplayed and the focus maintained on 'landside' open space. This is still an important consideration, as adequate open space is needed to be distributed throughout the council area not just at the coastal extremity.

While the coast is acknowledged at a State level in the Metropolitan Open Space System (MOSS), it has not featured heavily in the 2012 Open Space Strategy.

This engagement has confirmed the importance of our coastal open space areas and the community's desire for it to be maintained to a high standard. However it has also shown us the importance of maintaining and upgrading a range of non-coastal, walkable and accessible spaces for younger and older residents to access for both passive and active uses.

The various Masterplans have been developed for state and regional spaces and significant sporting hubs and will require funding and implementation in the next few years. Many of the existing implementation plan's priority projects remain important for our more intimate open spaces.

While the strategy is being updated to be more user friendly, our engagement has indicated that our approach to open space should remain similar to the 2012 strategy (discussed further below).

The draft Open Space and Public Realm Strategy 2018-2030

The 2012 Open Space and Public Realm Strategy has been reframed to produce a more succinct overarching document that contains the vision and strategic intentions for open space and public realm locations in City of Holdfast Bay. The draft Open Space and Public Realm Strategy 2018-2030 has been prepared for your consideration.

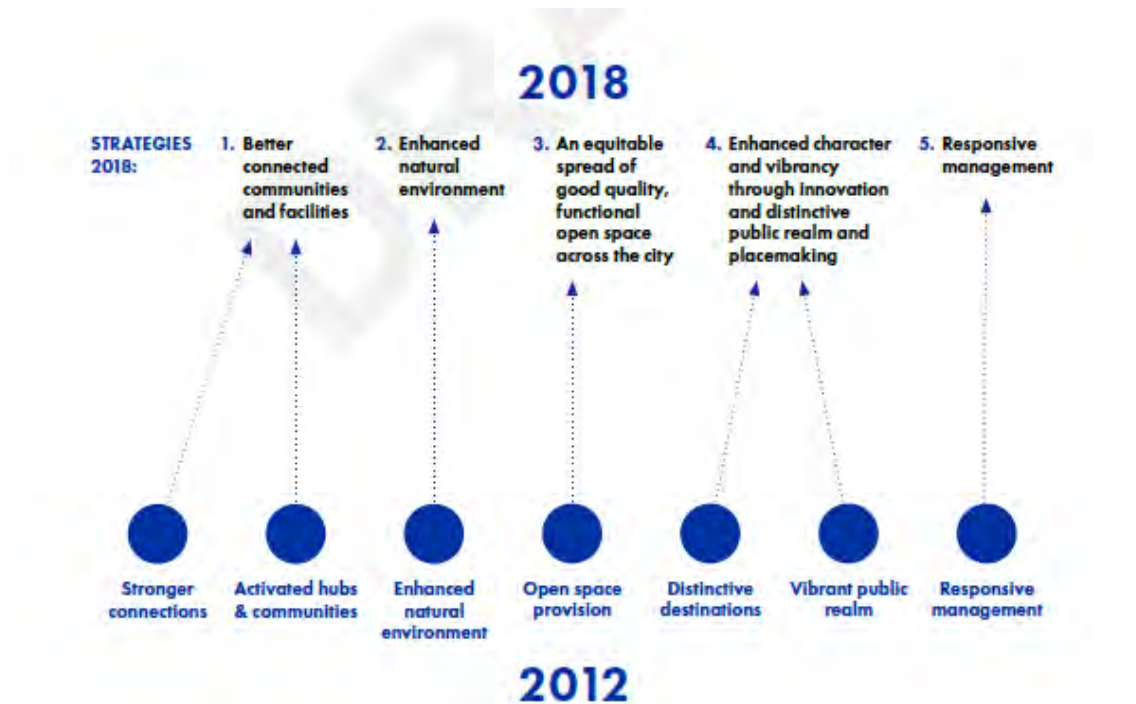
Refer Attachment 2

The 2018 Strategy has been designed to directly align to *Our Place 2030* and sit alongside other high-level strategies and plans that are in development or planned for further development.

During our analysis, the 7 strategic open space themes and 20 open space principles from the 2012 strategy were found to be still relevant today. However, they were found to be repetitive and overlap in some areas. From the previous strategic themes, 5 overarching strategies have been retained with 4 objectives under each. An image shown on the following page explains how the old strategic themes align with the new 2018 strategies.

To reinforce the link with *Our Place 2030*, we find the 5 overarching strategies align with our 5 key Council-wide strategic pillars (Culture, Economy, Placemaking, Community and Environment). These overarching strategies and objectives directly link to the priority projects and actions listed

in the report. It is intended that following adoption of the updated strategy, Council administration managers will be given responsibility of relevant projects and tracked accordingly.



Indicative image: 7 strategic themes from 2012 are now 5 key strategies

Existing vs new projects

- Projects nominated in the 2012 Open Space strategy have been largely retained except where projects have been completed, are budgeted to be completed in the coming financial year – or are no longer relevant and are to be removed. (eg where the A/Manager Field Services has advised that a particular space no longer requires ‘additional shade’ where trees have now grown and shade is deemed adequate).
- The 2018 Strategy refers playspace projects to the Playspace Audit and Action plan for implementation. It also recommends a strategic property review of all council property.
- The next phase of engagement is intended to give us feedback on the proposed priority of projects.

Public Realm Style Guide

A key component supporting the implementation of the Strategy is the urban design principles from which an internal working document ‘*The City of Holdfast Bay Public Realm Guidelines and Style Guide*’ is currently being developed (in partnership with the assets and infrastructure team, Public Works team and Active Communities team).

The Style Guide will drive a consistent and recognisable design and style that reflects a functional, attractive and sustainable open spaces and is integrated with asset management and maintenance considerations.

Principles for management and maintenance of open space are being developed with the internal work group, recognising the differing needs close to the coast and further inland, and applying them with the style principles.

The style guide will be provided to Council once finished.

Phase 2 Engagement

The next Phase of engagement is intended to seek feedback on the draft Strategy and recommendations for future open space projects prior to finalising it in August this year.

Engagement on the draft document is proposed to commence 11 July 2018 for 21 days.

The Community Engagement Plan for Phase 2 involves providing the document for review and inviting comments online through:

- Messenger column fortnightly promotion (2 editions)
- Social Media broadcast when engagement is live
- Coming Soon Article for Your View & Web – web banner
- Corflutes advertising in a number of parks and open space locations
- A4/A3 posters in libraries, civic centres, business locations, Jetty Road Brighton
- Emails to Registered users and other groups
- Individual letters to those who wrote in during Phase 1 engagement.

Next Steps

Following analysis of Phase 2 engagement, final edits and graphic layout will be undertaken for the Strategy, before seeking Council for endorsement in August 2018.

BUDGET

There is an existing approved budget of \$40,000 for this project.

LIFE CYCLE COSTS

Not applicable.

Item No: **14.3**

Subject: **MINDA COAST PARK – DETAILED DESIGNS**

Date: 10 July 2018

Written By: Team Leader Strategy

General Manager: Business Services, Mr R Bria

SUMMARY

The Minda Coast Park detailed designs have been completed and resolve several key items noted at concept design stage. Once endorsed, these designs will proceed to construction tender in July 2018 and construction is envisaged to commence before the end of 2018.

The Local Government Act 1999 requires that councils undertake a prudential review for projects with a value over \$4.713 million, for expenditure in the proceeding five years. BRM Holdich was engaged to provide a prudential report for the Minda Coast Park project. The attached report summarises the key findings in the prudential review. No specific issue was raised with the Minda Coast Park project, and the report concludes that there has been a level of 'due diligence' followed and should achieve the identified public benefits or needs. The project management framework will be incorporated into the implementation phase of this project.

RECOMMENDATIONS

- 1. That Council endorses the Minda Coast Park detailed designs and supporting documentation to proceed to construction tender and provided as Attachments 1-5 to report 235/18.**
 - 2. That Council receives and notes the prudential report for the Minda Coast Park provided as Attachment 6 to report 235/18.**
 - 3. That the Acting Mayor and Chief Executive Officer be authorised to execute and seal any infrastructure management agreement(s) relevant to the Minda Coast Park project.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Developing walkable connected neighbourhoods

Placemaking: Building character and celebrating history

Community: Providing welcoming and accessible facilities

Environment: Fostering an environmentally connected community

COUNCIL POLICY

Prudential Management Policy.

STATUTORY PROVISIONS

Section 48 of the Local Government Act 1999 requires councils to obtain and consider a report before it engages in any project (excluding road construction or maintenance; or drainage works):

- (i) where the expected expenditure of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years; or
- (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4,713,000; (indexed since 30 September 2009) or
- (iii) where the council considers that it is necessary or appropriate.

BACKGROUND

Coast Park at Minda Dunes North Brighton project involves the proposed construction of a 500 m long Coast Park pathway from the Somerton Surf Lifesaving Club at Repton Road through Minda land to the Gladstone Road car park at the south. Once complete this project will connect the last remaining section of coastal pathways through Holdfast Bay. The project is expected to cost \$5.35 million.

The Project is considered to be strongly aligned to the Holdfast Bay Our Place 2030 Strategic Plan and contributes directly to the achievement of the State Government's Coastal Park with strong reference to achieving number of the goals and objectives in The 30-Year Plan for Greater Adelaide relating to liveability.

On 26 September 2017, Council resolved:

- 1. That Council endorse the Final Stage 2 Concept Design for Coast Park Minda as shown in Attachment 1 of report 329/17 and the progression to Stage 3 - Detailed Designs.*
- 2. That Council note the findings of the public consultation as shown in Attachment 2 of report 329/17.*
- 3. That Council endorses the application to seek 100% design and construction funding in the current round of DPTI's Open Space and Places for People grant funding program.*
- 4. That the final detailed designs be provided to Council for endorsement prior to construction."*

Council subsequently committed \$1 million to the project and in January 2018, was successful in obtaining \$4.35 million in grant funds from the Department of Planning, Transport and Infrastructure's Open Space program. The project budget is currently estimated at \$5.35 million. This report seeks to update Council on project progress, seeks noting of the prudential report and endorsement of the final designs for Minda Coast Park.

REPORT

On Tuesday 26 June 2018, the project steering group endorsed the plans to proceed to Council for approval. The Minda Board were presented the plans for their information on 27 June 2018 and Council Elected Members received a presentation on 3 July 2018.

The design and engineering team that have delivered the 100% designs for approval has been led by Jensen PLUS and includes:

- Oxigen (design and landscape architecture)
- Tonkin Consulting (engineering)
- Architecture & Access (accessibility consultant)
- Rider Levett Bucknall (quantity surveying)
- Brecknock Consulting (public art themes and artist brief)
- Integrated Heritage Services (Cultural Heritage Management)
- T & M Ecologists (revegetation plan).

Internally the project continues to be led by the strategy team, with relevant infrastructure, environment and field services officers having actively contributed to the final designs.

The final designs have followed on from the concept designs and we have been able to resolve several design issues that were noted during the concept plan stage. A discussion of the major points of the plan are included below.

Central Beach Access Stairway Removed

Following a request from the project steering group, the design team obtained additional engineering information and climate change modelling from Coast Protection Board which enabled an informed detailed risk assessment of the beach stairs to be undertaken.

A technical options paper presented to the steering group that demonstrated that the stairs had a current-day risk of being submerged annually with maintenance required as a result of this inundation. Furthermore, the risk of complete replacement was likely in a 1 in 100-year event which increases annually to 1-in 5-year event by 2050.

The central stairway was therefore determined to be an extreme (financial) risk due to the likely ongoing costs associated with storm damage and significant increased maintenance due to the harsh coastal environment.

As a result, the central beach access has been removed. However, the central viewing platform has been retained as this was deemed to have an acceptable level of associated risk and is a key part of the design.

The landscape design pack and an artistic render has been prepared for your consideration.

Refer Attachments 1 and 2

Affected Land Area and Infrastructure Agreement

The Somerton Surf Lifesaving Club and plaza sits on Council land while Minda has provided Council with a four-metre wide easement through their land. The pathway will span the entire width and length of the easement to allow for public access.

There is an amount of associated infrastructure such as the *Education Zone, Central Lookout*, part of the *Southern Plaza* and benches that will sit on Minda owned land outside of the easement.

The easement gives us approval to build and maintain the path on Minda's land. Through the project steering group, Minda has agreed to enter into an agreement with Council for us to build the remaining Minda Coast Park infrastructure on these other portions of land. A separate agreement will then be drafted for Council to maintain all the new Coast Park related infrastructure on Minda land. Legal advice confirms that our current approach is appropriate to manage these areas.

Additionally, three concrete aggregate connecting paths will be built connecting the Minda site to Coast Park which will not be maintained by Council. This is in-line with the original Master Plan for the Minda site and offers Coast Park users a connection through to Minda's new café.

A document plan has been prepared to show the current easement (which was drafted on the concept plans), new proposed easement (subject to this final design approval) and where the infrastructure sits on land outside the easement.

Refer Attachment 3

Southern Plaza - Gladstone Road Car Park

Following some detailed conversations with nearby Gladstone Road residents, some changes were made to the southern plaza area. The size of the shade structure has been reduced to lessen visual impact and the picnic set furniture changed to a bench only (as we would like to encourage people to linger at the Surf Club end of this section of path). This section will still contain a shower, drink fountain and bike rack.

However, some further requested changes (including relocating the entry point to the Coast Park boardwalk further north) were unable to be accommodated. An engineering analysis showed that the steepness of the path would be unsuitable and would disadvantage most user groups of the path. Furthermore, part of the project principles was to reduce infrastructure on Minda land where possible – and the current design achieves this.

The overall project accessibility report is attached for your consideration.

Refer Attachment 4

Northern Plaza - Somerton Surf Lifesaving Club

The northern or surf club plaza continues to be a major feature of the project. Recent meetings with the club indicate their support and if the plans are endorsed the club will continue to be highly engaged.

In discussions with the club, the construction works around the SLSC rooms and kiosk will avoid surf lifesaving season during summer months where possible. It is proposed that construction on the centre of the pathway is undertaken during the summer months with works on the northern plaza undertaken during the shoulder season or winter months – which is subject to detailed discussions with an eventual successful tenderer.

Site Revegetation

T&M Ecologists have completed a draft revegetation plan, with the assistance of the Adelaide and Mount Lofty Natural Resource Management (NRM) Board. The purpose of the plan is to identify existing vegetation of value to be retained, scope the extent of revegetation work required post construction, and identify native species lists to enable a seed collection prior to construction work commencing. The plan also identifies ongoing maintenance requirements such as weeding, planting and watering in the 12-months post construction.

Any revegetation outside the construction project and 12-month establishment period will require a separate management agreement with Minda which is currently underway with the assistance of Council's NRM officer.

Cultural Heritage

Integrated Heritage Services Pty Ltd (IHS) is currently engaged to produce a Cultural Heritage Management Plan (CHMP) in consultation with Kurna Nation Cultural Heritage Association (KNCHA). This plan results from relevant results and recommendations coming out of the 2015 Aboriginal Cultural Heritage Survey of the Minda Dunes and follow-up inspection with Kurna representative Cecil Graham in 2016.

Subsequent discussions in regular heritage meetings involving KNCHA members and Council administration have identified additional requirements to assist with comprehensive and responsible Aboriginal Heritage management of the Minda Dunes (the 'Project Area') throughout the proposed ground disturbance for construction of Coast Park, including:

- A site discovery procedure and salvage methodology for specific site types in case of Aboriginal heritage sites, objects or remains discovered during civil works.
- The heritage induction of civil contractor and other employees undertaking the ground disturbance works (including typical Aboriginal sites description, potential indicators, site discovery process, working with monitors and legislative obligations).
- Aboriginal cultural monitoring of ground disturbance at all areas that have potential to contain Aboriginal heritage sites, objects or burials, during the civil works at the Project Area.

Kaurna representatives viewed the final designs Tuesday 3rd July 2018 (at the regular meeting between Council and KNCHA) with the CHMP to be approved in the coming week.

Public Art Strategy

Brecknock Consulting have prepared an artwork strategy to call for an expression of interest for on behalf of the City of Holdfast Bay, Minda Inc. and the South Australian Government.

The Minda Coast Park public art strategy "*Imprints*" was initially developed in 2015 and has been developed to enhance the visitor experience along this important section of the Coast Park network, and proposes art comprising potential sculptural objects and patterning into the path infrastructure such as the pavement surface, along the coastal pathway, the northern and southern plazas and within the Education Zone. The concept is based on the notion of 'imprints' from the coastal environment and its people.

Refer Attachment 5

Prudential Report

The Local Government Act 1999 requires that councils undertake a prudential review for projects with a value over \$4.713 million, for expenditure in the proceeding five years.

The key findings of the Minda Coast Park Report are as follows:

- Based on economic modelling, the Project is expected to result in an increase in economic output of \$11.716 million during the construction phase and \$0.217 million following completion with an estimated impact of up to 39 jobs through direct, industrial and consumption effects during construction and one job following completion of the Project.
- The Whole of Life costs, based on the estimated capital costs of \$5.345 million are estimated to be \$7.535 million.
- The ability for Council to fund its contribution of \$1.0 million towards the Project is contained within the updated Long Term Financial Plan. The updated LTFP demonstrates that from 2018/19 Holdfast Bay is financially sustainable and has the capacity to borrow additional funds for new strategic projects and remain under the Council agreed Net Financial Liabilities Ratio (NFLR) threshold of 75%. Accordingly, progressing this Project is not expected to adversely impact on Holdfast Bay's financial viability.
- The major financial risks identified by the Project Manager relate to the construction budget not being sufficient to complete construction and increased maintenance due to the harsh coastal environment. In addition to the financial risks identified by Holdfast Bay, a number of additional financial and other risks have been identified that ought to be considered for inclusion in the Project Risk Register.

Refer Attachment 6

Next Steps - Construction Tender

Following Council endorsement of the final detailed designs, the relevant documentation will be packaged for tender and advertised mid-July. Revised RLB costings will assist in preparation of a detailed project brief to assist construction companies provide a competitive tender submission. In order for the project to be delivered in the 2018/19 year in-line with the funding agreement from the State Government, the construction tender must be signed before the Council caretaker period commences on 4 September 2018.

The project team is confident that given the removal of the central stair case, the revised costings will be within the current budget allowance.

The contracts for the artist brief and revegetation will be sought separately from the construction contract and will not subject to the caretaker period restrictions.

SUMMARY

The final designs have retained the integrity of concept designs and resolved several design issues including a decision to remove the central beach stairway access, confirmation of the pathway easement, consensus on an infrastructure management agreement and balancing the function, stakeholder and safety requirements of the path and plaza designs.

In addition, the provision of a draft Cultural Heritage Management Plan, public art strategy and a revegetation plan demonstrates goodwill and cooperation between relevant parties to achieve best outcome for the project area.

Council is required to undertake prudential reviews for these projects, however regardless of whether there exists a formal requirement for commissioning of a prudential review or not, such a course of action is a sound business procedure for major initiatives undertaken by a council.

No specific issue was raised with the Minda Coast Park project, and the report concludes that there has been a level of 'due diligence' followed and should achieve the identified public benefits or needs. The project management framework will be incorporated into the implementation phase of this project.

Council endorsement of the final detailed designs will allow for progression of the tender process and the construction contract to be in place before caretaker period with construction to commence by December 2018.

BUDGET

The Minda Coast Park capital cost is currently estimated at \$5.34 million for implementation over the 2018-19 financial year with Council contributing \$1 million and the remaining \$4.34 million acquired through the State Government's Open Space grant fund.

The 2018/19 budget includes the costs for completion of the detailed designs and construction of Minda Coast Park.

LIFE CYCLE COSTS

The maintenance costs of new the assets have been considered and already included in the long term financial plan.

Item No: **14.4**

Subject: **FINANCIAL CONTRIBUTION REQUEST – THE BURNSIDE HISTORICAL SOCIETY – COLONIAL TREASURER OSMOND GILLES GRAVE SITE**

Date: 10 July 2018

Written By: Local History Officer

General Manager: Community Services, Ms M Lock

SUMMARY

The Burnside Historical Society in collaboration with the National Trust of South Australia is seeking financial support for the repair and conservation of Colonial Treasurer Osmond Gilles grave at West Terrace Cemetery. This report recommends a financial contribution of \$1,000 to this appeal.

RECOMMENDATION

That Council contribute funds of \$1,000 to the Burnside Historical Society in support of restoration works to Colonial Treasurer Osmond Gilles' grave site.

COMMUNITY PLAN

Placemaking: Building character and celebrating history

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The City of Holdfast Bay has been approached by the Burnside Historical Society and the National Trust of South Australia to provide financial assistance toward a project to conserve Osmond Gilles grave at West Terrace Cemetery. The society is seeking a total amount of \$30,000 from the public.

Osmond Gilles' grave is currently in a dilapidated state, being over 150 years old. Historic graves and cemeteries are commonly threatened by general weathering and deterioration, a lack of maintenance and deliberate or unintentional vandalism. As Gilles has no living descendants his grave has deteriorated significantly over the past decades. A public appeal for funds is necessary to ensure conservation and maintenance occurs and in turn this important part of history is not lost to the community.

REPORT

Gilles was a significant figure in Glenelg and South Australia's development. In contributing financially toward this project, Council will publicly acknowledge the importance of Gilles to both these histories. The project will guarantee the conservation of his grave and ensure this important part of history will be preserved for future generations of South Australians.

Cemeteries and graves are important as both social and aesthetic elements of a community, often telling an important part of a story. Sometimes they are the only record of a group or of settlement and can demonstrate many aspects of a community's heritage including the development of an area, the genealogical and religious make-up of the community, the original natural environment, the landscape design and botanical elements of cemetery design and even technical developments in areas such as ironwork and monumental mason's skills.

In this instance, Osmond Gilles' grave reflects the story of South Australia's development including its government, finances, industry, public spaces and institutions. Gilles was a pioneer, pastoralist, mine owner and South Australia's first colonial treasurer. He arrived aboard the *HMS Buffalo* in Glenelg with Governor Hindmarsh. He was present at the proclamation of the state at Glenelg's Old Gum Tree. In the early years, when the new colony was struggling financially, Gilles offered personal loans to the state, keeping it afloat. In 1839, Gilles was one in a group who successfully won the ballot which determined ownership of land north of Jetty Road, Glenelg – the first land sold in the new township of Glenelg. A certified plan of the subdivision of Glenelg was subsequently devised by this group in 1855. This subdivision was implemented and can still be seen today in the area surrounding Torrens Square, Glenelg. This original plan is now held in the collection of the Holdfast Bay History Centre.

In the years that followed, Gilles owned land in the Glenelg area and ran a trading vessel, *the Mary Ann*, between Glenelg and Port Adelaide. He was the treasurer of the Glenelg Pier Co., set up to encourage prosperity in Glenelg during the early years of settlement. The first boat constructed along the banks of the Patawalonga was the 22 ton cutter *O.G.*, named in honor of the Colonial Secretary.

Gilles facilitated much of South Australia's early industry development and was part of the group responsible for securing Adelaide's Parklands. Gilles was known for his generosity in helping aid the establishment of churches, cultural societies and charitable institutions across the state. His importance to the state of South Australia is reflected in the many place names which honour him; Gilles Arcade in the City, Glen Osmond Road, O.G. Road, Osmond Terrace and the Adelaide suburbs of Glen Osmond and Gilles Plains.

BUDGET

This cost is not budgeted for.

LIFE CYCLE COSTS

No annual costs are applicable to this project.

Item No: **14.5**

Subject: **SEACLIFF SURF LIFESAVING CLUB OBSERVATION TOWER**

Date: 10 July 2018

Written By: Manager, Assets and Facilities

General Manager: City Assets and Services, Mr H Lacy

SUMMARY

Parts of the Surf Life patrol tower in front of the Seacliff Hotel has been unusable since 2015 especially the ground floor. The Seacliff Surf Life Saving Club (SSLSC) has been using a shipping container at the beach for first aid facilities and storage since 2015.

The SSLSC is proposing to demolish the existing building and install four shipping containers with associated architectural screens to create a new 2 storey patrol tower, first aid room and storage area with further access decking.

This paper aims to provide an opportunity for the elected members to discuss the proposal prior to Administration making a recommendation.

The estimated cost of the works, including demolition, new structure and decking is around \$230,000 with SSLSC contributing \$150,000 and council contributing \$80,000.

RECOMMENDATION

- 1. That Council consider the proposal by the Seacliff Surf Life Saving Club to install an observation tower at Seacliff including appropriateness of location, scale and built form.**
 - 2. That Council discuss the funding contribution sought by the SSLSC.**
 - 3. That a further report be brought back to Council at a later date.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places

COUNCIL POLICY

Encroachments Policy (2017).

STATUTORY PROVISIONS

Local Government Act 1999 [s 202 and 221].

BACKGROUND

The Coast Park Pathway from Minda to Marino is now complete. Soon the Pathway will connect from one end of the City to the other. As a consequence, more and more people are expected to visit Seacliff and Kingston Park area. The Surf Life Saving Club (SSLSC) and Brighton Seacliff Yacht Club play a significant role in providing platform for marine sports and social interaction at the local level.

In addition to their main club building at Seacliff, SSLSC has been using the council building in front of the Seacliff Hotel as an observation tower. Since 2015, parts of the patrol tower have been unusable especially the ground floor for first aid facilities and beach matt storage. The SSLSC has been using a shipping container at the beach since 2015 as an extension of the patrol tower.

In 2016 they secured \$150,000 from the Federal Government to build an observation tower at Seacliff. As this funding amount is insufficient to construct an observation tower with first aid and storage facilities using conventional construction, they have been looking for innovative ways to achieve the desired outcome.

They are also proposing to install a deck on the southern side of the observation tower to gain vehicle access from the beach.

The SSLSC has sufficient funds (\$150,000) to install the tower building (four shipping container and associated installations), however, they do not have the funds to undertake the demolition, install the deck and any change to the cost of the footing. They are seeking funding contribution from the Council. It is estimated that they are seeking around \$80,000 to meet the associated works including project management costs.

The proposal seeks to install a significant structure close to the beach. This proposal if approved might cause precedence for such installations in the future. It is likely that community might have strong views about such installations. No plans have yet been developed for the toilet block behind the existing tower building. It is suggested that the works on the toilet block be considered once the observation tower is completed.

REPORT

The Proposal

The SSLSC proposes to demolish the existing observation tower and install four well designed and fashioned shipping containers to achieve an observation tower and storage. Installation of a deck on the southern side of the observation tower is proposed to gain vehicle access from the beach.

The SSLSC is seeking land lord consent and funding support from the Council:

- Stage 1 Demolition of the existing tower, services isolation and site preparation for the new development.
- Stage 2 The funding of the decking, sub structure, footings and its installation to allow access to the new facility.

Refer Attachment 1

No plans are included for the toilet block behind the existing tower building.

Council staff (including planning staff) and the Coastal Protection Board staff have been working with SSLSC to develop a plan that will fit the budget and fit in with the surroundings. As a result, a master plan for the area has been developed (included in the proposal document).

Prior to developing the proposal, they have assessed a number of options:

- An observation tower with storage located in front of Wheatland Street. This option was not supported by the Coastal Protection Board staff as the tide levels would cause damage to the storage part of the tower.
- An observation tower in front of the existing tower building was also considered and discarded due to the same reason.

Further assessments have been carried out recently to see if a hidden storage facility can be achieved underneath the walkway. This was also discarded due to the same reason.

It is prudent for the Council to consider options to upgrade existing toilet block that is behind the existing tower. However, it is suggested that the improvements to this toilet block should be considered once the proposed tower and decking is established as the toilet block is still functional.

Funding Request by the SSLSC

The SSLSC advised that the funding they gained from the Federal Government may not be available if an election is called. Therefore, they seek quick response from the Council.

The SSLSC is also seeking the Council to fund the associated works to ensure that the tower project will be completed to a standard that will lift the whole Seacliff area and environment.

Their estimated cost for the supply of the decking and sub structure is \$34,420. This is a reduced size area that has decreased the cost from \$45,000. The products are from Wagner's and are the same as was used to build the coastal path. The installation and footings have not yet been quoted as this is waiting on soil reports to finalize the engineering for footings. (extract from attachment 1)

However, it is estimated that around \$80,000 will be required to meet the associated works including project management costs.

Community Consultation and Project Management

If the proposal is supported by the Council, the development application process will require appropriate community consultation to be undertaken.

If supported by the Council, it is anticipated that the project will be managed jointly by the SSLSC and the Council. It is suggested that the parts that are funded by the Council is managed by the Council directly and the parts that are funded by the SSLSC be managed directly by them with an oversight of Council.

Leasing and On-going Maintenance

It is understood that the SSLSC will be maintaining the installations under the lease agreement. A lease agreement is yet to be developed for the proposed tower.

BUDGET

No budget allocation is available to support the SSLC plan. If the council support the plan, an appropriation of \$80,000 will be required.

LIFE CYCLE COSTS

As the observation tower will be used and maintained by the SSLSC, lifecycle costs should be borne by the SSLSC.



9th April 2018

Mr Rajiv Mouveri
Manager Assets and Facilities
City of Holdfast Bay
Jetty Road
Brighton SA 5048

Rajiv

The redevelopment of the Seacliff Patrol Tower and surrounds is nearing finalization. I have spoken to the Federal Government today and they are finalizing their paperwork and should have the final approvals for the grant funding of \$150,000 shortly.

The final plans are being checked by our suppliers and their quotes have been submitted. I have attached the project details for final approval by City of Holdfast Bay

As per previous discussions, the \$150,000 as promised by the Federal government will not fully cover the cost of the project. The Seacliff SLSC does not have any available funding to commit to the project except the huge amount of volunteer hours that have been input and will continue to be. As per previous discussions, a commitment was made by council employees to correct the mistakes made when the coastal path was designed and installed that cut off emergency access to our tower, equipment and first aid room.

City of Holdfast Bay has already committed to the design and project plan of the redevelopment of the Seacliff precinct which will make the whole area a stunning and usable space. Royal Wolf has supplied plans to develop the current amenities building and combine this into the new project.

The Seacliff SLSC requests that the City of Holdfast Bay commit to fund the difference to ensure that the project will be completed to a standard that will lift the whole Seacliff area and environment.

A brief timeline and commitment from City of Holdfast Bay is as follows.

Stage 1 Demolition of the existing tower, services isolation and site preparation for the new development.

Stage 2 The funding of the decking, sub structure, footings and its installation to allow access to the new facility. To be completed at the same time as the footings and installation of the containers. Estimated cost for the supply of the decking and sub structure is \$34,420. This is a reduced size area that has decreased the cost from \$45,000. The products are from Wagner's and are the same as was used to build the coastal path. The installation and footings have not yet been quoted as this is waiting on soil reports to finalize the engineering for footings.

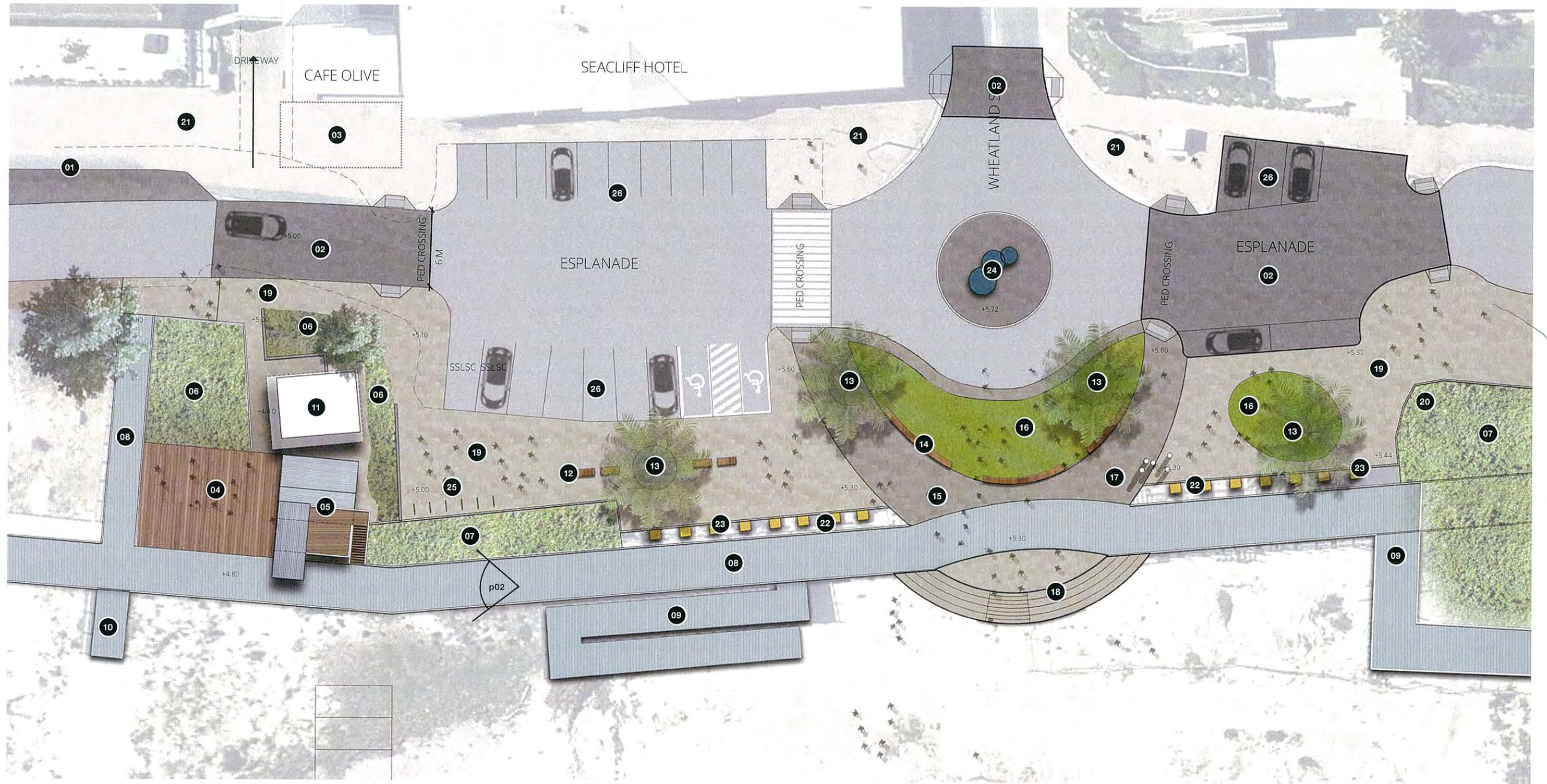


If you have any questions, please contact me on the below number.

Regards

Andrew Chandler

Andrew Chandler
President
Seacliff Surf Life Saving Club
P: 0414 690 755



LEGEND

- | | | | | |
|---|--|---|---|----------------------------------|
| 1. Unit paved on-street parking | 6. Existing Vegetation. | 12. Upgraded outdoor furniture/seating | 18. Amphitheatre style seating and direct access to the beach. Riser 300mm x Tread 600mm | 22. Existing historic seawall |
| 2. Esplanade to be realigned and unit paved to assist with traffic calming (subject to further traffic planning investigations) | 7. Revegetation | 13. Existing palm trees | 19. Exposed aggregate concrete paving | 23. New balustrade |
| 3. Alfresco dining area | 8. Existing Coast Park shared use path (boardwalk) | 14. Curved feature timber bench seating | 20. Opportunity to divert water from proposed Gross Pollutant Trap to detention area within Secondary dunal swale | 24. Signature public art feature |
| 4. New feature timber deck | 9. Existing beach access | 15. Stone crazy paving | 21. Existing clay pavers | 25. Bike racks |
| 5. Proposed new SSLSC tower | 10. SSLSC ramped beach access | 16. New irrigated lawn | | 26. Existing parking bays |
| | 11. Existing toilet block | 17. Outdoor showers/sculptures | | |

Seacliff Plaza | SSLSC Tower Location

ASPECT Studios™

Landscape Concept Plan | DRAFT

Client: City of Holdfast Bay

Drawn: GK, SC
Checked: TC

Scale: 1:300 @ A3
Date: 18.07.2017



Dwg no.: A16057 - SK01
Rev: -



Seacliff Plaza | SSLSC Tower Location

ASPECT Studios™

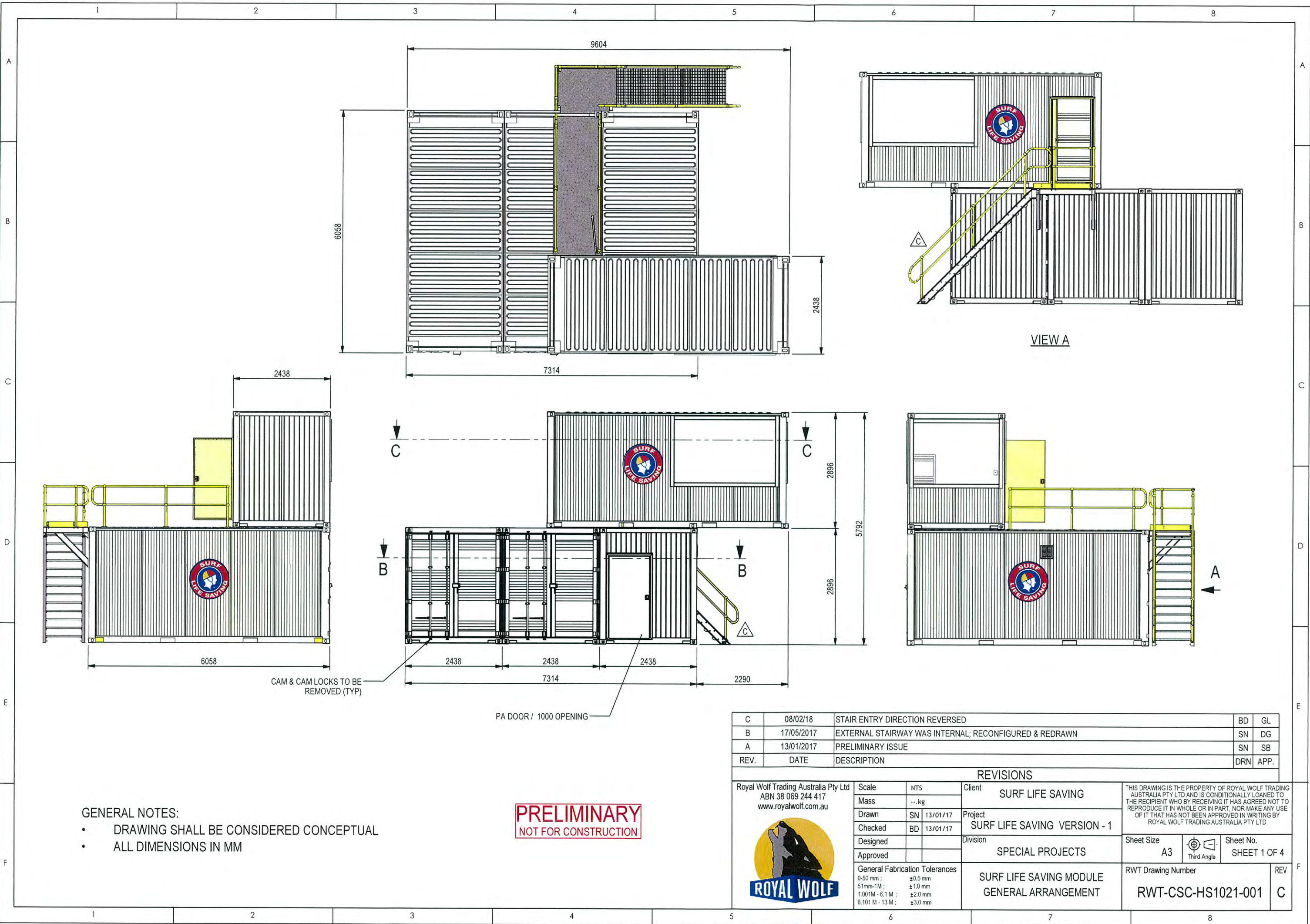
View North Towards Proposed SSLSC Tower | DRAFT

Client: City of Holdfast Bay

Drawn: SC
Checked: TC

Scale: NTS
Date: 18.07.2017

Dwg no.: A16057 - SK02
Rev: -




GENERAL NOTES:

- DRAWING SHALL BE CONSIDERED CONCEPTUAL
- ALL DIMENSIONS IN MM

PRELIMINARY
NOT FOR CONSTRUCTION

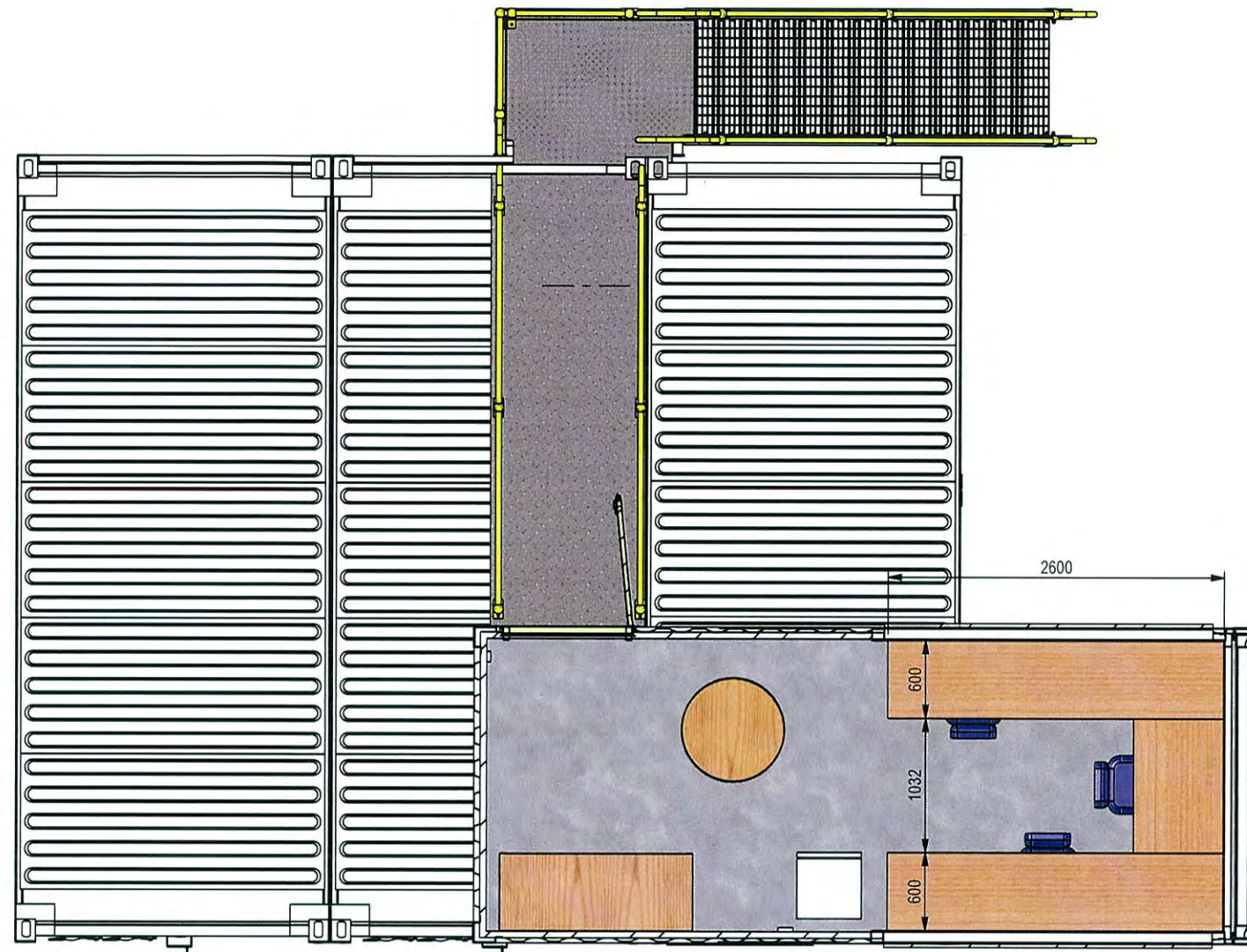
REV.	DATE	DESCRIPTION	DRN	APP.
C	08/02/18	STAIR ENTRY DIRECTION REVERSED	BD	GL
B	17/05/2017	EXTERNAL STAIRWAY WAS INTERNAL; RECONFIGURED & REDRAWN	SN	DG
A	13/01/2017	PRELIMINARY ISSUE	SN	SB

REVISIONS

Royal Wolf Trading Australia Pty Ltd ABN 38 069 244 417 www.royalwolf.com.au		Scale NTS Mass --.kg Drawn SN 13/01/17 Checked BD 13/01/17 Designed Approved	Client SURF LIFE SAVING Project SURF LIFE SAVING VERSION - 1 Division SPECIAL PROJECTS	THIS DRAWING IS THE PROPERTY OF ROYAL WOLF TRADING AUSTRALIA PTY LTD AND IS CONDITIONALLY LOANED TO THE RECIPIENT WHO BY RECEIVING IT HAS AGREED NOT TO REPRODUCE IT IN WHOLE OR IN PART, NOR MAKE ANY USE OF IT THAT HAS NOT BEEN APPROVED IN WRITING BY ROYAL WOLF TRADING AUSTRALIA PTY LTD
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SECTION B-B
SCALE 1 : 50



SECTION C-C
SCALE 1 : 50

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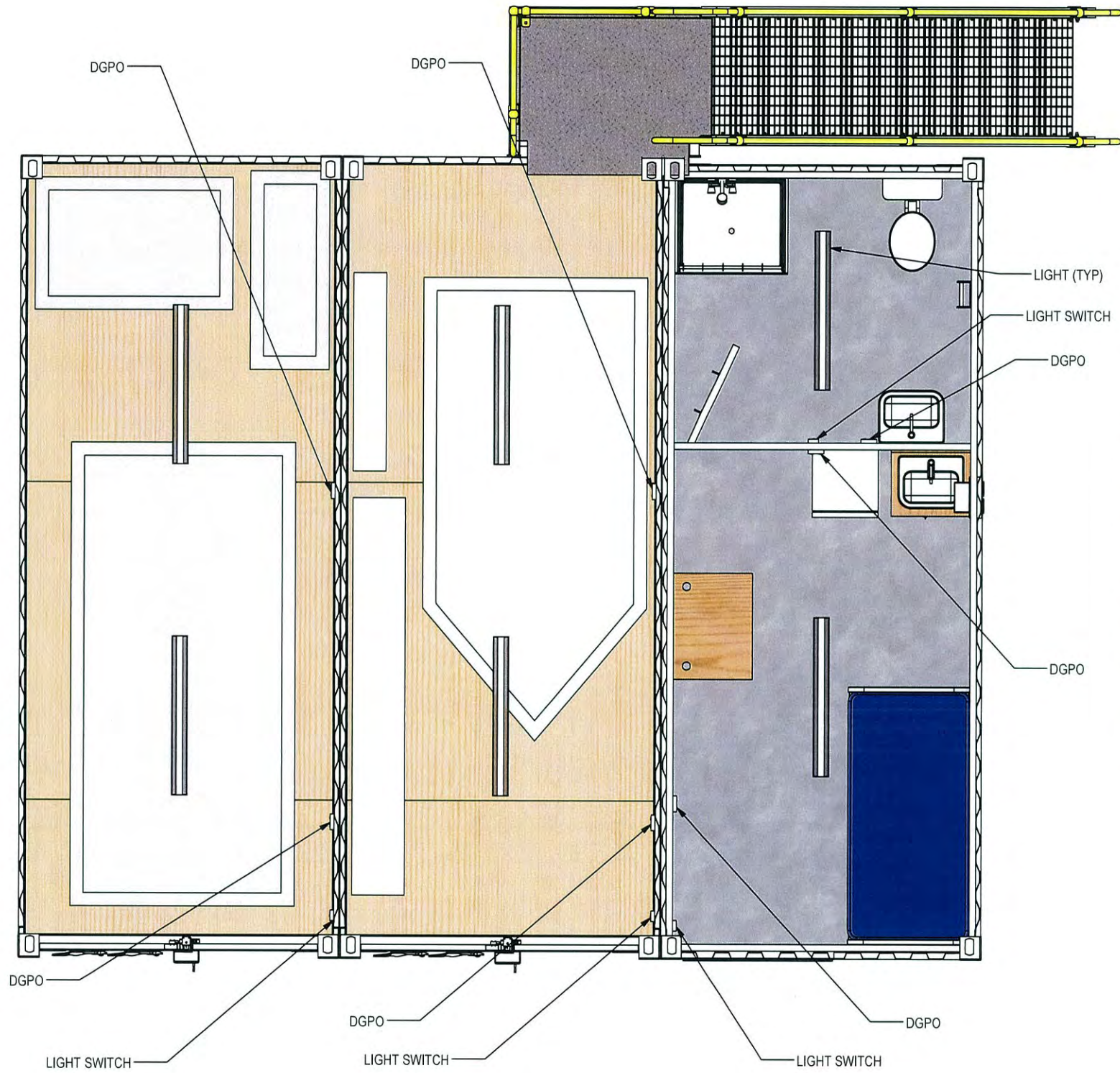
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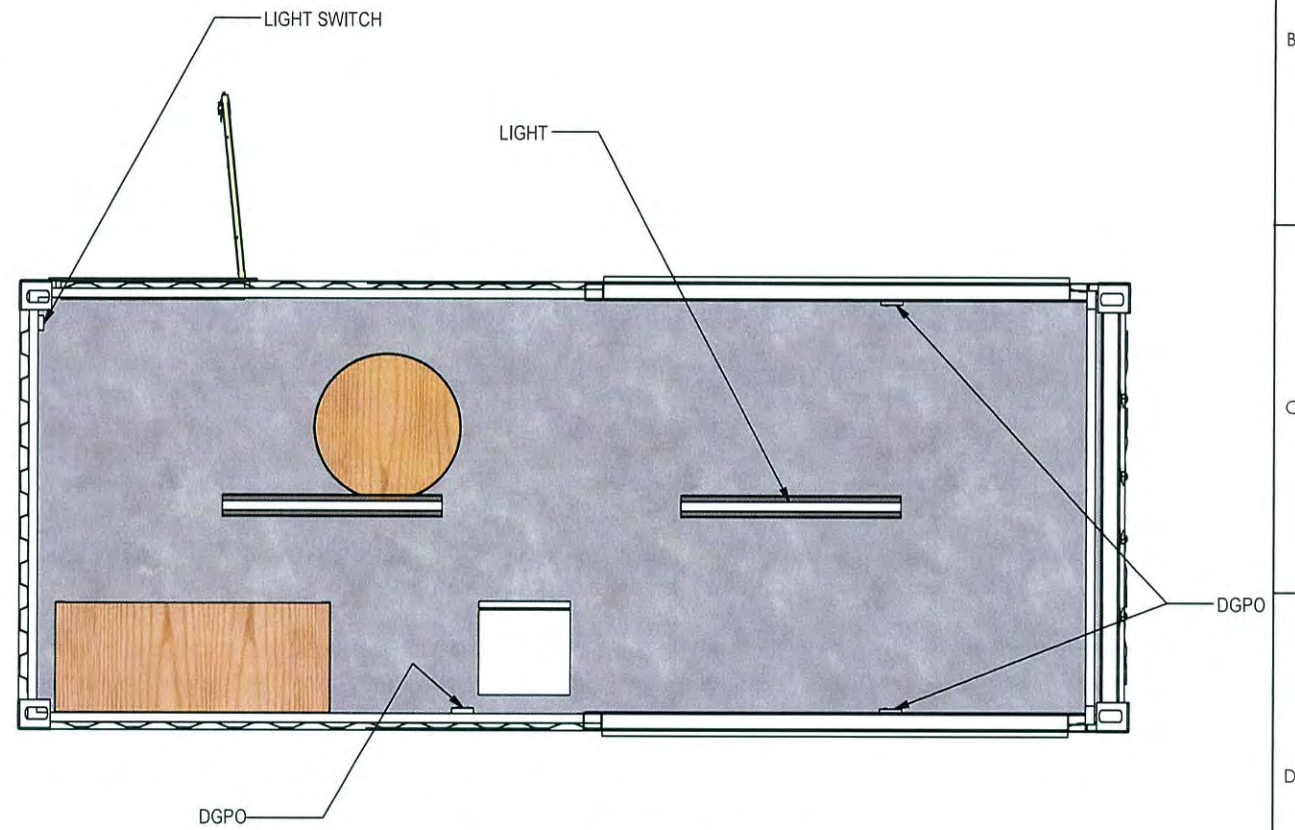
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Client	SURF LIFE SAVING
Project	SURF LIFE SAVING VERSION - 1
Division	SPECIAL PROJECTS
SURF LIFE SAVING MODULE GENERAL ARRANGEMENT	


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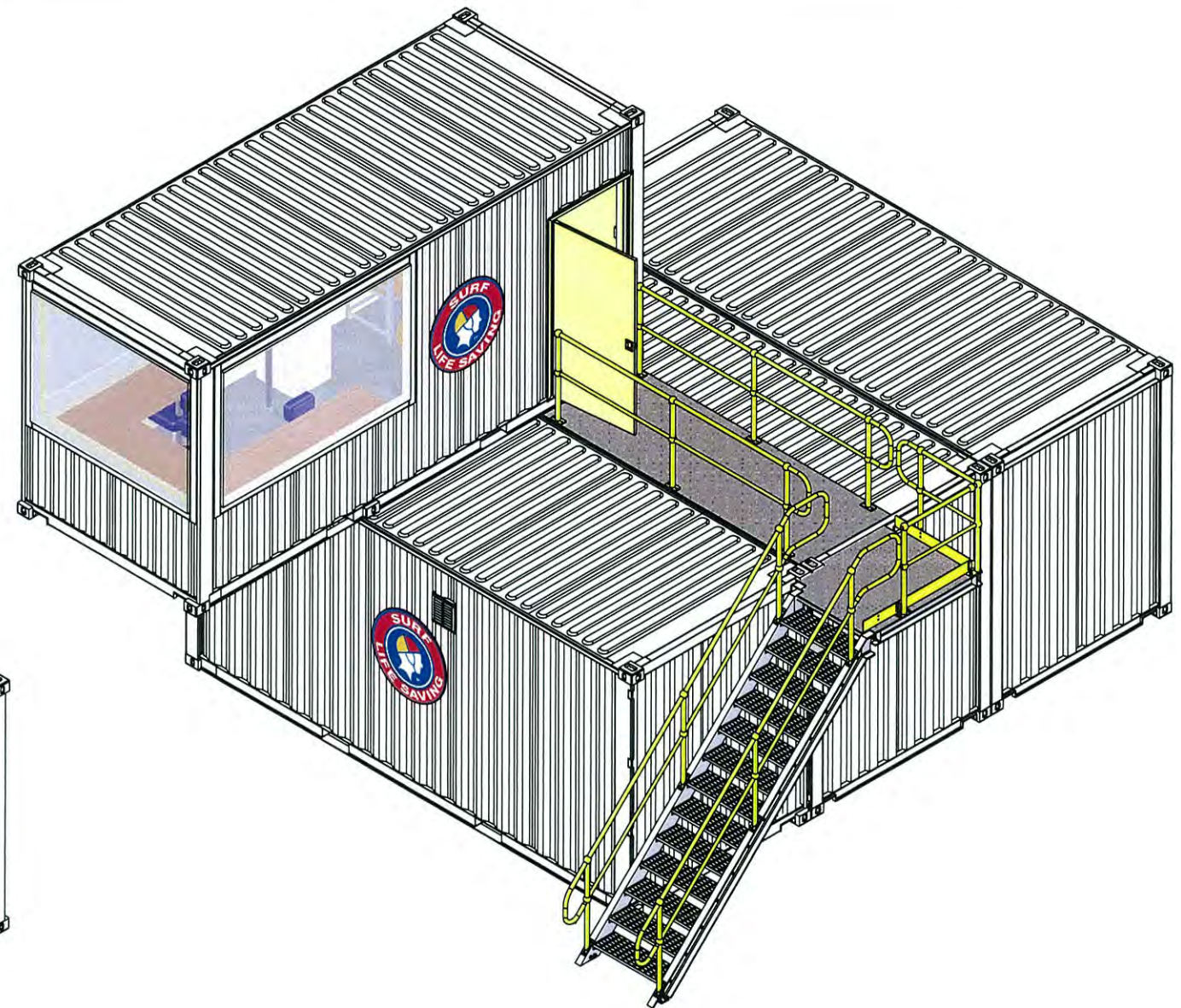
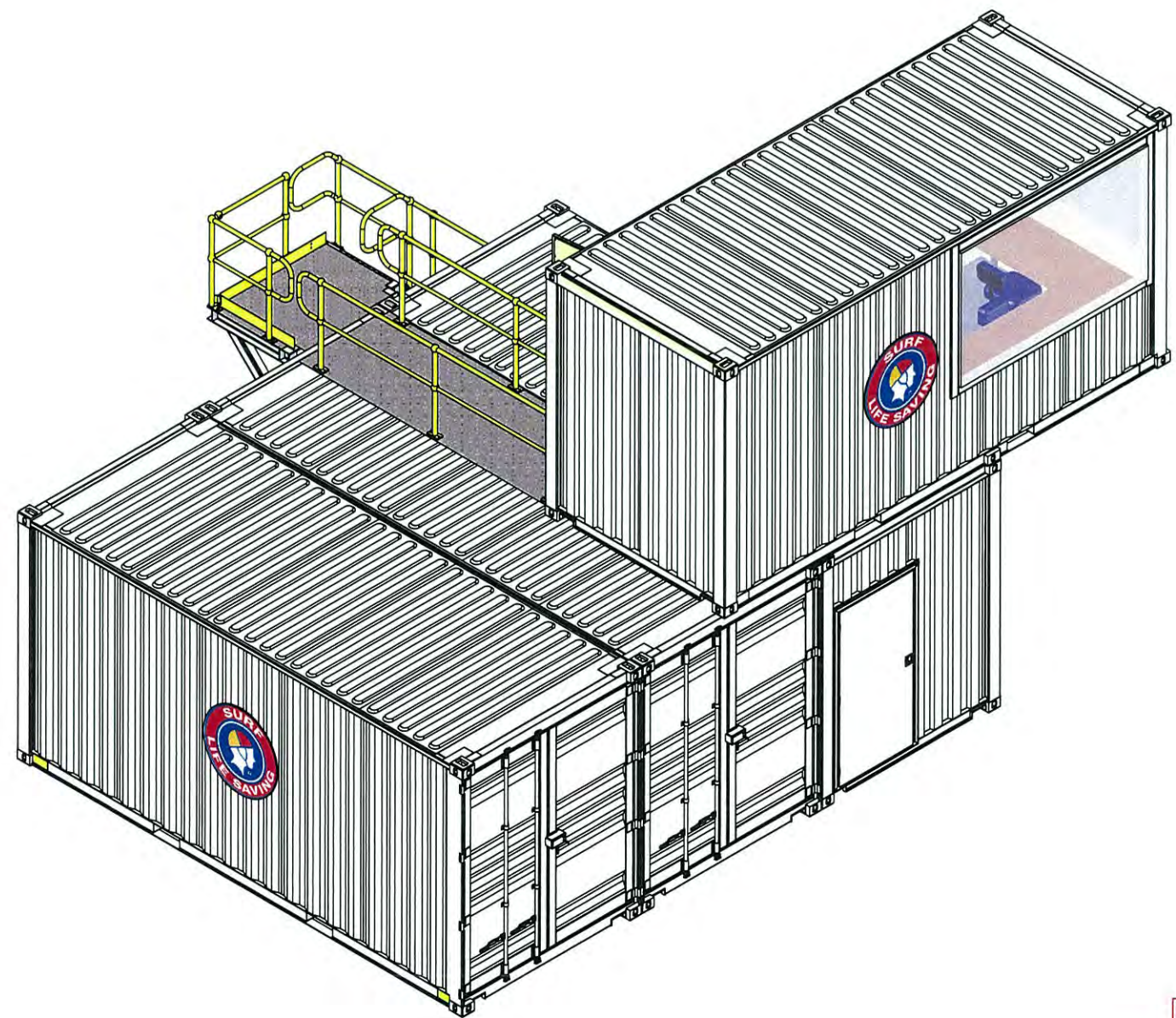


GROUND LEVEL PLAN - ROOF NOT SHOWN
SCALE 1:40



FIRST PLAN - ROOF & TABLE NOT SHOWN
SCALE 1:40

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Client	SURF LIFE SAVING
Project	SURF LIFE SAVING VERSION - 1
Division	SPECIAL PROJECTS
SURF LIFE SAVING MODULE GENERAL ARRANGEMENT	

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Sheet Size	A3	Sheet No.	SHEET 4 OF 4
RWT Drawing Number		REV	
RWT-CSC-HS1021-001		C	



VIEW A

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Client: Seaclyff Surf Club	Job Number: SSLSC311017	Client approved:
Date: 31/10/17	EXG Contact: Darran	Signature:
		Date:



design signage print

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Item No: **14.6**

Subject: **BRIGHTON OVAL COMPLEX - REDEVELOPMENT**

Date: 10 July 2018

Written By: Manager Assets & Facilities
Manager Active Communities

General Manager: City Assets and Services, Mr H Lacy
Community Services, Ms M Lock

SUMMARY

The master plan for the Brighton Oval was endorsed by Council in 2017 following considerable community and stakeholder consultation. Among a range of improvements to the precinct, the master plan recommended the construction of three (3) new club buildings to replace existing facilities (including the old grandstand) at the Oval.

A business case, developed by KPMG, identified key social and economic benefits of investing in and redeveloping the precinct. The business case was formally endorsed by Council in 2017. In January 2018, Council allocated \$6,000,000 towards the construction of the three (3) new clubroom buildings over two financial years subject to support through grant funding. The State Government's Office for Recreation Sport and Racing subsequently allocated \$2,000,000 grant funding to the project.

Following confirmation of State grant funding, planning and design work commenced using local architects, Folland and Panozzo, to prepare conceptual designs for the three (3) new clubrooms based on sports association recommended floor space allocations and detailed discussions with each of the clubs. This work has now progressed to a point where the conceptual designs are complete and ready to proceed to tender and construction.

In parallel with design development, Administration engaged consultant engineers Tonkin to recommend a project delivery and contract methodology, to develop technical specifications for the buildings and associated civil works, and to prepare draft contract documentation.

An Expression of Interest was also called to gauge industry interest in the project, identify suitable building contractors to construct the project, and to obtain feedback on the proposed contracting methodology and likely building costs based on the contractor's previous experience.

The EOI process highlighted that the conceptual design were likely to be more expensive than allowed for in council's original planning and this could result in the constructed costs of conceptual designs being considerably over the total \$8.0m budget.

A complicating factor has been the timing of the 2018 Local Government Election Caretaker Period which is scheduled to commence on 4 September 2018 and run until the declaration of the polls on 26 November 2018. During this period, Council is prohibited from making any “designated decisions” which would include any decisions related to procurement or award of contracts greater than around \$336,000 – which of course would capture any decisions or contract award related to the Brighton Oval project.

This report therefore recommends that Council approve adoption of an innovative project delivery methodology based on a hybrid Early Contractor Involvement (ECI) contracting model with a target price incentive mechanism.

Under this methodology, Administration would seek tenders from suitably qualified building contractors to join the Project Delivery Team early in the design development phase. The Project Delivery Team would comprise Council’s project manager, consultant architects, consulting engineer, quantity surveyor and the managing contractor who would work with the clubs to develop final construction drawings for each of the three (3) clubrooms but sized and designed to keep the forecast construction costs within the target price. The managing contractor would then engage qualified sub-contractors to execute the build within the target price. In this way the designs are optimised around what the builder believes is feasible to construct with the budget available – rather than the more conventional approach of completing detail design first and then tendering the completed design.

The contract methodology would include an incentive arrangement so that the contractor would benefit from any project cost savings, but also share some commercial risk if the overall project exceeded the target price.

One key aspect of the contracting methodology is that Council would approve the calling and awarding of tenders for the building contract partner and then sign off the project to proceed to detailed design and construction (within the target price) via a 2nd report to Council expected at the 24 August meeting. No further decisions would be taken by Council until the work was complete. All subsequent project decisions would be made by either the Project Delivery Team or in the case of sign-off of the final building designs, in conjunction with the individual clubs. Council would however receive regular project updates and briefings.

RECOMMENDATION

That Council:

- 1. notes the progress made towards the Brighton Oval Upgrade Project;**
- 2. (a) approves the inclusion of a Community Pavilion (150m²) in the overall design of the Brighton Oval redevelopment at an estimated cost of \$397,500 in order to consolidate community space allocated within the individual clubrooms into one Council managed facility and proportionally reducing floor plan size of clubrooms;**

Or

- 2 (b) approves the floor plan designs of the clubrooms with integrated ground floor community space and first floor function space, with the removal of the proposed Community Pavilion from plans. Funds previously allocated to the Community Pavilion be allocated to contingency and civil works;
 3. approves the upgrade of oval lighting to competition standard for one Lacrosse pitch (main pitch) as part of the Brighton Oval redevelopment at an estimated cost of \$90,000.
 4. (a) endorse the use of the hybrid Early Contractor Involvement (ECI) contract model with a target price incentive mechanism, in order to deliver the project within the target price (\$8.0m) and by June 2020.

(b) approve the calling of a Request for Proposal to engage a construction contractor to join the Project Delivery Team as the Managing Contractor to assist with design and manage construction of the three (3) new clubrooms under the contract model.

(c) notes that a further report (expected at meeting of 24 August 2018) will be provided detailing recommendations from the Tender Process and seeking approval to proceed with site investigations, statutory approvals, final detailed design and construction.
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Developing walkable connected neighbourhoods

Placemaking: Building character and celebrating history

Community: Building a healthy, active and resilient community

Community: Celebrating culture and diversity

Community: Providing welcoming and accessible facilities

Community: Fostering an engaged and contributing community

Environment: Fostering an environmentally connected community

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Development Act 1993

BACKGROUND

The master plan for the Brighton Oval was endorsed by Council in 2017 following considerable community and stakeholder consultation. The master plan recommended the construction of three (3) new club buildings to replace existing facilities (including the old grandstand) at the Oval.

A business case was formally endorsed by Council in 2017. In January 2018, Council allocated \$6,000,000 towards the construction of the three (3) new clubroom buildings over two financial years subject to support through grant funding. The State Government's Office for Recreation Sport and Racing subsequently allocated \$2,000,000 grant funding to the project.

Planning and design work commenced in May 2018 following confirmation of the grant funding. This involved local architects, Folland and Panozzo, preparing conceptual designs for the three (3) new clubrooms based on sports association recommended floor space allocations and detailed discussions with each of the clubs. This work has now progressed to a point where the conceptual designs are complete and ready to proceed to tender and construction.

In parallel with design development, Administration engaged consultant engineers Tonkin to recommend a project delivery and contract methodology, to develop technical specifications for the buildings and associated civil works, and to prepare draft contract documentation.

An Expression of Interest was also called identify suitable building contractors and to obtain feedback on the proposed contracting methodology and likely building costs based on the contractor's previous experience.

The EOI process highlighted that the conceptual design were likely to be more expensive than allowed for in council's original planning and this could result in the project being considerable over the total \$8.0m budget. 16 companies expressed interest and four of them have been short listed for the final tender.

In the lead-up to the 2018 Local Government Elections, Council enters a Caretaker Period on 4 September 2018 and runs until the declaration of the polls on 26 November 2018. During this period, Council is prohibited from making any "designated decisions" which includes any decisions related to procurement or award of contracts greater than around \$336,000 in value. This captures any decisions or contract award related to the Brighton Oval project.

Following discussions with Tonkins, Administration is recommending that Council adopt a hybrid Early Contractor Involvement (ECI) contract model (with a target price and incentive mechanism), in order to deliver the project within the \$8.0m project budget and by June 2020.

Under this methodology, Administration would seek tenders from suitably qualified building contractors to join a Project Delivery Team comprising Council's project manager, consultant architects, consulting engineer, quantity surveyor and the managing contractor who would work with the clubs to develop final construction drawings for each of the three (3) clubrooms but designed so that the managing contractor could then engaged qualified sub-contractors to build the designs within the target price set by Council. In this way the designs are optimised around

what the builder believes is feasible to construct with the budget available – rather than the more conventional approach of completing detail design first and then tendering the completed design.

The contract methodology would include an incentive arrangement so that the contractor would benefit from any cost under-run, but also share some commercial risk if the overall project exceeded the target price.

One key aspect of the contracting methodology is that Council would approve the calling and awarding of tenders for the managing contractor and then sign off the project to proceed to detailed design and construction (within the target price) via a 2nd report expected at the 24 August meeting. No further decisions would be taken by Council until the work was complete. All subsequent project decisions would be made by either the Project Delivery Team or in the case of sign-off of the final building designs, in conjunction with the individual clubs. Council would however receive regular project updates and briefings.

The second risk is not achieving a concept plan that is agreeable to the three Clubs. At this stage not all of their requests have been accommodated in the concept designs because those proposals are likely to cause the project to be over budget. An option will be to reduce overall floor areas of the proposed clubrooms (the recommended contracting methodology provides a mechanism by which this can be done), to reduce the proposed community space allocated within the club buildings, or to remove other items currently included in the design proposal including upgrading lighting to one of the Lacrosse pitches and/or a proposed Community Pavilion.

Managing the risk of cost overruns and the time needed to reach agreement on the final detail design of the three (3) clubroom buildings will be critical to the overall delivery of the project within budget and by June 2020.

REPORT

Project Scope

The endorsed master plan for Brighton Oval contains redevelopment of three (3) new club buildings in lieu of existing facilities at the Brighton Oval.

The three (3) new 2 storey clubrooms are proposed for each of the following clubs:

- Brighton Rugby Club – located to the Brighton Road frontage of the oval site with views over the rugby field looking east.
- Brighton Sport and Social Club – providing combined facilities for cricket and Australian Rules football with a new clubroom on the western edge of the main oval (in a similar location to the existing grandstand) with views over the oval looking east.
- Brighton Lacrosse Club – located in the same location as the existing Lacrosse Club.

Each of the proposed clubrooms includes:

- 4 change rooms – comprising changing areas, toilets & showers configured so that they can be utilised concurrently by 2 matches (4 teams) in various configurations to allow for male and female teams.

- Ground floor treatment rooms, medical, training space, referee facilities, office and storage space.
- Ground floor public toilets, canteen, community room, club entrance and lift/stair foyer
- Upper floor club facilities including covered balcony, board/meeting room, bistro style seating space, kitchen, cool room, storage, toilets (incl disabled toilet), lift foyers and stair access.
- Individual clubs have also specified specific requirements for each of their buildings.

Preliminary floor space allocations have been based on sports association recommended space allocations and detailed discussions with each of the clubs. This work has resulted in three conceptual designs for each of the proposed clubs which are complete and ready to proceed to tender and construction, subject to adjustment if tendered rates indicate that they are unaffordable within the project target cost.

The three new buildings are proposed to provide improved player and spectator amenities along with elevated and undercover viewing over the playing fields.

A fourth space (known as the Community Pavilion) is also proposed adjacent to the proposed new Brighton Sports and Social Clubrooms and which was intended to consolidate community space included in the designs for the 3 clubrooms into one Council managed community space.

The purpose of the Community Pavilion was to provide a multi-purpose space, capable of being divided into a range of smaller flexible spaces, for use by the community and which would be managed by Council rather than under the care of control of the sporting clubs who may inadvertently annex the space into their club operations to the effective exclusion of the public.

At the request of the Lacrosse Club, the project is also proposing to fund the upgrade of pitch lighting to the main competition pitch at an estimated cost of \$90,000. This work is considered essential to the overall redevelopment of the Lacrosse facilities.

It is proposed that the project adopt architectural and quality standards similar to the new Kauri Parade Sporting Complex.

A minimum amount of civil and landscaping works have been included in the project, sufficient to ensure that the buildings fit and interface to their proposed sites.

The project does not include any of the other site improvements (other than what is mentioned above) proposed by the master plan including substantial civil and landscaping works, car parks, playground or roads safety improvements. This is dependent on future Council budgets other grant funding opportunities and ongoing discussions with the Federal Government through the Member for Boothby, Ms Nicolle Flint MP.

Project Stages

Since confirmation of State Government funding in March 2018, Administration have progressed the preliminary stages of the project to a point now of Request for Proposal. The activities undertaken so far have included:

- Consultation with the 4 clubs that are currently tenants within the existing buildings
- Development of a draft concept designs for the proposed three (3) clubrooms
- Preparation for technical (on-ground) investigations
- Assessment of an appropriate contract model and project risks
- An expression of interest to gauge construction industry interest
- Preparations for Request for Proposal documents

An expression of interest to identify the interest from the construction industry has been completed. The closing date for the lodgment of Expressions of Interest was Thursday 14 June, 2018. A tender briefing session was held on site at 9.30am on Thursday 7 June.

The objective of the project is to deliver the identified developments within the budget, quality and time.

For the purpose of this paper, the project is divided into three (3) stages:

Stage 1 – Concept design and Project Approval

- develop concept plans in consultation with the clubs and contractors
- establish contract delivery model and designs to deliver project within the budget
- initiate on-site investigations and planning approval
- obtain Council approvals (by the end of August 2018) to:
 - engage managing contractor as part of the project delivery team
 - proceed with project implementation

Stage 2 – Project Preliminaries and Detailed Design

- finalise on-site investigations
- finalise detail designs in conjunction with Project Delivery Team and clubs
- finalise technical specifications, selection of finishes and target cost estimates for each building
- obtain planning approvals

Stage 3 – Project Delivery

- Managing contractor calls tenders for select sub-contractors to undertake work
- existing buildings demolished & new buildings constructed (construction sequence to suit contractor's and club's programs)
- handover & commission new buildings

Funding

The overall approved funding for the project is \$8.0m which is funded \$6.0m by Council and \$2.0m by State Government through an Office of Sport and Recreation grant.

The overall expenditure budget is currently based on a floor space cost of around \$2650/m² although industry feedback from the recent Expression of Interest process would indicate that this rate is considered to be too low, with rates around \$2850/m² to \$3000/m² recommended.

The Brighton Sport and Social Club have secured \$75,000 from SANFL to fund enhancements to their building. Similarly Brighton Rugby Club is proposing a contribution of \$95,000 for improvements to their building.

These additional funds have been incorporated into the concept design process for these clubs and have funded some additional enhancements.

The clubs are also expected to contribute to the cost of fitout, fixtures and fittings for their clubrooms including kitchen equipment, fridges, beer systems and furniture. No specific allowance has been made in this project for these club fitout costs.

Based on current data, the estimated cost of the project is as follows:

Project Funding	\$8,000,000
add: contribution by SANFL (Brighton Football Club)	\$75,000
contribution by Brighton Rugby Club	\$95,000
Total Project Budget	\$8,170,000
Clubroom construction (3 off)	\$7,192,500
Council managed community pavilion (150m ²)	\$397,500
Lighting Upgrade – Lacrosse pitch	\$90,000
Shared projects costs (eg soil testing, design, approvals, service relocations & connections, project management, landscaping and paving)	\$490,000
Total Project Budget	\$8,170,000

Development of Concept Plans

Council staff and architects met with each club a number of times to discuss design issues relating to individual clubs. These issues have been considered and incorporated where possible. The issues included recommended floor areas and functional spaces for each of the buildings. Architects have attempted to incorporate the needs and preferences expressed by each club as much as possible without impacting on the budget bottom line.

Council's architects Folland and Panozzo have developed the functional requirements in consultation with the state and local sports associations. Under the current plans, each club building provides for a significant increase in floor size compared to the existing facilities.

Club	Existing area (m ²)	Current Design - Proposed Area (m ²)	Increase area (m ²)
Football/Cricket	723	1006	+283m ² or +138%
Rugby	469	972	+503m ² or +207%
Lacrosse	359	770	+411m ² or +214%
Community pavilion	-	150	+150m ²

all areas exclude verandas under roof/balconies

For project planning purposes, Administration has adopted a rate of \$2650/m² as the preliminary cost point for determining floor space allocations after deduction \$490,000 from the project budget to cover shared project costs (such as survey, soil & utility investigations, design, project management, service relocations etc), \$90,000 for lighting upgrade to the main lacrosse pitch and 150m² for a community facility. This cost estimate is significantly lower than achieved on the Kauri Parade sports complex (2014 tender). If the final pricing from our tendering process is higher than estimated, the floor space allowances will have to be further reduced as there is little contingency in the overall project budget.

The plans contained in **Attachment 1** achieve the core design principles of the project and in doing so, provide significantly increased floor space for each club compared to their current buildings. The 3D renders provided are indicative designs only, and are based on the floor plans that have been developed through input from each club.

Refer Attachment 1

The plans include:

- larger floor plans than what existing facilities have
- 4 x unisex change rooms enabling growth in female and junior participation
- double story buildings with first floor kitchen, bar, function spaces
- undercover balconies / elevated viewing
- ground floor community space

Naturally, the floor rates for each building can increase if a lower benchmark rate is achieved during the tender process, however all indications from the Expression of Interest process are that the base rate of \$2650/m² is going to be difficult to achieve.

In the event that tender prices exceed our project budget for the proposed plans, then negotiations will continue with all clubs and contractors to achieve a mutually acceptable outcome that meets budget. This would include reduction in overall floor plan size, seek additional financial contributions from each club towards their buildings, and a value management exercise undertaken on the designs to identify cost effective aesthetics, material selections and improved building geometry / uniformity to reduce costs.

Options for community space

A key tenet of the Brighton Oval masterplan is to ensure there is broad community benefit achieved from the redevelopment. A means of achieving this is through the design of buildings to provide the ability to activate the buildings and spaces with a wide range of user groups / hirers in mind.

One of the challenges with designing the club buildings is that the inclusion of additional community space on the ground floor meant that we were in essentially increasing the size of the 1st floor space of each clubroom by the equivalent amount– so in effect we were paying for the space twice.

Operationally, the issue of which entity would have effective control of the community space – particularly the ground floor space remains for discussion. Administration is of the view, it was very likely that the space, over time, would be integrated into the club operations and used for purposes such as storage, gym area, for team briefings and so on – potentially alienating some potential users because they were not hiring traditional community centre standard spaces, but rooms within working clubs. Critical to the success of these community spaces within each clubroom being of benefit to the broader community would be how well these spaces are promoted to the community as rooms for hire, and made available at all times in a clean and presentable state to non-club user groups. Some potential risks associated with this option relate to issues of cleaning, lack of adequate secure storage and inability or difficulty to negotiate long term usage arrangement with external hirers. There may also be less opportunity for Council to program activities in these rooms because they were embedded within the clubs.

Option 1

Construct a community pavilion of approximately 150m² adjacent to the Football / Cricket building and eliminate the need for community space within the functional areas of each building. This will potentially decrease the overall footprint of each of the clubrooms, but the estimated cost of constructing the Community Pavilion is \$397,500.

In line with the concept / functional space designs of the masterplan, the current plans for each clubroom have incorporated a small community space in the ground floor with the specific purpose of broadening the community use of each building outside of the tenant clubs. Each building also has a substantial sized function room (total of 478m² across all buildings) on the first floor which would be made available on a hire basis to the general community. It is the preference of each club to have a ground floor community space for their use. The total ground floor community space across all clubroom buildings is 147m².

Option 2

Retain the proposed community pavilion of 150m² adjacent to the Football / Cricket building and reduce the footprint of the club buildings (and therefore to save cost) by removing the community space on the ground floors of the clubs. The consolidated community space adjacent to the location of proposed playspace and lawn area would allow council to create a larger space (also capable of being divided into smaller functions spaces) of a higher standard of presentation and cleanliness which the community could hire and where groups could establish longer term usage agreements (eg exercise and yoga classes, kinder gym, bridge club, etc) and where they could store small quantities of equipment and supplies. The clubs could also hire the space if they needed extra function space eg for carnivals). Operationally, this facility would be managed and booked through Council's existing resources.

Siting the pavilion between the football/cricket oval and the rugby fields provided an opportunity to have views across both fields and access to BBQ, playground and carpark facilities which are proposed as part of the upgrading of the overall oval precinct. The club function spaces in each building are still available for hire if a community group or function want to use them. However by consolidating proposed space from 3 clubs into a single community pavilion creates a single

facility which Council can control and manage rather than having to deal with 3 separate clubs. Based on indicative square metre rates and dependent on final designs and finish, the community pavilion is costed at approximately \$397,500. This cost would be off-set by savings achieved by removing the community space from ground floor designs in each building.

Based on indicative square metre rates, the removal of the community pavilion is estimated to save approximately \$397,500 with these funds directed to site works to enhance the integration of buildings into existing surrounds.

Planning and Technical Investigations

Construction of the current three sporting buildings was completed in the 1960's. Since that time, clubs have undertaken minor extensions and enhancements. A structural and services condition assessment of the buildings confirmed that it was not cost effective to renovate / upgrade the existing facilities, and that maximum social and economic return on investment would be achieved through the construction of three new buildings.

To inform a detailed design for the three new buildings the following works have been commissioned. This information will be available prior to detailed design.

- Geotechnical and Environmental Investigation. This report will provide sufficient information for design of the footings for the buildings, identify geotechnical construction conditions and additional information on the possible fill in the mounds adjacent the existing rugby club.
- Engineering Survey is necessary to locate the three buildings, and undertake civil design of the works around the buildings. Currently building siting has been undertaken using old survey and aerial photography.
- Services Investigation. An initial services investigation was completed by Trinamic Consultants in September 2017 investigating current services capacity and condition to the three buildings. A second assessment is underway to determine services capacity to the site and the cost to ensure there is adequate capacity to the site. In particular the cost of power augmentation (if any) will need to be included in the budget.

Other documents currently available include the asbestos register for the three buildings.

A planning application for the three new clubs has not been lodged and is currently underway by URPS on behalf of the City of Holdfast Bay. As the works are for Council, the planning authority will need to be confirmed by the State Commission Assessment Panel.

As part of the development approval process, the following supporting information is currently being sourced by Council:

- Preliminary traffic and parking study is being undertaken by Frank Siow and Associates
- Noise assessment will be undertaken
- Arborist assessment of trees that may be affected has been commissioned by Council

Following an initial planning assessment, the final development approvals including building rules consent is expected to be undertaken by the contractor as part of a design development process.

Council anticipates that some community notification will be required to residents adjacent the sporting facility.

Key Risks

The key risks to the project have been identified as follows.

- Caretaker period – commencing on 4 September. During that period, Council is unable to make designated decisions which involve approving or issuing significant contracts. If a contract is not issued for the whole of the project by the end of August 2018, the project is likely to experience significant delay in approvals or even concept modifications. This will significantly delay the project delivery and increase the project risks (including financial and other risks).
- Other risks to be mitigated includes:
 - Planning Approvals
 - Budget
 - Contract Model
 - Program
 - Political
 - Stakeholders
 - Maintenance and Operation
 - Ongoing Management (Lease arrangements)
 - Reputation.

Please see the attachment for risk assessments and mitigation strategies.

Refer Attachment 2

Next Steps

The next step is to call the Request for Proposal to engage a contractor and to implement Stage 2 and 3 of the project. The following are the key objectives for the Request for Proposal process:

- To develop current concept into a detailed design that is agreeable to stakeholders.
- To achieve the developments within the current budget.
- To achieve tender bids for contractor costs to deliver the project to an agreed target price.
- Manage the planning approval issues (including community notification, additional works / higher scope or redesign, etc).
- To identify (and fund) any additional works including civil works, carpark upgrades, lighting etc that has not been included in the budget and may be required as part of any development approval.
- Award the Managing Contractor contract before the caretaker period (4 September 2018).

It is likely than an iterative approach will be required to come up with a suitable functional design that meets an agreed budget. This may include:

- Detailed cost of the current concepts by a contractor(s) and or / Quantity Surveyors(s) to determine if scope of works can be delivered to budget, with an estimate for civil works and servicing external to the buildings and any special requirements likely to be imposed as part of a planning approval process. Cost estimates would need to be for each building and broken down to a square metre rate.
- Value Management (if exceed budget) -what can be changed to meet budget and functional brief or if additional budget is available. This would be on a building by building basis so that the budget split is equitable between all three buildings.
- Revise design including negotiation with stakeholders to meet agreed budget.
- Finalise detail designs and confirm meets Council and stakeholder requirements.
- Obtain preliminary development approval.
- Commence project delivery.

This process may be time consuming and more than one round of cost and value management may be required.

Contract Model

An assessment into traditional contract options has been undertaken and is attached together with advantages and disadvantages.

The preferred model is the hybrid Early Contractor Intervention (ECI) model where a managing contractor is engaged to deliver the project based on a detailed functional brief for a target price (ie the Council budget) working as part of a Project Delivery Team.

The contractor quotes an overhead rate / fee to provide advice during design development phase and an overhead rate / margin to be added to subcontractor rates for managing the delivery of the project once design development and DA approvals have been completed. The contractor essentially undertakes the normal project delivery activities, except that under the ECI model, these are visible to the project delivery team and are incentivized initially by the competitive tender process and secondly by incentives/penalties included in the contract.

The upfront costs for design and approvals are a risk as this is an unknown scope of work due to the possible iterative nature of design with stakeholder input.

The contractor and the project delivery team would work collaboratively with Council and stakeholders to develop designs that can be delivered for the budget. A quantity surveyor would assist to review the contractor's prices during the design. Whilst this is a collaborative open book approach, disagreement with a contractor can still occur.

Once a design and approvals are mostly agreed, the contractor will then move into project delivery.

The selection of the Managing Contractor will be predominantly based on the following:

- Capability, systems and experience of the contractor's project team.
- Overhead /fee basis for the design and project delivery phases.
- Commitment to work in partnership with Council's project delivery team to deliver the project within the target price and project timeline.
- Any innovation and/or alternative ideas the contractor can bring to the project.
- Proposed incentive mechanism to adjust the price under or over runs.
- Project management, quality and safety systems proposed by the contractor.

RFP Schedule

Request for Proposal documents are being prepared. It is envisaged that the tender will be released on 11 July 2018 (subject to Council approval), with tenders closing on 2 August 2018.

Action	Completion Date
Finalise concept plans, drawings & tender documents	29 June 2018
Council meeting – preliminary project approval & approval to call tenders	10 Jul 2018
Tenders Issued	11 Jul 2018
Tenders close	2 Aug 2018
Assess tenders & prepare Council report	8 Aug 2018 (or 22 Aug 2018)
Council decision	14 Aug 2018 (or 28 Aug 2018)
Award Tender	31 Aug 2018

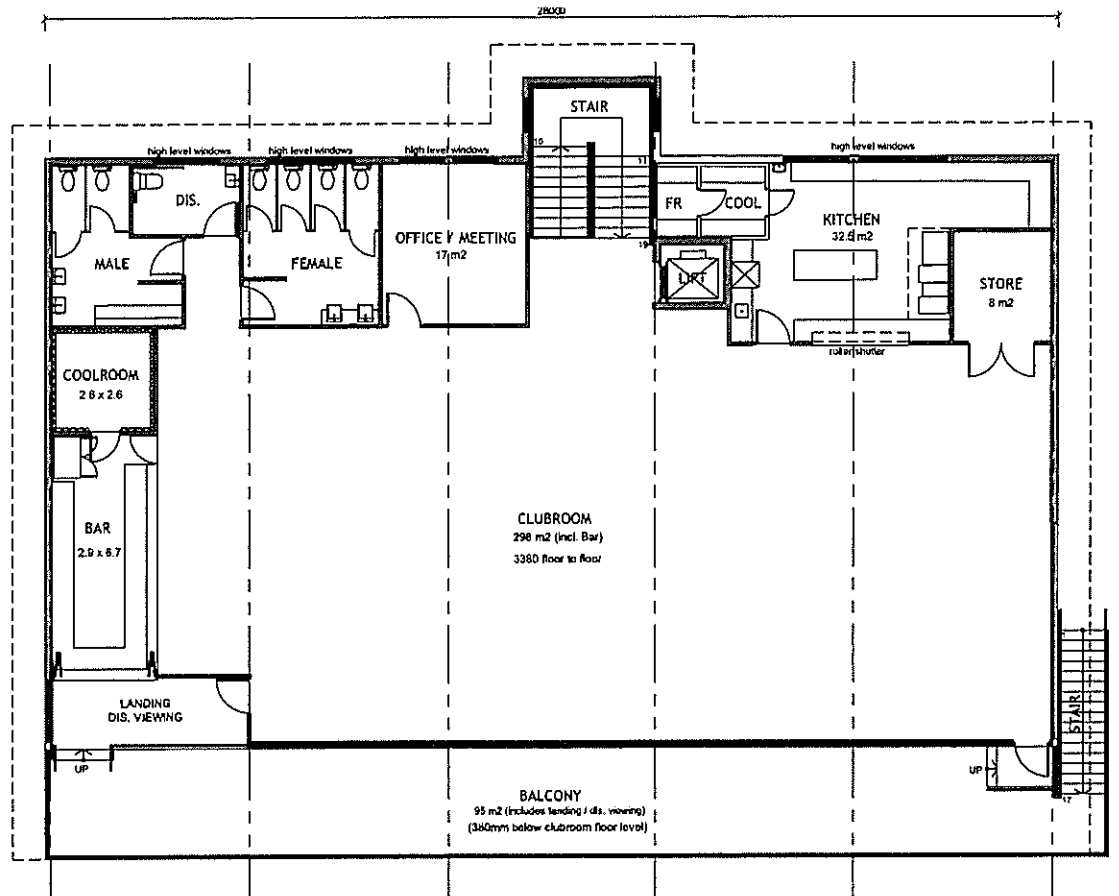
BUDGET

The 2018/19 budget has allocated capital expenditure of \$4m offset by \$2m in external funding. The 2019/20 budget allocation is proposed to be \$4m, providing a total committed project cost of \$8m offset by \$2m in external funding.

LIFE CYCLE COSTS

Life cycle costs includes developmental costs (~\$8m) and the life time maintenance costs for the assets. The real cost of the development would not be known until the development is completed. The full cost of maintenance (~ 3% of the capital value, per year) also would not be known until the detailed design is completed.

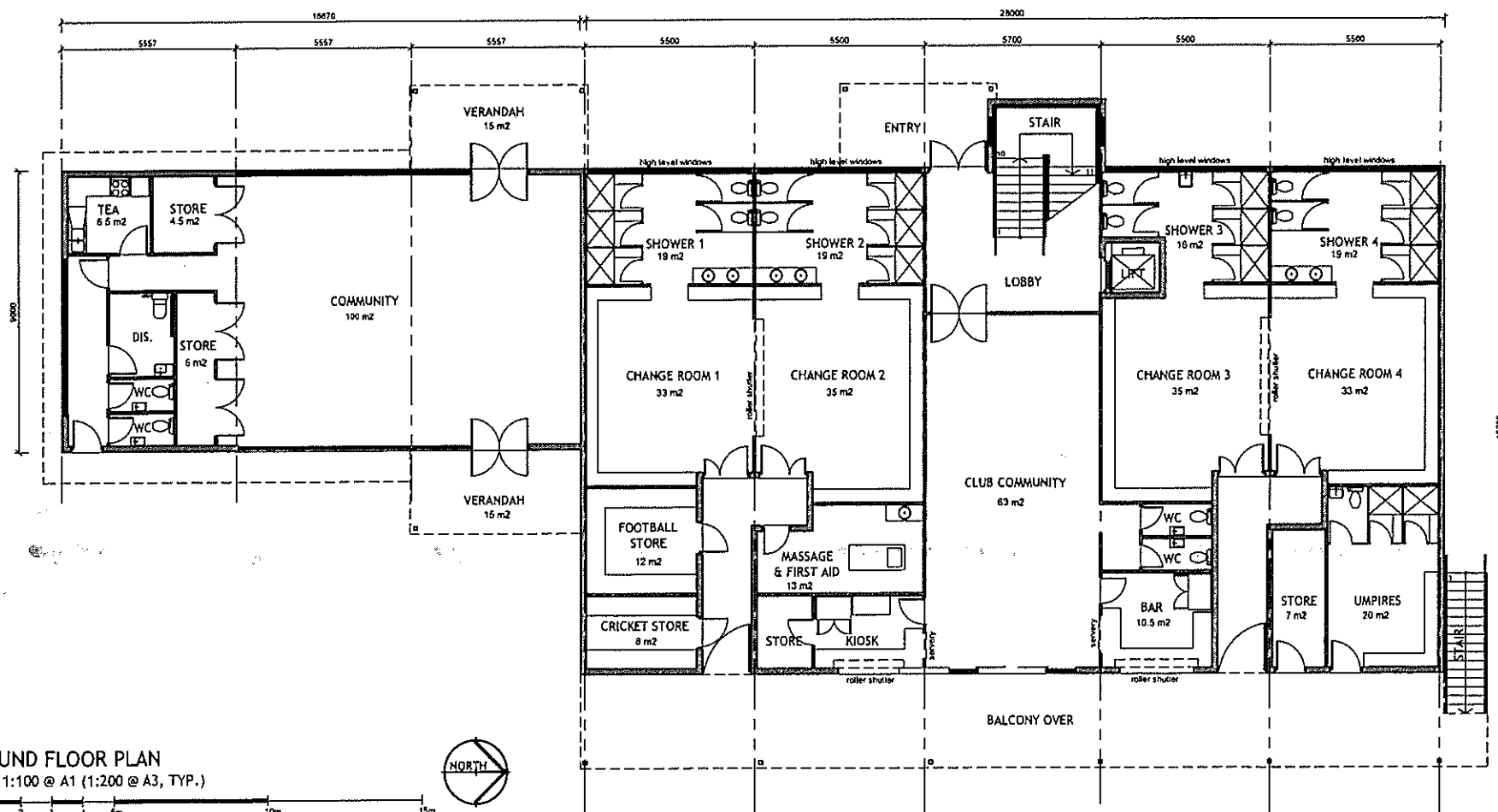
Once the development is completed, the asset, component lives, and their values will be included in the asset register. The regular maintenance costs will be appropriately shared between the lessee and the Council. The required replacements and the associated costs will be included in the relevant asset management plan.



FIRST FLOOR PLAN
SCALE 1:100 @ A1 (1:200 @ A3, TYP.)

AREA SCHEDULE (gross m2 building footprint areas)	
Football / Cricket Ground (excluding Balcony over)	461 m2
Football / Cricket First Balcony (incl. dis. viewing)	450 m2
TOTAL Football / Cricket	1006 m2
Community	150 m2

REV #	DATE	DESCRIPTION



GROUND FLOOR PLAN
SCALE 1:100 @ A1 (1:200 @ A3, TYP.)

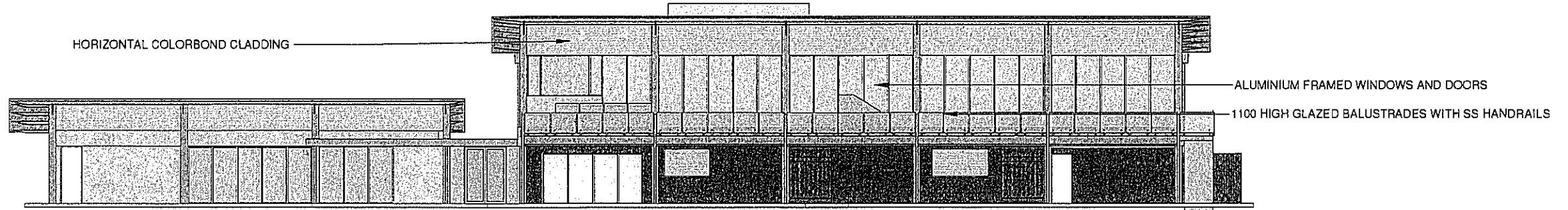


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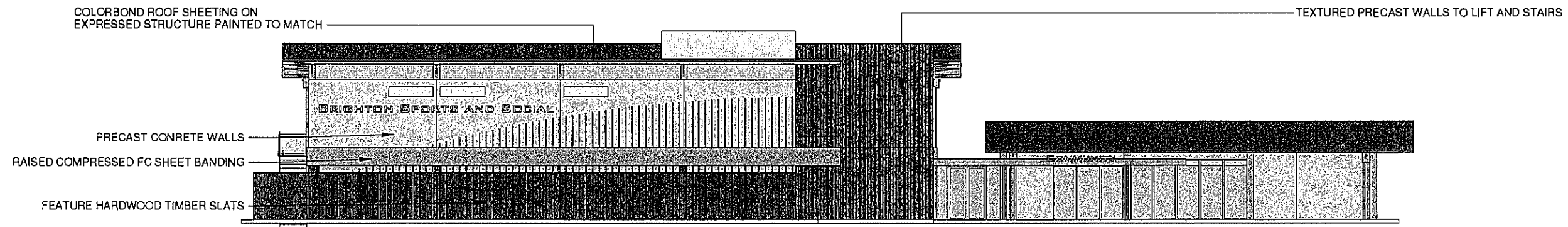
PRELIMINARY
BRIGHTON OVAL
PROPOSED NEW
FOOTBALL & CRICKET
CLUBROOMS
AND
COMMUNITY FACILITY

NO	DATE	BY	SCALE	STATUS
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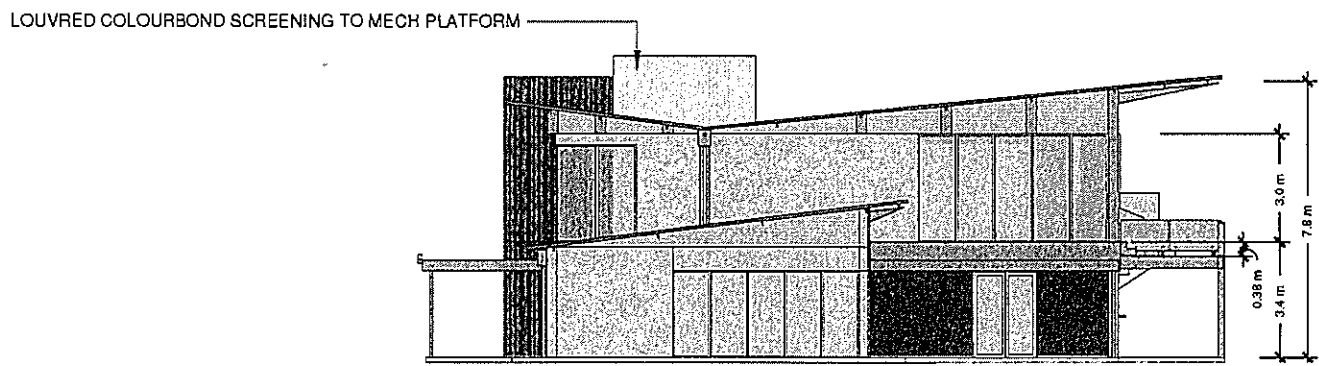
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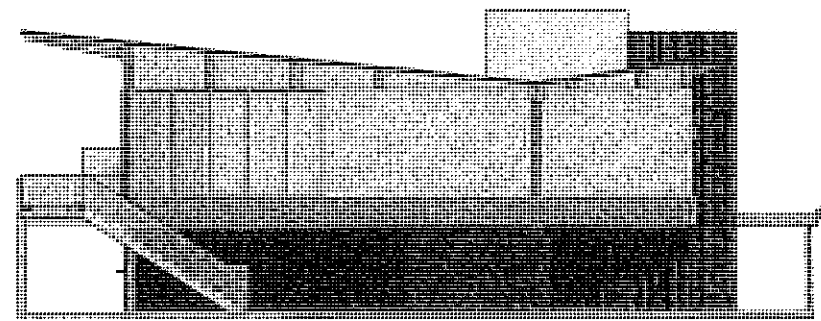
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SCALE 1:100 @ A1 1:200 @ A3



WEST ELEVATION
SCALE 1:100 @ A1 1:200 @ A3



SOUTH ELEVATION
SCALE 1:100 @ A1 1:200 @ A3



NORTH ELEVATION
SCALE 1:100 @ A1 1:200 @ A3

REV	DATE	DESCRIPTION

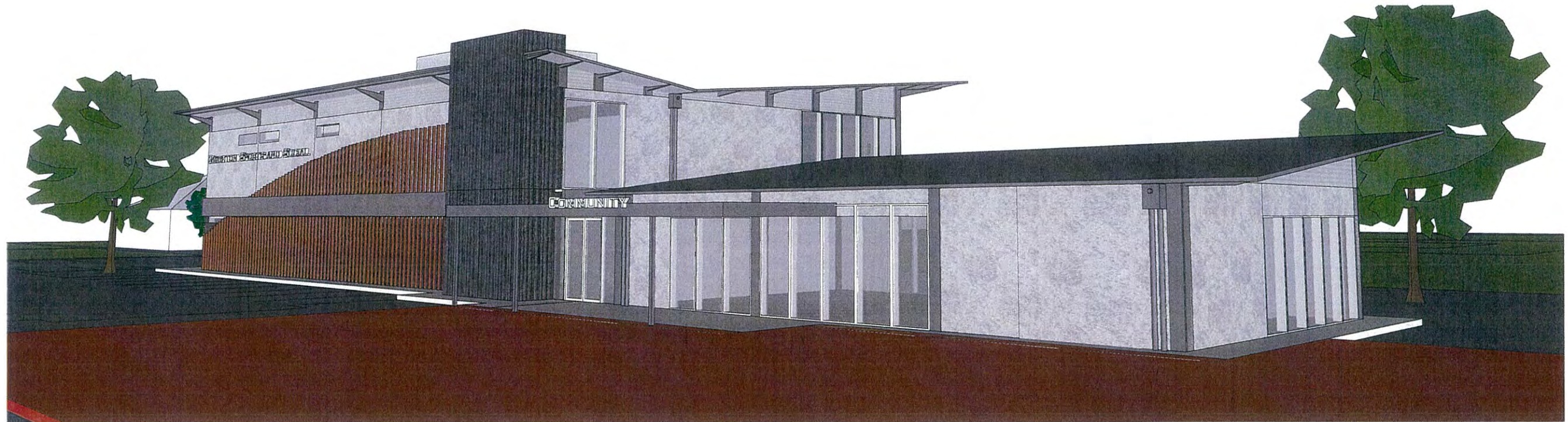


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**BRIGHTON OVAL
PROPOSED NEW
FOOTBALL & CRICKET
CLUBROOMS**

NO	DATE	SCALE
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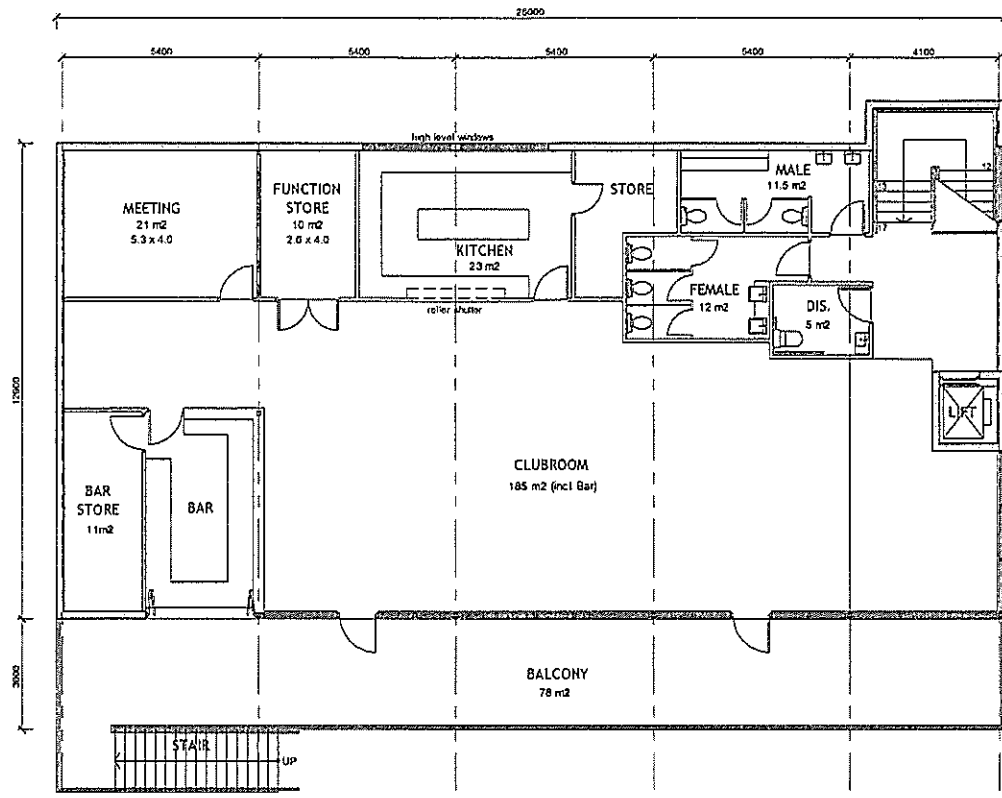
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 www.fparchitects.com.au
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**BRIGHTON OVAL
 PROPOSED NEW
 FOOTBALL & CRICKET
 CLUBROOMS**

PRELIMINARY

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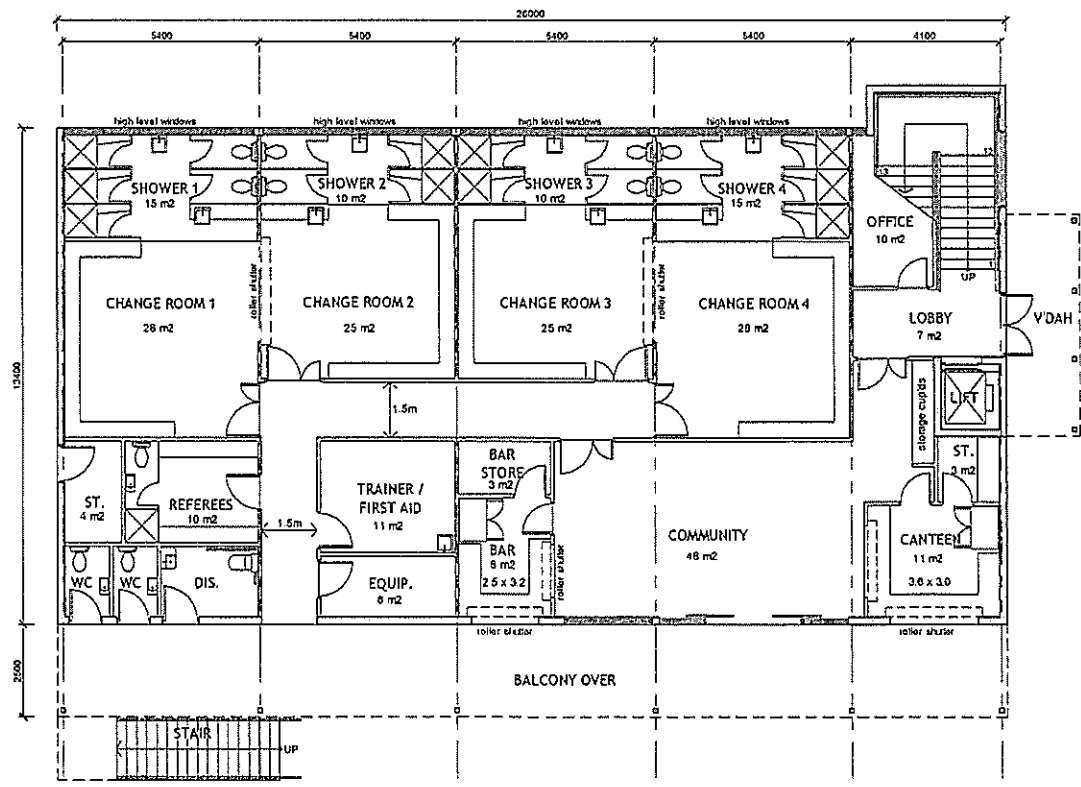
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FIRST FLOOR PLAN
SCALE 1:100 @ A1 (1:200 @ A3, TYP.)

AREA SCHEDULE (gross m2 building footprint areas)		
Lacrosse Ground (excluding Balcony over)		352 m2
Lacrosse	First	340 m2
	Balcony	78 m2
TOTAL Lacrosse		770 m2

rev #	date	description



GROUND FLOOR PLAN
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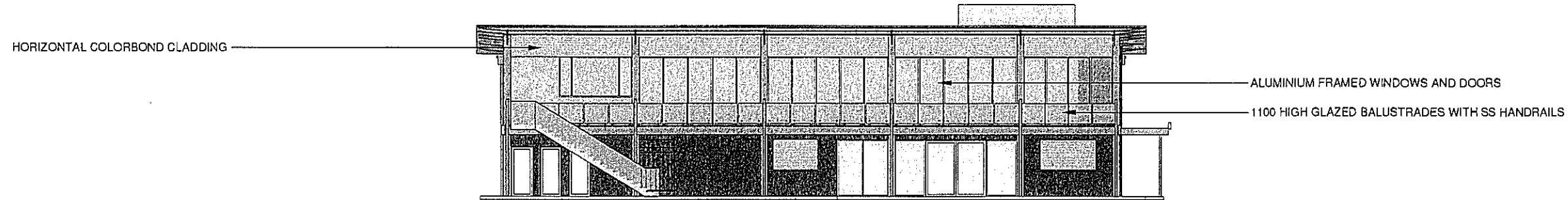
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PRELIMINARY

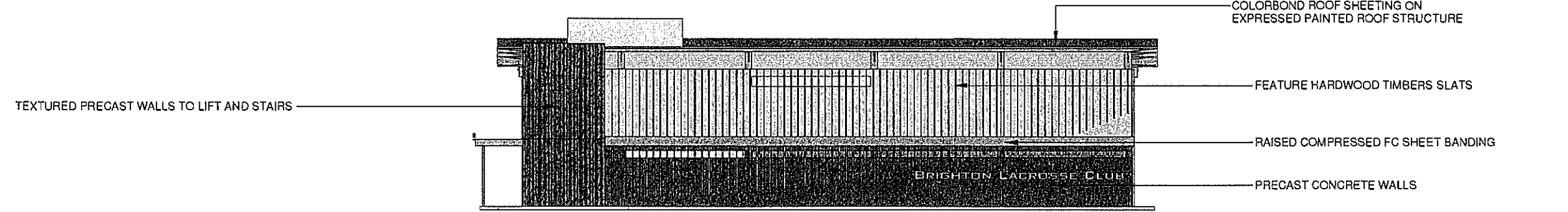
**BRIGHTON OVAL
PROPOSED NEW
LACROSSE
CLUBROOMS**

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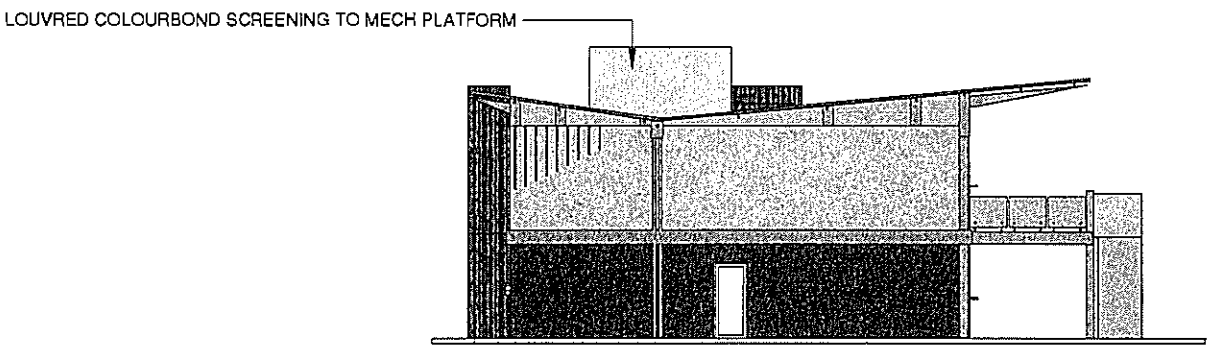
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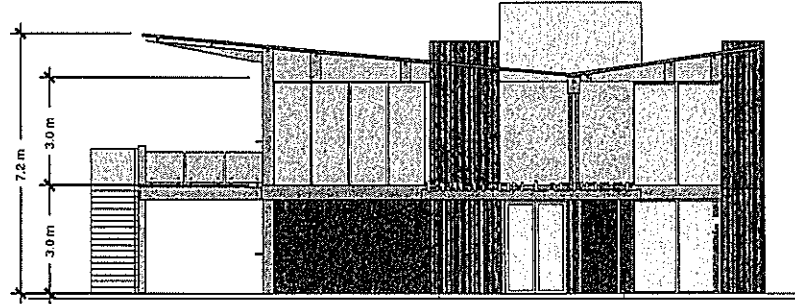
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WEST ELEVATION
SCALE 1:100 @ A1 1:200 @ A3



SOUTH ELEVATION
SCALE 1:100 @ A1 1:200 @ A3



NORTH ELEVATION
SCALE 1:100 @ A1 1:200 @ A3

NO.	DATE	BY	CHKD

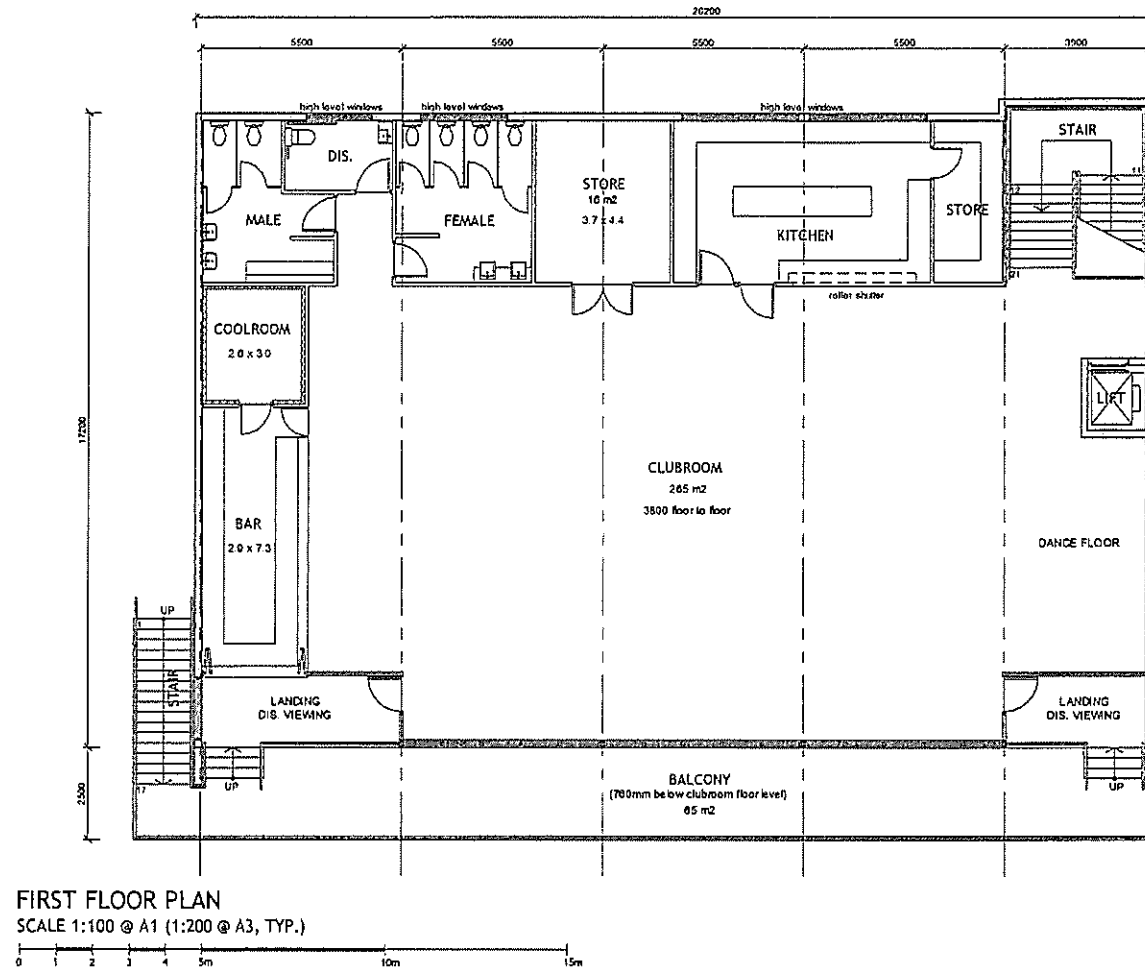


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**BRIGHTON OVAL
 PROPOSED NEW
 LACROSSE
 CLUBROOMS**

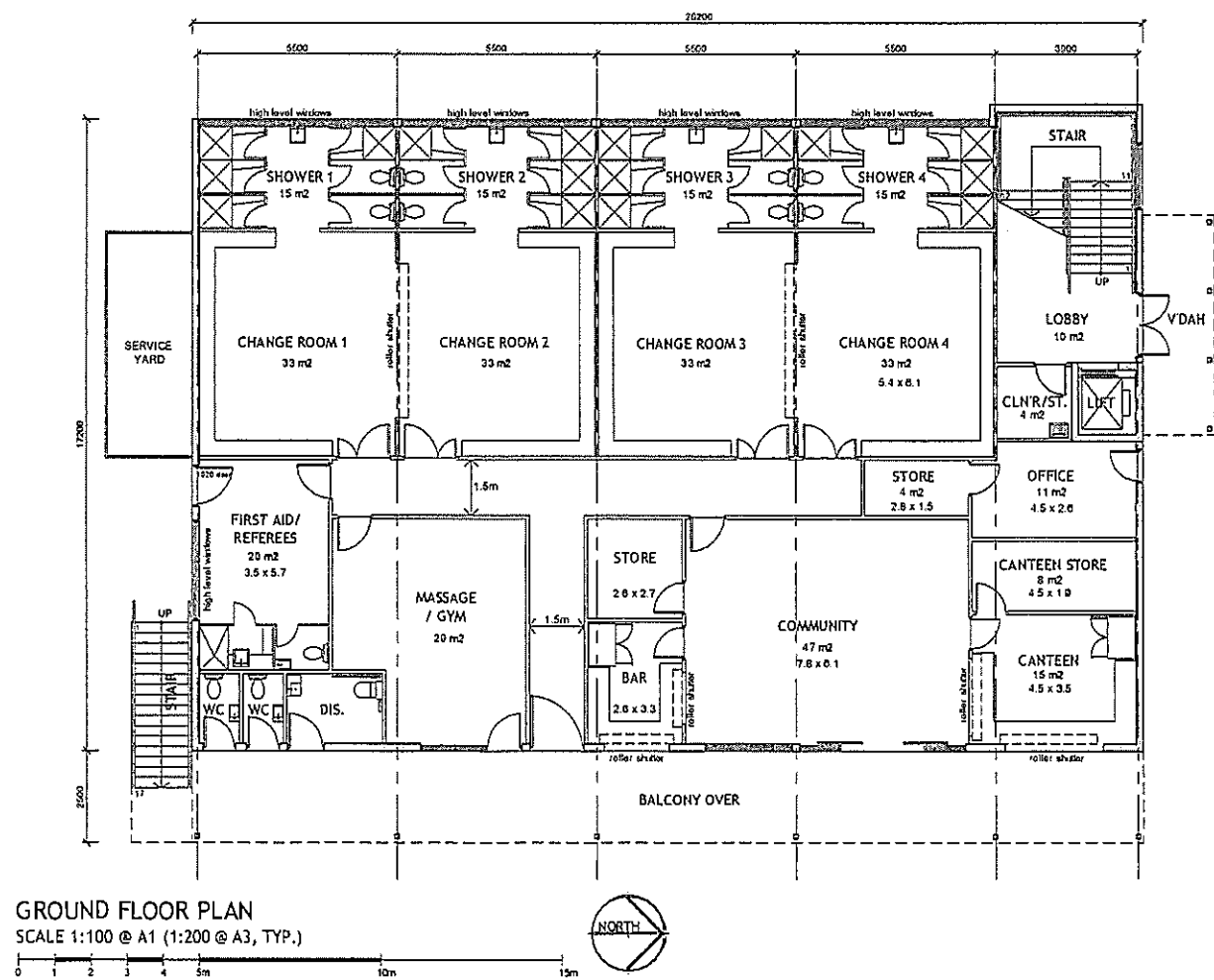
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AREA SCHEDULE (gross m2 building footprint areas)		
Rugby Ground (excluding Balcony over)		452 m ²
Rugby First Balcony (incl. dis. viewing)		83 m ²
TOTAL Rugby		972 m²

rev #	date	description



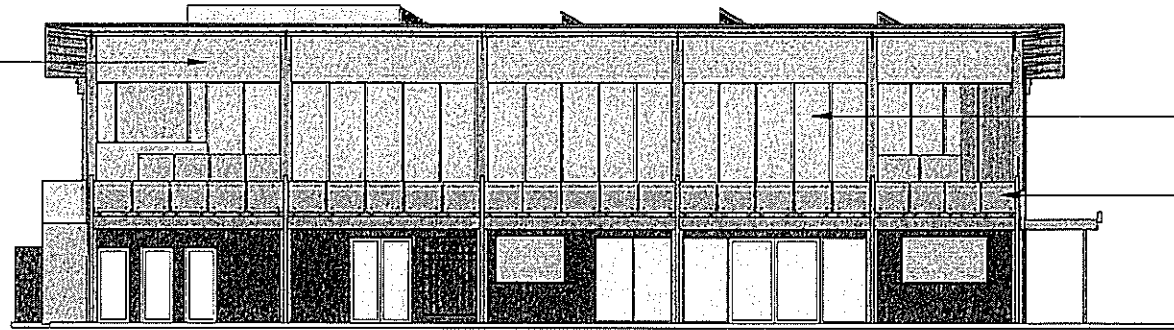
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**BRIGHTON OVAL
PROPOSED NEW
RUGBY
CLUBROOMS**

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HORIZONTAL COLORBOND CLADDING

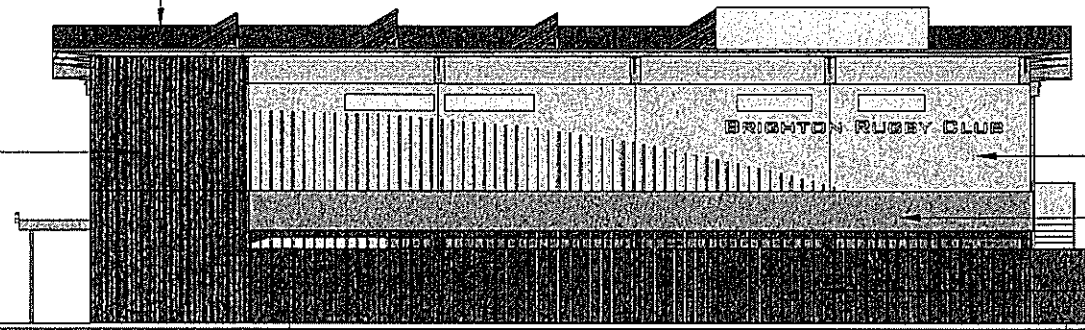


ALUMINIUM FRAMED WINDOWS AND DOORS

1100 HIGH GLAZED BALUSTRADES WITH SS HANDRAILS

COLORBOND ROOF SHEETING ON EXPRESSED STRUCTURE PAINTED TO MATCH

EAST ELEVATION
SCALE 1:100 @ A1 1:200 @ A3



TEXTURED PRECAST WALLS TO LIFT AND STAIRS

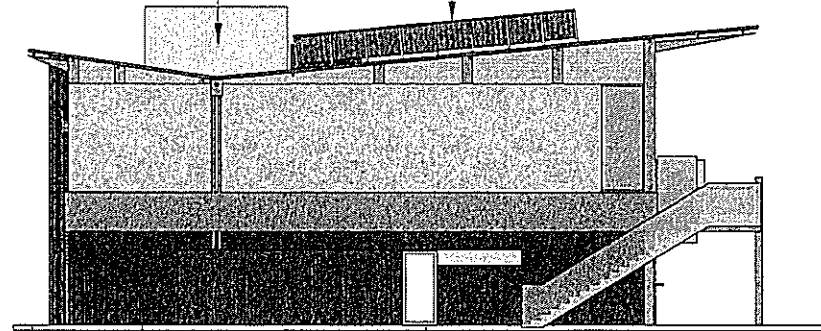
PRECAST CONCRETE WALLS

RAISED COMPRESSED FC SHEET BANDING

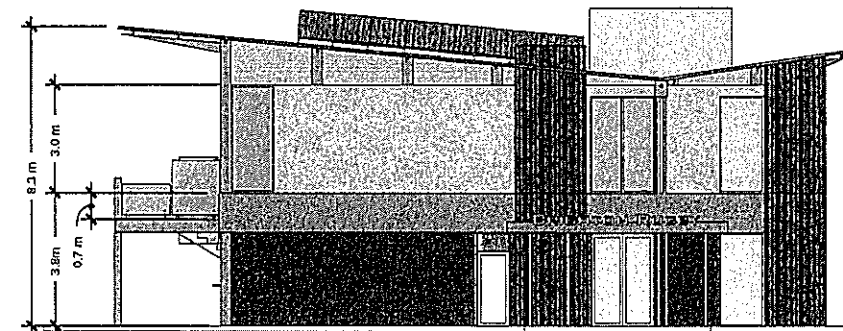
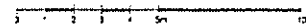
FEATURE HARDWOOD TIMBERS SLATS

WEST ELEVATION
SCALE 1:100 @ A1 1:200 @ A3

EXISTING SOLAR PANELS TO BE REUSED ON NEW ROOF
LOUVRED COLOURBOND SCREENING TO MECH PLATFORM



SOUTH ELEVATION
SCALE 1:100 @ A1 1:200 @ A3



NORTH ELEVATION
SCALE 1:100 @ A1 1:200 @ A3

NO.	DATE	DESCRIPTION

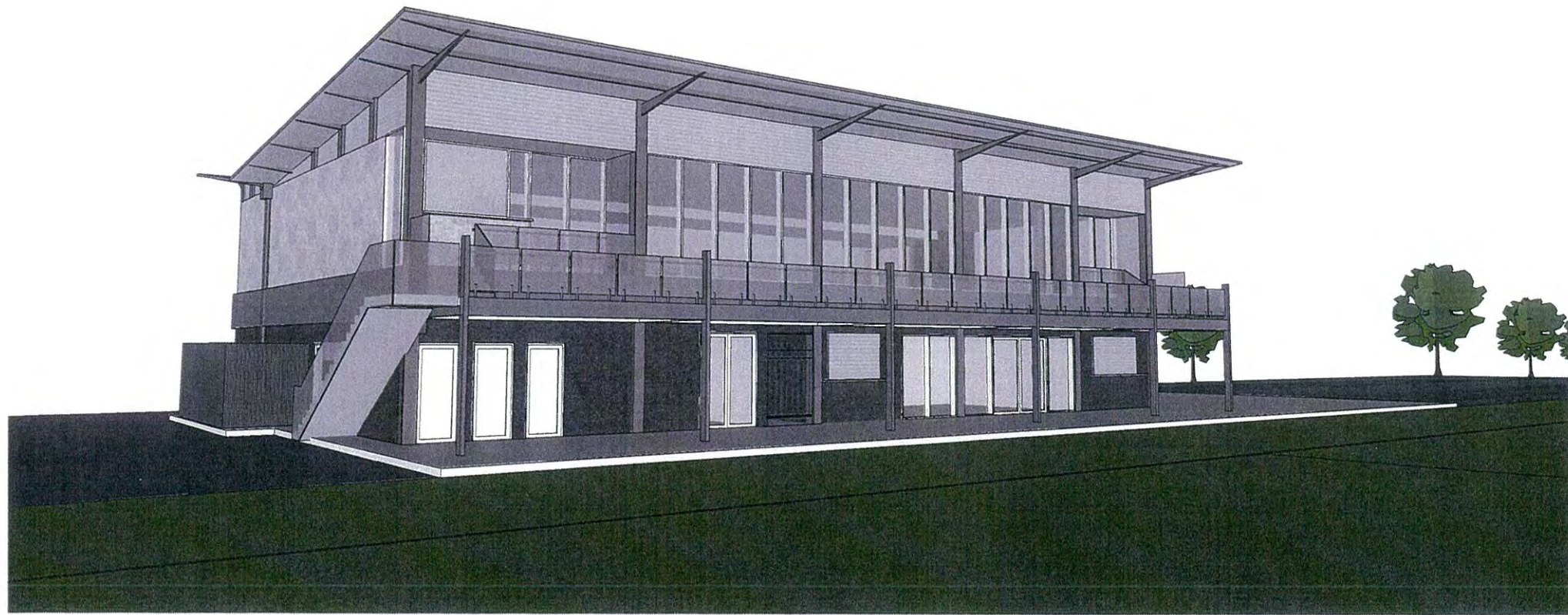
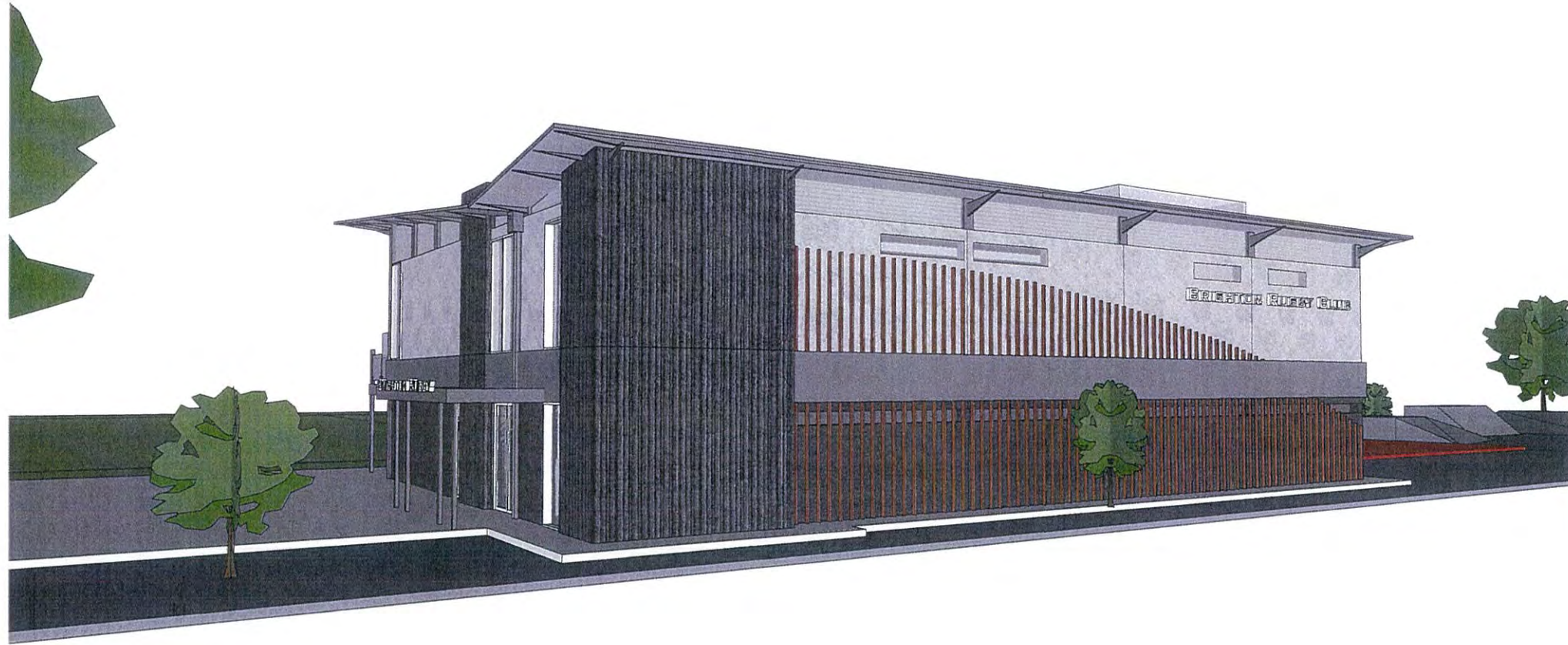


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BRIGHTON OVAL
PROPOSED NEW
RUGBY
CLUBROOMS

NO.	DATE	DESCRIPTION

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**BRIGHTON OVAL
 PROPOSED NEW
 RUGBY
 CLUBROOMS**

PRELIMINARY

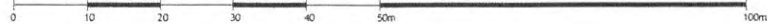
NO.	DATE	DESCRIPTION
2018-1806	18/06	18/06
20/06/18	18/06	18/06

Scale: 1:100
 Drawing Size: 357mm

CLIENTS AND CONTRACTORS ARE TO VERIFY ALL DIMENSIONS AND LEVELS ON SITE BEFORE CONSTRUCTION AND PRIOR TO PROCEEDING WITH WORK. SHOP DRAWINGS TO BE CHECKED FOR CLARIFICATION.



SITE PLAN
SCALE 1:500 @ A1



rev #	date	description



folland architects
panozzo

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BRIGHTON OVAL
PROPOSED NEW
CLUBROOMS

PRELIMINARY

job #	date	scale	drawn by
2018 1806	27/06/18	1:500	js/am

BUILDERS AND CONTRACTORS ARE TO VERIFY ALL DIMENSIONS AND LEVELS ON SITE BEFORE COMMENCING ANY WORK AND PREPARING SHOP DRAWINGS. IF IN DOUBT ASK FOR CLARIFICATION.

Risk Identifier	Risk Description	Detail	Discussion
1	Planning Approvals	<p>Planning approvals have not been sought for the development. Whilst overall site has existing recreational use, the new buildings with increases in floor areas and larger function areas changes require a planning application (and considering possible / anticipated club membership growth) . In addition the lighting upgrade to the Lacrosse Pitch needs to be considered.</p>	<ul style="list-style-type: none"> • A planning application will be prepared suitable to be lodged. Council will discuss with SCAP to determine planning authority for the development • A preliminary parking and traffic investigation has been commenced to support a planning application. Onsite parking is likely to be a concern. • A noise assessment will be undertaken to support a planning application • An arborist report is underway to identify any tree constraints. Should significant trees need to be removed this should be addressed as part of a planning application • The Lacrosse Lighting should be a separate application • Delays to the project (and to a tenderer if awarded) may occur should the planning application not be successful, have community representations/ objections, require significant changes or appealed at the ERD court. • Liquor licencing requirements (particularly around noise) may reduce functionality of the areas or require additional works (cost) or redesign to meet functional needs (ie thick glazing, airlocks to reduce noise externally) • If the contractor has responsibility for the final development approval, additional design and construction costs to meet planning conditions may compromise budget • Special requirements for rugby club due to proximity/visibility from Brighton Road & proximity to playing field
2	Budget	<p>Budget for the overall project was based on actual costs from the Kauri Parade development. The architects developed a cost effective (standardized) design to meet the budget. Requests from the sporting clubs to increase floor area and personalize the buildings (ie 3 bespoke buildings) are likely to result in costs exceeding budget. Comments from a number of tenderers as part of the EOI indicate completing the buildings within the budget was ambitious.</p> <p>The Kauri Parade building tendered in 2014 was a single building where we are constructing 3 separate buildings each with lift, function area etc</p>	<ul style="list-style-type: none"> • Identify risk items including survey, geotechnical investigations, services requirements to inform a detailed design (underway). • Confirm scope of budget (inclusions and exclusions) and value these, ie extent of civil works, lighting, electrical and services upgrades, contract management etc • Seek quote from service authorities for services upgrades, particularly SAPN • Understand minimum functional needs (must haves) • Reduce floor areas to meet budget • Review community building attached to football/cricket club • Combine buildings • Defer a building • Provide a communal function area for the three clubs • Updated QS for the current building designs to confirm if budget is adequate • Seek quotes to construct the buildings – real construction cost • Develop a contractual model to deliver functional buildings to the budget • Concern design to a budget may not meet functional and quality requirements • Arrange a budget commensurate with the scope with additional funding – Sporting clubs, grant funding, Council • Each building will have a different cost / m2 – how is this managed – do clubs contribute to the premium over a standard build cost and over the proportional increase in size over existing footprint • The current budget does not allow for solar power, batteries, recycled water etc which may be required as part of a planning approval • Risk of contractors producing minimum possible quality in order to meet budget • Risk of contractors reducing quality throughout construction from one building to the next as budget runs low • Furniture, fixtures & equipment (FFE) supplied by clubs to reduce fit out and meet budget
3	Contract Model	<p>A contract model that allows design to be completed to address stakeholder and Council minimum standards, manages risk, meets Council procurement process, meets Councils program (noting caretaker period), manages budget, meets planning requirements and has flexibility should there be delays or issues</p>	<ul style="list-style-type: none"> • A number of traditional contract models have been identified which will allow selection of a contractor prior to commencement of the caretaker period. A hybrid model may be necessary to meet the project objectives • An EOI process has been completed which has resulted in a shortlist of suitable contractors • Risk of delay costs if a contractor is appointed and works are delayed •
4	Program	<p>Delays in the project</p>	<ul style="list-style-type: none"> • Commence planning approval process and have a high degree of confidence in the outcomes • Final development approval (including Building Rules) by contractor as part of a design and construct arrangement • Availability of grant funding / Council funding

			<ul style="list-style-type: none"> • To meet the program of completion June 2020, some works will need to be undertaken during the winter months • A concurrent build may be required resulting in clubs sharing a facility during the construction period or no club facilities during a summer period. • Risk of project delay if tenderers cannot meet council procurement process dates • Some contract models allow contractor to begin construction of one building before full design complete for all buildings (reduce program duration)
5	Political	Council Elections may affect delivery of the project	<ul style="list-style-type: none"> • Council caretaker period – award of contract may be affected • Changes in elected members may affect scope and program
6	Stakeholders	Three clubs are actively contributing to the design of the buildings	<ul style="list-style-type: none"> • Clubs have specific needs that they have identified resulting in larger footprint buildings • Need to identify must have functional requirements meeting sporting code requirements and current needs • Highly desirable to have design mostly agreed that meets Council and stakeholder requirements prior to a design and construct contract
7	Maintenance and Operation Ongoing Management (Lease arrangements)	Management of the facility into the future	<ul style="list-style-type: none"> • Three function areas all competing for similar business will need to be considered • Higher cost to operate and maintain the buildings with more floor area • Design brief to ensure a suitable quality and design life • Lease arrangements and responsibilities for operation and maintenance, fees and charges should be agreed prior to construction commencing • Facilities can be constructed, used, operated maintained safely (safety in design approach) • Responsibility to upgrade and maintain areas outside clubs will need to be agreed, including car parking • How will community access the facility – with or without a separate community pavilion. If there is no community pavilion, will the community areas in three separate buildings be of adequate size, quality and availability
	Reputation	Reputation for council, Contractor and Sporting Clubs	<ul style="list-style-type: none"> • Delivery of a functional outcome, good quality, on time and to budget required • No negative media coverage • Works are constructed safely • Project delays may impact on sport participation and club memberships

Item No: **14.7**

Subject: **PRUDENTIAL REPORT – BRIGHTON OVAL COMPLEX UPGRADE**

Date: 10 July 2018

Written By: Strategic Planner

General Manager: Business Services, Mr R Bria

SUMMARY

The Local Government Act 1999 requires that councils undertake a prudential review for projects with a value over \$4.713 million, for expenditure in the proceeding five years. BRM Holdich was engaged to provide a prudential report on the Brighton Oval Complex implementation project.

The attached report summarises the key findings in the prudential review and concludes that there has been a level of 'due diligence' followed for the project and should achieve the identified public benefits or needs.

Whilst the report was undertaken in January 2018, it provides findings that are still relevant with some of the key risks identified having already been mitigated, including securing \$2.075m of grant funding, staging the development (Stage 1 Buildings, Stage 2 Infrastructure works) to provide the opportunity to attract further grant funds to offset the remaining infrastructure works. Also the Long Term Financial Plan (LTFP) has been updated in June 2018 as part of the 2018/19 budget adoption to include proposed projects such as this one. The updated LTFP demonstrates that from 2018/19 Holdfast Bay is financially sustainable and has the capacity to borrow additional funds for new strategic projects and remain under the Council agreed Net Financial Liabilities Ratio (NFLR) threshold of 75%. Accordingly, progressing this Project is not expected to adversely impact on Holdfast Bay's financial viability.

RECOMMENDATION

That Council receives and notes the prudential report for the Brighton Oval Complex Upgrade.

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Developing walkable connected neighbourhoods

Placemaking: Building character and celebrating history

Community: Providing welcoming and accessible facilities

Environment: Fostering an environmentally connected community

Culture: Being financially accountable

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Prudential Management Policy & Procedure

STATUTORY PROVISIONS

Section 48 of the Local Government Act 1999 requires councils to obtain and consider a report before it engages in any project (excluding road construction or maintenance; or drainage works);

- (i) where the expected expenditure of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years; or
- (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4,713,000; (indexed since 30 September 2009) or
- (iii) where the council considers that it is necessary or appropriate.

BACKGROUND

A Masterplan was developed for the upgrade of the Brighton Oval Complex in 2016. The maximum intervention option of the Project, consistent with the masterplan includes upgrades to include new two-storey facilities for the Brighton Rugby Union Football Club, the Brighton Lacrosse Club, the Brighton Cricket Club and the Brighton Football Club, with each of these buildings being available to the broader community. The project also includes upgrades to the function and amenity of the surrounding areas.

The prudential report was based on the maximum intervention option as outlined in the KPMG Business Case with an estimated total project cost \$17 million excluding GST, which is reliant of funding from multiple tiers of Government.

On 23 February 2016, Council resolved:

1. *“That Council approves expenditure up to \$20,000 in the 2015/16 financial year to prepare the detailed concept plan for the Brighton Oval Complex.*
2. *The clubs (Lacrosse Club, cricket club, dog club, croquet club, Brighton Sporting and Social Club and the Brighton Rugby Club) contribute 20% towards the cost of developing a detailed concept plan for the Brighton Oval Complex.”*

On 13 June 2017, Council resolved:

- “1. *Endorse the re-allocation of a portion of the \$100,000 allocated in the 2016/17 budget for detailed design, to develop a Social, Economic and Environmental Business Case for the Brighton Oval Complex Master Plan.*

2. *Provides an in-principle funding commitment of a minimum of \$3 million, contributing to the implementation of the Brighton Oval Complex Master Plan subject to receiving adequate funding from other bodies including state and federal government, sporting bodies and other organisations."*

On January 23 2018, Council resolved:

- "1. *That Council commits a total of \$6 million across the 2018/19 and 2019/20 budgets as a contribution towards the construction of three (3) new clubroom facilities, in line with the endorsed masterplan and subject to other sources of funding of at least \$2 million.*
2. *That Council applies for grant funding through the Office for Recreation and Sport, and other State Government programs such as Fund My Neighbourhood and Places for People to assist in funding the remaining aspects of the masterplan."*

As an outcome of the March State Election, the State Government have contributed \$2 million towards the construction of three new sports clubrooms on-site. This funding contribution is in addition to Council's contribution of \$6 million towards the project. The remaining elements of the project remain unfunded.

REPORT

The Brighton Oval Complex Project involves the construction of a separate two storey facility for the Brighton Rugby Union Football Club, Brighton Cricket Club, Brighton Lacrosse Club and Brighton Football Club, with each building having integrated multi-use community facilities. The Project also includes upgrading the surrounding area with new community play spaces, public amenities, lighting, scoreboards, cricket nets, a youth area and car parking.

The Maximum Intervention option of the Project, consistent with the 2016 Masterplan is an upgrade to the Brighton Oval Complex, includes new two storey facilities for the Brighton Rugby Union Football Club, the Brighton Lacrosse Club, the Brighton Cricket Club and the Brighton Football Club, with each of these buildings having integrated multi-use community facilities. The Project also includes upgrades to the function and amenity of the surrounding areas.

Key findings of the Brighton Oval Complex in the prudential review are as follows:

- The Brighton Oval Complex Project is considered to be strongly aligned with the strategic direction and the desired outcomes as outlined within the City of Holdfast Bay's Strategic Plan Our Place 2030. The Project would also assist to advance a number of the state and national priorities and targets.
- Provision for capital and future operating costs have not been made in the 2017/18 Annual Plan, Budget and Long Term Financial Plan. If the Project is to proceed, these documents will need to be updated to reflect the financial impact of the Project. The Asset Management Plans for Buildings and Open Spaces will need to be amended to

include the decommissioning of the existing assets and the construction of the new facilities.

- It would be prudent to request that the Minister appoint the State Commission Assessment Panel (SCAP) to assess any development application arising from the Project. The proposed land use and development is consistent with the Objectives of the City of Holdfast Bay's Development Plan for the Community Zone (Recreation Policy Area 1).
- Based on the range of options presented by KPMG in the business case, the total economic impact of progressing the Project could range from \$6.192 million to \$31.899 million in economic activity and create between 14 and 76 jobs.
- The Project is unlikely to have a material impact on businesses in the area nor will it hinder competition.
- Consultation on the Project has been undertaken on the 2012 and the 2016 Master Plans relating to the area. The community is therefore considered to have been provided with the opportunity to influence the Project and will be afforded further opportunities to do so during the development assessment process.
- Undertaking the Project is not likely to produce a material increase in revenue generated from the Brighton Oval lessees. As an upgrade of a community asset, revenue generation is not a key driver of progression of the Project.
- A Business Case presenting the likely financial implications of progressing a minimum, moderate and maximum intervention at the Brighton Oval Sports Complex has been prepared by KPMG. Given the limited opportunities to generate revenue from progressing the Project, the financial outcome under each level of intervention is negative.
- Council has made an in-principle commitment to contribute a minimum of \$3.0 million in funding. The remaining \$12.5 million to progress the maximum intervention option will need to be obtained from other sources, or Council will need to increase its contribution for the Project. Alternatively, value management initiatives could be implemented to reduce the cost of construction.
- The level of grant funding that can be attracted and the final scope of the Project will be key factors in determining the financial impact that progressing the Project will have on the Holdfast Bay LTFP.
- A risk assessment in accordance with Council's Risk Management Policy has not yet been undertaken for the Project. If the Project is to proceed then a detailed risk assessment will need to be undertaken in accordance with Council's Risk Management Policy.

A copy of the Brighton Oval Complex Upgrade Prudential Report is attached.

Refer Attachment 1

Summary

Council is required to undertake prudential reviews for these projects, however regardless of whether there exists a formal requirement for commissioning of a prudential review or not, such a course of action is a sound business procedure for major initiatives undertaken by a council.

The Brighton Oval review identified that a design and construct model would be prudent, given the complexity, scale, value and significance of this Project. The project management framework will be incorporated into the project implementation.

The report concludes that there has been a level of 'due diligence' followed for the project and should achieve the identified public benefits or needs.

Whilst the report was undertaken in January 2018, it provides findings that are still relevant with some of the risks identified having already been mitigated, including securing \$2.075m of grant funding, staging the development (Stage 1 Buildings, Stage 2 Infrastructure works) to provide the opportunity to attract further grant funds to offset the remaining infrastructure works. Also the Long Term Financial Plan (LTFP) has been updated in June 2018 as part of the 2018/19 budget adoption to include proposed projects such as this one. The updated LTFP demonstrates that from 2018/19 Holdfast Bay is financially sustainable and has the capacity to borrow additional funds for new strategic projects and remain under the Council agreed Net Financial Liabilities Ratio (NFLR) threshold of 75%. Accordingly, progressing this Project is not expected to adversely impact on Holdfast Bay's financial viability.

BUDGET

These reviews are funded from the Project Budgets.

LIFE CYCLE COSTS

The review does not generate any ongoing costs.

City of Holdfast Bay
Section 48 Prudential Report

Brighton Oval Complex Upgrade Project

January 2018





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EXECUTIVE SUMMARY

In 2016, a Masterplan was developed for the upgrade of the Brighton Oval Complex. The Maximum Intervention option of the Project, consistent with the 2016 Masterplan is an upgrade to the Brighton Oval Complex, includes new two storey facilities for the Brighton Rugby Union Football Club, the Brighton Lacrosse Club, the Brighton Cricket Club and the Brighton Football Club, with each of these buildings having integrated multi-use community facilities. The Project also includes upgrades to the function and amenity of the surrounding areas.

The following report has been prepared in accordance with Section 48 of the Local Government Act which requires a council to consider a report addressing the prudential issues set out in subsection 2 of the Act before engaging in a project where the expected capital cost over the ensuing five years is likely to exceed \$4.713 million.

Relationship with Strategic Management Plans

Many of the goals and objectives in the Holdfast Bay 'Our Place' Community Plan would be progressed by the Brighton Oval Complex Project.

However, specific funding for the Project has not been provided for in the Annual Business Plan Budget 2017/18 or the Long Term Financial Plan. If Council resolves to proceed with the Project then appropriate financial provisions will need to be made in the LTFP.

Consistent with current practice, once a decision has been taken to proceed with a project of this nature the relevant Asset Management Plans will require amendment to reflect the change in the operating cost base of Council.

Many goals and objectives in the 30 Year Plan for Greater Adelaide and the State Strategic Plan relating to an active community will also be progressed by the Project.

Objectives of the Development Plan

The Brighton Oval Complex is located wholly within the Community Zone (Recreation Policy Area 1) as shown in Zone Map HoB/8 and Policy Area Map HoB/8 of the Development Plan. The form of development is generally consistent with the objectives, identified land use and principles of development control for the Zones.

In this instance, development should be referred to the State Commission Assessment Panel for approval under the Holdfast Bay Development Plan.

Contribution to Economic Development

The Brighton Oval Complex Project is expected to provide a positive contribution to economic development in the local area through the construction activity associated with the Project.

The economic activity from the construction phase of the Project is forecast to have a positive economic impact in the region, generating economic output of \$6.192 to \$31.899 million depending on the project option that is progressed. The Brighton Oval Complex Project is estimated to have an impact of 14 to 76 jobs through direct, industrial and consumption effects.

The Project will not materially impact on related businesses in the area nor will it hinder competition.

Community Consultation

Extensive consultation on the Brighton Oval Complex Project has been undertaken. The consultation ran for a 21 day period from 9 August 2016 to 30 August 2016 and involved collecting the views of the community via Council's website, Drop-in session held at the Brighton Sports and Social Club on 17 August 2016 and email submissions. A total of 55 submissions were received during the engagement period (40 online, 12 drop in session and 3 emails that only provided comment).

The community is therefore considered to have been provided with the opportunity to influence the Project and will be afforded further opportunities to do so during the Development Assessment Process.

Financial Issues

Revenue relating to the Project is to be derived from leases with existing sporting clubs who use the current facilities at Brighton Oval however this revenue will not be sufficient to provide a return on construction costs or to cover the whole of life costs associated with the development.

The financial arrangements for the Project have not been finalised and grant funding has not yet been secured. Council has made an in-principle commitment to contribute a minimum of \$3.0 million in funding. The remaining funding to progress the preferred construction option will need to be obtained from other sources; which is a major financial risk that could prevent the Project from proceeding in the preferred form. A Council contribution of greater than \$3.0 million may be required for the preferred construction option to be progressed.

As the Project is not expected to materially increase revenue from lessees, progressing the Project will have a negative impact on Council's financial position which is expected given the nature of the assets being upgraded. Based on its financial indicators, Holdfast Bay has capacity to undertake the proposed redevelopment using borrowings, however, given the potential size of the redevelopment, this will significantly limit the capacity for Holdfast Bay to use borrowings to fund other capital projects over the LTFP period.

Risk Issues

Holdfast Bay has not yet prepared a risk assessment, in accordance with the Risk Management Policy for the Brighton Oval Complex Project.

If the Project is to proceed, Holdfast Bay should prepare a detailed risk management plan and identify mitigation strategies to reduce the level of residual risk relating to the Project.

Project Delivery

Holdfast Bay has identified and implemented appropriate procurement arrangements for the delivery of the Brighton Oval Complex Project to date, these are consistent with the Holdfast Bay Procurement (Contracts and Tendering) Policy.

Holdfast Bay has also identified that Project construction works will be procured by an Open Tender process, which, given the value of the works involved, is consistent with the Holdfast Bay Procurement (Contracts and Tendering) Policy. A Project Plan has not yet been developed for the Project.

1. INTRODUCTION

1.1 Background

- 1.1.1 Located on Brighton Road, between Stopford Road and Highet Avenue, Brighton Oval is one of three sporting hubs within the City of Holdfast Bay (Holdfast Bay).
- 1.1.2 The complex is a significant community asset with strong linkages to the sports fields of Brighton Primary School (immediately opposite the complex) and is the home ground to a number of sport and recreation groups including Brighton Rugby Union Football Club, Brighton Sport and Social Club, Brighton Football Club, Brighton Cricket Club, Brighton Lacrosse Club, Brighton Croquet Club and the Holdfast Bay Dog Owners Association.
- 1.1.3 In 2012, after extensive community consultation, the Holdfast Bay Council endorsed a Master Plan that was developed for the Brighton Oval Complex. The Master Plan aimed to provide a coordinated and strategic approach to the provision and development of community, sport and recreation infrastructure and opportunities at the site.
- 1.1.4 Through the development of the Master Plan, a vision for the site was developed which states:
- “The Brighton Parkland Sporting Complex is a major destination for the community of Holdfast Bay. It provides both active and passive opportunities for sport and community recreation in a safe, welcoming, well managed environment renowned for its sense of place and community spirit.”*
- 1.1.5 This 2012 Master Plan was based around the sporting hub model of one main building that the clubs would share along with community space and amenities throughout the site.
- 1.1.6 Since that endorsement, the Brighton Oval clubs identified that the 2012 Master Plan was no longer a viable option for them.
- 1.1.7 The Brighton Oval clubs subsequently worked together to develop a mutually agreed concept for the Brighton Oval Complex. The main difference between this new concept plan and the previous concept is that each sporting club will retain a clubroom facility of their own.
- 1.1.8 The following clubs have formally written to Holdfast Bay in support of the revised Master Plan: Brighton Dog Club, Brighton Lacrosse Club, Brighton Football Club, Brighton Rugby Union Football Club, and Brighton Cricket Club.
- 1.1.9 On 14 June 2016 the new plans were presented to Council to provide in-principle support so that discussions could commence around funding.
- 1.1.10 At a workshop held on 9 May 2017 Council agreed to undertake the process for developing a Business Case and as such, committing to in-principle funding support, to assist in securing partial State and Federal Government funding for the project.

1.1.11 This was subsequently formally endorsed by Council on 13 June 2017, where it was resolved as follows.

“That Council:

1. *Endorse the re-allocation of a portion of the \$100,000 allocated in the 2016/17 budget for detailed design, to develop a Social, Economic and Environmental Business Case for the Brighton Oval Complex Master Plan.*
2. *Provides an in-principle funding commitment of a minimum of \$3 million, contributing to the implementation of the Brighton Oval Complex Master Plan subject to receiving adequate funding from other bodies including state and federal government, sporting bodies and other organisations.”*

1.1.12 KPMG were subsequently engaged to prepare a business case with an assessment of the merit of the redevelopment and expansion of sport and recreation facilities at the Brighton Oval Complex. A business case was provided to Holdfast Bay on 1 December 2017.

1.1.12.1 The business case presents three project options for consideration by Council, as well as the base case against which they were evaluated, along with an estimation of capital expenditure provided by Rider Levett Bucknall based on design advice provided by JPE Architects as summarised in Table One.

1.1.12.2 Of the three project options, the ‘Maximum Intervention’ project option (the full development of Brighton Oval) is identified as the preferred solution.

Table One: Summary of project options provided in KPMG business case

Option	Capital Expenditure (\$'M)	Construction duration (Months)	Objectives met?
Base Case	0.700	6	6 not met 1 partially met
Minimum intervention Change room extension and Lacrosse lights	3.300	12	3 not met 2 partially met 2 fully met
Moderate intervention Reconfiguration, change room extension and Lacrosse lights	10.100	18	5 partially met 2 fully met
Maximum intervention Full redevelopment	17.000	36	All fully met

1.1.13 On 12 December 2017, Council considered a confidential report with an update on the status of the planned redevelopment and resolved as follows:

“That Council endorses the Brighton Oval Complex Business Case for discussion with potential funding partners and administration report back to Council with

feedback from these meetings.”

1.2 Rationale

1.2.1 The proposed Brighton Oval Complex Project (Project) will create new purpose built facilities that better meet the needs of the existing sporting clubs and the Holdfast Bay community generally.

1.2.2 The Holdfast Bay Community Vision is:

“Balancing our progress with our heritage, we lead in coastal management to deliver high-quality public spaces and services to build a welcoming, safe and active community where resident, visitor and business prosperity meet.”

1.2.3 The Project would also assist Holdfast Bay to advance the aspirations contained in the Community Vision through the provision of quality public spaces and encouraging an active community.

1.3 The Project

1.3.1 The Project is the implementation of the 2016 Brighton Oval Master Plan which involves the following key components:

1.3.1.1 Three separate two storey facilities for the Brighton Rugby Union Football Club, Brighton Lacrosse Club and Brighton Cricket Club and Brighton Football Club, with each building having integrated multi-use community facilities;

1.3.1.2 New community play spaces;

1.3.1.3 Warm up area (multi-purpose green space);

1.3.1.4 Public amenities including BBQs, shelters; seating and toilets;

1.3.1.5 Fitness stations;

1.3.1.6 Relocated cricket nets;

1.3.1.7 Increased formalised car parking (285 spaces, increase of 155);

1.3.1.8 New scoreboards;

1.3.1.9 New lighting for the Brighton Lacrosse Club;

1.3.1.10 Raised paved zone as a traffic calming approach to Highett Avenue; and

1.3.1.11 Youth area – resurfaced and formalised half-court basketball area.

1.3.2 The estimated Project cost based on the preferred ‘Maximum Intervention’ project option presented by KPMG in the business case is \$17.0 million.

1.3.3 The site plan for the Project is shown at Attachment One.

1.4 Legal Framework and Prudential Issues

1.4.1 This report has been prepared to meet the requirements of Section 48 of the Local Government Act 1999 (Act), this section is reproduced in full as Attachment Three. The Brighton Oval Complex Project meets certain criteria specified in Section 48 (1) (b) (ii) that require Council to consider a report addressing the prudential issues set out in subsection 2, namely that the expected capital cost of the project over the ensuing five years is likely to exceed \$4 million. We note that the \$4.00 million threshold in Section 48 (1) (b) (ii) is indexed by CPI from a September 2009 base year. As at the date of this report, the relevant threshold is \$4.713 million.

1.4.2 The prudential issues identified in Section 48 are:

- (a) *the relationship between the project and relevant strategic management plans;*
- (b) *the objectives of the Development Plan in the area where the project is to occur;*
- (c) *the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;*
- (d) *the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;*
- (e) *if the project is intended to produce revenue, revenue projections and potential financial risks;*
- (f) *the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;*
- (g) *the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;*
- (h) *any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);*
- (i) *the most appropriate mechanisms or arrangements for carrying out the project.”*

1.4.3 We note that as the expected capital cost of the project will exceed the threshold in Section 48(1)(b)(ii), Holdfast Bay has engaged BRM Holdich to prepare a report to satisfy the requirements of Section 48 and the Prudential Management Policy.

2. RELATIONSHIP WITH RELEVANT STRATEGIC MANAGEMENT PLANS

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (a) *the relationship between the project and relevant strategic management plans;*

2.1 Strategic Management Plans

2.1.1 Section 122 of the Act requires a council to develop and adopt strategic management plans; these are required to incorporate the extent to which a council's objectives are related to regional, State and national objectives.

2.1.2 For the purposes of this report the relationship between the Project and the following documents and plans is considered relevant.

2.1.2.1 City of Holdfast Bay

- (a) Our Place 2030 Strategic Plan;
- (b) Annual Business Plan 2017/18;
- (c) Long Term Financial Plan; and
- (d) Asset Management Plans.

2.1.2.2 Regional Objectives

- (a) South Australian Regional Level Recreation and Sport Facilities Planning Guidelines.

2.1.2.3 South Australian State Government Objectives

- (a) South Australian Strategic Plan;
- (b) 30 Year Plan for Greater Adelaide;
- (c) State Strategic Priorities; and
- (d) Office for Recreation and Sport Strategic Plan 2017 – 2021.

2.1.2.4 National Objectives

- (a) Sport and Active Recreation Policy Framework.
- (b) Play. Sport. Australia.

2.2 The City of Holdfast Bay Our Place 2030 Strategic Plan

2.2.1 The Holdfast Bay Strategic Plan – Our Place 2030 defines the following five key outcomes or focus areas to map the direction and provide objectives for maintaining, progressing and celebrating the city into the future.

- 2.2.1.1 Community;
- 2.2.1.2 Environment;
- 2.2.1.3 Economy;
- 2.2.1.4 Placemaking; and
- 2.2.1.5 Culture.

2.2.2 The Project would assist to advance a number of the key directions of the Strategic Plan - Our Place 2030 as shown in Table Two.

Table Two: Degree of Alignment with Strategic Plan

Key Direction	Objectives	Strategy	Alignment with Project
Community	1. Building a healthy, active and resilient community	Complete new sporting and community hubs; target at least two.	The Project delivers on specific target within the Plan
Economy	4. Boosting our visitor economy	Increase the number of visitors to Holdfast Bay: target increase – 15% by 2022	The creation of a new sporting hub with improved facilities should see an increase in utilisation and visitation to the complex
Placemaking	2. Developing walkable, connected neighbourhoods	Achieve a high level of community satisfaction with walkability and access to local shops, services, public transport and open space: target rating – 7 or more out of 10	The Project would also assist Holdfast Bay to advance the aspirations contained in the Community Vision through the provision of quality public spaces and encouraging an active community
Culture	3. Enabling High Performance	Achieve delivery on Annual Business Plan: target goals – 100%	The creation of a new sporting and community hub is specifically referenced in the Plan

2.2.3 The Project is considered strongly aligned to the Holdfast Bay Strategic Plan.

2.3 Annual Business Plan and Budget

2.3.1 The Holdfast Bay 2017/18 Annual Business Plan “Our plan for Our Place” outlines Council’s priorities and programs of works for the next 12 months and allocates funding for key projects and services to achieve the specific outcomes set by Council and the community.

2.3.2 The specific provision in the 2016/17 Annual Business Plan and Budget of \$100,000 was for ‘Sporting and community hub masterplan (detailed design)’. This was for the

detailed designs for a sporting and community hub masterplan to design and plan improvements for at least one major facility. A portion of these funds were re-allocated to develop a Social, Economic and Environmental Business Case for the Brighton Oval Complex Master Plan by resolution of Council on 13 June 2017.

- 2.3.3 The 2017/18 Annual Business Plan does not contain any additional specific provisions to advance the Project.
- 2.3.4 If the Project is to proceed, the annual budget will need to be updated to include provisions for further planning and designs works to be undertaken.

2.4 Long Term Financial Plan

- 2.4.1 Holdfast Bay has adopted the following statement on financial governance.

“OUR FINANCIAL GOVERNANCE

Council’s long-term financial performance and position are sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.”

- 2.4.2 Holdfast Bay’s key financial principles include the following:
 - 2.4.2.1 Delivering a balanced budget that fully funds the costs of its services including depreciation.
 - 2.4.2.2 Developing sound infrastructure and asset management planning by creating, enhancing and using long-term infrastructure and asset management plans.
 - 2.4.2.3 Providing the community with a reasonable degree of predictability for rates over the medium term.
- 2.4.3 The Holdfast Bay Long Term Financial Plan (LTFP) is updated annually and was last reviewed and updated to include the 2017/18 budget, 2016/17 Annual Financial Statements and Budget update to 31 August 2017. The LTFP covers a period of 20 years.
- 2.4.4 The Asset renewal and upgrades in the LTFP are based on the latest Asset Management Plan information. No new major projects have been included. The Project is therefore not included in the LTFP.
- 2.4.5 The LTFP currently provides \$2.536 million for capital expenditure as part of the Asset Renewal program for Brighton Oval.
- 2.4.6 The LTFP demonstrates that from 2017/18 Holdfast Bay has the capacity to borrow additional funds for new major projects and remain under the Council agreed Net Financial Liabilities Ratio (NFLR) threshold of 75%.
- 2.4.7 The LTFP and NFLR indicate that the current forecast level of borrowings is sustainable over the mid-term however detailed modelling has not yet been performed to consider the impact of the Project on the LTFP or the NFLR.

2.5 Asset Management Plans

- 2.5.1 Holdfast Bay owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities to the community.
- 2.5.2 Asset Management Plans have been developed to ensure that Council continues to provide effective and comprehensive management of its asset portfolios. The assets at the Brighton Oval Complex are reflected in the following Asset Management Plans.
 - 2.5.2.1 Open Space; and
 - 2.5.2.2 Buildings.
- 2.5.3 The Open Space Plan makes reference to the fact that a Masterplan is being developed for the Brighton Oval Complex.
- 2.5.4 Observations and policies relating to sporting hubs in general are detailed within the Buildings document.
- 2.5.5 The Project involves the construction of new building assets which would need to be included in future versions of the Asset Management Plans.
- 2.5.6 At present \$2.536 million is allocated to the Asset Renewal program for Brighton Oval over the next 20 years.
- 2.5.7 The Asset Management Plans will need to be amended to reflect the upgraded assets if the Project proceeds.

2.6 Regional Objectives

- 2.6.1 South Australian Regional Level Recreation and Sport Facilities Planning Guidelines
 - 2.6.1.1 The Guidelines provide the key planning principles for the planning and provision of Regional Level recreation and sports facilities.
 - 2.6.1.2 There are four fundamental objectives that have been identified that set the foundation for these Guidelines:
 - (a) The need for more collaborative planning;
 - (b) Quality research and sharing of information to inform better decision making;
 - (c) Strategically targeted resources; and
 - (d) Design and management practices that ensure sustainable facilities and operations.
 - 2.6.1.3 According to Holdfast Bay the Project is closely aligned with these objectives as follows:

1. Working collaboratively
 - 1.1 Holdfast Bay has consulted closely with the Office for Recreation and Sport during the planning phase of this project, and has full support of the tenant clubs in the proposed precinct redevelopment. The redevelopment of the site will further enhance Brighton Oval's standing as a Regional Level sport and recreation venue catering for a wide range of sports for a broad cross section of the community.
 - 1.2 For the project to proceed as planned, Council will be seeking external funding contributions from State and Federal Governments and State Sports Organisations. Council leases will be provided to the existing tenant clubs and Council will continue to manage the facilities through the conditions outlined in the leases.
2. Information Sharing
 - 2.1, 2.2 and 2.3 The extensive research being undertaken as part of the Social and Economic Benefit Cost Analysis for the project, along with the Section 48 Prudential Report will ensure Council and any external funding partners are aware of and recognise the unique social and economic environment within the region. Furthermore, the final designs of the facilities will be able to respond to emerging trends within the region, and within each club, such as increases in junior participation, female participation etc. The Social and Economic Benefit Cost Analysis (incorporating the business case for the masterplan) will be used in the decision making process for the planning, provision, use and design of the Brighton Oval facilities.
3. Targeted Investment
 - 3.1 Council has identified the Brighton Oval Sports complex as a priority community sports hub to be redeveloped, and as such is investing resources to ensure thorough planning and research is undertaken and will provide relevant information to prospective funding partners to assist in funding negotiations.
 - 3.2 Redevelopment of Brighton Oval Sports Complex will provide improved facilities for a wider cross section of the community extending beyond Holdfast Bay to participate in sport and recreation on-site. Improvements to the informal recreation assets on-site (play spaces, outdoor fitness stations) add to the opportunities for increased use by the community.
4. Professional Approach
 - 4.1 and 4.2 Holdfast Bay has undertaken the master planning of the Brighton Oval Sports Complex and has completed the Social and Economic Benefit Cost Analysis (incorporating the business case

for the masterplan). Holdfast Bay has engaged JPE Architects to undertake the masterplan design and conceptual building designs in consultation with the tenant clubs. This has enabled Council to get a greater understanding of the needs of the clubs and community to ensure the implementation of the masterplan delivers on their key requirements ensuring maximum site activation. RLB (external cost consultants) have been engaged to provide cost estimates for each of the options considered.

- 4.3 The Brighton Oval precinct will be “managed” by Holdfast Bay, with individual clubs responsible for the professional management of their clubs and clubroom facilities. Council works with the clubs in regards to asset management and maintenance. Lease conditions will encourage broader community usage via rental concessions that enable clubrooms to be used outside of normal club usage.

2.7 South Australian State Government

2.7.1 30 Year Plan for Greater Adelaide

- 2.7.1.1 The State Government's broad vision for sustainable land use and the built development of the state is outlined in the Planning Strategy. The relevant volume of the Planning Strategy is the 30-Year Plan for Greater Adelaide (2017 Update).
- 2.7.1.2 The 30 Year Plan (2017 Update) retains the three key objectives of the original Plan, these are:
- (a) Maintain and improve liveability;
 - (b) Increase competitiveness; and
 - (c) Drive sustainability and resilience to climate change.
- 2.7.1.3 The Brighton Oval Complex is likely to advance the objective of ‘Liveability’ as it provides the Holdfast Bay and surrounding communities with a vibrant open place and space to support the health, wellbeing and social interaction of an active community.
- 2.7.1.4 30 Year Plan (2017 Update) builds on the existing Plan’s principles and strengthens the Plan’s focus on creating healthy neighbourhoods where interaction and activity are encouraged.
- 2.7.1.5 The 30 Year Plan (2017 Update) simplifies the 89 recommendations in the 2010 Plan to six high level targets which better align the targets with the strategic directions.
- 2.7.1.6 Target Five focuses on ‘A green liveable city’ which supports the concept of thriving hubs of open space, social interaction and community activity to support health and wellbeing of the community.

2.7.1.7 The consolidation and upgrading of sporting and recreational facilities within the one location as proposed in the Brighton Oval complex where the community can access a range of formal sporting activities as well as participating in unstructured leisure activities or gather and feel part of the Holdfast Bay community, is essential to the progression of Target Five in the 30 Year Plan (Update 2017).

2.7.2 The State Strategic Plan

2.7.2.1 The State Strategic Plan is built on six pillars and identifies a number of targets. Table Three identifies the relationship between the Project and the goals and targets in the State Strategic Plan which are supported or would be advanced through completion of the Project.

Table Three: Project Alignment with the South Australian Strategic Plan

Relevant State Pillar	State Goals and Targets Advanced
Our Community	Goal: We are committed to our towns and cities being well designed, generating great experiences and a sense of belonging Target 1 Urban Spaces Goal: Increase the use of public spaces by the community Target 13 Work-life Balance Goal: People in our community support and care for each other, especially in times of need. Target 23 Social Participation Goal: Governments demonstrate strong leadership working with and for the community. Target 32: Customer and client satisfaction with government services
Our Environment	Goal: We reduce our greenhouse gas emissions. Target 61: Energy efficiency – government buildings
Our Health	Goal: We make healthy choices in how we live. Target 78: Healthy South Australians Goal: We educate young people about healthy living Target 82: Healthy weight Goal: We are physically active Target 83: Sport and Recreation

2.7.2.2 The Project will assist to advance or progress a number of goals and objectives of the State Strategic Plan.

2.7.3 State Government Strategic Priorities

2.7.3.1 The State Government has also set seven strategic priorities. Priority one focuses on ‘Creating a vibrant city’ and Priority five focuses on ‘Safe communities, healthy neighbourhoods’. The consolidation and upgrading of sporting and recreational facilities within the one location as proposed in the Brighton Oval Complex, where the community can access a range of formal sporting activities as well as participating in unstructured leisure activities or gather and feel part of the Holdfast Bay community, contributes to the progression of Priorities one and five in the State Government’s seven strategic priorities.

2.7.4 Office for Recreation and Sport Strategic Plan 2017 to 2021

2.7.4.1 The State Government Office for Recreation and Sport Strategic Plan 2017 – 2021 articulates a vision for ‘An Active State’.

2.7.4.2 The redeveloped Brighton Oval Complex will provide increased and enhanced opportunities to progress this vision.

2.7.4.3 The Project will assist the State Government to advance four of the six strategic priorities identified in the Strategic Plan as shown in Table Four. The degree of alignment with this Plan would be higher if the State government was to contribute funding towards the Project.

Table Four: Project Alignment with Office for Recreation and Sport Strategic Plan 2017-2021

Strategic Priority	Strategy Advanced
Places and Spaces	The redeveloped complex will provide sporting facilities and spaces to support and encourage participation in sport and recreation
Capacity and Capability	The redeveloped complex will provide the stakeholder clubs and associations with quality facilities to attract, retain and develop participation
Access and Opportunity	The regional sports and recreation hub will increase access and opportunities for all people to be involved in sport and recreation
Sporting Excellence	The redeveloped complex will provide quality facilities that will support maximising the performance of users

2.8 National Objectives

2.8.1 National Sport and Recreation Policy Framework

2.8.1.1 The Australian Government, through the Department of Health, which administers the Australian Sports Commission Act 1989 is committed to, amongst other things, encouraging increased participation by Australians in sport and providing resources, and facilities to enable Australians to pursue sport whilst also furthering their educational and vocational skills and other aspects of their personal development.

- 2.8.1.2 In June 2011, Commonwealth, state and territory Sport Ministers agreed to establish the First National Sport and Active Recreation Policy Framework (the Framework) to help guide the development of sports policy across Australia. The Framework provides a mechanism for the achievement of national goals for sport and active recreation and sets out the agreed roles and responsibilities of governments and their expectations of sport and active recreation partners.
- 2.8.1.3 The Framework outlines Commonwealth, State and Territory Government Expectations of Other Stakeholders including Regional and Local Government, these are as follows.
- (a) Facilitating a strategic approach to the provision of sporting and active recreation infrastructure including open space, and other needs;
 - (b) Establishing local management and access policies to sport and recreation facilities;
 - (c) Supporting and coordinating local and regional service providers (venues and programs);
 - (d) Liaising and partnering with state and territory governments on targeted program delivery;
 - (e) Supporting and partnering with non-government organisations that enable sport and active recreation participation;
 - (f) Incorporating sport and recreation development and participation opportunities in Council plans;
 - (g) Collaborating, engaging and partnering across government departments on shared Policy agendas; and
 - (h) Investment in sport and active recreation infrastructure.
- 2.8.1.4 The Project could be considered to support the objectives, through improved and increased sports and recreation facilities and is consistent with the Framework agreed by the Commonwealth and State Governments.
- 2.8.2 Play. Sport. Australia.
- 2.8.2.1 Play. Sport. Australia. is the Australian Sports Commission's (ASC) *"...game plan to get more Australians, particularly young Australians, playing sport more often – at school or with mates at their local club."* The Plan has three ambitions:
- (a) At the national level we want to see more Australians – particularly young Australians participating in sport more often.
 - (b) At the individual sport level we want the sports we invest in to achieve year-on-year membership and participation growth.

- (c) To achieve the above we want sports to be effective organisations – well governed, strategic, embracing of commercial opportunities, adopting new technologies and delivering user-friendly sports opportunities that Australians want.

2.8.2.2 The Project is aligned to all three of the ASC's ambitions in that it will provide improved and accessible facilities that will support inclusive and increased participation from which the sporting clubs and associations can enhance their involvement and engagement with the community.

3. OBJECTIVES OF THE DEVELOPMENT PLAN

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

(b) *the objectives of the Development Plan in the area where the project is to occur;*

3.1 Development Approval

3.1.1 Development in Holdfast Bay is governed by the Holdfast Bay (City) Development Plan as consolidated on 2 June 2016, pursuant to Section 33 of the Development Act 1993 and the associated Development Regulations 2008.

3.1.2 The Development Plan outlines what sort of developments and land use are and are not envisaged for particular zones and various objectives, principles and policies further controlling and affecting the design and other aspects of proposed developments. As such, the Development Plan covers matters including zoning issues, building appearance and neighbourhood character, land division, building siting and setbacks and environmental guidelines.

3.1.3 The Development Plan is structured into Sections, as follows.

- General, containing general policy that applies across the council area and relates to a range of social, environmental, and economic development issues. These issues establish the development standards that apply to all forms of development and provide a yardstick against which the suitability of development proposals is measured.
- Zones, these provisions give greater certainty and direction about where certain forms of development should be located and identifies generally envisaged forms of development. The objectives and design requirements for development in the particular area are also expressed.
- Tables that list the conditions which are applicable to complying development, numeric values for setbacks from road boundaries and car parking rates for certain types of development. Conditions for complying development are grouped into their respective tables.
- Mapping, showing the broad distribution of land uses and movement patterns throughout the council area.

3.1.4 The Project will involve building work which is amongst the definitions of 'development' in Section 4 of the Development Act 1993. A detailed assessment of a Development Application against the Development Plan will be required, consistent with the provisions of the Development Act.

3.1.5 The Project Development Application will be the subject of a Category 2 public notification, where the owners and occupiers of 'adjacent land' (as defined under the Development Act) will be directly notified and invited to comment on the development proposal. The development proposal will also require formal referral to the Commissioner of Highways pursuant to Schedule 8(3)(a)(b)&(d) as part of the development assessment process.

3.2 Development Zone

3.2.1 The site of the Project is located wholly within the Community Zone (Recreation Policy Area 1) as shown in Zone Map HoB/8 and Policy Area Map HoB/8 of the Development Plan.

3.2.2 The Community Zone has the following Objectives which are of relevance to the Project.

- 1 *A zone accommodating community, educational and recreational facilities for the general public's benefit.*
- 2 *Development that is integrated in function and provides a coordinated base to promote efficient service delivery.*
- 3 *Development that contributes to the desired character of the zone.*

3.2.3 The Land Uses envisaged in the Principles of Development Control for the Community Zone include: community centre; recreation area; recreation centre; and reserve.

3.2.4 Recreation Policy Area 1 has the following Objectives which are also of relevance to the Project.

- 1 *A policy area accommodating sporting, entertainment, cultural and recreational activities and associated spectator and administrative facilities.*
- 2 *Development of integrated recreational areas and facilities that accommodate a range of activities accessible to the community.*
- 3 *Buildings, facilities and carparks located and designed to blend in with existing or additional trees, vegetation and landscaping.*
- 4 *Development that contributes to the desired character of the policy area.*

3.2.5 The Land Uses envisaged in the Principles of Development Control for Recreation Policy Area 1 include:

- car parking;
- clubroom associated with a sports facility;
- community centre;
- indoor and outdoor recreation facility;
- lighting for night use of facilities;
- office associated with community or recreation facility;
- playground; and
- spectator and administrative facilities ancillary to recreation development.

- 3.2.6 The Project will be assessed against the Objectives and Principles of Development Control for the Zone and Policy Area and a number of other objectives and principles in the General Section of the Development Plan including:
- 3.2.6.1 Community Facilities;
 - 3.2.6.2 Design and Appearance;
 - 3.2.6.3 Interface between Land Uses;
 - 3.2.6.4 Landscaping, Fences and Walls;
 - 3.2.6.5 Open Space and Recreation;
 - 3.2.6.6 Transportation and Access; and
 - 3.2.6.7 Vehicle Parking.
- 3.2.7 The envisaged Land Use of the Project is considered to be consistent with the objectives of the Community Zone and Recreation Policy Area 1.

3.3 Approving Authority

- 3.3.1 Pursuant to the Development Act 1993, a Council can make decisions on certain kinds of applications where the Council is the applicant subject to Schedule 10 of the Development Regulations 2008.
- 3.3.2 However, in circumstances where development is to be undertaken by a Council, and there is potential for a perception of bias or conflict, there is provision under the Development Act 1993, to refer the application to the Minister for Planning with a request for a determination that the Development Assessment Commission is the relevant authority, pursuant to Section 34(1)(b)(iii) of the Act, which reads:
- “Subject to this Act, the relevant authority, in relation to a proposed development, is ascertained as follows:*
- (iii) the Minister, acting at the request of a council or regional development assessment panel, declares, by notice in writing served personally or by post on the proponent, that the Minister desires the Development Assessment Commission to act as the relevant authority in relation to the proposed development in substitution for the council or regional development assessment panel (as the case may be) then the Development Assessment Commission is, subject to subsection (2), the relevant authority.”*
- 3.3.3 The Minister can either accede to the request and determine that the State Commission Assessment Panel is the relevant authority, or could decline the request and refer the application back to Council for determination. We note that the State Planning Commission assumed the functions, powers and duties of the Development Assessment Commission on 1 August 2017 and that on the same day it established the State Commission Assessment Panel (SCAP) to continue the assessment functions formerly undertaken by the Development Assessment Commission.

- 3.3.4 Given the scale of the proposed works and the anticipated revenue stream to Council from the proposed leasing arrangements with the various sporting groups, it would be prudent to request that the Minister appoint the State Commission Assessment Panel (SCAP) to assess any development application arising from the Project.

4. ECONOMIC DEVELOPMENT

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (c) *the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;*

4.1 Contribution to Economic Development

4.1.1 Economic development can be defined as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base.

4.1.2 The contribution to economic development of the local area from the Project will primarily come from the \$3.3 million, 10.1 million or \$17.0 million in capital expenditure depending on the project option selected.

4.1.3 There are economic and employment multiplier benefits to the broader economy from the economic activity generated during the construction phase of the Project.

4.1.3.1 The economic impact assessment undertaken to identify the potential jobs and incomes that may be associated with the Project is based on a measure of the value added and employment associated with the investment. This is consistent with the predominant measure of national economic activity, Gross Domestic Product.

4.1.3.2 The expenditures associated with this development will have direct economic effects, indirect effects of related purchases in the broader economy and induced effects of spending on goods and services by the employees of the companies providing goods and services to the Project development.

4.1.4 To quantify the benefits from these multiplier effects, Holdfast Bay has commissioned modelling using Remplan software based on Input-Output methodology, a common tool for measuring secondary and tertiary economic effects. The Remplan output is based on the estimated impact the Project will have on the region and the broader National economy.

4.1.5 The output from the model quantifies the expected impact the Project will have on the Holdfast Bay Council area based on the following assumptions.

4.1.5.1 The Project budget has been assumed at either \$3.3 million, \$10.1 million or \$17.0 million for each of the three project options;

4.1.5.2 The Project budget is spent over the next three Financial Years;

4.1.5.3 Local suppliers are sourced to deliver the Project; and

4.1.5.4 100% of the Project budget expenditure has been spent in the 'Non-Residential Building Construction' industry.

4.1.6 The output from the Remplan model forecasts the expected impact the Project will have on Holdfast Bay and on the national economy more broadly.

4.2 Economic Impact of capital works

4.2.1 Overall economic impact based on each of the three project.

4.2.1.1 The direct addition of \$3.3 million, \$10.1 million or \$17.0 million of output in the Building Construction sector on the Holdfast Bay Area would lead to an increase in indirect demand for intermediate goods and services across related industry sectors.

4.2.1.2 These indirect industrial impacts (Type 1) are estimated to be an additional \$2.230 million, \$6.825 million or \$11.488 million in Output, representing a Type 1 Output multiplier of 1.68 for each project option.

4.2.1.3 There would be an additional contribution to the Holdfast Bay economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of \$0.662 million, \$2.026 million or \$3.410 million.

4.2.1.4 The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of \$6.192 million, \$18.952 million or \$31.899 million in the Holdfast Bay economy, representing a Type 2 Output multiplier of 1.88 for each project option.

4.2.2 Impact on employment

4.2.2.1 The Project is also estimated to lead to a corresponding direct addition of 4, 14 or 23 jobs in the Construction Services sector. From this direct expansion in the economy it is anticipated that there would be flow on effects into other related intermediate industries, creating an additional 7, 22 or 37 jobs. This represents a Type 1 Employment multiplier of 2.75, 2.57 or 2.61.

4.2.2.2 This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, this impact is expected to create an additional 3, 9 or 16 jobs.

4.2.2.3 The combination of all direct, industrial and consumption effects would result in a total estimated increase of 14, 45 or 76 jobs in the local economy. This represents a Type 2 Employment multiplier of 3.5, 3.2 or 3.3.

4.2.3 Impact on Wages and Salaries

4.2.3.1 The Project in the Holdfast Bay economy would lead to a corresponding direct increase in wages and salaries of \$0.376 million, \$1.152 million or \$1.939 million. From this direct expansion in the economy, flow-on

industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated these indirect impacts would result in the gain of a further 7, 22 or 37 jobs and a further increase in wages and salaries of \$0.479 million, \$1.466 million or \$2.468 million in Value-added would be generated from related intermediate industries. This represents a Type 1 Wages and Salaries multiplier of 2.27 for each of the project options.

4.2.3.2 The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spend on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore increasing wages and salaries by \$0.163 million, \$0.500 million or \$0.842 million.

4.2.3.3 Total wages and salaries, including all direct, industrial and consumption effects is estimated to increase by up to \$1.019 million, \$3.119 million or \$5.249 million in the Holdfast Bay economy, representing a Type 2 Wages and Salaries of 2.71 for each of the project options.

4.2.4 Impact on value-added

4.2.4.1 The Project in the Holdfast Bay economy would lead to a corresponding direct increase in Value-added of \$0.732 million, \$2.239 million or \$3.769 million. A further \$0.832 million, \$2.548 million or \$4.288 million in Value-added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 Value-added multiplier of 2.14 for each of the project options.

4.2.4.2 There would be an additional contribution to the Holdfast Bay economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Value-added of \$0.398 million, \$1.218 million or \$2.050 million.

4.2.4.3 The combination of all direct, industrial and consumption effects would result in an estimated addition in Value-added of \$1.962 million, \$6.005 million or \$10.107 million in the Holdfast Bay economy, representing a Type 2 Value-added multiplier of 2.68 for each of the project options.

4.2.4.4 The total estimated impact on economic activity of each of the three project options is summarised in Table Five.

Table Five: Estimated Economic Activity Generated by each of the project options

Summary	Direct Effect	Industrial Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Output (\$m)						
Minimum	3.300	2.230	0.662	6.192	1.68	1.88
Moderate	10.100	6.825	2.026	18.952	1.68	1.88
Maximum	17.000	11.488	3.410	31.899	1.68	1.88
Employment (jobs)						
Minimum	4	7	3	14	2.75	3.5
Moderate	14	22	9	45	2.57	3.21
Maximum	23	37	16	76	2.61	3.3
Wages and Salaries (\$m)						
Minimum	0.376	0.479	0.163	1.019	2.72	2.71
Moderate	1.152	1.466	0.500	3.119	2.272	2.707
Maximum	1.939	2.468	0.842	5.249	2.272	2.707
Value-added (\$m)						
Minimum	0.732	0.832	0.398	1.962	2.14	2.68
Moderate	2.239	2.548	1.218	6.005	2.138	2.682
Maximum	3.769	4.288	2.050	10.107	2.14	2.68

4.3 Impact on Business in the Proximity

- 4.3.1 Any increase in patronage at the Brighton Oval Complex following the upgrade may provide additional custom and trade for businesses in the proximity but any benefit is considered to be minor and not a key driver for progression of the Project.
- 4.3.2 Should the Project proceed, a plan to ensure the continuation of sporting activities at the complex or at another facility will need to be developed in conjunction with the clubs.

4.4 Fair Competition

- 4.4.1 The Project involves Holdfast Bay upgrading existing community assets.
- 4.4.2 Holdfast Bay will continue to lease these community assets and will not enter the local market as an operator. Thus it will not provide services which are also provided by the private sector or not-for-profit sector.
- 4.4.3 The activities of Holdfast Bay in leasing the community would not constitute a “significant business activity” in accordance with the Clause 7 Statement of the Competition Principles Agreement and the Government Business Enterprises

(Competition) Act 1996 which provides the framework for implementing National Competition Policy by local government entities in South Australia.

- 4.4.4 As the Holdfast Bay activities will not constitute a significant business activity, deemed to be significant within the definitions of Clause 7, Holdfast Bay will not need to give consideration to whether competitive neutrality principles will need to be applied to their activities, or not. Competitive neutrality is about ensuring that the significant business activities of publicly owned entities compete fairly in a market.
- 4.4.5 Given the nature of activities undertaken by Holdfast Bay at the Brighton Oval Complex we do not consider that they constitute a 'significant business activity' and do not consider that there are any material competition issues arising from the proposed Project.

5. COMMUNITY CONSULTATION

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (d) *the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;*

5.1 Level of consultation

5.1.1 The objectives of the Holdfast Bay Community Consultation and Engagement Policy issued on 22 June 2010 are to:

- 5.1.1.1 Promote positive relations between the Council and the community;
- 5.1.1.2 Guide effective engagement between the Council and the community;
- 5.1.1.3 Enable the community to be informed about and participate in Council planning and decision making;
- 5.1.1.4 Provide the framework for appropriately structured, targeted and delivered community engagement as part of Council's decision making; and
- 5.1.1.5 Support Council decision making which is open, transparent, responsive, inclusive and accountable to the community.

5.1.2 The Policy states that the principles of the International Association for Public Participation (IAP2) will be applied in all of its community engagement practices, both in those areas affected by legislation and in those areas where employees or Council have determined, as a matter of good practice, to consult with the community.

5.1.3 Consistent with the Council Policy and IAP2 principles, Holdfast Bay developed a community engagement plan for the 2016 revised Master Plan, with the level of engagement set at "Consult."

- 5.1.3.1 The purpose of the "Consult" engagement process is to obtain community feedback on projects, issues, proposals or/and options.
- 5.1.3.2 The definition applied is a 'Two-way relationship with the community where the views of individuals and communities are sought on a range of matters that may affect them directly and/or interest them, and 'Consultation can occur at various points in the process and can be used to help frame an issue and identify and assess options.'

5.1.4 The engagement plan identified the following external stakeholder as local residents; general community members; neighbouring Councils; and local sporting and recreation clubs. Internal stakeholders were Active Communities; City Assets and Services; and City Activation.

- 5.1.5 The community engagement ran for a 21 day period from 9 August 2016 to 30 August 2016 and involved collecting the views of the community via:
- 5.1.5.1 Council's website;
 - 5.1.5.2 Drop-in session held at the Brighton Sports and Social Club on 17 August 2016; and
 - 5.1.5.3 Email submissions.
- 5.1.6 Consistent with the Council Policy, the engagement was promoted through the following:
- 5.1.6.1 The Guardian Messenger on 2 and 16 August 2016 in the council fortnightly column;
 - 5.1.6.2 600 residents within 450m radius of the precinct received hard copy consultation flyer;
 - 5.1.6.3 Registered user update - via email to a 1,500 database;
 - 5.1.6.4 Flyers were available at Brighton Civic Centre, Brighton Civic Centre notice board and the Brighton and Glenelg Libraries; and
 - 5.1.6.5 City of Holdfast Bay Twitter Account in each week for the duration of the engagement.
- 5.1.7 The engagement report dated September 2016 stated that a total of 55 submissions were received during the engagement period (40 online, 12 drop in session and 3 emails that only provided comment).
- 5.1.8 In response to the question "Are you satisfied with the Brighton Oval Draft Master Plan?"
- 5.1.8.1 46 (88%) of participants voted in favour of the draft Brighton Oval Draft Master Plan;
 - 5.1.8.2 6 (12%) participants voted against the draft Brighton Oval Draft Master Plan; and
 - 5.1.8.3 3 participants did not vote (only comments were provided by email).
- 5.1.9 It is evident that the Project has been the subject of public consultation and engagement process in accordance with the objectives and requirements of the Council Policy.

5.2 Community Influence and Contribution

- 5.2.1 The community has been afforded the opportunity to contribute and influence the Project through the extensive consultation process undertaken for both the 2012 and 2016 Master Plans.
- 5.2.2 The community influence on the Project is shown in the significant differences between the 2012 and 2016 Master Plans to meet the requirements of the sporting clubs who occupy the complex.
- 5.2.3 The development application process for the construction of the buildings will also provide further consultation opportunities for the community to influence or contribute specifically to the Project.

6. FINANCIAL ASSESSMENT

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (e) *if the project is intended to produce revenue, revenue projections and potential financial risks;*
- (f) *the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;*
- (g) *the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;*
- (j) *if the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the Land Valuers Act 1994.*

6.1 Revenue Production, Revenue Projections and Potential Financial Risks

6.1.1 Revenue Production and Projections

- 6.1.1.1 The Brighton Oval complex currently generates revenue from lease and licence fees associated with the Brighton Oval tenant clubs.
- 6.1.1.2 While the KPMG business case identifies that there may be minor increases in rental receipts to Council if the moderate or maximum options are progressed, the business case assumes lease and licence fees remain the same for all Project options.
- 6.1.1.3 The current rental fees for the clubs that occupy Brighton Oval are shown in Table Six.

Table Six: Brighton Oval Complex Current Lease Fees

Club	Annual Fees
Brighton Rugby Club	\$3,077
Brighton Sports and Social Club (Football and Cricket)	\$12,345
Brighton Lacrosse Club	\$4,593
Total	\$17,245

All fees are ex-GST and relate to the lease of building and not grounds maintenance

- 6.1.1.4 The Council Administration is currently preparing a new Sporting and Community Leasing Policy which is expected to guide the setting of lease charges moving forward.
- 6.1.1.5 We understand that the intent of this Policy is to have an increase in rental for buildings and also a fee structure for on-charging grounds maintenance

which is undertaken by Council staff (currently, there is no on-charging of grounds maintenance).

6.1.1.6 The extent of these increases in charges are not set yet, and it is intended that the Clubs will be consulted on these costs once a draft Policy is endorsed by Council. We understand also that the intention will be to phase in this Policy over a number of years to ensure the Clubs are financially sustainable, while at the same time reflecting the costs to Council in building and maintaining the facilities.

6.1.1.7 If the Project is to proceed it is also expected to generate revenue in the form of grants from the State and Commonwealth governments, or State Sporting bodies. At this stage, the availability and quantum of any grant funding for the Project is not yet known.

6.1.2 Potential Financial Risks

6.1.2.1 An assessment of the financial risks relating to the Project has not yet been undertaken by Holdfast Bay, however we have identified the following financial risks relating to the Project:

- (a) Grant funding is either not available or is not available in the quantum required by Council to meet the Project objectives;
- (b) Council's contribution to Project costs negatively impacts Council's financial sustainability and/or financial indicators;
- (c) The Project construction cost exceeds the budget allocation;
- (d) Undertaking this Project impacts on Council's ability to deliver on other planned capital projects;
- (e) Any proposed staging of the Project increases the overall cost; and
- (f) Life-cycle and operational and preventative maintenance costs are not adequately provided for.

6.1.2.2 Before proceeding with the Project, we recommend these financial risks are assessed and appropriate financial mitigation strategies are identified and implemented.

6.2 Recurrent and Whole of Life Costs, Financial Arrangements

6.2.1 Recurrent Costs

6.2.1.1 The recurrent costs associated with the Project are:

- (a) maintenance and outgoings;
- (b) interest on debt used to fund the Holdfast Bay contribution to the Project; and

(c) depreciation on new building infrastructure.

6.2.1.2 The level of these recurrent costs will be dependent on the final scope of the redevelopment i.e. whether Council adopts the minimum, moderate or maximum intervention and the final designs and costings under the chosen scenario.

6.2.2 Whole of Life Costs

6.2.2.1 The KPMG business case outlines the forecast total financial deficit of the Project as a result of the three project options on a Net Present Value (NPV) basis. The analysis is based on the following key assumptions:

(a) Life cycle costs include major capital replacement initiatives which are lumpy and occur over the life of the asset to replace failing infrastructure. In assessing the life cycle costs in relation to various options, KPMG have applied an increasing percentage cost per annum of the asset value based on the age of the assets under consideration to reflect that life cycle costs are higher as an asset ages.

(b) Operating costs are based on repairs and maintenance levels assumed to be 2/3rds of lifecycle costs;

(c) Capital expenditure has been informed by estimates for the three project options prepared by RLB. These estimates include contingencies, fees and preliminaries and are based on staging assumptions to reduce the impact on the existing clubs of the redevelopment.

(d) A range of discount rates have been provided for indicative purposes.

6.2.2.2 Based on these assumptions, Table Seven quantifies the net present value of the various Project options.

Table Seven: Project Net Present Value Analysis

	Redevelopment Options		
	Minimum Intervention (\$'000)	Moderate Intervention (\$'000)	Maximum Intervention (\$'000)
Operating Result			
- Total net operating result	(5.570)	(3.126)	(5.130)
- Total life-cycle costs	(9.154)	(5.515)	(8.521)
Total Operating Result	(14.724)	(8.641)	(13.651)
Capital Expenditure	(3.329)	(10.663)	(18.041)
Operating Result	(18.053)	(19.305)	(31.692)
Net Present Value			
- Low discount rate (3%)	(3.322)	(6.752)	(13.888)
- Base discount rate (7%)	(2.636)	(6.044)	(11.448)
- High discount rate (10%)	(2.336)	(5.486)	(10.038)

6.2.2.3 The financial assessment prepared by KPMG and reproduced in Table Seven is indicative and based on building designs which are preliminary in nature and cost estimates based on industry averages rather than detailed cost budgets.

6.2.2.4 While the assumptions are not unreasonable and considered appropriate for decision making purposes regarding the preferred option to progress, value management initiatives or modifications to the scope of the proposed development options for some or all of the buildings could result in material changes to the capital and operational costs disclosed in Table Seven.

6.2.2.5 We note that the KPMG cost estimates do not include a cost of finance. Indicatively the finance costs to borrow \$3 million over a 20 year loan period at a rate of 4% per annum are \$1.363 million over the life of the loan (average of \$68k per annum). If Holdfast Bay's contribution was to increase to say 50% of the \$18.041 million estimated capital cost of the Maximum Intervention option, the total finance costs would be \$4.098 million (\$205k per annum).

6.2.2.6 The cost estimates also do not include a provision for a potential asset write-down on existing facilities, however, given the age of existing infrastructure it is not expected that any asset write-downs would be significant.

6.2.3 Financial Arrangements

6.2.3.1 The financial arrangements for the Project include Council making a minimum \$3.0 million contribution to the Project (based on 17 June 2017 Council Resolution) and seeking external funding for the remaining capital cost of the Project.

- 6.2.3.2 The council contribution is not currently provided for in the Holdfast Bay LTFP however we note that \$2.536 million of asset renewal funding is included in the LTFP in relation to the Brighton Oval, part of which could be reallocated into the Project budget if a full scale redevelopment is undertaken.
- 6.2.3.3 The options for external funding include State and Commonwealth Government grants and State sporting organisations, such as the SANFL who have indicated some interest in providing funding towards the Project.
- (a) The SANFL has agreed to support the Project with a contribution of \$75,000.
- (b) The Project meets the funding program criteria for the South Australian Office for Recreation and Sport Community Recreation and Sport Facilities Program. This funding program is offered to organisations for the planning and development of sustainable, inclusive, functional and fit for purpose active recreation and sport facilities that meet the current and future needs of the South Australian community. Holdfast Bay could apply under Category 3 of the program for up to 50% of the project to a maximum of \$1 million dollars. Category 3 projects are outlined as Facility Development projects that include the upgrade or development of a single use active recreation and sport facility or multi use sports hub.
- 6.2.3.4 Based on a \$3 million Council contribution, the Project will require a further \$14 million of funding from alternate sources to proceed with the preferred 'Maximum Intervention' option.
- 6.2.3.5 We note that typically State and Federal government grant funding is provided on a 'dollar for dollar' matching basis. Accordingly, it will be difficult to secure \$14 million in grant funds required to progress the Maximum Intervention option if the Council contribution is in the vicinity of \$3 million.
- 6.2.3.6 Holdfast Bay should ensure that stakeholder expectations regarding the scope of the Project are appropriately managed in accordance with the financial arrangements and the limitations around funding that currently exist.
- 6.2.3.7 Holdfast Bay does not intend to proceed with the Project until sufficient funding has been secured or alternative options/designs are agreed upon with reduced capital costs.

6.3 Financial Viability

- 6.3.1 The LTFP lists the financial indicators that Council uses in assessing financial sustainability. Council's key performance measures and targets include the following:
- 6.3.1.1 Operating result as a percentage of rate revenue between 0% -10% over a rolling 5 year period.

6.3.1.2 Net Financial Liabilities as a percentage of operating revenue less than 75%.

6.3.1.3 Net interest expense as a percentage of operating revenue less than 5%.

6.3.2 For indicative purposes, the financial impact of progressing with the various redevelopment options on the net financial liabilities ratio is shown in Table Eight. Table Eight has been developed based on the following assumptions:

6.3.2.1 Each redevelopment option is 100% debt funded;

6.3.2.2 Each redevelopment option is assumed to have a three year construction timeframe with 1/3 of the capital costs being incurred in FY2018, FY2019 and FY2020.

Table Eight: Impact of Various Project Options on Net Financial Liabilities Ratio

	Year		
	FY2018	FY2019	FY2020
No project progression (based on current LTFP):			
LTFP Forecast Liabilities (\$m)	22.4	18.4	14.4
Net Financial Liabilities Ratio	49.6%	39.9%	30.4%
Minimum intervention:			
Capital expenditure (\$m)	1.11	1.11	1.11
Revised debt position (\$m)	23.5	20.6	17.7
<i>Net Financial Liabilities Ratio</i>	<i>52.1%</i>	<i>44.6%</i>	<i>37.4%</i>
Moderate intervention:			
Capital expenditure (\$m)	3.55	3.55	3.55
Revised debt position (\$m)	25.9	25.5	25.1
<i>Net Financial Liabilities Ratio</i>	<i>57.4%</i>	<i>55.1%</i>	<i>53.0%</i>
Maximum intervention:			
Capital expenditure (\$m)	6.01	6.01	6.01
Revised debt position (\$m)	28.4	30.4	32.4
<i>Net Financial Liabilities Ratio</i>	<i>62.9%</i>	<i>65.8%</i>	<i>68.4%</i>

6.3.3 Table Eight demonstrates that without any grant funding, the Maximum Intervention Option could be financed by Holdfast Bay while still maintaining debt levels below the 75% threshold net financial liabilities ratio. However, progressing the Maximum Intervention Option, without external funding, would limit Holdfast Bay's capacity to undertake other capital projects in the future while still remaining within the 75% threshold.

6.3.4 Attracting additional funding sources for the Project will limit the impact progressing the Project will have on Holdfast Bay's financial indicators.

6.4 **Sale of Land**

6.4.1 The Project does not involve the sale or disposition of land.

7. PROJECT RISKS AND MITIGATION STRATEGIES

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (h) *any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);*

7.1 Risk Management

7.1.1 This report assesses the risk management actions taken or being considered by Holdfast Bay for the Project. It is not the purpose of the report to prepare a comprehensive risk management plan, however a level of assessment has been undertaken on the risk management activities to date.

7.1.2 Holdfast Bay adopts an integrated and proactive approach to Risk Management, based on current Australian Standards and industry best practice. This approach integrates the management of risk and opportunity into the organisation's governance, strategic planning, reporting and policy development functions as well as its values and culture. This is outlined in the Risk Management Policy adopted on 14 July 2015.

7.1.3 The base case and three project options as presented in the KPMG business case will have differing levels of risk. The base case and 'Minimum Intervention' will have less financial and construction risks and likely higher reputational risks resulting from community expectations about the desired standard of facilities not being met. Whereas the 'Moderate Intervention' and Maximum Intervention' options will have increasingly higher financial and construction risks with a likely corresponding decreased reputational risk as the facilities increasingly meet the community's expectations.

7.1.4 On 24 May 2017 an internal Project meeting was held to discuss the identified risks relating to the Project. The Administration has advised that it will include these risks in a detailed risk assessment to be prepared in accordance with the Risk Management Policy once funding for the Project has been secured.

7.1.5 In addition to the financial risks previously identified, we have identified a number of other risks which this risk assessment should include.

7.1.5.1 Procurement – Project scope creep, cost over-runs, delay in delivery and quality issues result in an increase in costs above budget;

7.1.5.2 Reputational – A decreased Project scope to meet budget allocations means the Project no longer meets community needs and expectations; and

7.1.5.3 Reputational – Any proposed increase in lease fees for the Brighton Oval Complex sporting and community clubs is perceived negatively.

- 7.1.6 If the Project is to proceed then a detailed risk assessment performed on Council's Risk Management Plan template should be performed to meet the requirements of Council's Risk Management Policy.

7.2 Risk Mitigation

- 7.2.1 A risk assessment in accordance with Council's Risk Management Policy has not yet been undertaken for the Project. Accordingly, the level of inherent and residual risk relating to the Project has not yet been identified nor has a comprehensive list of risk mitigation strategies been prepared.
- 7.2.2 If the Project is to proceed then a detailed risk assessment will need to be undertaken in accordance with Council's Risk Management Policy and Holdfast Bay should then ensure that the mitigation strategies identified for the risks associated with the Project are implemented and that these are progressively updated in a risk register as the Project is implemented
- 7.2.3 The risk register should be reported to the Holdfast Bay Executive at regular intervals during the Project.
- 7.2.4 Consistent with good project management practice, risk management should be a standing agenda item at any Project management meetings during the Project.
- 7.2.5 Reporting protocols should also be established for the Project to ensure the Chief Executive Officer or his delegate and, where appropriate, Council are apprised of areas of risk.

8. PROJECT DELIVERY

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (i) *the most appropriate mechanisms or arrangements for carrying out the project.*

8.1 Delivery Mechanism

8.1.1 There are several options available for carrying out the construction phase of the Project, each of which has different advantages and disadvantages depending on the circumstances of a particular project, the most relevant appear to be:

8.1.1.1 Construct only;

8.1.1.2 Design and Construct; and

8.1.1.3 Managing Contractor or Early Contractor Involvement.

8.1.2 In determining the most appropriate delivery option, Holdfast Bay will need to consider a range of factors including:

8.1.2.1 the Project timeframes;

8.1.2.2 the internal capabilities and availability of Holdfast Bay staff; and

8.1.2.3 the complexity of the Project in terms of managing sub-contractors and stakeholders.

8.1.3 The delivery mechanism for the Project is yet to be determined. However, Holdfast Bay has indicated that given the value of the works involved they are intending to proceed using an Open Tender process, which is consistent with the Holdfast Bay Procurement (Contracts and Tendering) Policy.

8.1.4 Should the Project proceed a Project Management Plan using Council's Project Plan template should be developed to document the project management strategy for the Project.

8.2 Procurement Implications

8.2.1 The Holdfast Bay Procurement (Contracts and Tendering) Policy, last reviewed 24 January 2017, applies to all contracts and tenders organised by Council and associates on behalf of Council.

8.2.2 The Policy outlines five core principles that should form the basis of making a supplier selection for all purchasing methods, as follows:

8.2.2.1 Value for Money;

8.2.2.2 Transparent, Accountable, Fair and Ethical;

8.2.2.3 Social and Environmental Sustainability;

- 8.2.2.4 Local Economic Development; and
- 8.2.2.5 Work Health and Safety.
- 8.2.3 The Procurement Policy identifies that Council will select an approach best suited to the particular requirement. The underlying principle is to balance the transaction costs associated with each transaction method, with risk and probity requirements. The different transacting methods include:
- Direct Purchasing;
 - Request for Quote;
 - Request for Tender (Select or Open Market);
 - Panel Contracts; and
 - Strategic Procurement.
- 8.2.4 Although there are circumstances where exemptions may apply, the Procurement Policy establishes the following thresholds for individual engagements.
- 8.2.4.1 Purchases under \$5,000 do not require a Purchase Order and can be by direct purchasing.
- 8.2.4.2 Purchases between \$5,000 and \$20,000 require a minimum of three quotes or panel contract.
- 8.2.4.3 Purchases between \$20,000 and \$50,000 require a minimum of three written quotations or panel contract.
- 8.2.4.4 Purchases greater than \$50,000 require a tender process.
- 8.2.5 However, in certain circumstances the Chief Executive Officer or Council may waive application of the Policy and pursue a method which will bring the best outcome for the Council. In this circumstance the Council must record its reason in writing for waiving application of the Policy.
- 8.2.6 For this Project, the Project team will need to ensure that the major procurements (being the design and construction contracts) are procured in accordance with the Procurement Policy.
- 8.2.7 We note that purchases greater than \$50,000, as will be the case with the construction contract, require a tender process. Therefore a request for tender (open) is the most appropriate procurement methodology for this Project.
- 8.2.8 Where there are smaller consultancies relating to the Project, the Project Manager should ensure that procurement is undertaken consistent with the provisions of the Procurement Policy.

9. CONCLUSION

- 9.1 This report has been prepared to meet the requirements of Section 48 of the Local Government Act and to provide Council with a comprehensive understanding of the prudential issues relating to the Brighton Oval Complex Project.
- 9.2 The Brighton Oval Complex Project involves the construction of a separate two storey facility for the Brighton Rugby Union Football Club, Brighton Cricket Club, Brighton Lacrosse Club and Brighton Football Club, with each building having integrated multi-use community facilities. The Project also includes upgrading the surrounding area with new community play spaces, public amenities, lighting, scoreboards, cricket nets, a youth area and car parking.
- 9.3 The Brighton Oval Complex Project is considered to be strongly aligned with the strategic direction and the desired outcomes as outlined within the City of Holdfast Bay's Strategic Plan - Our Place 2030. The Project would also assist to advance a number of the state and national priorities and targets.
- 9.4 Provision for capital and future operating costs have not been made in the 2017/18 Annual Plan, Budget and Long Term Financial Plan. If the Project is to proceed, these documents will need to be updated to reflect the financial impact of the Project. The Asset Management Plans for Buildings and Open Spaces will need to be amended to include the decommissioning of the existing assets and the construction of the new facilities.
- 9.5 The Brighton Oval Complex Project involves works which are defined as "development" under the Development Act 1993. Given the scale of the proposed works and the anticipated revenue stream to Council from the proposed leasing arrangements with the various sporting groups, it would be prudent to request that the Minister appoint the State Commission Assessment Panel (SCAP) to assess any development application arising from the Project. The proposed land use and development is consistent with the Objectives of the City of Holdfast Bay's Development Plan for the Community Zone (Recreation Policy Area 1).
- 9.6 The Project is expected to provide a positive contribution to economic development in the local area through the associated construction activity. The level of impact will be dependent on the final scope of building works selected. Based on the range of options presented by KPMG in the business case, the total economic impact of progressing the Project could range from \$6.192 million to \$31.899 million in economic activity and create between 14 and 76 jobs.
- 9.7 The Project is unlikely to have a material impact on businesses in the area nor will it hinder competition.
- 9.8 Consultation on the Project has been undertaken on the 2012 and the 2016 Master Plans relating to the area. The community is therefore considered to have been provided with the opportunity to influence the Project and will be afforded further opportunities to do so during the development assessment process.
- 9.9 Undertaking the Project is not likely to produce a material increase in revenue generated from the Brighton Oval lessees. As an upgrade of a community asset, revenue generation is not a key driver of progression of the Project.
- 9.10 A Business Case presenting the likely financial implications of progressing a minimum, moderate and maximum intervention at the Brighton Oval Sports Complex has been prepared

by KPMG. Given the limited opportunities to generate revenue from progressing the Project, the financial outcome under each level of intervention is negative.

- 9.11 Council has made an in-principle commitment to contribute a minimum of \$3.0 million in funding. The remaining \$12.5 million to progress the maximum intervention option will need to be obtained from other sources, or Council will need to increase its contribution for the Project. Alternatively, value management initiatives could be implemented to reduce the cost of construction.
- 9.12 The level of grant funding that can be attracted and the final scope of the Project will be key factors in determining the financial impact that progressing the Project will have on the Holdfast Bay LTFP.
- 9.13 A risk assessment in accordance with Council's Risk Management Policy has not yet been undertaken for the Project. If the Project is to proceed then a detailed risk assessment will need to be undertaken in accordance with Council's Risk Management Policy and Holdfast Bay should then ensure that the mitigation strategies identified for the risks associated with the Project are implemented and that these are progressively updated in a risk register as the Project is implemented and regularly reported to the Holdfast Bay Executive.
- 9.14 The project delivery and procurement methods for this Project have not yet been determined. Given the complexity, scale, value and significance of this Project, the adoption of a design and construct model would be considered prudent. Procurement should be conducted in accordance with Holdfast Bay's Procurement Policy.

ATTACHMENT TWO: LOCAL GOVERNMENT ACT, 1999 – SECTION 48

Section 48 – Prudential requirements for certain activities

- (aa1) A council must develop and maintain prudential management policies, practices and procedures for the assessment of projects to ensure that the council—
 - (a) acts with due care, diligence and foresight; and
 - (b) identifies and manages risks associated with a project; and
 - (c) makes informed decisions; and
 - (d) is accountable for the use of council and other public resources.
- (a1) The prudential management policies, practices and procedures developed by the council for the purposes of subsection (aa1) must be consistent with any regulations made for the purposes of this section.
- (1) Without limiting subsection (aa1), a council must obtain and consider a report that addresses the prudential issues set out in subsection (2) before the council—
 - (b) engages in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body)—
 - (i) where the expected operating expenses calculated on an accrual basis of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years (as shown in the council's financial statements); or
 - (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4 000 000 (indexed); or
 - (iii) where the council considers that it is necessary or appropriate.
- (2) The following are prudential issues for the purposes of subsection (1):
 - (a) the relationship between the project and relevant strategic management plans;
 - (b) the objectives of the Development Plan in the area where the project is to occur;
 - (c) the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;
 - (d) the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;

- (e) if the project is intended to produce revenue, revenue projections and potential financial risks;
 - (f) the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;
 - (g) the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;
 - (h) any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);
 - (i) the most appropriate mechanisms or arrangements for carrying out the project;
 - (j) if the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the Land Valuers Act 1994.
- (3) A report is not required under subsection (1) in relation to—
- (a) road construction or maintenance; or
 - (b) drainage works.
- (4) A report under subsection (1) must be prepared by a person whom the council reasonably believes to be qualified to address the prudential issues set out in subsection (2).
- (4a) A report under subsection (1) must not be prepared by a person who has an interest in the relevant project (but may be prepared by a person who is an employee of the council).
- (4b) A council must give reasonable consideration to a report under subsection (1) (and must not delegate the requirement to do so under this subsection).
- (5) A report under subsection (1) must be available for public inspection at the principal office of the council once the council has made a decision on the relevant project (and may be available at an earlier time unless the council orders that the report be kept confidential until that time).
- (6) However, a council may take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the council).
- (6a) For the purposes of subsection (4a), a person has an interest in a project if the person, or a person with whom the person is closely associated, would receive or have a reasonable expectation of receiving a direct or indirect pecuniary benefit or a non-pecuniary benefit or suffer or have a reasonable expectation of suffering a direct or indirect detriment or a non-pecuniary detriment if the project were to proceed.
- (6b) A person is closely associated with another person (the relevant person)—
- (a) if that person is a body corporate of which the relevant person is a director or a member of the governing body; or

- (b) if that person is a proprietary company in which the relevant person is a shareholder; or
 - (c) if that person is a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee; or
 - (d) if that person is a partner of the relevant person; or
 - (e) if that person is the employer or an employee of the relevant person; or
 - (f) if that person is a person from whom the relevant person has received or might reasonably be expected to receive a fee, commission or other reward for providing professional or other services; or
 - (g) if that person is a relative of the relevant person.
- (6c) However, a person, or a person closely associated with another person, will not be regarded as having an interest in a matter—
- (a) by virtue only of the fact that the person—
 - (i) is a ratepayer, elector or resident in the area of the council; or
 - (ii) is a member of a non-profit association, other than where the person is a member of the governing body of the association or organisation; or
 - (b) in a prescribed circumstance.
- (6d) In this section, \$4 000 000 (indexed) means that that amount is to be adjusted for the purposes of this section on 1 January of each year, starting on 1 January 2011, by multiplying the amount by a proportion obtained by dividing the CPI for the September quarter of the immediately preceding year by the CPI for the September quarter, 2009.
- (6e) In this section—
- employee** of a council includes a person working for the council on a temporary basis;
- non-profit association** means a body (whether corporate or unincorporate)—
- (a) that does not have as its principal object or 1 of its principal objects the carrying on of a trade or the making of a profit; and
 - (b) that is so constituted that its profits (if any) must be applied towards the purposes for which it is established and may not be distributed to its members.
- (7) The provisions of this section extend to subsidiaries as if a subsidiary were a council subject to any modifications, exclusions or additions prescribed by the regulations.