



Council Agenda

NOTICE OF MEETING

Notice is hereby given that an **SPECIAL MEETING** of Council will be held in the

**Kingston Room, Brighton Civic Centre
24 Jetty Road, Brighton**

Tuesday 30 January 2018 at 6.30pm

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.



Special Council Meeting Agenda

1. OPENING

The Deputy Mayor will declare the meeting open at 6:30pm.

2. KAURNA ACKNOWLEDGEMENT

We acknowledge Kurna 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 Kurna 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

4.3 Leave of Absence

5. 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.

6. BUSINESS OF THE SPECIAL MEETING

6.1 Deferred Report – Brighton Oval Masterplan Implementation (Report No: 24/18)

6.2 Alwyndor Aged Care – Organisational Review (Report No: 23/18)

JUSTIN LYNCH
CHIEF EXECUTIVE OFFICER

Item No: **6.1**

Subject: **DEFERRED REPORT – BRIGHTON OVAL MASTERPLAN IMPLEMENTATION (REPORT NO: 17/18)**

Date: 30 January 2018

Written By: Manager Active Communities

General Manager: Community Services, Ms T Aukett

SUMMARY

Council at its meeting held on 23 January 2018, resolved to defer Report No: 17/18 Brighton Oval Masterplan Implementation so that an urgent workshop could be held.

This report represents Report No: 17/18 for council's consideration in Attachment 1.

Debate on this matter is resumed at the point where it was deferred. The Chamber was debating the motion:

"That Council:

- 1. 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. 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.*

Moved Councillor Lonie, Seconded Councillor Donaldson"

And it is at this point that debate on this matter is resumed following the deferment.

Members who have spoken in the debate prior to the deferral are taken to have spoken to the motion and this includes Councillors Lonie, Donaldson, Bouchee, Smedley and Patton.

Council needs to determine the outcome of the adjourned motion from the meeting of 23 January 2018, before considering any new recommendations in this report.

MOTION FROM 23 JANUARY 2018 COUNCIL MEETING

This motion needs to be considered before any new motions can be considered.

That Council:

- 1. 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. 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.**

Moved Councillor Lonie, Seconded Councillor Donaldson

NEW INFORMATION

At its meeting on 23 January 2018, Council deferred report No: 17/18 and requested that a workshop be held to clarify concerns raised and to also provide opportunity for further questions to be asked of staff.

The below information outlines a path forward on the key issues.

Project funding

In the lead up to the State election, Council has had meetings with the State Government and Opposition, along with the Federal Government. Clear advice has been that the likelihood of receiving grant funding and one-off funding commitments is higher if Council is the major funding contributor to a project of this scale. An equal funding split between Council and State or Federal Government is unrealistic in the current funding environment.

A pre-election funding commitment to contribute to the construction of the clubrooms is being discussed at the moment, but is reliant on a decision of Council to commit \$6 million towards an \$8 million construction cost. A condition of a pre-election funding commitment is that a budget be allocated to each club's building costs, ensuring each facility redevelopment occurs.

Based on the Long Term Financial Plan, Council has capacity to undertake the proposed redevelopment using borrowings, however, given the potential size of the redevelopment, this will limit the capacity for Council to use borrowings to fund other capital projects over the LTFP period.

Revised project scope

The immediate priority for the Brighton Oval precinct is the redevelopment of the sports clubrooms, based the range of issues outlined in the KPMG Business Case.

The clubs have acknowledged the need to investigate alternative building designs and construction methods to reduce overall capital costs from an estimated \$4m per building to \$2- 2.5m. Further meetings with the clubs have taken place in mid-January to discuss a more cost effective approach, and discussions are on-going.

With additional stakeholder consultation and undertaking a further value management exercise to deliver approximately the same project benefits in a more cost effective manner, the cost benefit ratio of the project improves and will approach the breakeven point of 1.00 with capital expenditure of \$12.7m (reduced from \$17m).

Project staging

Given the complexities and interdependencies of the site, along with the immediate need for building works, it is proposed the building redevelopments (and associated site works) occur as the first priority. The remaining aspects of the masterplan (estimated \$3.8m general site upgrades, facility enhancements and Highet Ave upgrade) could be funded by Council over future financial years, and when smaller grant funding becomes available.

For instance, there are several grant programs that Council and the Clubs will be applying for in early February to help fund new unisex change room facilities, upgraded lighting for the Lacrosse field and playspace upgrades through Fund My Neighbourhood in May and DPTI's Places for People / Open Space grants. Each of these grants have their own guidelines and criteria around matched or unmatched funding and if matched funding is required, Council will be advised accordingly prior to any commitment.

Item No: **14.3**

Subject: **BRIGHTON OVAL MASTERPLAN IMPLEMENTATION**

Date: 23 January 2018

Written By: Manager Active Communities

General Manager: Community Services, Ms T Aukett

SUMMARY

Following on from Council endorsement on 12 December 2017 of the Business Case for the Brighton Oval Masterplan, meetings with all stakeholders and potential funding partners have taken place. Feedback has been received regarding the merits of the overall project, the indicative cost (\$17 million) of implementation, and likelihood of gaining partial funding support.

Based on this feedback and in the interest of progressing with the implementation phase of the project, the tenant clubs (Rugby, Football/Cricket and Lacrosse) have agreed to review the designs of their proposed new buildings, with the intent of significantly reducing design and construction costs, to help enable the construction of the buildings to proceed within a defined budget.

RECOMMENDATION

That Council:

- 1. 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. 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.**
-

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

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

At its meeting on 13 December 2011, Council resolved Resolution No. C131211/372:

“That the Community Land Status revocation process commence for the land located at 382 to 388 Brighton Road, Hove (described in Certificates of Title Volume 5830 Folio 838 and Volume 5184 Folio 889) including the necessary public consultation in order to seek approval from the Minister for State/Local Government Relations.”

They further resolved, Resolution No. C131211/373; in part:

“That:

4. *The revenue generated by the sale be applied towards the redevelopment of sporting/recreational/community hubs such as the Brighton Oval redevelopment and Macfarlane Street Open Space purchase”*

From the sale of both properties, (after GST and the cost of sale), Council received \$2,524,203 comprising of The Old Town Hall \$2,098,950 and the former Brighton Institute Library \$425,253.

At its meeting on 13 June 2017, Council resolved Resolution No. C130617/801:

“That Council:

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.”*

At its meeting on 12 December 2017, Council resolved Resolution No. C121217/1010:

“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.”

On the 14 December 2017, a meeting was held with all project stakeholders including representatives from each sports club, the Mayor, Chief Executive Officer, Councillors Bradshaw and Donaldson, along with Mr Corey Wingard, Ms Nicolle Flint and a representative from the Office of David Speirs.

Mr Wingard and Ms Flint commended all involved in developing a masterplan that has the support of stakeholders and Council and for having a Business Case that supports the full redevelopment. However, they had reservations about the estimated total project cost (\$17 million) provided by Quantity Surveyors, Rider Levett Bucknall, and commented that typically a project of this size often has Council as the largest funding contributor. It was also advised that in a competitive funding environment leading into an election, that a revised project scope with a total project cost closer to the Benefit Cost Ratio break even figure of \$12.7 million, would be more in keeping with competing proposals for funding.

Similarly, Ms Flint was supportive in principle of the project and that the Business Case was of the detail that would help support her seeking funding through her party.

Subsequent to this meeting, The Mayor, Chief Executive Officer and Manager Active Communities met with Mr Paul Flanagan, Chief of Staff to the Minister for Recreation and Sport and briefed him on the project, presented the Business Case and the rationale for State Government investment in the project.

Mr Flanagan acknowledged the work that had been undertaken to reach this point and advised that the most immediate and realistic opportunity to receive partial funding for the project, was for the Clubs and Council to apply for smaller grant funding over multiple funding rounds and financial years. For instance, the Office for Recreation and Sport offer grants for the development of female change facilities (up to \$500K) and also facilities upgrades (up to \$1 million). These grant programs are open for applications in early February 2018.

Mr Flanagan also advised that larger scale, one-off project funding (the level that we are seeking) is extremely competitive and is being prioritised to projects in high population growth areas and projects that are developing integrated / shared use facilities, unlike the Brighton Oval Masterplan that proposes three (3) separate buildings.

Confirming this position, the Acting Director, Facility Development and Infrastructure at the Office for Recreation and Sport reiterated these comments in the attached letter.

Refer Attachment 1

REPORT

The Brighton Oval Master Plan achieves the following outcomes for the community:

1. Improved facilities for key user groups enabling membership growth, particularly in women's participation, helping to ensure long term sustainability.
2. An improved and accessible site providing opportunities for unstructured activities and increased community use.
3. Improved landscaping, on site parking and improved traffic management.

Given the analysis undertaken in the Business Case, the direction and advice received from the State Government and Opposition, it is evident that Council's best opportunity to achieve the outcomes envisaged for the clubs and the community is to increase its financial contribution,

substantially reduce the costs of the master plan and/or for one or more of the users groups to consolidate their clubrooms.

A substantial reduction in costs can be achieved with the clubs agreeing to review and refine the indicative building designs and include only absolute core requirements. As a consequence, further meetings with the tenant clubs have taken place in mid-January to discuss a more cost effective approach.

The clubs have acknowledged the need to investigate alternative building designs and construction methods.

In this context, Council staff and the Brighton Football Club have recently met with the South Australian National Football League (SANFL), who are working with numerous community based clubs around the state to find cost effective solutions for facilities upgrades. Based on a recent SANFL audit of community based football clubroom facilities around the state, including the Brighton Football Clubrooms that scored 19/46 (41%) in the audit, it is evident to the SANFL that community based sports clubs need assistance in providing improved, cost effective facilities for their players and spectators.

SANFL have developed alternative building designs using modular construction techniques that could be adapted for each club at Brighton Oval, at a greatly reduced capital cost and construction timeframe. SANFL have advised that, based on a standard layout, and modular design, the clubs could have new clubrooms which meet their requirements at a cost of between \$2 million - \$2.5 million per building (reduced from the current \$4+ million per building) for similarly sized double storey buildings. Construction times would be also be reduced, with the clubrooms being constructed off site, with a 6–8 week on site assembly. These modular style change room buildings, in line with the SANFL specifications, are already being used by Adelaide United Football Club, Greater Western Sydney Giants and various community based clubs within South Australia.

If Council are supportive of the value management exercise and give consideration to the cost effective construction proposed, the total building costs would be approximately \$7.5 million, excluding related site works such as building demolition, estimated by Rider Levett Bucknall at approximately \$450,000.

By focusing on developing the club rooms in the first instance, other works, including landscaping, Lacrosse field lighting, playspace upgrades, exercise equipment and shelters could be funded through subsequent grant applications such as Fund My Neighbourhood and other programs as they become available.

A Council contribution of \$6 million towards the capital costs of building redevelopment would encourage external funders to contribute to the rest of the project. Planning and design work could commence immediately on confirming the budget allocation and reaching agreement from each club. Construction work could commence as soon as practicable in the 2018/19 financial year, as per the indicative works schedule outlined in the Business Case.

BUDGET

An allocation of \$6 million across the 2018/19 and 2019/20 budgets.

LIFE CYCLE COSTS

At present, \$2.5 million is allocated to the Asset Renewal program for the Brighton Oval precinct over the next twenty (20) years. With new buildings being constructed and requiring considerably less repairs and maintenance than the existing facilities, a saving would be achieved. Once construction is complete, a planned preventative maintenance schedule will be established for the new buildings.

Attachment 1



#12168676

19 December 2017

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Mr Matthew Rechner
Manager Active Communities
City of Holdfast Bay
Brighton Civic Centre
24 Jetty Road, Brighton SA 5048

Dear Matthew

Re: Brighton Oval Business Case

Thank you for meeting with the Office for Recreation and Sport (ORS) to present the current draft business case for Brighton Oval.

I congratulate Council for undertaking such a thorough business case to analyse the social and economic benefits and costs of options for developing Brighton Oval. The business case demonstrates a clear and thorough process and is an excellent example of using the ORS Business Case Guide and Social and Economic Cost Benefit Analysis Tool.

As discussed at our meeting the preferred option of 'maximum intervention', valued at \$17 million, whilst maintaining a multisport focus at the site, does not demonstrate the most effective implementation of the principles of a 'community sporting hub approach', as the site includes three separate club facilities.

Community sporting hubs are multi use facilities with shared use components and promote the benefits of:

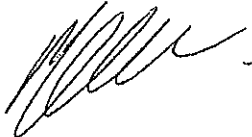
- Integration of a variety of services,
- Improved opportunities for collaboration,
- Improved capital value through limiting duplication of spaces,
- Providing the opportunity for clubs to share overheads and maintenance cost efficiencies,
- Improved knowledge and expertise sharing, and
- Opportunities for increased integration between sports and community activities.

The selection of the preferred option for the site is a decision for Council. In seeking funding from the State Government the lack of shared facilities in your preferred option may not be reflected as best 'value for money' for State Government investment or 'maximising public value for the South Australian community.

Whilst ORS understands that due to the elongated nature of the site it may be difficult to house all the clubs in one building, I encourage Council to investigate an option with more shared use elements than your current preferred option. Investigating this option, through the business case model, may result in lower capital, operating and management costs and provide a result, including a benefit cost ratio that represents greater economic and social value to council and other levels of government.

I wish you well in delivering a resolution for the future of Brighton oval.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Phil Freeman', with a stylized flourish at the end.

Phil Freeman
A/DIRECTOR, FACILITY DEVELOPMENT AND INFRASTRUCTURE
Office for Recreation and Sport

20 December 2017

Item No: **6.2**

Subject: **ALWYNDOR AGED CARE – ORGANISATIONAL REVIEW**

Date: 30 January 2018

Written By: Governance Coordinator

General Manager: Alwyndor, Mr R Kluge

SUMMARY

Council at its meeting held 23 January 2018 discussed the Alwyndor Aged Care – Organisational Review and requested that the Council endorse the consultant brief and appointment of independent reviewer.

This report presents the consultant brief to council for endorsement and the recommendation from the Alwyndor Management Committee on the appointment of the independent reviewer for council's endorsement.

RECOMMENDATION

- 1. That Council endorses the consultant brief, presented in Attachment 1 to Report No: 23/18.**
 - 2. That Council endorses the recommendation from the Alwyndor Management Committee that Uniquity be appointed as the Independent Investigator to conduct the Organisational Review.**
-

COMMUNITY PLAN

Community: Providing welcoming and accessible facilities

Culture: Providing customer-centred services

Culture: Enabling high performance

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

Council at its meeting held on 23 January 2018 resolved:

C230118/1023 That Council:

1. Endorses the Alwyndor Management Committee decision to appoint an independent investigator, namely:
 - “1. *That the Chairman of the Alwyndor Management Committee be authorised to appoint a consultant to investigate organisational behavioural issues which have been brought to the attention of the Committee.*
 2. *That the scope of the consultant brief be endorsed by the Alwyndor Management Committee by 5.00pm on Thursday 18 January 2018.*
 3. *That the Chairman of the Alwyndor Management Committee shortlist two appropriate consultants for consideration by the committee by 25 January 2018.*
 4. *That the Alwyndor Management Committee appoint a consultant to undertake the investigation by the 31 January 2018.”*
2. Requests that the Alwyndor Management Committee circulate by email the consultant brief for comment by Council members.
3. That the appointment of the Independent reviewer be endorsed by the Council.
4. That the Independent Reviewer’s report be provided to Council at the same time as the Alwyndor Management Committee.

Moved Councillor Smedley, Seconded Councillor Bouchee Carried

Attachment 1 - Organisational Review – Consultant Brief

That an independent review be conducted by a suitably qualified and experienced person to investigate anecdotal claims of nepotism, bullying and harassment and other behaviours which are contrary to the expectations of the Alwyndor Management Committee (AMC) and Senior Management, and which would not meet the standards of professional, client centred aged care at the core of our service.

The reviewer is required to review documentation, interview key staff and provide a report to the AMC and Council on whether the anecdotal claims of undesirable behaviour are valid, and, if so, provide evidence and recommendations for action. It is expected that the investigations required would be completed within 1 week, with a draft report made available to the Chair the following week.

(Documentation for review includes, but is not limited to, anonymous letters and complaints, staff feedback, management responses to comments and concerns, formal communications and any minutes of staff meetings, resident meetings and union meetings. Staff available for interview include senior staff, members of the AMC, and any staff who chose to make themselves available to the reviewers. Anonymity is assured, should any individual or group be fearful of repercussions.)