

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTSCommunity Plan

How We Work – Good Governance

Corporate Plan

- A6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.
- A6.10 Embed a culture of continuous improvement across Council, with tools, processes and systems being used to achieve business efficiencies and customer service improvements.

Legislative Requirements

Nil

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

The retirement of the Strategic Projects Framework will not have any financial, resource or risk management implications.

Projects identified under the original Framework will continue to be managed in accordance with the approved budget and resource levels.

COMMUNITY CONSULTATION

Community consultation is not required under the Act or Council's Public Consultation Policy.

7.2.1.5**STRATEGIC SPORTING, RECREATIONAL, ARTS AND HERITAGE INVESTMENT STRATEGY****PROJECT****B5429****Moved** Cr Harris

- (1) That Council approves:
 - (a) The establishment of a project to develop a strategic sporting, recreational, arts, heritage investment strategy, implementation plan and seeking of funding to deliver the strategy.
 - (b) Allocation of resources in the 2016/17 budget as outlined in the report and that the budget and business plan be updated at the first quarter review to reflect the project.
 - (c) The establishment of a small informal working party which shall include three Council members, a representative of Regional Development Australia, the Project Director and Chief Executive Officer, subject matter experts and community representatives as required.
- (2) That Council appoints Crs de Vries, Angas, Miller, Lange and Seager to the working party.
- (3) That Council having been consulted in accordance with Section 99(2)(a) of the Local Government Act support the proposed organisational structure changes that support project delivery.

Seconded Cr Grossman**CARRIED 2014-18/780****PURPOSE**

To propose a project to establish a long term investment and implementation plan for the Barossa Council district and allocate necessary resources for its delivery within a 9-12 month timeframe.

REPORT

Scope of Project

It is important at the outset to provide high level scope for the proposed project so that it has some boundaries.

It is envisaged that the scope of the project will be as follows centred around 5 key deliverables over an investment horizon (to be determined) of say 3-8 years.

- Recreational and sporting facilities;
- Arts, culture and heritage;
- Aquatic strategy;
- Cycle tourism;
- Other key community, social and economic drivers for investment (noting investment in key infrastructure such as roads, storm water, footpaths, wastewater management, and buildings not within the scope being maintained at levels required by the infrastructure and asset management plans).

Background

Over many years Council and the community have identified long term future opportunities for investment and underpin services, community and economic outcomes. To varying levels there has been a level of discussion and planning either internally or externally to Council. This includes Council having initiated various pieces of work including master plans which are partially or not implemented. The project is centred around the infrastructure requirements of core community assets fit for future need around a 50 plus year horizon.

Strategic documents within this scope of the project include Tanunda Oval master plan and recent work of the clubs and committee, Mount Pleasant master plan, our Regional Open Spaces Strategy. Other work not as formalised but still having been undertaken by Council and community includes:

1. NCPA 10 year asset identification and prioritization;
2. Regional arts and culture hub;
3. Nuriootpa pool;
4. Southern Recreational Hub – noting the first draft of the master plan and feasibility study is near completion and likely to be presented for consideration at the October Council meeting for community consultation;
5. Angaston Railway master plan is underway at present;
6. Angas Recreational Park investment requirements;
7. Skate/BMX opportunities.

The Idea

The project idea is to develop over the next 9-12 months an integrated, prioritised and costed community infrastructure investment and implementation plan (with sources of funding, concepts and opportunities identified) to deliver the infrastructure for the district that will drive community, social and economic development for now and future generations.

The Strategy

The strategy will:

- Aim to deliver significant, regional change outcomes for the community in a planned, collaborative and structured manner.
- Support a new Economic Development Strategy – currently under development.
- Bring together in one spot a plan for the future of the Barossa for the types of infrastructure that are in scope.
- Embrace the whole community.
- Will prioritise projects based on sound analysis and alignment to Councils Community Plan and Regional Open Spaces Strategy and community consultation and participation.
- Will identify the capital, ongoing costs and benefits, return on investment at both the economic and social value level to ascertain priorities of accepted projects.
- Will direct focus on key investment and signal to funding bodies a planned approach to our community and what we propose to contribute to State growth and jobs especially in the upcoming period of economic downturn particularly in the north.
- Will identify assets within the scope that could be retired.
- Will identify and try to package whole of Council regional funding opportunities.

- Will be used to lobby for funding and inform the community of the probable increases in costs but also service levels.
- Will be predicated on existing levels of services (for works not in the scope).

Why Commence This Work Now and How Are We Positioned for the Future?

There are a raft of factors that allow Council to think about commencing a new phase of planning and investment and this is a significant opportunity and a strong strategy is required to ensure long term coordination of services and the infrastructure that supports the community. Improvements and activities and work within the community are drivers for this project and then delivery of the implementation plan.

The following factors add to the strong rationale for commencing the work outlined in this project:

1. The inception of the Community Plan giving confidence and clear guidance;
2. Over the past four years the restructuring of our finances post the significant investments in The Rex and the Jack Bobridge track has seen funds flow to core infrastructure to a sustainable level;
3. Organisational improvement in culture, efficiencies, and budget management sees a long term strong financial position. Organisational improvement will always be ongoing;
4. Borrowing costs are low and forecast to remain so;
5. The State, especially in the northern area, through the Northern Economic Plan, is looking to make investments.
6. The strategy will align well with upcoming State election cycle and thereafter another Federal election a year after.

This project will determine accurately what can and cannot be achieved within affordable and sustainable long term budget outcomes however, in relation to a high level review of Council's finances the following key points are made:

1. Should the investment horizon be 3-8 years it will see the majority of Councils current debt repaid. The Long Term Financial Plan shows by 23/24 (which would be at the end of the investment cycle) debt estimated at \$4.007M or 2.2% net financial liabilities (NFL) in that year. This assumes no more borrowings than what is currently in our accounts.
2. By way of example (and this should be noted as a broad estimate only and not relied upon until the Project has determined the financial impacts) if we assume the whole investment is \$40M and Council agree to fund 33% and seek grants, contributions and other funding for the other 66% thus borrowing of around \$13.3M and assuming for cash flow reasons we do not start paying it back until construction completion in year 8 the broad debt and operating positions are estimated below:
 - a. In 2018/19 – commence of investment – debt of \$24.152M which is a result of 66% NFL (current forecast is \$10.852M and 30% NFL);
 - b. By 2023/24 – completion of investment also coincides with last Rex payment – debt of \$17.307 and 32% NFL);
 - c. Interest on a \$13M loan would amount to around \$520K per annum (possibly lower given the funds being borrowed at a more competitive rate is possible but let's say 4%);
 - d. The operating position of Council (assuming no changes in other service levels or reduction in maintenance costs even though there would be new facilities) would be a deficit of around \$177K in 2018/19 returning to surplus in by 2023/24;
 - e. During that five year period the current surplus position of \$2.356M would move to a 5 year deficit of \$244K or 0.15% in rates.

Whilst the above financial analysis is only a demonstration of capacity the information and strategic context align to indicate the time to commence the project is right.

What Are The Strategic Deliverables?

At a strategic level the following outcomes are envisaged by the project:

- Strategic prioritised, costed master plan for future investment – a roadmap for infrastructure investment for the infrastructure within scope.

- Funding models and sources of funds.
- Economic, social and community outcomes assessment and modelling.
- Consultation and Governance Model for project delivery and future management.
- Implementation Plan.
- Prudential Management Report, if staged Projects approved.
- Funding opportunities and coordinated strategy which can be used to lever funding contributions.

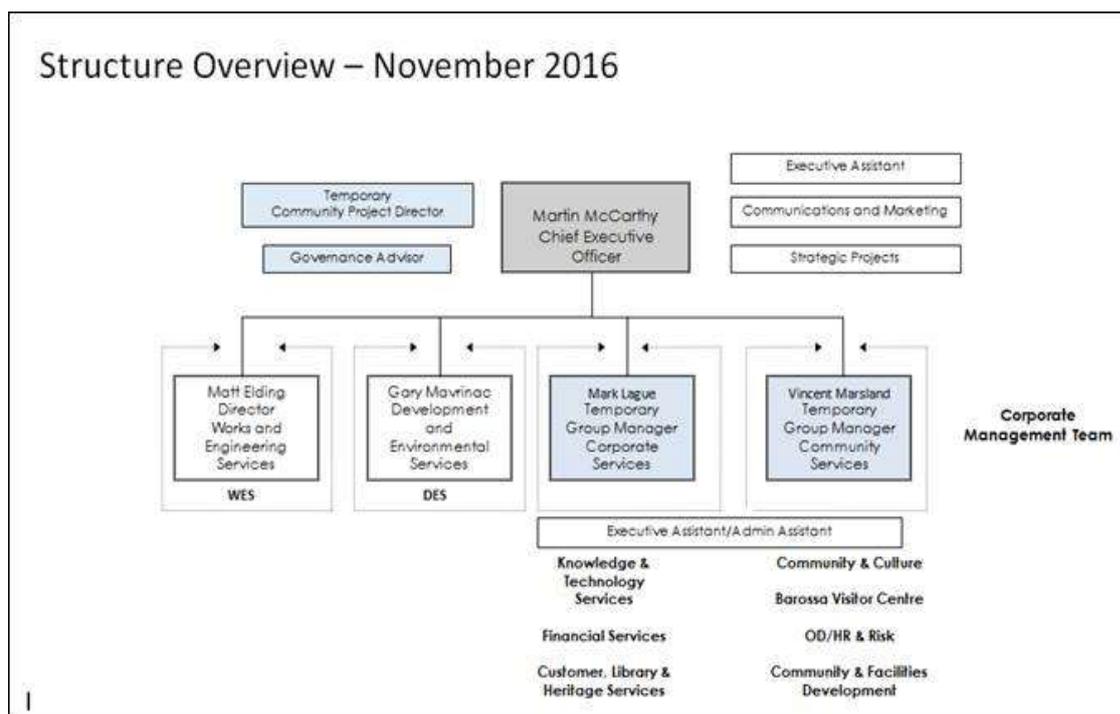
How Do We Resource the Work?

First and foremost there are no senior level resources available to deliver this work within existing capacity. There are three deliver models:

1. Outsource to a consultant;
2. Utilising internal expertise through a temporary restructure of resources supported by technical external resources.
3. Recruit extra resource.

Option 3 has been excluded as the timeframe to deliver is tight; to recruit the necessary resource, develop the expertise, community connections and start delivery would take upwards of 3 months. For similar reasons it is considered the timeframes and knowledge development of seeking a consultant to undertake the work is not the prime strategy and would include higher risk than utilising internal resources.

The proposal therefore is to resource the work internally with external technical support were required. It is proposed to take the current Director, Corporate and Community Services offline for 9-12 months to deliver the Project. Given the Directors extensive project management skills, governance understanding and community connection and engagement experience, it is a logical fit. To ensure the work of the Community and Corporate Services Directorate (the directorate), remembering the project is predicated on the basis that existing services must continue, a temporary restructure would be undertaken. The directorate would operate under two Group Managers, one responsible for corporate services and one for community services and two existing managers will pick up those roles. Those Group Managers will report to the Chief Executive Officer (CEO). The CEO will also pick up responsibility for the governance function previously sitting with the directorate. The temporary position of Project Director will be created and will report to the CEO. To allow the CEO to absorb the additional work and direct reports the service review project would become the responsibility of the Project Director. The following diagram provides a view of a revised structure.



The proposal is this would come into place on 1 November 2016. During the transition period, should Council approve the project and funding to support it, preliminary work to set up the Project including staffing requirements including handover, external technical contracts, governance arrangements, engagement strategy and communication plan with key stakeholders will take place so the Project Director on 1 November 2016 can hit the ground running. This component of the report is also in satisfaction of Section 99(2)(a) of the Local Government Act which requires the CEO to consult with Council if proposing to change the organisational structure for the staff of the Council. It proposed no changes to the Works and Engineering nor Development and Environmental Services directorates. All staff, relevant managers (on a one on one basis) and the relevant directorates have been communicated with after Council's workshop about the proposed project and temporary changes, which has been stressed is subject to Council formal determination.

To support a project of this size additional funding is required, the following table outlines the broad estimates, some existing funding can and will be utilised to support the costs.

Resource	Source	Proposal	Est Cost
Project Management	Internal	<p>Pull existing DCCS off-line to execute the project, is the most senior officer with the necessary skills in project and community management to achieve the outcome.</p> <p>To release the resource will need some additional support. CEO will pick up governance. To allow CEO to provide the increased workload the service level review project will also be run by new Project Director and will have two managers step up and report to CEO, one responsible for Corporate Services the other. Finance will require additional support as will Organisational Development and HR.</p>	\$60K
Financial and Economic Modelling	Internal and External	Mix of internal resources including CEO, Project Director and finance along with external resourcing of quantity surveying estimates and economic and community modelling. Internal will be absorbed within existing budget.	\$30K
Masterplanning for Some Sites	External	Some sites will require updated or new master plans.	\$50K
Administration / General Support	Internal	Absorb majority but will probably need extra 1 day a week to support.	\$10K
Consultation and Engagement Strategy	Internal and External	Mix of internal and external resources utilising the model undertaken for the community plan will absorb internal resources within existing budget.	\$20K
Technical Support	External	Technical support from external resources associated with expertise in recreational, arts and culture and heritage development.	\$50K

Prudential Management	External	Required by section 48 of the Local Government Act and will need to be externally undertaken but will not be done until Council approves a final project.	\$30K
Contingency			\$50K
Total			\$300K
Optional – Technical Design	External	Difficult to estimate as depends on final form of projects approved – at least \$200,000 – could be year two work once plan completed and approved.	\$200K

Funding the work can be achieved by:

1. Utilisation of \$50K from existing project budget for the service review;
2. Utilising \$200K cash surplus expected from the 2015/16 financial year results.

Project Governance

So as not to complicate the project governance structure it is suggested a working party, inform be established as a guidance mechanism to the project, but that Council retain full governance function for the project. The Project Director can and will also utilise our Peak Advisory Groups where necessary.

To establish this working group it is suggested that the membership shall be made up of:

1. Three Council members;
2. Regional Development Australia representative;
3. Project Director;
4. Chief Executive Officer;
5. Subject matter experts when required;
6. Community representatives when required.

It is recommended that the working party remain informal, the Project Director will call meetings as required but at least quarterly to review progress against the project plan.

Policy Compliance

Normally such a report would be accompanied by a new initiative assessment, however rather than the high level financial assessment what has been presented in this report is a detailed proposal including project scope, its deliverables, resourcing, governance and strategic goals. In order for comparison however a bid analysis has been calculated at 54. In terms of funding priorities for 2016/17 this would have seen the project considered for funding as an equal third priority.

Summary and Conclusion

In summary due to various factors there is an opportunity for Council to proactively develop a strategy and plan for the generations to come and whilst it may be audacious in its goals, without such a strategy and investment plan Council will continue to make more piecemeal investments decisions over time but this work aims to deliver a fully linked and engaged community plan for those assets and services within scope. It funds the work from existing resources and available funding. It will deliver a product that can be confidently implemented and utilised by Council and its community to lobby for funds and seek other arrangements that will deliver.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Bid Assessment Tool Assessment

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan



Community and Culture



Infrastructure



Health and Wellbeing



Business and Employment



How We Work – Good Governance

- 2.1 Initiate and support activities which encourage participation and pride in the Barossa Council area.
- 2.3 Contribute to creating strong and sustainable community networks.
- 2.6 Support a vibrant and growing arts, cultural, heritage and events sector.
- 2.7 Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces.
- 2.8 Provide opportunities for the community to participate in local decision making.
- 2.9 Create places where people want to live and plan for the future in a coordinated, appropriate and proactive manner.
- 3.1 Develop and implement sound asset management which delivers sustainable services.
- 3.5 Advocate for and seek out funding opportunities that support the development of community, health and other facilities and infrastructure from both state and federal government.
- 3.6 Invest in, and advocate for, community facilities that support cultural and community participation.
- 3.7 Ensure infrastructure meets the needs of people with and provides for all abilities access.4.2 Create opportunities for people of all ages and abilities to participate in the community.
- 4.4 Support sporting, recreational and community clubs and organisations to grow and be sustainable.
- 5.1 Work closely with State Government, Federal Government and stakeholders to support economic growth and development.
- 5.3 Help build the capacity of the tourism sector and encourage the development of tourist services and infrastructure.
- 5.4 Attract investment for new and innovative industries, such as creative industries and cultural tourism.

Legislative Requirements

Section 99(2)(a) of the Local Government Act

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial

Net impact on 16/17 budget is \$250K operating; the budgeted financial result however will still remain in surplus at approximately \$580K. With the additional roads to recovery payment in 16/17 resulting in the surplus the underlying operating budget is estimated to move into deficit by approximately \$177K, which is minimal and still within Councils target financial indicators.

Risks

The alternative delivery model of completely briefing it out to external consults it is felt two projects of this size briefed out will cost at least this much, we have the internal expertise

internally a strategy to release those resources on balance is considered a lower risk strategy. There is significant risk of trying to achieve the projects of this size internally without additional funding or strategy to take an officer offline to undertake the work as it could not be achieved within 12 months. Internal resources required to support such a project are already stretched we cannot absorb it without significant reduction in other work or changing the resource mix as outlined earlier. Reduction in other work in 16/17 is not possible as the programs falling out of the budget and business plan have been set and communicated to the community and staff.

COMMUNITY CONSULTATION

Community consultation is not required under the Act or Council's Public Consultation Policy.

7.3.1 DIRECTOR CORPORATE AND COMMUNITY SERVICES - DEBATE

7.3.1.1

PROPERTY SEARCH SERVICE - UPDATE

B3207

MOVED Cr Angas that Council notes the report on the implementation of the electronic property search process and instructs officers to provide a further report on compliance with the mandated timescales to the March 2017 Council Meeting.

Seconded Cr Miller

CARRIED 2014-18/781

PURPOSE

Report on implementation of an electronic search process over the last 12 months and compliance with mandated timescales for delivery of the service.

REPORT

Background

A Report was presented to Council at its 18 August Council Meeting and the following was resolved:

“MOVED Cr Angas that Council:

- (1) discontinues the optional, urgent property search service forthwith due to insufficient resources to achieve consistent compliance in completing urgent searches within the 24 hour timeframe legislated under the Land and Business (Sale and Conveyancing) Act 1994;
- (2) notifies regular users of the urgent property search service that it is to be discontinued and provides information on planned improvements to the standard search process;
- (3) updates related Policy and Process documentation to reflect the change of policy; and
- (4) instructs Officers to provide a future report to Council prior to the end of the current 2015/16 financial year on the steps taken to implement an electronic search process and compliance with the mandated timescales for the delivery of standard searches.

Seconded Cr Seager

CARRIED 2014-18/348”

Introduction

Council provides a property search service as legislated by the *Land and Business (Sale and Conveyancing) Act 1994* to provide specific information pertaining to a particular property, including: rates, legal notices, development conditions and other details to potential purchasers, real estate agents, lawyers, brokers, property owners and the general public.

The provision of an Urgent Property Search Service (ie Certificates processed within 24 hours) ceased in August 2015, and work has continued over the last 12 months to improve the processing of 'standard' searches (Certificates to be processed within 8 business days). Using the technology now available through the property and rating software (Pathway), a system to move from a manual to a largely electronic process became operational in May 2016.

Discussion

Completion of property searches requires input from several departments. Not all of the information required was computer based, resulting in time consuming manual searching (or