



AGENDA

FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON

20 JANUARY 2020 AT 6:30 PM

IN LITTLE PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY

MEMBERS

Cr C Buchanan (Chairman)
Mayor G Aldridge
Cr M Blackmore
Cr L Braun
Cr B Brug
Cr A Duncan (Deputy Chairman)
Cr K Grenfell
Cr N Henningsen
Cr D Hood
Cr P Jensen
Cr S Ouk
Cr D Proleta
Cr S Reardon
Cr G Reynolds
Cr J Woodman

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
General Manager Community Development, Ms P Webb
General Manager City Infrastructure, Mr J Devine
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 09 December 2019.

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Administration

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Community Development

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OTHER BUSINESS

CONFIDENTIAL ITEMS

1.10.1 Bridgestone Athletics Centre - Sponsorship Opportunities

Recommendation

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

1. *Pursuant to Section 90(2) and (3)(d)(i) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to 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.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *sponsorship proposal bid*

*On that basis the public's interest is best served by not disclosing the **Bridgestone Athletics Centre - Sponsorship Opportunities** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CLOSE



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN THE
LITTLE PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY ON**

9 DECEMBER 2019

MEMBERS PRESENT

Cr C Buchanan (Chairman)
Cr B Brug
Cr A Duncan (Deputy Chairman)
Cr K Grenfell
Cr N Henningsen
Cr D Hood
Cr P Jensen
Cr S Ouk
Cr D Proleta
Cr S Reardon
Cr G Reynolds
Cr J Woodman

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
A/General Manager Community Development, Ms J Cooper
General Manager City Infrastructure, Mr J Devine
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.32 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

Apologies were received from Mayor G Aldridge, Cr M Blackmore and Cr L Braun.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr G Reynolds
 Seconded Cr N Henningsen

The Minutes of the Policy and Planning Committee Meeting held on 18 November 2019, be taken and read as confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Moved Cr J Woodman
 Seconded Cr N Henningsen

1. The information be received.

CARRIED

Community Development

1.1.1 Minutes of the Youth Council Sub Committee meeting held on Tuesday 3 December 2019

Moved Cr G Reynolds
 Seconded Cr S Reardon

1. The information be received and noted.

CARRIED

1.1.2 Public Art - Feature Artwork

Moved Cr N Henningsen
 Seconded Cr J Woodman

1. Note the information contained in the report.
2. Authorise staff to prepare a bid for consideration in the 2020/21 Budget for up to \$200,000 to deliver a major work (feature artwork) within the City of Salisbury, including contracting of the artist, and staff coordination for the project.
3. Authorise staff to seek external funding towards the project to reduce the overall Council contribution.
4. Staff to continue to work with the Public Art Panel to identify suitable locations with a further report to be brought back to Council in March 2020 with recommendations that can be incorporated into the 2020/21 budget.

CARRIED

1.1.3 Public Art - Stobie Poles

Cr B Brug entered the meeting at 6.35 pm.

Cr D Hood entered the meeting at 6.35 pm.

Moved Cr N Henningsen

Seconded Cr K Grenfell

1. That this matter be deferred to the January 2020 meeting of the Policy and Planning Committee to enable the administration to provide advice on the following:
 - cost benefit analysis of painting a stobie using paint and anti-graffiti coating
 - to further examine copyright rules pertaining to the owner of stobie pole infrastructure between SA Power Networks and City of Salisbury
 - copyright rules regarding multiple artists
 - the definition of “individual” and “artist”
 - public liability options beyond an individual/artist paying this cost

With leave of the meeting and consent of the seconder, Cr N Henningsen VARIED the MOTION as follows:

1. That this matter be deferred to the January 2020 meeting of the Policy and Planning Committee to enable the administration to provide advice on the following:
 - Cost benefit analysis of painting a stobie using paint and anti-graffiti coating
 - To further examine copyright rules pertaining to the owner of stobie pole infrastructure between SA Power Networks and City of Salisbury
 - Copyright rules regarding multiple artists
 - The definition of “individual” and “artist”
 - Public liability options beyond an individual/artist paying this cost
2. For purposes of benchmarking, the City of Charles Sturt policy be addressed and included in the advice.

CARRIED

1.1.4 Salisbury Oval Public Consultation Findings

Moved Cr A Duncan
Seconded Cr D Proleta

1. That the report be received
2. That council notes the summary report from GHD on the Community Engagement program on the revised Salisbury Oval Master Plan conducted in October and early November 2019, forming Attachment 1 to the Policy and Planning Committee Agenda 9/12/2019 Item 1.1.4.
3. That Council endorses proceeding to the detailed design and construction phases of the recreation facilities and landscape for Brown Terrace, in alignment with existing budget provisions of \$2.7m for sports and recreation upgrades to the Oval precinct and design plans shown in the recent community engagement program (Attachment 2 – Salisbury Oval Masterplan Precinct Plans Policy and Planning Committee Agenda 9/12/2019 Item 1.1.4)
4. Council endorses the retention of the portion of the former St Jays Site and the former Salisbury Bowling Club Land purchased by Council for development designated on the revised Master Plan as ‘Future Development Site’ for the purposes of future recreational or commercial sporting uses in accordance with the objectives of the Salisbury City Centre Renewal Strategy.
5. A further report be brought back through the Strategic Property and Development Sub Committee by April 2020 regarding options for development of the ‘Future Development Site’ designated in the revised Salisbury Oval Master Plan (portion of the former St Jays Site and the former Salisbury Bowling Club Land purchased by Council for development), having regard to development options identified in the Council’s community engagement process.

CARRIED
UNANIMOUSLY

1.1.5 Basketball Court - Cascade Estate, Mawson Lakes

Moved Cr B Brug
Seconded Cr D Hood

1. Council note the information contained within the report.
2. That Council write to the residents concerned advising them of the decision.

CARRIED

1.1.6 Presentation of Minutes - Youth Council Sub Committee - 11 June 2019

Moved Cr G Reynolds
Seconded Cr N Henningsen

1. The Minutes of the Youth Council Sub Committee Meeting held on 11 June 2019, be taken as read and confirmed.

CARRIED

1.1.7 Presentation of Minutes - Youth Council Sub Committee - 15 October 2019

Moved Cr K Grenfell
Seconded Cr S Ouk

1. The Minutes of the Youth Council Sub Committee Meeting held on 15 October 2019, be taken as read and confirmed.

CARRIED

1.1.8 Future Reports for the Youth Council Sub Committee

Moved Cr J Woodman

1. The information be received.

Cr J Woodman withdrew her Motion.

Moved Cr G Reynolds
Seconded Cr J Woodman

1. The information be received.
2. That Item OB1 from the 11 June 2019 Youth Council Minutes – Council Reporting Workshop for Youth Council Members, be noted as an outstanding future report.

CARRIED

1.1.9 Youth Council Project Teams Update

Moved Cr G Reynolds
Seconded Cr N Henningsen

1. That the information be received and noted.

CARRIED

1.1.10 Additional Youth Council Achievements 2019

Moved Cr J Woodman
 Seconded Cr G Reynolds

1. That the information be received and noted.

CARRIED

1.1.11 Youth Programs and Events Update December 2019

Moved Cr G Reynolds
 Seconded Cr S Ouk

1. That the information be received and noted.

CARRIED

1.1.12 Youth Council Membership 2020

*Cr A Duncan declared an actual conflict of interest on the basis of a family member being nominated for Youth Council.
 Cr Duncan left the meeting at 7.21 pm.*

Moved Cr J Woodman
 Seconded Cr B Brug

1. The information be received and noted.
2. Council note the:
 - a. resignation of youth members Reem Daou, Rahmatullah Tawassoli and Megan Anderson.
 - b. resignation of mentors Taylor Sawtell, Eric Ngirimana and Mimona Abdalla.
3. Council revoke the membership of Joseph Medcalf, Jared Van der Zee in accordance of the Youth Council terms of reference.
4. Council re-appoint Youth Council members Nicolette Nedelcev and Luke Hall be endorsed for a further two year maximum term.
5. Council endorse the appointment of:
 - a. new Youth Council members; Christian Gudic, Brooke Duncan, Della Graham-Williams, Sharifulah Noorzai, Madeline Prince, Braden Thompson, Somayeh Mirzaiei, Emily Williams and Tuyet Nhi Sofina Le Thi be endorsed for a two year maximum term.
 - b. Rebecca Etienne and Joel Winder as Youth Council Mentors for a maximum of a two year term.
 - c. Amanda O’Sullivan as a Youth Council Mentor for a second 2 year term.

CARRIED

Cr A Duncan returned to the meeting at 7.22 pm.

Economic Development

1.2.1 Short term activation of Len Beadell Library Site

Moved Cr J Woodman
Seconded Cr G Reynolds

1. That the information be received.

CARRIED

Urban Development

1.3.1 Car Parking Actions update

Moved Cr B Brug
Seconded Cr G Reynolds

1. That the report and information be received.

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 7.27 pm.

CHAIRMAN.....

DATE.....

ITEM	1.0.1
	POLICY AND PLANNING COMMITTEE
DATE	20 January 2020
HEADING	Future Reports for the Policy and Planning Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

3.1 The table below outlines the reports to be presented to the Policy and Planning Committee as a result of a Council resolution.

Meeting Item	Heading and Resolution	Officer
19/12/2016 P&P-OB1	RAAF AP-3C Tailfin for Purposes of Display That staff prepare a report working with Salisbury RSL to obtain an AP-3C Tailfin from RAAF for purposes of display within the Salisbury Council area, potentially as part of the Salisbury Oval Precinct upgrade. Due: July 2020	Adam Trottman
28/05/2018 1.2.1	Cities Power Partnership Program 1. That Council re-consider becoming a partner of the Cities Power Partnership program once the City of Salisbury's Energy Management Plan has been finalised and endorsed during 2018/19. Due: July 2020	Andrew Le Grand
23/07/2018 1.5.1	The Paddocks Masterplan 3. That a scoping study of works be brought back to Council with an implementation plan for year three onward. Due: January 2020 Deferred to: February 2020 Reason: Staff are continuing to prepare the scoping study and implementation plan.	Craig Johansen
24/06/2019 7.4	Regional Indoor Sporting Facility 2. That a progress report be brought back to Council with the findings of the investigation by December 2019. Due: March 2020	Adam Trottman
24/06/2019 12.1	Motion without Notice: Upgrades to Current Sporting Facilities That staff provide a report for costings for upgrades to our current major sporting centres, excluding Ingle Farm Recreation Centre, to support our community over the coming 40+ years. Due: March 2020	Adam Trottman
26/08/2019 1.5.1	Salisbury Community Hub - Project and Construction Progress Report 3. An assessment of the demand for increased Customer Services and other council services outside core business hours is conducted early 2020. 4. A report is brought back to Council on the assessment of this demand and any implications of increasing the service levels should the demand support an increase in service levels. Due: April 2020	Charles Mansueto

23/09/2019 1.5.1	Heritage 1. Subject to budget approval by Council, the General Manager City Development be authorised to engage a heritage expert to undertake a Local Heritage first stage study, a Thematic Heritage Framework, for the City of Salisbury area, and report back to Council on the findings. Due: October 2020	Peter Jansen
23/09/2019 1.5.1	Heritage 3. That the heritage implications of the draft Planning and Design Code be considered further by Council when it is released for public consultation later this year. Due: February 2020	Peter Jansen
28/10/2019 1.5.1	Update regarding the Intercultural Strategic Alliance 2. That staff bring back a report by March 2020 on adopting the Welcoming Committee Standard and adopting the Welcoming Cities Network. Due: March 2020	Vesna Haracic
25/11/2019 MON7.1	Motion on Notice - Shelter for the Homeless That the administration: 1. Investigate opportunities for temporary shelter for people experiencing homelessness, including potential use of appropriate Council owned buildings, religious centres and other not-for-profit sites in the Salisbury City Centre and greater City of Salisbury, through the Northern Homeless co-collaboration group. Due: February 2020	Julie Douglas
25/11/2019 1.1.2	Community Safety Strategy 3. Staff develop an implementation strategy with detailed resource allocations and assign lead responsibilities, and staging of the actions for council consideration. Due: March 2020	Julie Douglas
25/11/2019 AMSC2	Street Tree Asset Management Plan and Policy 2. That a report be presented to the February 2020 Policy and Planning Committee as part of a plan to consider a range of tree types in the tree palette options, including flowering Due: February 2020	Craig Johansen

25/11/2019	Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin	Pippa Webb
3.6.2	<p>3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of:</p> <p>a. strategies and opportunities for Council to engage in the “Direct Democracy” (Citizens Jury), identifying areas where this can be used e.g. Neales Green;</p>	
Due:	March 2020	
25/11/2019	Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin	Pippa Webb
3.6.2	<p>3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of:</p> <p>b. the creation of a “Fun Bus” service as provided by the City of Darwin;</p>	
Due:	March 2020	
25/11/2019	Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin	Charles Mansueto
3.6.2	<p>3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of:</p> <p>f. consideration to the creation of a market to be held in the Salisbury City Centre once a month similar to the Mindil Beach Markets in Darwin;</p>	
Due:	March 2020	
25/11/2019	Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin	Greg Ratsch
3.6.2	<p>3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of:</p> <p>g. the City of Darwin’s Strategic Plan be reviewed as part of the any development for the future of City of Salisbury’s Strategic Plan.</p>	
Due:	February 2020	

16/12/2019 1.1.2	Public Art – Feature Artwork 4. Staff to continue to work with the Public Art Panel to identify suitable locations with a further report to be brought back to Council in March 2020 with recommendations that can be incorporated into the 2020/21 budget. Due: March 2020	Julie Kushnir
16/12/2019 1.1.2	Public Art – Stobie Poles 1. That this matter be deferred to the January 2020 meeting of the Policy and Planning Committee to enable the administration to provide advice on the following: <ul style="list-style-type: none"> • Cost benefit analysis of painting a stobie using paint and anti-graffiti coating • To further examine copyright rules pertaining to the owner of stobie pole infrastructure between SA Power Networks and City of Salisbury • Copyright rules regarding multiple artists • The definition of “individual” and “artist” • Public liability options beyond an individual/artist paying this cost 2. For purposes of benchmarking, the City of Charles Sturt policy be addressed and included in the advice. Due: January 2020 Deferred to: March 2020 Reason: This item is being researched by staff and is expected to require further time than anticipated to complete. A new due date of March 2020 has been set but staff will aim to complete for the February reporting period if possible.	Julie Kushnir

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Policy and Planning Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 13/01/2020

ITEM	1.1.1 POLICY AND PLANNING COMMITTEE
DATE	20 January 2020
HEADING	City of Salisbury Participation in the Welcoming Cities Network
AUTHOR	Vesna Haracic, Manager Community Health & Wellbeing, Community Development
CITY PLAN LINKS	3.4 Be a proud, accessible and welcoming community. 3.3 Be a connected city where all people have opportunities to participate. 3.1 Be an adaptive community that embraces change and opportunities.
SUMMARY	<p>At the Council meeting held on 28 October 2019, Council resolved (0293/2019):</p> <p><i>“Update regarding the Intercultural Strategic Alliance</i></p> <p><i>1. That the information be received.</i></p> <p><i>2. That staff bring back a report by March 2020 on adopting the Welcoming Committee Standard and adopting the Welcoming Cities Network”.</i></p> <p>Welcoming Cities network is a network of cities and communities that are committed to becoming more welcoming and inclusive.</p> <p>Membership to Welcoming Cities is relevant to The Intercultural Strategic Plan and Refugee Welcome Zone declaration by contributing to Directions: ‘welcome new residents and migrants’, ‘gathering information about our community and its needs’, and to ‘boost Council’s image as an intercultural organization’.</p> <p>Member councils are able to remain as a ‘Free / Committed’ member and participate in the network with access to resources and practice without going through the formal accreditation process. There is no cost involved for selecting this option.</p>
RECOMMENDATION	<ol style="list-style-type: none">1. The report be received and noted.2. The City of Salisbury become a member of the Welcoming Cities network as a Free / Committed Member and participates in the network without going through the formal accreditation process.3. The Welcoming Cities Commitment Form be signed by the Mayor.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Breakdown of the premium benefits and cost
2. Commitment to participate in the welcoming cities network

1. BACKGROUND

- 1.1 At the Council meeting held on 28 October 2019, Council resolved (0293/2019):
“Update regarding the Intercultural Strategic Alliance
 1. *That the information be received.*
 2. *That staff bring back a report by March 2020 on adopting the Welcoming Committee Standard and adopting the Welcoming Cities Network”.*
- 1.2 Welcoming Cities is a national network of cities, shires, towns and municipalities who are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life. Welcoming Cities was established in recognition that local councils understand the complexity and diversity of their communities and can play an important role creating welcoming communities as brokers and leaders within their community.
- 1.3 Welcoming Cities is a founding partner of Welcoming International – a growing network of more than 250 municipalities across the world. Welcoming Cities is an initiative of Welcoming Australia, supported by the Scanlon Foundation.
- 1.4 The City of Salisbury has a long history of welcoming and becoming the home for migrants. The most recent wave of migrant settlement has seen a rapid diversification of the intercultural community within the City of Salisbury. The City of Salisbury plays a significant role in enhancing migrant settlement by delivering programs and services, advocating for the delivery of appropriate initiatives within the region and providing a welcoming and supportive environment for refugees to settle into the community. Recent statistics by AMES (Settlement Services AMES Australia) show that 65% of all new migrants to South Australia are settling in the north.
- 1.5 The City of Salisbury declared that it is a Refugee Welcome Zone by signing ‘Refugee Welcome Zone’ declaration on 21st March 2016, and provided a platform to enhance and evolve the work that City of Salisbury is currently undertaking both internally and externally.
- 1.6 The City of Salisbury endorsed the Intercultural Strategic Plan in November 2017. The Intercultural Strategic Plan is the framework for supporting an increasingly intercultural community, creating and fostering a cohesive and inclusive community in Salisbury. An Intercultural City is one which moves beyond the passive acceptance of different cultures to proactively include people of all backgrounds to live in an integrated way.
- 1.7 Membership to Welcoming Cities is relevant to The Intercultural Strategic Plan and Refugee Welcome Zone declaration by contributing to the following directions within the plan: ‘welcome new residents and migrants’, ‘gathering information about our community and its needs’, and to ‘boost Council’s image as an intercultural organisation’.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 GM Community Development
- 2.2 External
 - 2.2.1 Welcoming Cities Network
 - 2.2.2 Intercultural Community Alliance

3. REPORT

- 3.1 Welcoming Cities recognises that, of all tiers of government, local councils are best placed to understand the complexity and diversity of their communities. Members of Welcoming Cities have access to a community of like-minded Local Governments and community stakeholders through:
 - 3.1.1 Knowledge Sharing - supporting local governments and communities to learn from each other and access resources, research, policies, and case studies.
 - 3.1.2 Partnership Development - brokering meaningful multi-sector partnerships that foster a sense of belonging and participation for all members of the community.
 - 3.1.3 Standard and Accreditation - developing and accrediting The Welcoming Cities Standard to benchmark policy and practice in cultural diversity and inclusion.
 - 3.1.4 Celebrating Success - showcasing leading practice through a National Award focused on responses by local government and communities to welcoming efforts.

How to join

- 3.2 To be recognised as a member, a Council must return a Commitment Form (attachment 2), signed by the Council's Mayor or CEO. This form highlights the commitment of the Council to:
 - Join, and participate in, a network of cities and communities that are committed to becoming more welcoming and inclusive.
 - Identify at least one key staff contact that will liaise directly with the Welcoming Cities team.
 - Communicate regularly with the Welcoming Cities team, through at least three conference calls each year and an annual in-person meeting, to progress planning and share and learn from practices of other welcoming cities and communities.
- 3.3 Once the commitment form is returned and processed, members are part of the network and can begin to access a range of benefits.
- 3.4 The Welcoming Cities Standard (The Standard) is a significant element of the Welcoming Cities network.

- 3.5 The Standard establishes the framework for local Councils to:
- benchmark their cultural diversity and inclusion policies and practices across the organisation.
 - identify where and how further efforts could be directed.
 - assess progress over time.
- 3.6 The Standard applies to all local councils in Australia. Councils can access and progress through the Standard according to their capacity and resources. The standards are described through levels (from lowest to highest) as Committed, Established, Advanced, Excelling, and Mentoring.
- 3.7 The Standard allows Council to benchmark current activity against six categories:
- Leadership
 - Social and Cultural Inclusion
 - Economic Development
 - Learning and Skills Development
 - Civic Development
 - Places and Spaces
- 3.8 The extent to which local councils measure their activity against the Standard will be based on their understanding of their community's needs. The Standard validates existing efforts and recognises the connections to fostering cultural diversity and inclusion.
- 3.9 It is noted that City of Salisbury is already addressing the elements of the Standard recently through the Intercultural Cities Index Questionnaire.

Cost and options for Welcoming Cities membership and accreditation

- 3.10 Council can either join as a “Free” or “Premium” member.
- 3.11 Free members participate in the network without going through the formal accreditation process.
- 3.12 The cost of accreditation is outlined below. In order to ensure the evidence submitted by councils is relevant and up-to date, accreditation expires every three years. Councils wishing to maintain their level of progress to the next stage must reapply.

Level	Assessment Type	Cost
Established	Self-Assessment	\$2,000 for three years accreditation
Advanced	Peer Assessment	\$5,000 for three years accreditation
Excelling	External Assessment	\$10,000 for three years accreditation
Mentoring	Achievement of Excelling level and submission of Mentoring application letter	No Future cost to Exceling accreditation

3.13 Membership Options

b. Option One

- As a “Free“ member City of Salisbury will be able to remain as a ‘Free/ Committed’ member and participate in the network, have access to resources and practice without going through the formal accreditation process (Attachment 1) . There is no cost involved for selecting this option.

c. Option Two

- Free/Committed member can also select to participate in the network undertaking self- assessment on the “Established” level cost \$2,000 for three years accreditation.

d. Option Three

- Premium members pay an annual subscription which includes additional benefits such as access to higher level of accreditation, opportunities to present to peers and industry leaders at the annual Welcoming Cities Symposium and a suite of resources and support materials. Pricing is dependent on the population of council; the cost for the City of Salisbury would be \$3,000 per year. (Please see Attachment 1 breakdown of the premium benefits and cost)
- As a “Premium member” City of Salisbury would have an opportunity to undertake the Welcoming Cities Accreditation. Given our work within the Intercultural Strategic Plan for this option it is recommended that Council works toward becoming accredited at the Advanced level (cost \$5,000 for three years accreditations). Total cost over three years is \$14,000 for this option.

How we currently support our culturally diverse community through the Intercultural Strategic Plan?

3.14 City of Salisbury delivers a range of ongoing services & programs designed to increase opportunities, engagement, celebration and participation with intercultural communities.

3.15 The Salisbury Intercultural Community Alliance (SICA) is a network of intercultural community members whose role is to communicate issues to staff via a bottom-up approach. SICA provides a strong connection between Council staff and our diverse community members to ensure ideas, issues and discussions are heard by Council staff.

3.16 The Salisbury Intercultural Strategic Alliance (SISA) is a network which conflates the capability of industry, Elected Members, Community and staff to address community identified issues. The purpose of the SISA is to provide advice regarding advocacy on policy to support the Salisbury Communities, as well as to foster understanding of the Councils approaches to supporting the community at amongst senior government policy makers and service providers. These Alliances inform the implementation of the Intercultural Strategic Plan.

3.17 In August 2019, City of Salisbury submitted the Intercultural Cities Index Questionnaire to join Council of Europe. Council of Europe Intercultural Cities Index is a network of 136 cities that have completed the accreditation process. The Questionnaire consists of 90 questions which review how intercultural a local

government is at an organizational and city level by reviewing themes such as demographics, policies, education, community, business, public space, media & communications, leadership & citizenship, civic participation, welcoming & interactions.

- 3.18 Membership benefits of the Intercultural Cities Index include an in-depth analysis of how intercultural City of Salisbury is networking, events, relationships with intercultural city experts, a position on the network and award of the accreditation. City of Salisbury's submission is currently being reviewed by Council of Europe with expected results early 2020.
- 3.19 Whilst the Intercultural Cities Index and the Welcoming Cities Index share many similarities, Welcoming Cities Index differs by focusing on the welcoming and settling of new residents and migrants to Australia, where as the Intercultural Cities Index focuses on ongoing intercultural opportunities beyond the initial settlement period, and at a broader scope. Welcoming new residents is one aspect of this; however the Intercultural Cities Index also incorporates business, education, social and government services and design.

4. ANALYSIS OF BENEFITS OF BECOMING A WELCOME CITY COMPARED WITH INTERCULTURAL CITIES

Benefit	Welcoming Cities	Intercultural Cities Index
Context	The Welcoming Cities Network is designed specifically for a local government context. Welcoming Cities recognizes that of all levels of Government, Local Governments are best placed to understand the nuances of their populations and deliver services. As the network is exclusive for Local Governments, Welcoming Cities is focused on understanding and supporting local governments to best deliver services that improve the settlement process for new migrants.	Council of Europe's Intercultural Cities Index is international for local governments. This offers City of Salisbury support in understanding global trends, emerging issues and access to international best practice. There are eight LG in Australia who are members, and local network exists.
Scope	Welcoming Cities is focused on the settlement process of new migrants and their communities. Therefore, the level of shared knowledge and support on welcoming new migrants is focused and not diluted by other areas of interculturalism. The Network offers the benefit of specialized support in this area.	Intercultural Cities has a broader scope; considering welcoming & settlement, business, education, community, citizenship & leadership, conflict mediation and government services. Whilst welcoming new residents is a component, Intercultural Cities Index applies a more holistic approach to interculturalism and offers support in the entire function of a City becoming successfully intercultural.

Networking	Welcoming Cities networking opportunities are Australian based and predominantly local government based.	Intercultural Cities Index networking opportunities are international, including Australia & New Zealand and countries in Asia, Europe, UK, Americas. The index also has access to a 'Panel of Intercultural Cities Experts' who can provide specialized support.
Relationships	Membership to Welcoming Cities is open to all local governments in Australia. These local and interstate relationships are beneficial as they allow scope for sharing relevant and transferable information, collaboration and ongoing relationships with Councils experiencing similar patterns of migration, similar governance structures and responsibilities and time zones.	Council of Europe Intercultural Cities Index is open to cities worldwide. These relationships enable City of Salisbury to be represented and acknowledged at an international scale. They provide City of Salisbury access to relationships from diverse countries and cultures to inform intercultural cities best practice & allow information sharing from different perspectives.
Events and showcasing	As an Australian Network, Welcoming Cities events are held within Australia, including in South Australia. As a committed member City of Salisbury can attend, and as a Premium Member City of Salisbury can present.	Intercultural Cities Index events are held predominantly in Europe where the Index is based. Events are also held in Australasia, such as the networking events held in Victoria in 2019 which City of Salisbury was able to Skype into.
Shared knowledge	City of Salisbury and other local governments can share their knowledge, resources and trends to support each other to best deliver services to be welcoming cities for new migrants.	Intercultural Cities Index provides shared knowledge from approximately 40 countries which has the benefit of different perspectives and approaches. Information sharing is based on all aspects of being an intercultural city, including welcoming new migrants.
Joining Process	Local Governments can sign as a committed member for no cost. Local governments can pay a self-assessment fee of \$2000 valid for 3 years. Local governments can join as a premium member for an annual fee of \$3000p.a. and undergo Welcoming Cities accreditation for \$5000, valid for 3 years.	Local Governments can sign as a committed member. Local Governments can undertake the accreditation questionnaire of 90 questions for no cost.
Cost	For Three Years: Option 1: Free Option 2: \$2,000 Option 3: \$14,000	Nil.

- 4.1 Whilst accreditation against the Welcoming Cities Standard may bolster the organizations' on-going capacity and systems; it is possible to be an active member of the network without undergoing the accreditation process.
- 4.2 That is, member councils are able to remain as a 'Committed' member and participate in the network with access to resources and practice without going through the formal accreditation process. Refer to Recommendation Option 1 and Attachment 1.

5. CONCLUSION / PROPOSAL

- 5.1 Membership to Welcoming Cities would enhance Council's capacity and focus on welcoming new residents to City of Salisbury. Council can either join as a "Free/Committed" or "Premium" member.
- 5.2 The accreditation process available under the premium membership would offer a review of our current offering and identify areas for improvement; however the City of Salisbury is already addressing the elements of the Standard through the Intercultural Cities Index Questionnaire.
- 5.3 As a "Free/Committed" member City of Salisbury will be able to remain as a 'Committed' member and participate in the network, have access to resources and practice without going through the formal accreditation process (attachment 1). There is no cost involved for selecting this option.
- 5.4 Whilst membership to Council of Europe's Intercultural Cities Index incorporates welcoming new residents and migrants and shares many similarities of Welcoming Cities Network, Welcoming Cities provides a network that is focused on the welcoming and settling of new residents in an Australian local government context, which offers a localized and specialised perspective and approach.
- 5.5 As an Australian Local Government network, the information and networking provided is directly relevant to City of Salisbury's local government context and support for issues bespoke to Australia, which complements the international network and resources of Council of Europe's Intercultural Cities Index.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 13/01/2020

Attachment 1 breakdown of the premium benefits and cost

	Free	Premium
Council is formally recognised and promoted as a member of the network	✓	✓
Access to the Welcoming Cities Network	✓	✓
Free access to members group and knowledge sharing platform on Apolitical.co	✓	✓
Access to library of leading cultural diversity and inclusion research, policies, plans and research	✓	✓
Suite of images and promotional materials for social media	✓	✓
Invitation to face-to-face meetings of state based members	✓	✓
Discounted tickets to the annual Welcoming Cities Symposium	✓	✓
Access to the Established accreditation level*	✓	✓
Access to the Advanced, Excelling and Mentoring accreditation levels*	⊖	✓
Support to develop and promote case studies that support the council's work	⊖	✓
Media and publicity opportunities	⊖	✓
Opportunity to present and be profiled at the annual Welcoming Cities Symposium	⊖	✓
Consultancy support including advice, referrals, workshops and other services as needed.	⊖	✓

Population size	Annual Premium Membership
0-50,000	\$1,000
50,000-150,000	\$3,000
150,000+	\$5,000
Capital City	\$7,500



COMMITMENT TO PARTICIPATE IN THE WELCOMING CITIES NETWORK

Local Councils

“Welcoming is not just the right thing to do, it’s the smart thing to do.”

We recognise that cities and municipalities that proactively foster an environment of belonging and participation for receiving communities, as well as new and emerging communities, increase their social cohesion and economic capability and resilience.

We therefore resolve to participate as a member for the Welcoming Cities Network and commit to taking the following steps toward creating an environment that unlocks the full potential of all members of the community.

- **Join and participate in a network of cities and communities** that are committed to becoming more welcoming and inclusive
- **Identify at least one key staff contact** for the project that will liaise directly with the Welcoming Cities team.
- **Communicate regularly with the Welcoming Cities team** through at least three conference calls each year and an annual in-person meeting, to progress planning and share and learn from practices of other welcoming cities and communities.

We understand that the Welcoming Cities network involved a number of key elements:

Knowledge sharing. Supporting local councils and communities to learn from each other and access resources, research, policies and case studies.

Partnership development. Brokering meaningful multi-sector partnerships that foster a sense of belonging and participation for all members of the community.

Celebrating success. Showcasing leading practice through case studies and a national award that encourages welcoming efforts.

Standard and Accreditation. Setting the National Standard for cultural diversity and inclusion policy and practice in Local Government.

Local councils participate as members of the Welcoming Cities network, while community organisations, businesses and other agencies are involved as supporters. Both members and supporters can access key elements of the network.

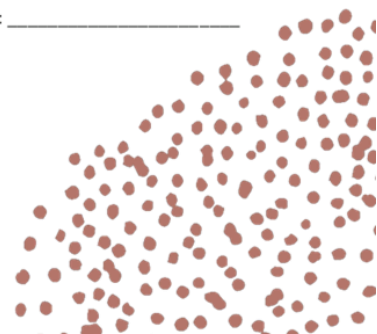
The intent and commitment to participate as a member of the Welcoming Cities network is made by the following parties:

Council: _____

Council Representative: _____ Signature: _____

Council Executive: _____ Signature: _____

Date: ____ / ____ / _____



ITEM	1.1.2
	POLICY AND PLANNING COMMITTEE
DATE	20 January 2020
HEADING	Bridgestone Athletics Centre - Management Model Options
AUTHORS	Adam Trottman, Manager Community Planning & Vitality, Community Development Pippa Webb, General Manager Community Development, Community Development
CITY PLAN LINKS	3.3 Be a connected city where all people have opportunities to participate. 3.2 Have interesting places where people want to be.
SUMMARY	<p>The construction of Bridgestone Athletics Centre is due to be completion in mid-2020 and Council staff have continued working closely with clubs, associations, local schools and community groups regarding future use of the Centre.</p> <p>This report recommends a Council managed approach for Bridgestone Athletics Centre for an initial period up to three (3) years, subject to annual review through the Works and Services Committee.</p> <p>A short term Council managed approach to Bridgestone Athletics Centre would allow staff to continue working with State Government, clubs, the community, and business sector to maximise the benefits of the Centre to the region and to continue attracting new local, regional, state and national level events to the City. This approach would allow time for council to consider other management models which may be more suitable longer term to the operations of the Centre.</p>
RECOMMENDATION	
1.	It is recommended that Council endorse: <ol style="list-style-type: none"> a. A Council managed approach for Bridgestone Athletics Centre for an initial period up to three (3) years, subject to annual review through the Works and Services Committee; b. A Bridgestone Athletics Facility Reference Group be established, including membership from Presidents from tenant clubs, the CEO's of Athletics SA and Little Athletics SA, and a representative from SA Athletics Stadium, c. A periodic report be provided on a six (6) monthly basis to Works and Services Committee regarding the performance of, and recommendations for, the management of Bridgestone Athletics Centre; and

- d. A further report to be brought back to Council in April 2020 providing recommendations regarding operational and management guideline fees and charges, budget, and any license/lease arrangements for Bridgestone Athletics Centre.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Bridgestone Athletics Centre - Proposed Usage

1. BACKGROUND

- 1.1 Construction of Bridgestone Athletics Centre has commenced and is due to be completed around 30 June 2020.
- 1.2 The new Centre will bring together three Salisbury based athletics clubs who will use the Centre for training and competition. In addition to local usage the three state associations; Athletics SA, SA Little Athletics, and the SA Athletic League can use the Centre for regional and state level competitions.
- 1.3 Since announcement of the Centre, the City of Salisbury, through the Community Planning and Vitality Division have been seeking expressions of interest from associations and schools who may be interested in using the Centre for competitions, training and events.
- 1.4 At the time of writing this report, ten written expressions of interest have been received from schools and school sporting associations seeking to use the Centre for local and regional level activities.
- 1.5 Attachment 1 contains some preliminary planning estimates of usage of the new Centre, based on the current usage of the three local clubs, Salisbury Little Athletics Centre, Ingle Farm Little Athletics Centre, Northern Districts Athletics Club and through the expressions of interest process.
- 1.6 In order to effectively manage the operation and deliver on the strategic intent for the Centre and suitable management model is required.

1. CONSULTATION / COMMUNICATION

- 1.1 Internal
 - 1.1.1 Business Excellence
 - 1.1.2 City Infrastructure
 - 1.1.3 Community Development
- 1.2 External
 - 1.2.1 Salisbury Little Athletics Centre
 - 1.2.2 Ingle Farm Little Athletics Centre
 - 1.2.3 Northern Districts Athletics Club
 - 1.2.4 Athletics SA
 - 1.2.5 Little Athletics SA
 - 1.2.6 Office for Recreation, Sport and Racing (SA Athletic Stadium)

- 1.2.7 Catholic Education South Australia
- 1.2.8 City of Marion Council
- 1.2.9 City of Playford Council
- 1.2.10 City of Port Adelaide Enfield Council
- 1.2.11 Cressy Bowmen Archery Club
- 1.2.12 Department for Education & Child Development's Secondary School Sport SA

2. REPORT

- 2.1 Upon completion, Bridgestone Athletics Centre will become only the second Centre of its kind in South Australia and as such, is of state-wide significance to the State.
- 2.2 Due to the unique nature of the Centre, and the complexities of co-locating multiple like-sporting clubs, it is likely that the Bridgestone Athletics Centre will need to be in operation for at least two (2) years to fully understand the financial and community benefits from the Centre.

Management Model Principles and Requirements

- 2.3 As Bridgestone Athletics Centre has State level significance, and it is intended that three local Salisbury clubs co-located at the Centre, which will require a different approach to management than is typical for sport and recreation/community facilities.
- 2.4 Currently Council utilises a range of different models for running facilities they include:
 - a leasing approach with individual sporting clubs including sub leases;
 - an outsourced approach with Belgravia leisure for three recreation centres;
 - a head tenant approach with tenants (Para Hills);
 - collaborative arrangements within the community Centre's context; and
 - Council exclusively run Salisbury Community Hub.

Australian examples of Stadium management models

- 2.5 The only other like facility in South Australia is the SA Athletics Stadium at Mile End. SA Athletics Stadium is owned and operated by the Office for Recreation, Sport and Racing (part of the South Australian Government). SA Athletics Stadium has a full time operations officer based at the Stadium reporting to a Manager located at the department's headquarters in Kidman Park. The Operations Officer is supported by casual staff who assist with set up and pack down and general duties at the stadium.
- 2.6 Similar athletics facilities interstate typically have a similar management model with an operations officer employed by either the State Government or a Local Government Authority supported by agency/casual staff on an as needs basis.

- 2.7 In contrast Adelaide Oval is managed by a joint venture not for profit company Adelaide Oval SMA Ltd (AOSMA). The formation of AOSMA brought together the two entities responsible for growing and developing the codes of cricket and football in South Australia - the South Australian Cricket Association (SACA) and the South Australian National Football League (SANFL).
- 2.8 Both are not-for-profit organisations that, historically, derived the bulk of their revenues from staging events at their respective grounds-Adelaide Oval and Football Park (AAMI Stadium). This income was critical to their respective abilities to fund, manage and support everything from junior participation to elite level talent development, clubs and competitions.
- 2.9 The City of Adelaide is benefiting from the international brand value of the “Adelaide Oval” – a name which is protected by legislation.
- 2.10 Other models which operate at Stadiums include the Venues NSW model. Venues NSW is the owner, coordinator and promoter of a portfolio of publicly-owned sports and entertainment venues in NSW. It raises revenue through commercial activities such as hiring venues to sports and entertainment organisations, event ticketing, hospitality and catering sales, and through advertising, leasing, membership naming rights and sponsorship arrangements.
- 2.11 It is a statutory authority established in 2012 under the Sporting Venues Authorities Act 2008 and sits within the NSW Office of Sport. Its Minister is the Hon. John Sidoti MP, Minister for Sport, Multiculturalism, Seniors and Veterans.
- 2.12 In Sydney, Venues NSW owns ANZ Stadium and Bankwest Stadium in Western Sydney, on behalf of the NSW Government. In the Illawarra, it owns WIN Sports and Entertainment Centres. In the Hunter, Venues NSW owns McDonald Jones Stadium, and the Newcastle Entertainment Centre and Showground.
- 2.13 In Stadium Queensland (SQ) taskforce report of 2018, SQ identifies four models for venue management, including direct (in house management), co-sourced management whereby a third party acts as an agent for SQ, outsourced management agreement and long term lease. These venue management models are also used by entities similar to SQ in other Australian jurisdictions. SQ seeks to implement the venue management model that best suits the particular venue to achieve optimal outcomes. SQ usually accepts the majority of operating, maintenance and capital costs associated with its portfolio, with the exception being Metricon Stadium.
- 2.14 SQ outsources a majority of its business activities and has done so since its establishment in 2001. Services such as catering, ticketing, cleaning, security and crowd control, waste management, AV and technical production, hygiene services, traffic management and non-event day function events are mostly outsourced at SQ venues. Generally turf / grounds maintenance, venue management, event management and asset management is delivered by SQ in-house because of the specialised nature and inherent risk associated with the activity. This approach is consistent with practices in other Australian jurisdictions.
- 2.15 There are some similarities to the type of facility which will be delivered at Bridgestone Centre, including sports development, sponsorship, revenue generation, event management and promotion.

Operating functions – short term establishment – 3 year horizon

- 2.16 In order to make decisions regarding the best management model for Bridgestone Athletics Centre at this time, a number of key operating functions are required to be delivered (short term) they include:
- 2.16.1 Operational facilities management - including initial set up of processes procedures associated with operational management of a regional/state level athletics Centre;
 - 2.16.2 Financial model and budget development -the financial model for Centre including the basis for clubs income and expense distribution is yet to be developed. Development of revenue streams, budget and set up of processes and systems will also be required;
 - 2.16.3 Management of tenants - scheduling, problem resolution between tenants, change management for co-location of clubs at the Centre;
 - 2.16.4 Business Development - attraction of local, regional, State and National level events to the venue; working with the not-for-profit and business sector to facilitate non-council health and wellbeing program delivery for the broader community);
 - 2.16.5 Sponsorship Development - management, development of policies and procedures and relevant mix which supports the Centre and the club development; and
 - 2.16.6 Evaluation and feedback on utilisation and services.
- 2.17 Longer term the facility would be expected to perform to a profit sufficient to enable a range of re-investments to occur, build a profile for Athletics in the North of State, Regional and National significance.

CLUB CONSULTATION ON KEY PRINCIPLES

- 2.18 Clubs and associations have been consulted in order to develop key principles for Bridgestone Athletics Centre. These principles have been informed by those developed for other Council facilities, such as the Para Hills Hub and Salsbury Community Hub, and include:
- Community comes first;
 - Shared spaces which are used as a meeting place for the community, not just structured activities – a safe place for all;
 - Fair and equitable access to the Centre by the community noting priority access for athletics activities;
 - Providing a new state-of-the art home for athletics in the City of Salisbury whereby athletics has priority access to the Centre;
 - Maximise utilisation of all of the spaces where possible; and
 - Non exclusive access for clubs/ but shared scheduled and in a fair and equitable way
 - A financially viable model for clubs

2.19 Other outcomes identified by the clubs as desirable are:

- Seeking regional, state, and national level events for the venue in consultation with athletics clubs (to minimize impact on regular local programming);
- Attract schools and school association activities and events to the venue;
- Other venue hire and events outside of scheduled programs;
- Maximize use of the Centre throughout day time, evenings, and weekends throughout the year;
- Facilitate non-council delivered programs accessible by the broader community including the following examples;
 - Programs delivered by businesses as part of their Corporate Social Responsibility agenda. (Eg. Health and wellbeing programs facilitated by pharmacy/insurance/media organisations); and
 - Programs delivered by community groups (eg. Play groups that compliments existing non-structured use of the Centre).

Governance

- The aim is to maintain a professional standard of management experience consistent with Para Hills Hub and Salisbury Community Hub.

Collaboration

- Working together, with a variety of sports, community groups, and businesses, should enable provision of more programs and greater reach across the community;
- Strengthen and develop more local, regional, and State partnerships with government, private enterprise, culturally and linguistically diverse community members;
- Shared spaces, shared infrastructure; and
- A foundation for cross-promotion of all facilities offered by the City of Salisbury.

Community experience

- The vision is for a vibrant, busy Centre where there is opportunity for all; and
- A place to connect, participate, and recreate.

3. MANAGEMENT MODEL CONSIDERATIONS

3.1 The information and options provided in this report have been compiled based on the following:

- recommendations identified in the 2013 Ross Planning - Bridgestone Park Business Case and Master Plan Report;
- the Local Government Associations 'Guidelines for the Sustainable Management of Community Recreation Facilities';
- informal consultation with other State and Local Government bodies in the management of their recreational facilities; and
- key stakeholders and proposed end users, specifically the Ingle Farm Little Athletics Centre, Northern Districts Athletics Club, Salisbury Little Athletics Centre, Athletics SA, and Little Athletics SA.

- 3.2 Bridgestone Athletics Centre is a significant investment in community infrastructure and it is important that the management model and associated financial considerations and requirements meet community expectations including prudent use of ratepayer funds.
- 3.3 A decision on the management model is required ensuring that the requirements of the preferred option can be implemented prior to the Centre opening (July 2020).
- 3.4 The preferred management model need not be a long term decision, given the nature of the Centre and the lack of like-facilities the management model adopted at this time may not be the most suitable in future years. Given time, the success of Bridgestone Athletics Centre can be better reviewed and understood and Council will be better informed to make a long term management decision over the Centre.
- 3.5 As a result it is proposed that the preferred model be adopted for a 3 year period with annual reviews.
- 3.6 The Local Government Associations '*Guidelines for the Sustainable Management of Community Recreation Facilities*' identifies that when determining the most appropriate management model no one management model will suit all facilities and situations. As such a management model must be developed that meets the specific needs of Council, the Centre, and community.
- 3.7 The Guidelines provide a summary of the direct management model compared to an external management model as follows:
- 3.8 Internal management is best suited to situations where:
 - 3.8.1 Council wishes to exert a high level of control over the day to day operation of the Centre, including where budgets are not fully known due to the unique nature of a Centre and where Council wish to make operational decisions in response to changing policy and operational environments;
 - 3.8.2 Council wants to ensure that the Centre is maintained to a high standard and has the capacity to provide adequate funds for all categories of asset management including cyclical and structural maintenance; and
 - 3.8.3 Council wants to directly manage its potential risk exposure.
- 3.9 Internal management is not best suited to situations where:
 - 3.9.1 The core purpose of a recreation Centre is to provide a commercial return on the investment; and
 - 3.9.2 Council does not have senior and / or executive staff with skills and experience in managing, operating and / or maintaining the type of recreation Centre under consideration.
- 3.10 External management is best suited to situations where:
 - 3.10.1 Council wishes to minimise the cost of operating the recreation Centre;
 - 3.10.2 Council wants to attract a substantial capital investment in the Centre or plant and equipment;
 - 3.10.3 Council wants a fixed budget to operate a Centre; and

- 3.10.4 The recreation Centre competes in a dynamic market, requiring rapid response to changing market conditions.
- 3.11 Some prerequisites for successful recreational/Community / sporting Centre management include:
 - 3.11.1 Planning - the Centre business and strategic plan in relation to the financial targets and community service obligations;
 - 3.11.2 Organisational Support - determining if the management of the Centre and services are considered to be core business of Council;
 - 3.11.3 Performance Outcomes - the ability to develop robust structures, such as leases or contracts, which can deliver measurable social equity targets;
 - 3.11.4 Asset management - the model that improves and maximises the functionality of the Centre and increases the effective asset life-cycle should be preferred; and
 - 3.11.5 Program and service delivery expectations - the ability to facilitate a broad range of community programs that deliver customer service excellence and provide fair and equitable access to the greater community whilst also increasing the opportunities for commercial viability.

4. MANAGEMENT OPTIONS

- 4.1 As previously identified in this report there are many options that can be adopted, however, given the 'start up nature' of this initiative it is recommended that there are three (3) core options that should be considered for Bridgestone Athletics Centre.
- 4.2 **Outsourced Management** - full outsourcing of the operational management of all services to either an experienced service provider; or
- 4.3 **Head Lease-** Under this arrangement, a single club or association would have control of the Centre including revenue and scheduling.
- 4.4 **Council Managed** – full Council operational management of all services.

Option 1 - Outsourced Management

- 4.5 Outsourced management could be considered for management of the Centre however the tenant clubs and state associations do not support this option.
- 4.6 If outsourced management is considered, a select tender process could be undertaken seeking expressions of interest from industry providers.
- 4.7 Given the Centre is new and has no track record or comparative sites, Council could be disadvantaged financially through this type of arrangement as private providers are likely to build in significant contingency to their operations.
- 4.8 An outsourced management model is unlikely to return to clubs the level of revenue relied upon by the clubs for their viability.
- 4.9 If outsourced management is considered, specific management agreements identifying each parties roles, responsibilities conditions and structures in relation to financial, operational, servicing, maintenance, human resources, marketing etc. would be critical in the immediate and ongoing success of this option. These

would need to be developed within the 6 month window prior to the opening of the Centre and would have limited flexibility for changes under a commercial arrangement.

- 4.10 Any management agreement must clearly define key performance indicators and targets in relation to community expectations, quality and quantity of service levels, financial performance, program outcomes, asset management (including maintenance), quality control and reporting protocols.
- 4.11 Clubs have indicated they may not allow a private provider to use their equipment for profit which could increase the capital outlay required for the fit out of equipment for the Centre. A stock take of equipment undertaken by the clubs for Council indicates that to fit out with new equipment could be in the order of \$300,000.
- 4.12 The need to provide community service obligations for Council, allowing clubs to maintain their vital revenue streams, whilst achieving commercial returns for a service provider can be difficult to achieve and to manage.
- 4.13 Any management agreement would need to clearly define these areas and performance outcomes which would be difficult to achieve with no comparable facilities to base assumptions from. It is unlikely that an external provider would be willing to allow clubs to retain their existing revenue streams without a large contribution from Council.
- 4.14 The time required to undertake a competitive market tender process and allow time to establish operational requirements may impact on the ability to have the Centre up and operational in time for a July/August opening.
- 4.15 Any agreement must bind the respective service provider to Council's formal and legislative policies and procedures in all matters.

Outsourced Management Advantages

- 4.15.1 Suitable service providers are generally staffed by personnel with Centre management experience and qualifications; they can provide industry specific career paths for their employees;
- 4.15.2 A service provider may have greater flexibility with Enterprise Bargaining Agreements etc. to manage after hours and weekend staff under specific industry awards and conditions;
- 4.15.3 Service providers can be well-resourced in the relevant areas of Centre management such as administration, financial control, asset management, sport and recreation, industry specific software etc; and
- 4.15.4 There may be the potential for securing a capital contribution in return for a long-term agreement however this has not been achieved through Council's existing recreation services agreement with other sites.

Outsourced Management Disadvantages

- 4.16 Service providers seek to make a profit and this is likely to have a detrimental impact on tenants that rely on canteen revenue for their viability.
- 4.17 Potential high cost to Council in order to make the arrangement an attractive profit-making venture for the service provider.

- 4.18 As the SA Athletic Stadium is the only other comparable Centre in South Australia (which is managed by State Government), it is highly unlikely there are service providers with experienced staff locally.
- 4.19 Service providers have corporate overheads and programs that require funding which they may seek to cover through the provision of canteen, hire and management fees. It is important that such issues are soundly addressed in any agreement ensuring Council, tenants and the community are not disadvantaged through excessive fees.
- 4.20 Service providers are likely to have a higher level of skill in negotiations than tenants and users of the Centre. This may result in a service provider achieving a higher level of control than intended by Council.
- 4.21 Conditions of the agreement must be well documented ensuring capital development meets expectations and is appropriately managed.
- 4.22 To fully understand and compare the financial implications Council would need to undertake a tender process for out-sourced management.

Option 2 – Head Lease

- 4.23 Under a head lease arrangement, an expression of interest to lease the Centre could be undertaken on the proviso that sub-leases/licenses be granted to several clubs/associations.
- 4.24 Under this arrangement, a single club or association would have control of the Centre including revenue and scheduling.
- 4.25 The clubs do not support this option as they have concerns about losing equitable access across the Centre.
- 4.26 It is the experience of Council staff that in head lease arrangements, clubs/associations are typically unwilling to allow other community groups and clubs use of a Centre they consider to be “theirs”. This results in underutilization of many community facilities at a high cost to ratepayers (given that there are valuable assets sitting unused at times when they could be used).

Tenant Groups

- 4.27 Council’s Club Fee Policy prescribes annual licence fees for the use of its facilities. Specific clauses state:
- 4.28 Fees for the occupation of Council buildings and playing fields shall be payable as monthly rent in advance, calculated from the following components:
 - a. Building fee – a fee calculated on 0.3% of the replacement value of the primary building at the commencement of the lease;
 - b. Playing Field Maintenance - a fee calculated on 5% of an averaged reserve maintenance cost at the commencement of the lease; and
 - f. Indexation – lease and license fees will increase annually by the Local Government Price Index for South Australia over the 12 month period to the June quarter as published by the South Australian Centre for Economic Studies.

4.29 Special circumstances may attract additional costs:

- Premium surfaces – in the case of clubs with a premium surface the ground maintenance component for that surface shall be calculated at 10% of the averaged reserve maintenance costs.

4.30 Fees reflect Council's policy of recovering approximately 5% of the costs associated with maintaining the Centre and is calculated as an area of Reserve in Hectares x \$27,500 x 5%.

4.31 With Bridgestone Reserve Athletics Centre being approximately 1.5ha this equates to an annual fee of approximately \$2,000.

4.32 Tenant lease contributions cannot be confirmed until tenants have been confirmed and until practical completion of the Centre. However current estimates are as follows:

- Annual Building Fee - \$4,500;
- Annual Premium Level Field Maintenance - \$2,000;
- Annual Emergency Exit Lighting & Fire Equipment Maintenance \$300;

Total: \$6,800

4.33 The clubs who currently have a lease / licence arrangement with Council contribute a combined total of \$10,000 per annum.

Advantages

- 4.33.1 Enables Council to control on-going maintenance and asset management of the Centre;
- 4.33.2 Council is responsive to community needs in regard to Centre use as opposed to the perception that Council has handed the Centre over to a service provider;
- 4.33.3 Council can reduce the financial impact and risk through a management/lease agreement;
- 4.33.4 A not-for-profit organisation may utilise volunteers to undertake roles that would otherwise be a paid position.

Disadvantages

- 4.33.5 Likely resistance from clubs and associations for this model as this will be the first time they have all worked together, and shared a Centre, and vesting the control in one of the entities is likely to put pressure on these relationships;
- 4.33.6 Community development and Centre/asset management is not the core business of any of the user groups;
- 4.33.7 A head lessee is unlikely to pursue the opportunities that Council would that align with City wide objectives (eg. New local, regional, and state level events and programs);
- 4.33.8 Council's experience is that head lessees are less willing to accommodate other community and user groups to the Centre;
- 4.33.9 Risk of underutilisation, business failure, and disputes between user groups is higher than other options;

- 4.33.10 Reduced ability to ensure all-access, goods, products, and services remain affordable to the community;
- 4.33.11 Limited ability to facilitate other programs and services being delivered from the Centre, particularly during business hours.

Option 3- Transition model – Short term Council Managed

- 4.34 Council, State Government and the community have invested significantly into developing Bridgestone Athletics Centre. A focus on sporting and recreational outcomes as well as the significance to the City of Salisbury and State has been at the forefront of this project.
- 4.35 A Council short term managed approach will allow Council to learn about the new Centre, better understand sporting, recreational, educational, and community needs and to work with key stakeholders and tenants in ensuring the most appropriate long term management of the Centre. A Sports Development Reference Group could be established with Presidents from tenant clubs, the CEO's of Athletics SA and Little Athletics SA, a representative from SA Athletics Stadium, and other representatives as required. This would ensure that the Sports Development expertise required for the Athletics Centres was imbedded within the management arrangements and a sounding board was available to Council for the purpose of future development of the Centre.
- 4.36 Similar facilities interstate typically have a similar management model with an operations officer employed by either the State Government (where it is a State owned facility) or a Local Government Authority (where it is a Council owned facility) supported by agency/casual staff on an as needs basis.
- 4.37 As the Centre operations are developed and financial models implemented other alternatives could be explored, such as those outlined in Section 2.5-2.14 of this report. Longer term Council may wish to consider alternative models which deliver particular sport and community development goals, re-invest profits in to the community, and stimulate further economic development.
- 4.38 A Council managed approach allows Council to maximise use of the Centre and attract new community, regional, State, and National level events and programs to the City of Salisbury, and with an annual review allows council to make strategic decisions regarding the development and management of the facility in a reasonable timeframe
- 4.39 This approach also allows Council to work with other organisations and businesses in the area to use the Centre as a base to provide community programs as a demonstration of good Corporate Social Responsibility.
- 4.40 In addition, a short terms Council managed approach allows for sponsorship opportunities that can be reinvested both into the Centre and sport development for the benefit of the wider community. Council has already received interest from businesses seeking to partner with the Centre. It is important to note that the Centre also provides clubs with a greater offering for their own sponsors.
- 4.41 The three athletics clubs that will be using Bridgestone Athletics Centre rely on canteen revenue for their financial viability. In consultation with the clubs, Bridgestone Athletics Centre has a single canteen/bar Centre to generate revenue for both the clubs and the Centre.

- 4.42 This type of model is unique in the City of Salisbury and provides an opportunity for Council to work with the clubs over a three year period to demonstrate how systems can be set up whereby profits are equitably distributed to users and reinvested into the Centre.
- 4.43 Clubs have provided Council with three years of financial statements as an indication of the level of canteen revenue generated through club based activities. With ten expressions of interest already received by council from a range of schools and sporting organisations, the revenue from the canteen is expected to greatly exceed previous levels of canteen revenue received by clubs. Additional profits could be set into a sinking fund to replace equipment as required and to offset other operational costs.
- 4.44 A decision to manage the Bridgestone Athletics Centre does not have to be a long term decision and formal review periods are recommended annually for at least three (3) years of operation to review performance with the opportunity to change the management model to most effectively manage the Centre.
- 4.45 Council may choose to take full responsibility for Bridgestone Athletics Centre which would include tenant management, event bookings, operation of the canteen, asset management, and maintenance requirements.
- 4.46 Given the Centre is new and not directly comparable to any other recreational facilities, locally or regionally, an updated detailed budget is being developed in consultation with interstate bodies.
- 4.47 An amount was included in future year's budgets to assist with the operational costs of Bridgestone Athletics Centre. Existing council resources could support Bridgestone Athletics Centre including marketing, communications, and the sports development program.
- 4.48 This approach would allow Council to gain a sound understanding of the facility and provide an opportunity to identify the best long term management model, giving consideration to sponsorship and revenue generation opportunities that ensure the strong viability of clubs and the facility.

Council Managed Advantages

- 4.49 Some of the advantages of Council managing Bridgestone Athletics Centre for the first three years of operation includes:
- 4.49.1 Provides security to clubs of central management during a time of significant change for their committees and their members;
- 4.49.2 It is the management model preferred by clubs for the initial three year period;
- 4.49.3 A Council management model for the initial three year period is also supported by the State associations;
- 4.49.4 Clubs have agreed in-principle to allowing Council use of shared equipment under this type of management model and additional canteen revenue could be used to replace equipment as it ages;
- 4.49.5 Allows Council to maximize use of the Centre and attract regional, state and national level events to the Centre;

- 4.49.6 Council can be more responsive to community needs and ensure greater community access;
- 4.49.7 Council can apply its corporate vision and branding with a consistent approach and integrate with the broader City Plan;
- 4.49.8 Council is able to integrate and utilise other internal expertise, programs and services;
- 4.49.9 Revenue expected from naming rights, venue sponsorship, and canteen profits could subsidise Council management of the Centre;
- 4.49.10 Allows direct control of equitable tenant and community access;
- 4.49.11 Council can directly evaluate the Centre's potential ensuring usage of the Centre is consistent with Council's strategic direction and objectives;
- 4.49.12 Council has existing strong local networks with schools, sporting clubs, and other sporting associations that can be leveraged to maximize the benefits to the community and region;
- 4.49.13 Council is better placed to be informed and access sporting, recreational, and educational funding opportunities at a State and Federal level;
- 4.49.14 Council has existing staff with relevant experience in managing community facilities within the parameters of the proposed council managed model;
- 4.49.15 Council can pilot this option for a three year period at which time it will have sufficient information to inform future management model options.

Council Managed Disadvantages

- 4.49.16 Increased requirements of Community Planning and Vitality staff with the inclusion of an additional large scale community Centre;
- 4.49.17 Agency staff would be required to support Centre operations; and
- 4.49.18 Operational budgets would need to be updated for the initial three year term for operational management of the Centre.
- 4.49.19 This approach would allow Council to gain a sound understanding of the facility and provide an opportunity to identify the best long term management model, giving consideration to sponsorship and revenue generation opportunities that ensure the strong viability of clubs and the facility.

5. CONCLUSION / PROPOSAL

- 5.1 Bridgestone Athletics Centre will be a thriving community, recreational and sporting Centre and will significantly contribute to the wider community creating a sense of belonging, social connection and contribute to an inclusive, active and healthier community.
- 5.2 The centre will have a significant and positive impact on the immediate and surrounding communities providing opportunities for people of all ages, abilities and culture to be actively involved. It will provide an environment for sporting and recreational opportunities, a place for meetings, education programs, to have fun, socialise, volunteer, and to be welcome, included and safe.

- 5.3 Bridgestone Athletics Centre is a significant investment in community infrastructure and it is important that the management model and associated financial considerations and requirements meet community expectations. Staff direction on the preferred management model is required ensuring that there is sufficient time to implement any requirements prior to the Centre opening in July 2020.
- 5.4 Given the nature of Bridgestone Athletics Centre and the lack of similar centres, the preferred management model need not be a permanent decision. The management model adopted at this time would be best reviewed annually and in future years, the success of the Centre can be better understood. This will ensure that Council is better informed to make a long term management decision over the Centre.
- 5.5 Given time, the success of Bridgestone Athletics Centre can be better reviewed and understood and Council will be better informed to make a long term management decision over the Centre. As a result it is proposed that which ever the preferred model be adopted now ready for opening be for a 3 year period with annual reviews.
- 5.6 Council management the facility short term with an annual review would allow the operation models and financials to be fully developed and inform a future decisions regarding the type and nature including joint venture arrangements, such as those at Adelaide Oval, contracted outsourcing, head tenant arrangement or any hybrid model that fits with the vision and state wide significance of the Centre (See Section 2.5-2.14 in this report for examples).
- 5.7 In exploring the issues with the local clubs they have indicated their support for a Council managed model for the first three years to ensure appropriate systems, processes, and procedures can be implemented. Their concern is to maintain their clubs viability and growth and to ensure successful tri club collaboration which ensures equitable access to the centre. This model protects the combined interests of the local Salisbury clubs, and ensures maximum community access to the centre. The financial viability of the three athletics clubs that will be using Bridgestone Athletics Centre could be preserved through the Council managed option ensuring their continued viability and servicing of the City of Salisbury community.
- 5.8 A Council managed approach will allow Council time to learn about the new Centre, better understand sporting, recreational, educational, and community needs and to work with key stakeholders and tenants in ensuring the most appropriate long term management of the Centre.
- 5.9 A Council managed approach allows Council to maximise use of the Centre and attract new community, regional, State, and National level events and programs to the City of Salisbury.
- 5.10 Council has already received ten expressions of interest for events at Bridgestone Reserve and Touch Football SA has also verbally advised of their interest in using the Centre to provide community programs in line with the masterplan.
- 5.11 This approach also allows Council to work with other organisations and businesses in the area to use the Centre as a base to provide community programs as a demonstration of good Corporate Social Responsibility.

- 5.12 In addition, a Council managed approach allows for sponsorship opportunities that can be reinvested both into the Centre and sport development for the benefit of the wider community. Council has already received interest from businesses seeking to partner with the Centre. It is important to note that the Centre also provides clubs with a greater offering for their own sponsors.
- 5.13 Funds have already been allocated in future ongoing operational expenditure budgets for Bridgestone Athletics Centre and, subject to Council approval of the recommendation, staff will undertake further work to update these budgets. Given the sponsorship opportunities, budget already allocated, and existing resources, it is expected that Council will be able to manage Bridgestone Athletics Centre within existing staffing structures, supported through the use of agency staff as required.
- 5.14 Existing sports development staff have experience in managing and operating sporting facilities both at a local and State level.
- 5.15 A Sports Development Reference Group could be established with Presidents from tenant clubs, the CEO's of Athletics SA and Little Athletics SA, a representative from SA Athletics Stadium, and other representatives as required.
- 5.16 If Council run model was adopted it is recommended that a formal review is conducted annually for the first three (3) years of operation with the opportunity to change the management model. This would be reported through the Works and Services Committee of Council.
- 5.17 Endorsement of the recommendation will allow staff to finalise arrangements with clubs, seek additional sponsorship through an expression of interest process, and continue discussions on hosting regional and state level events at Bridgestone Athletics Centre.
- 5.18 A Council managed approach is recommended for Bridgestone Athletics Centre for an initial period up to three (3) years, subject to annual review through the Works and Services Committee.
- 5.19 It is also recommended that a further report be brought back to Council in April 2020 providing recommendations regarding fees and charges, budget, and any license/lease arrangements for Bridgestone Athletics Centre.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 13/01/2020

Proposed Usage

SA Athletics Stadium is utilised approximately seventy-five (75) school days annually, twenty-two (22) of these days are for inter-school sports carnivals.

The following tables are a summary of the possible usage times by interested sporting and recreational organisations:

Sport	Nature of Use
Summer Season	
Little Athletics	2 Centres 2 x training/week (mid-week afternoon) 2 x competitions/week (weekends) 3-4 District events
Athletics	1 club training most afternoons / evenings / weekends 5 club meets 14+ school-related carnivals
Touch Football	Weekly matches (mid-week evening)
Triathlon	Club training Running 2 x week (evenings) Junior cycling 1 x week (using facility as a base – not on track)
Winter season	
Little Athletics	1 Centre - infrequent training
Athletics	1 Club - training 3 x evenings a week
Touch Football	Weekly matches (mid-week evening)
Triathlon	Club training - running 1 x week (evening)

Indicative week - summer sporting season

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
AM						Little athletics competition	Little athletics competition
3-5pm	Little/Athletics training	Little/Athletics training	Little/Athletics training	Little/Athletics training	Little/Athletics training		Triathlon cycle training
5-7pm	Little Athletics training Athletics training Touch competition	Athletics training Triathlon running training	Little athletics training Athletics training	Athletics training	Little / Athletics - training / competition Triathlon running training		
7-9pm	Touch competition						

Indicative week - winter sporting season

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
AM						Other sport / recreation activities	Other sport / recreation activities
3-5pm	Little athletics training Athletics training		Athletics training	Athletics training		Other sport / recreation activities	Other sport / recreation activities

5-7pm	Athletics training Touch competition	Triathlon running training	Athletics training	Athletics training			
7-9pm	Touch football competition						

Event	Frequency	Duration	Competitor numbers
Athletics			
Australian All Schools Championships	1/6 years (on rotation)	4 days	700
South Australia Athletics State Championships	1/3 years (on rotation)	2 days	300
South Australia Athletics inter-club and mid-week events	5/year	1/2 day	150
Little Athletics Australia Day hurdles event	1/2 years (on rotation)	1 day	150
Salisbury centres inter-club event	1/year	1/2 day	100
Northern Region Little Athletics Improver's Day	1/6 years (on rotation)	1 day	500
Northern Region Little Athletics Open Day	1/6 years (on rotation)	1 day	500
Northern Region Little Athletics Metro Games	1/6 years (on rotation)	1 day	500
North East Little Athletics Challenge	1/4 years (on rotation)	1/2 day	350
SAPSASA - Salisbury East District	1/year	1 day	500
SAPSASA - East Adelaide & Torrens River Districts	1/year	1 day	700
SAPSASA - Adelaide North East District	1/year	1 day	425
SAPSASA - North Adelaide District	1/year	1 day	425
SAPSASA - Para Districts	1/year	1 day	450
SSSSA - Northern & North East Vista Zones	1/year	1 day	1,000
Individual school carnivals	at least 7/year	1 day each	350-900