

**10 REPORTS FOR DECISION****10.1 BROADVIEW OVAL COMMUNITY AND SPORTS HUB - REPORT ON OPERATIONAL MODEL****File Number:** IC21/189**Author:** Paul Caretti, Project Manager Property Projects**Responsible Executive:** Vincent Cammell, Director Infrastructure & Environment**EXECUTIVE SUMMARY**

As identified in Council's adopted Open Space Strategy, Broadview Oval is identified as a regional park, intended to serve the broader metropolitan community beyond its immediate locality.

At the July 2020 Council Meeting, Council endorsed the Broadview Oval/ Yarnta Tutu yarta Draft Masterplan.

In January 2021, Council endorsed the Draft Masterplan Option 1 - locating the proposed new Hub building on the centre wing position of Broadview Oval. The Administration subsequently lodged a grant application with the Office of Recreation Sport and Racing for an Infrastructure (RSRI) Projects Grant.

In June 2021, Council was advised of its success in securing an RSRI grant of \$1.5M towards the project, with Council funding an additional \$2.5M to deliver the Broadview Community and Sports Hub project, valued in total at \$4M.

Councillor Information Workshop Sessions were held with Council Members in October and November 2021 to:

- Discuss the terms of reference for a Community Reference Group (CRG) to be established in accordance with an overarching Engagement Plan for the project, with the objective of obtaining stakeholder feedback to the Project Control Group throughout the duration of the project.
- To present management options for the operation of the new facility once constructed

The purpose of this report is to seek Council support to progress the next steps in the delivery of the project. For this purpose, and to ensure informed decision-making, the report outlines a cost analysis, risk assessment, proposal for prudential reporting, community engagement strategy and proposed delivery model for the project.

The report also seeks to affirm Council's commitment to the project budget and support for the project being progressed in accordance with the recommendations below to facilitate the successful delivery of the new Community and Sports Hub to activate Broadview Oval and maximise community use in accordance with the Council's Community Plan.

**RECOMMENDATION****That Council:**

1. **Having considered Item 10.1 Broadview Oval Community and Sports Hub - Report on Operational Model receives and notes the report.**
2. **Provides in-principle support for the external management operational model set out in the Report and, more specifically, that upon practical completion of the Broadview Oval Community and Sports Hub project, the Broadview Football Club will manage the use of the facility pursuant to a licence agreement to be agreed in the future with the Council;**
3. **With a view to enabling the progression of a design brief, authorise, the Chief Executive Officer to negotiate on behalf of Council, and enter into a Memorandum of Understanding (MoU) with the Broadview Football Club that outlines the key elements of the proposed future management proposal (including the governance model),**

consistent with the matters identified in the Report and, otherwise, on terms acceptable to the Chief Executive Officer;

4. Endorse the Risk Register as presented in Attachment 1 to the Report;
5. Approve the Community Engagement Plan as presented in Attachment 2 to the Report;
6. Adopt the Terms of Reference for the Community Reference Group established pursuant to the Community Engagement Plan as presented in Attachment 3 to the Report;
7. Endorse the procurement method for the project as identified in the Report, to be advanced on the basis of a 'lump sum' delivery model;
8. Subject to settling the MoU referred to above, support the progression of a procurement process to engage a design partner to advance the detailed design phases of the project (subject to consultation per the Community Engagement Plan);
9. Delegate authority to the CEO or his delegate to submit an extension application to the Office of Recreation, Sport and Racing in relation to the Broadview Oval grant funding agreement, sufficient to enable delivery of the project within expected timeframes; and
10. Reaffirm the current budget commitment of \$4M for the delivery of the project, comprising the \$1.5M grant from the Office of Recreation Sport and Racing and that Administration provide a further report to the Council by February 2022 in respect of the cost analysis and prudential report.

## DISCUSSION

### Operational Model

Further to the Councillor Information workshops held on 5 October 2021 and 2 November 2021, the Administration has continued to develop the foundations for this project by identifying key grant funding milestones, objectives and outcomes.

The Administration presented three forms of potential management models for the management of the facility at practical completion.

The options presented were as follows:

1. In house management whereby use of the facility is managed and controlled by the Council;
2. External (third party) management by a club or other contractor; and
3. Shared management between the Council and a third-party.

The Administration recommends option 2 as the future management model. This is on the basis that the Broadview Football Club (BFC), as a key stakeholder, has the capacity and resources to deliver this model, and has a long demonstrated history of managing the existing facility in an effective manner. The Administration has been in discussions with the BFC and the BFC has provided key input that informed the discussions at the Council November Workshop regarding the proposed operational model.

Following discussions with a leadership representative of BFC, the key in-principle elements for the future management model of the facility are proposed as follows (subject to final agreement):

- BFC is granted a long-term lease or licence to operate the facility
- BFC will hire a permanent facility manager to manage and oversee maintenance and use of the facility by a range of stakeholders

- BFC to have the right to sub-let or sub-license the premises (with staff recommending this be subject to a right of veto by Council)
- BFC to facilitate community use. BFC will work in consultation with council on setting fees and terms, noting that there must be an opportunity for BFC to at least cost-recover the essential elements of the cost of use (cleaning, management/access, wear and tear, etc).
- Council to refer potential users to BFC's booking system, in order to raise awareness of availability
- BFC to encourage and welcome scheduled users from the community, and will work with Council to promote such availability
- Gym and canteen to be subleased to a provider, and made available for public use in as wider manner as feasibly possible (outside of defined sports use by BFC and/or other sporting stakeholders)
- Bar to remain locked for non-BFC use (for licensing purposes), but will likely be used by the club for private functions and/or dining opportunities outside of football season (as may be feasible and subject to licensing conditions)
- Kitchen – open for club events, functions, and special BFC dining opportunities as may be feasible. Otherwise, will be locked.
- BFC is happy to share P&L statements and other reporting to assist and support fee setting consultation/discussions, usage evaluation, etc. This could support regular reporting to Council in relation to set KPIs on usage and community value.
- BFC to be responsible for the upkeep, cleaning and maintenance of the facility.

The Administration is preparing a draft Memorandum of Understanding to facilitate and formalise an 'in principle' arrangement with BFC (regarding the future management of the facility), which will address the above proposals. This, in turn, will assist in informing a design brief, which can then be further guided by the consultation process in arriving at a final design for "lump sum" delivery. The finalisation of the Memorandum of Understanding will occur during the design phase of the project as a full outline of what will be delivered gains clarity.

It is further noted that BFC have advised that they seek to be actively engaged in the project and will be working with their Fundraising Committee to seek sponsorships and promote fundraising activities for the project. They also have stated that they plan to make a financial contribution to the project in a yet to be confirmed proposal which may involve, as an example, facilitation of a solar panel system and/ or contributions to the fit out of the building. This would enable the existing \$4M budget to be stretched somewhat and improve the final delivered product, which would be of broad benefit to BFC and the community.

#### Costs Analysis

As part of the grant submission process, a preliminary cost estimate was undertaken and the value was set at \$4M in December 2020. In preparing for a prudential report, staff engaged an independent cost planner to provide a new cost plan, (based on the endorsed concept plans), to ensure that cost risks are considered in accordance with current market forces. Further, the construction period for this project is forecast to run until at least June 2023, hence escalation risks in this climate must be assessed.

The current construction industry market continues to experience unprecedented demand for new projects; partly as a result of government grants and subsidies including the Home Builder Grant, and as a result of record low interest rates, and the impact of the pandemic on the travel industry.

These factors, together with significant rises in the price of construction materials; risks associated with supply chains and distribution of construction materials as a result of the pandemic; add increased complexity to forecasting construction costs.

It has been established that the original cost plan of \$4M was based on a floor plan at variance to the endorsed concept plans and did not include all professional fees.

The appointment of a design consultant will be based on the \$4M total project delivery figure with further review to the existing concept design to bring within this expectation. This will include review of materials, layout, improved understanding of upgrade works required to power and water connections, further review of requirements for the commercial kitchen, market testing of demolition and reinstatement costs around existing structure and review of what fit out will be covered by the fixed budget.

In order to complete an assessment and peer review on the cost plans, the Administration have engaged Rider Levett Bucknall to:

- Advise on risk of escalation for the project until at least June 2023.
- Assess the endorsed concept plans for consistency with the original cost plan conducted in December 2020.
- Review likely professional fees for a lump sum delivery model.
- Review and recommend a design/ construction contingency based on current and projected industry predictions.
- Recommend likely value management options for consideration as part of design development to deliver the project within budget.
- Based on assessment of the professional fees (design team) together with required contingency, forecast balance of budget which will be understood to be “the effective building budget” to manage design team design development of the project.

Further to discussions commenced in the recent elected member workshop on this subject, information on the progress of this process will be provided to members out of session.

### Risk Assessment

Staff have formed a Risk Reference Group comprising of Council’s Risk Manager, Project Manager and members from Corporate and Infrastructure to establish the risk register and identify controls to manage identified risks.

A copy of the current risk register is included as **Attachment 1** to this report.

In summary, a total of 23 key risks have been identified across financial, political, regulatory and project categories.

Staff have assessed the risks using the Risk Management Framework to rate the risk and establish controls to lower the risks.

Of these 23 risks, eight have been initially classified as high. However, controls have been considered and applied to all risks to ensure that final risk ratings are manageable.

Risk management will form a standing agenda item on future Project Control Group (PCG) agendas to ensure we are reviewing and managing the changing situation.

### Prudential Report

The Administration has engaged a consultant to complete a prudential report to ensure that Council fulfils its statutory requirements in accordance with Section 48 of the Local Government Act 1999 and as previously resolved by Council.

The consultant has recommended that the risk register and the cost analysis are assessed as a priority as these matters will inform the report.

The prudential report will be presented to Council for endorsement in January 2022.

### Grant Extension

Members will be aware of the requirements of the grant funding deed executed by Council in relation to this project that requires a substantial (physical) commencement of the project by February 2022.

As is evident from this report, it will not be possible to achieve this requirement, necessitating staff to apply for an extension. It is proposed as a component of the recommendation that Council endorse the preparation and submission of an extension application. If Council are minded to accept this recommendation, staff will endeavour to submit this application before Christmas, 2021.

### Community Reference Group

Following a workshop on 5 October 2021, it is proposed that a Community Reference Group is established to ensure that the facility reflects community needs, desires and aspirations and reflects a sense of partnership in moving forward with any potential model. This is consistent with the Community Engagement Plan (addressed below).

It is proposed that the Community Reference Group will comprise of community representatives and stakeholders to provide advice and recommendations to the Project Control Group regarding the design and constructions of the new facility. This will ensure that matters from a broad cross section of the community are considered during the design and construction phases and that any new facility represents their sentiments as best as possible.

A draft Terms of Reference for the Community Reference Group has been prepared and is presented as **Attachment 2** to this Report. The Terms of Reference outline the functions of the Community Reference Group in:

- Providing information and advice from diverse perspectives.
- Facilitating and considering feedback from stakeholders and members of the public and making recommendations to the Project Control Group to address relevant feedback.
- Commenting and/ or making recommendations according to reports, plans and requests from the Project Control Group.
- Seeking targeted feedback from community groups, as required, to inform decision-making in the project, for example from the Kaurua community and the Disabled Access Advocate.
- Serving as a “sounding board” with respect to decisions of the Project Control Group relating to the design of the facility.

### Community Engagement Plan

The intent of community consultation is to seek views of the community on the proposed concept building designs and impacts of the upgrade throughout the entire project phase.

The reference group outlined above is one part of the community consultation process.

A Community Engagement Plan has been developed and provided with this Report as an overarching document governing all facets of strategic communication and approaches to maximise awareness and partaking along the journey. Community consultation, through a host of tools, will involve (but not be limited to):

- Informing residents of the Broadview Community and Sports Hub project and provide updates on the various stages of the project and how to become involved, including:
  - What's happening when (stages/timeframes);
  - Anticipated disruptions (to access etc...); and
  - Progress photos.
- Seeking expressions of interest for membership of the new Broadview Community and Sports Hub Community Reference Group and keeping the public abreast of its operations and positions.
- Providing information on the broader Broadview Sports and Recreation Precinct/ Yarnta Tutu yarta Master Plan.

The engagement plans propose the following key milestones:

#### **November 2021**

- Endorse new operational model for the facility
- Evaluate and report on cost plans based on endorsed concept design
- Endorse Community Engagement Plan
- Promote and engage Community Reference Group
- Endorse Procurement model for the project
- Complete Risk Assessment for the Project

#### **December 2021**

- Complete Expression of Interest for Design engagement

#### **January 2022**

- Engage Design Consultant to deliver project and facilitate CRG
- Update Engagement Hub and commence CRG meetings

#### **February 2022- March 2022**

- Complete Prudential Report for Council endorsement
- Design Development with PCG/ CRG
- Develop tender documents

**March 2022 – June 2022**

- Endorse Concept Design (March 2022 Council Meeting)
- Lodge Planning Consent
- Complete Detailed Design

**July 2022**

- Development Approval
- Tender to market

**August 2022**

- Evaluate and Award Tender
- Construction phase

**Aug 2022- Jul 2023**

- Construction phase

Elected Member Workshops will be held as necessary, and PCG meetings will be held at least monthly until construction tender is awarded, at which time this timeframe will be reassessed.

**Procurement Models**

As part of the 2 November 2021 Councillor Information Workshop, the Administration presented options for delivery models for the project.

Administration has considered all inputs and proposes that the project is delivered under a traditional lump sum delivery model.

This delivery model provides the following key benefits over a design and construct (D&C) model:

1. Council retains control over the design prior to commencing the contractor procurement.
2. Greater cost certainty for the project.
3. All contractors are required to submit a complying tender based on the endorsed design documentation.
4. Given the current concept design will be subject to a number of design revisions and engagement with many stakeholders, it would be difficult to ensure that each D&C contractor is submitting a proposal that meets the endorsed design criteria.
5. A D&C process would result in a number of unique design and cost submissions which can be complex to evaluate, may not meet design objectives and fail to provide optimal outcomes.
6. It is likely that design development in conjunction with input from the Community Reference Group would delay establishment of key criteria for a D&C model. A traditional fixed lump sum delivery model, is expected to facilitate an aligned outcome in the projected time frames

in circumstances where the Community Reference Group via the Project Control Group can provide input to the successful design team.

Subject to Council's endorsement of this approach the Administration will commence a procurement process for the engagement of a lead design consultant. It is also proposed that the Administration will seek to engage a cost consultant directly via a market expression of interest. This will assist Council in ensuring that the design consultant is accountable to Council in consultation with the cost manager and that the Council maintains control of expenditure during the design development phase.

### Implications, Related Questions and Further Information

- Current ABP identifies \$1m in expenditure in this FY and the LTFP identifies \$3m in 22/23FY.

### Relevance to Core Strategies / Policy

- Our Community Plan - towards 2040
- *Local Government Act 1999*
- Prudential Review Policy
- Draft Broadview Oval/ Yarnta Tutu yarta Master Plan
- Procurement Policy
- Asset Management Policy
- Community Engagement and Consultation Policy
- Corporate Risk Management Policy

### Community Plan: Towards 2040

#### ► Connected & Caring

##### FY 20/21 Measures

- CC2.4 Ensure greater recognition and support of precincts and neighbourhood gathering places such as Collinswood Precinct, Broadview Sports and Recreation Precinct / Yarnta Tutu yarta, Nailsworth Hall, Charles Cane / Parndo yerta Reserve, Howard Street precinct across the City:
- CC2.4.1 Make these great places and create promotional campaigns
  - CC2.4.2 Install wayfinding signage (and 'digital trails') in key locations to highlight important and historic sites, as well as shopping and recreational opportunities in those neighbourhoods
  - CC2.4.3 Develop new place-making and urban renewal initiatives in those neighbourhoods
  - CC2.4.4 Facilitate the attraction of a key 'anchor' or 'hero' business to each of those key locations

#### ► Active & Engaged

##### FY 20/21 Measures

- AE1.2 Develop model governance frameworks for sporting and community groups to facilitate greater opportunities for involvement and access by residents to their facilities across the city
- AE1.6 Commence dialogue with Department for Education and local schools on out of hours public use of play and sporting grounds



**2 to 5 year timeline**

AE2.9 Support the Eastern Region to deliver aspirations and objectives of the Regional Public Health Plan including projects which include open space connectedness, regional volunteering, mental health support, community transport and programs to address social isolation

**► Inclusive & Diverse****FY 20/21 Measures****2 to 5 year timeline**

ID2.3 Promote, facilitate and measure the utilisation of our buildings, parks and open spaces using SpacetoCo data

**► Responsible & Sustainable****FY 20/21 Measures**

RS1.6 Complete Broadview Oval / Yarnta Tutu yarta Concept Drawings as guided by the Masterplan and stakeholder involvement as part of our sustainable built environment

**2 to 5 year timeline**

RS2.2 Promote and support projects (public and private) that include water quality and Water Sensitive Urban Design measures

RS2.3 Analyse the green credentials of Council buildings and develop plans (and funding strategy) to improve environmental status

RS2.7 Demonstrate innovation in the supply and delivery of infrastructure projects

**ATTACHMENTS**

1. Risk Assessment [↓](#)
2. Community Engagement Plan [↓](#)
3. Terms of Reference [↓](#)

BROADVIEW COMMUNITY SPORTS HUB - ASSESSMENT

RISK ASSESSMENT PROCESS - BROADVIEW COMMUNITY & SPORTS HUB

Establishing the Context	
Risk Assessment relating to <i>(Name event/project/issue being assessed):</i>	Redevelopment of Broadview Oval Clubrooms - Broadview Sports & Community Hub (Yarnta Tutu yarta)
Risk Assessment Group:	Risk Assessment Workgroup - Risk/Project/Property/Finance
Risk Assessment Date:	9/11/21
Department <i>(Responsible Directorate):</i>	Infrastructure & Environment
Responsible Person/s:	Paul Caretti (Project Manager - Property)
Context: <i>(considers Strategic requirements, background/history, stakeholders, expectations):</i>	City of Prospect is redeveloping Broadview Oval's Club room facilities to continue to meet the needs of the Community. There are many aspects of this significant project which require careful analysis and evaluation from project design & financing to hand over & final activation. Budget is in the vicinity of \$4m.

Risk Assessment Process										
NO	RISK DESCRIPTION <i>(E.g. impact ? / Problem ?)</i>	Risk Category	Existing Controls to mitigate identified impacts <i>(What are the controls currently in place to reduce the risk. E.g. a Contract, procedure, policy)</i>	Likelihood: <i>(Risk Assessment Criteria)</i>	Consequence <i>(Risk Assessment Criteria)</i>	Initial Risk Rating	Revised/further Controls to be applied: <i>(are further controls required? Not always required if initial controls are adequate)</i>	Likelihood <i>(Risk Assessment Criteria)</i>	Consequence <i>(Risk Assessment Criteria)</i>	Revised Risk Rating
1	There is a risk that there will be discrepancies between original wishes/requirements and those designed/costed for the project, leading to unanticipated budget over-run (>10%)	Financial / Infrastructure	<ul style="list-style-type: none"> <li>Budget allocation</li> <li>Grant funding allocation</li> <li>Prudential review process (external)</li> <li>Consultation with key stakeholders</li> <li>Internal Project Lead</li> <li>Annual Budget/LTFP</li> </ul>	Possible	Major	High	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Tight procurement delivery</li> <li>Reaction to Prudential Review</li> <li>Project Lead/Council to negotiate a fixed price deal</li> <li>Monthly risk meeting</li> <li>Peer review/assurance - Audit Committee</li> </ul>	Possible	Moderate	Medium
2	There is a risk that the design for the new facility does not meet planning/regulatory requirements, resulting in delays in achieving development approval (or negative community sentiment if approved)	Regulatory / Policy / Strategy	<ul style="list-style-type: none"> <li>Internal Project Lead</li> <li>Planning/Regulatory requirements implemented</li> <li>External Consultancy</li> </ul>	Unlikely	Moderate	Low	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Project Lead to consult with stakeholders</li> </ul>	Unlikely	Moderate	Low
3	There is a risk that the findings from a community engagement process are misunderstood or not reflected within the final design and layout of the facility, resulting in significant community dissatisfaction	Reputation / Political	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Consultation process</li> <li>Public Workshops</li> <li>Council reporting</li> </ul>	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Engagement Hub developed for information access</li> <li>Continued reporting mechanisms</li> </ul>	Possible	Minor	Low
4	There is a risk that contractors engaged to undertake work on the delivery of the project components do not achieve the required objectives of the physical build & functionality	Services / Project	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Project Management Milestones</li> <li>Scheduled meetings with Contractor</li> </ul>	Unlikely	Moderate	Low	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Project lead ensures formal stakeholder relationships</li> <li>Reporting of milestones</li> <li>Assurance - Audit Committee/Reference Group</li> </ul>	Unlikely	Minor	Low
5	There is a risk that the Council could change the direction or scope of the project, resulting in delays in the delivery of the new facility	Reputation / Political	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Contractual arrangements</li> <li>Project Milestones</li> </ul>	Possible	Major	High	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Full transparency of design/concepts</li> <li>Financial Reporting</li> <li>Outcomes of Prudential review/Risk Register</li> </ul>	Unlikely	Moderate	Medium
6	There is a risk that extraordinary inclement weather will result in delays to timeframes and milestones. Extreme Heat & winter weather (2021/22)	Environmental	<ul style="list-style-type: none"> <li>Planned Contingencies</li> <li>Project Milestones</li> <li>Contractual requirements/inclusions</li> </ul>	Possible	Minor	Low	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Contractor/builder relationship</li> </ul>	Possible	Minor	Low
7	Lack of prudent project management protocols leads to "project cost creep" that is not appropriately managed, resulting in cost blowout, including professional fees	Financial / Infrastructure	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Project Management Milestones</li> <li>Fixed price allocation</li> <li>Scheduled meetings with Contractor</li> </ul>	Unlikely	Major	High	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Project lead ensures formal stakeholder relationships</li> <li>Reporting of milestones</li> <li>Assurance - Audit Committee/Reference Group</li> <li>Liaison with Club/s</li> </ul>	Unlikely	Moderate	Medium
8	Risk that built scope is varied (mid construction) resulting in increased capital cost & delays	Financial / Infrastructure	<ul style="list-style-type: none"> <li>Project Lead</li> <li>fixed design</li> <li>Project Management Milestones</li> <li>Scheduled meetings with Contractor</li> </ul>	Unlikely	Major	High	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Contractor/builder relationship</li> <li>Fixed price contract</li> <li>risk based scheduled meetings</li> </ul>	Unlikely	Moderate	Medium
9	There is a risk that cost projections for the construction of the building are inaccurate, resulting in a negative impact on the long term financial plan	Financial / Infrastructure	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Project Management Milestones</li> <li>Fixed price allocation</li> <li>Scheduled meetings internally/externally - no surprises</li> </ul>	Possible	Major	High	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Contractor/builder relationship</li> <li>Fixed price contract</li> <li>Reporting to AC &amp; Council</li> <li>Prudential review outcomes</li> <li>risk based scheduled meetings</li> </ul>	Unlikely	Major	High
10	No Business Case process for the project has been developed. Prudential requirements are not met	Regulatory / Policy / Strategy	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Ongoing Community engagement/consultation (2015 - )</li> <li>Grant Allocation process. Provided to Government</li> <li>Grant Conditions aligned to project design/build</li> <li>Prudential Review</li> </ul>	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>History of information from 2015 (conceptual)</li> <li>Report Grant Conditions met</li> </ul>	Unlikely	Moderate	Low

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BROADVIEW COMMUNITY SPORTS HUB - ASSESSMENT

Risk Assessment Process										
NO	RISK DESCRIPTION (E.g. impact ? / Problem ?)	Risk Category	Existing Controls to mitigate identified impacts (What are the controls currently in place to reduce the risk. E.g. a Contract, procedure, policy)	Likelihood: (Risk Assessment Criteria)	Consequence (Risk Assessment Criteria)	Initial Risk Rating	Revised/further Controls to be applied: (are further controls required? Not always required if initial controls are adequate)	Likelihood (Risk Assessment Criteria)	Consequence (Risk Assessment Criteria)	Revised Risk Rating
11	The overall Project budget does not include a contingency component (of at least 10%) - to meet any undefined/unexpected/inflated costs	Financial / Infrastructure	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Fixed priced contractual arrangement</li> <li>Prudential review/advice</li> <li>Conservative allocation</li> </ul>	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>Monitor &amp; Review</li> <li>Project Lead</li> <li>Fixed priced contractual arrangement. Milestones monitored &amp; reported</li> <li>Reporting to AC/Council</li> </ul>	Possible	Moderate	Medium
12	A lack of an internal formal project management protocol able to be deployed to manage construction delivery/financial/handover milestones	Services / Project	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Internal Project Management Framework deployed</li> <li>Internal/external reporting</li> <li>Project milestones defined</li> </ul>	Unlikely	Moderate	Low	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Reporting to key Stakeholders</li> <li>Delivery/handover component to Project</li> </ul>	Unlikely	Moderate	Low
13	There is a risk that an inappropriate or inadequate Community and Stakeholder consultation process is undertaken, resulting in a lack of engagement and understanding as well as potential community dissatisfaction	Reputation / Political	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Consultation process/Relationship networking</li> <li>Public Workshops</li> <li>Council reporting</li> </ul>	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Community Hub - Virtual</li> <li>Reporting protocol</li> <li>Continued stakeholder information dissemination</li> </ul>	Unlikely	Minor	Low
14	There is a risk that the new facility will not be suitable for the delivery of programs, services and functions as described in the Community Plan, resulting in an inability to efficiently achieve Council's long term objectives	Reputation / Political	<ul style="list-style-type: none"> <li>Community consultation</li> <li>Align to Community Plan objectives</li> <li>Reporting against financial/LTFP</li> </ul>	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Community Hub - Virtual</li> <li>Reporting protocol</li> <li>Continued stakeholder information dissemination</li> <li>Future model alignment</li> </ul>	Possible	Moderate	Medium
15	Inability to fulfil Grant Application requirements leading to funding being delayed or withdrawn	Regulatory / Policy / Strategy	<ul style="list-style-type: none"> <li>Grant Funding approval - criteria met</li> <li>Project Lead/ELT Reporting</li> <li>Milestones fulfilled - quarterly reporting</li> </ul>	Unlikely	Major	High	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Project milestones committed to Grant Application criteria</li> <li>Reporting/assurance</li> <li>Local/State Government relationship</li> </ul>	Unlikely	Moderate	Low
16	There is a risk that key project stakeholders leave the project, or are absent during critical periods of the project, resulting in delays in project delivery and reporting	People	<ul style="list-style-type: none"> <li>Project Framework implemented</li> <li>Project Lead role</li> <li>Project milestones defined</li> <li>Contractual/third party arrangements formalised</li> <li>Record keeping as per Council conventions</li> </ul>	Unlikely	Moderate	Low	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Project Lead Role is defined &amp; documented</li> <li>Stand alone Project Management protocols formalised</li> <li>Contract Terms</li> <li>Risk Register</li> </ul>	Possible	Moderate	Low
17	There is a risk that a lack of clear definition of the Project Scope and Milestones could result in various project "creep" (in time, cost or quality)	Services / Project	<ul style="list-style-type: none"> <li>Project Framework implemented</li> <li>Clear scope</li> <li>Project milestones defined</li> <li>Reporting process to Council/Audit Committee</li> <li>Record keeping as per Council conventions</li> </ul>	Possible	Major	High	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Reporting Project Milestones (formal)</li> <li>Council/Audit Committee feedback</li> <li>Costs managed against original scope</li> </ul>	Possible	Moderate	Medium
18	There is a risk that a future operational (model) is not considered, consulted and understood by all stakeholders (third party arrangements)	Regulatory / Policy / Strategy	<ul style="list-style-type: none"> <li>Consultation with Third Party users</li> <li>Operational model defined &amp; accepted during consultation</li> <li>Stakeholder agreement/acceptance</li> </ul>	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Model defined &amp; finalised by agreement</li> <li>Third Party agree to future model</li> <li>Reporting to Council</li> </ul>	Possible	Minor	Low
19	There is a risk that the new facility could result in an increase in running/maintenance costs (for Council) compared with the current facilities, resulting in a negative impact on the long term financial plan	Financial / Infrastructure	<ul style="list-style-type: none"> <li>Operational Model being developed</li> <li>Costings to be applied</li> <li>Stakeholder consultation</li> </ul>	Likely	Moderate	High	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Budget process formalised</li> <li>Third party agreement for their responsibilities</li> <li>Incorporated into Business Plans</li> </ul>	Possible	Moderate	Medium
20	There is a risk that procurement and contract management protocols do not meet internal (or general) requirements	Regulatory / Policy / Strategy	<ul style="list-style-type: none"> <li>Adherence with Procurement Framework</li> <li>Contractual arrangements defined &amp; formalised</li> <li>Conditions met</li> </ul>	Unlikely	Moderate	Low	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Ensure procurement milestones are documented</li> <li>Reporting to Council/Audit Committee</li> </ul>	Unlikely	Moderate	Low
21	There is a risk that transitional arrangements with current users (Clubs) are inappropriate resulting in sporting interruptions &/or financial hardship	Services / Project	<ul style="list-style-type: none"> <li>Project Framework implemented</li> <li>Clear scope for build timing</li> <li>Project milestones defined</li> <li>Timing &amp; transition requirements defined</li> </ul>	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Continued liaison between Project Lead &amp; Clubs</li> <li>Minutes of meetings recorded</li> </ul>	Possible	Minor	Low
22	Communication protocol (to relevant stakeholders) inappropriate or ineffective	Regulatory / Policy / Strategy	<ul style="list-style-type: none"> <li>Project Framework implemented</li> <li>Project milestones defined- reporting process to Council/Audit Committee</li> <li>Social Media/Internet updates. Community Hub</li> </ul>	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Management of Community Hub</li> <li>Reporting</li> </ul>	Possible	Moderate	Medium
23	"COVID" related supply chain impacts/Cost of building materials	Financial / Infrastructure	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Fixed price allocation</li> <li>Scheduled meetings with Contractor</li> </ul>	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>Monitor &amp; review</li> <li>Reporting</li> </ul>	Possible	Moderate	Medium

CR21/60759

## Community Engagement Plan

To be used in conjunction with Council's Community Engagement and Consultation Policy adopted 2012



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**Title of Engagement:** Broadview Community and Sports Hub  
**Date (Month/Year):** September 2021  
**Project Officer/Project Team:** Paul Caretti / Infrastructure and Environment  
**APPROVED by Director:** Vincent Cammell  
**TRIM File:** CR21/43775

### BACKGROUND INFORMATION/Project Overview

- Broadview Sports and Recreation Precinct/ Yarnta Tutu yarta is located on the eastern side of our City in the suburb of Broadview, bounded by Collingrove Avenue, Myponga Terrace, Poltawa Terrace and McInnes Avenue.
- As well as providing a range of recreational facilities, including BBQ facilities, picnic areas, fitness equipment, running track, play equipment and a dog park, the precinct is also home to a variety of sports clubs including Broadview Football Club, Prospect District Cricket Club, Prospect Broadview Bowling Club and the Broadview & Collingrove Tennis Clubs.
- Council's Open Space Strategy 2018, identifies Broadview Sports and Recreation Precinct/ Yarnta Tutu yarta as a Regional Park, catering not only for our local community but for the broader metropolitan community, beyond the immediate locality.
- A number of years ago, Council deemed that many of the facilities on site were inadequate to serve the needs of our greater community. Following this Council, in consultation with our community and key stakeholders, began the process of developing a draft Master Plan, an overarching strategic document to guide future improvements to this important sporting and recreational precinct.
- In 2020 a Draft Master Plan was prepared by DesignInc, incorporating feedback from Council, key stakeholders and community members.
- The Draft Master Plan was released for community consultation on two occasions and at the 19 January 2021 Council Meeting, Council endorsed the Broadview Oval/ Yarnta Tutu yarta Master Plan, with Centre Wing as the preferred location of the new Broadview Community and Sports Hub, noting that minor updates to the Master Plan may occur as part of future concept designs.
- Key features of the Master Plan include:
  - New community and sports hub incorporating Broadview Football Club and fitness centre
  - Demolition of the existing football club building and expansion of car parking areas
  - Construction of a new tennis club building (accommodating both tennis clubs)

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## Community Engagement Plan

To be used in conjunction with Council's Community Engagement and Consultation Policy adopted 2012



- Replacement of the former croquet club with 4 additional tennis courts
- Maintenance and improvement of pedestrian access from Collingrove Avenue to the Oval and surrounds
- Increase in car parking provision including hardstand areas, trafficable lawns and amenity landscaping
- Addition of four (4) cricket nets, with the bowler run-up area able to double as a warm-up area for football (to replace an existing public access tennis court that doubles as a half-court basketball court)
- Establishment of a new (dedicated) half-court basketball court
- Demolition of the existing amenities building adjacent the NW tennis courts
- Refurbishment of the lawn bowls clubrooms and addition of a pergola
- Replacement of an existing bowling green with artificial turf and provision of a shade across the new green, and lighting to two greens
- New public toilets adjacent the playground
- Installation of lighting to the running track

### What's happening now?

- \$ 4 million dollars (\$4M) has been secured to build the new Broadview Community and Sports Hub (\$1.5M of State Government grant funding plus \$2.5M commitment from Council).
- The new facility will replace the existing Broadview Football Clubrooms and feature:
  - Change rooms (male and female)
  - Clubrooms
  - Function and meeting rooms
  - Storage facilities
  - Spectator viewing areas
  - Car parking spaces to replace the existing building
- The new Broadview Community and Sports Hub will be a contemporary and long lasting community asset, designed to maximise accessibility and use by all members of our community and beyond. It will connect to the surrounding public open space and amenity, creating an active and integrated community destination, promoting better health and wellbeing for all who visit.
- Council will continue to explore future funding opportunities to progress other areas of the Master Plan which are yet to be completed.

## Community Engagement Plan

To be used in conjunction with Council’s Community Engagement and Consultation Policy adopted 2012



**PURPOSE OF ENGAGEMENT**

- To inform residents of the Broadview Community and Sports Hub project and provide updates on the various stages of the project, including:
  - What’s happening when (stages/timeframes)
  - Anticipated disruptions (to access etc...)
  - Progress photos
  
- To seek expressions of interest for membership of the new Broadview Community and Sports Hub Community Reference Group.
  
- To provide information on the broader Broadview Sports and Recreation Precinct/ Yarnta Tutu yarta Master Plan.

**LEVEL OF ENGAGEMENT**

<b>Level 1</b> Inform & Consult	
<b>Level 2</b> Consult & Involve	
<b>Level 3</b> Consult, Involve & Collaborate	<input checked="" type="checkbox"/>

**KEY MESSAGES**

In January 2021, Council endorsed the Broadview Oval/ Yarnta Tutu yarta Master Plan.

A key component of the Master Plan is the new Broadview Community and Sports Hub.

The new Broadview Community and Sports Hub will replace the existing Broadview Football Clubrooms and feature:

- Change rooms (male and female)
- Clubrooms
- Function and meeting rooms
- Storage facilities
- Spectator viewing areas
- More car parking spaces

Thanks to a State Government grant of \$1.5M and \$2.5M from Council, funding is now available to commence work on this new facility.

## Community Engagement Plan

To be used in conjunction with Council's Community Engagement and Consultation Policy adopted 2012



To ensure the new Broadview Community and Sports Hub reflects our community's needs and aspirations, Council is seeking to establish a **Community Reference Group**. The Community Reference Group will provide advice to the Project Control Group and Elected Members regarding the development and implementation of the project.

Membership of the Community Reference Group will include a range of community representatives, including:

- Chair – staff member from Council
- Mayor O'Loughlin
- 2 Ward Councillors
- 2 Broadview Football Club
- 1 Prospect District Cricket Club
- 1 Prospect Broadview Bowling Club
- 1 Broadview Tennis Club
- 1 Collingrove Tennis Club
- 1 Immediate neighbourhood representative (ie Poltawa Terrace)
- 4 Community representatives

If you would like to join the Community Reference Group then please complete the online "Expression of Interest Form" located .....on this page before .....

Final selection of members of the Community Reference Group will be made by Council.

For more information about the new Broadview Community and Sports Hub project, please contact Paul Caretti, Project Manager Property Projects, via email [admin@prospect.sa.gov.au](mailto:admin@prospect.sa.gov.au) or phone 8269 5355.

### LEGISLATIVE REQUIREMENTS

- Local Government Act Section 48 (2) (d) and 48 (5), (6) – Commercial Activities – Prudential Requirements  
*Legislative Requirement:*  
Report addressing prudential issues to include:
  - the level of consultation with the local community, including contact with persons who may be affected by the project and representations made by them.
  - the means by which the community can influence or contribute to the project or its outcomes.
- Local Government Act Section S 197 (1) – Management Plans – Public Consultation

## Community Engagement Plan

To be used in conjunction with Council's Community Engagement and Consultation Policy adopted 2012



### GEOGRAPHIC BOUNDARIES

- Mail out (postcard) to owners and occupiers within 500m radius of Broadview Sports and Recreation Precinct/Yarnta Tutu yarta
- Open city wide and beyond

### TIMEFRAME and KEY DATES

#### February – March 2020

##### Consultation with Key Stakeholders

Senior Council staff met with representatives of sporting clubs and peak sporting bodies to discuss the Draft Master Plan and to get their feedback.

#### March – April 2020

##### Revision of Draft Master Plan

A local design firm (DesignInc) undertook revisions to the Draft Master Plan, guided by feedback from the clubs, sporting bodies and senior Council staff.

#### 21 April 2020

##### Councillor Workshop

Council staff presented an update on the Draft Master Plan to Council Members, discussing stakeholder consultation and feedback.

#### 28 April 2020

##### Council Meeting - Endorsement of Draft Master Plan for Community Consultation

The Draft Master Plan was formally endorsed for community consultation, with a future report to be presented to Council on the outcomes of the consultation.

#### 18 May - 29 June 2020

##### Community Consultation on the Draft Master Plan

#### 28 July 2020

##### Council Meeting – Report to Council on Draft Master Plan Community Consultation Results

Outcomes of the community consultation were reported with a future onsite workshop scheduled for August 2020.

#### 18 August 2020

##### Councillor Workshop

Councillor Workshop to discuss the community consultation outcomes, with a main topic of discussion being the proposed location of “Community Health and Fitness Hub” incorporating the Broadview Oval Football Club. Next steps to include further consultation with key stakeholders, further design refinement, and exploration of grant funding opportunities.

#### 13 October 2020

##### Councillor Workshop



## Community Engagement Plan

To be used in conjunction with Council's Community Engagement and Consultation Policy adopted 2012



Councillor Workshop to discuss an assessment of the three building siting options for location of "Community Health and Fitness Hub".

### 27 October 2020

#### Council Meeting – Seeking endorsement of Draft Master Plan

Council endorsed further targeted consultation be undertaken on the proposed Draft Master Plan

### 18 December 2020 – 10 January 2021

#### Community Consultation on preferred location of the future "Broadview Community Health and Fitness Club"

### 19 January 2021

**Council Meeting - Endorsement of the Broadview Oval/ Yarnta Tutu yarta Master Plan**, subject to final amendments, reflecting Centre Wing as the preferred location of the Broadview Community and Sports Hub, noting that minor updates to the Master Plan may occur as part of future concept designs.

### June 2021

\$1.5M State Government funding secured  
\$2.5M City of Prospect Budget was approved

### October 2021

Elected Member workshop – Composition of Community Reference Group (CRG) supported  
Community Engagement Plan to be endorsed at Council Meeting  
Operational Model to be resolved prior to formation of CRG  
Cost Plan to be updated in line with market conditions  
Risk & Procurement Register to be formulated

### November 2021

Endorse new operational model for the facility  
Evaluate and report on cost plans based on endorsed concept design  
Endorse Community Engagement Plan  
Promote and engage Community Reference Group  
Endorse Procurement model for the project  
Complete Risk Assessment for the Project

### Dec 2021

Complete Expression of Interest for Design engagement  
Present Draft Prudential Report to Councillor workshop - TBC

### Jan 2022

Complete Prudential Report for Council endorsement  
Engage Design Consultant to deliver project and facilitate CRG  
Update Engagement Hub and commence CRG meetings

## Community Engagement Plan

To be used in conjunction with Council's Community Engagement and Consultation Policy adopted 2012



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### Feb 2022- March 2022

Design Development with PCG/CRG  
Develop tender documents

### March 2022 – June 2022

Endorse Concept Design (March 2022 Council meeting)  
Lodge Planning Consent  
Complete Detailed Design

### July 2022

Development Approval  
Tender to market

### August 2022

Evaluate and Award Tender  
Construction phase

### Aug 2022- Jul 2023

Construction phase

## STAKEHOLDERS

- Council (Mayor and Elected Members)
- Ward Councillors Allen Harris & Steven Rypp
- Staff
  - Infrastructure and Assets team
  - Coms Team
  - Community engagement Staff
  - Customer service staff
- Government Agencies
  - Office for Recreation Sport and Racing
- Community
  - Broadview Football Club
  - Broadview Tennis Club
  - Collingrove Tennis Club
  - Prospect Broadview Bowling Club
  - SACA
  - SANFL
  - Tennis SA
  - Local residents and visitors to the precinct
- Other

## Community Engagement Plan

To be used in conjunction with Council's Community Engagement and Consultation Policy adopted 2012



- DesignInc
- City Collective
- Design consultants
- Building contractors

### COMMUNICATION & ENGAGEMENT STRATEGY - ACTIVITIES TO BE UNDERTAKEN

#### Proposed Promotional Activities:

Activity	Description	Target Group
<b>Targeted Mail Out</b>	Mail out (postcard) to owners and occupiers within 500m radius of Broadview Sports and Recreation Precinct/Yarnta Tutu yarta informing them of the new Broadview Community and Sports Hub project and inviting them to register their interest for the Community Reference Group.	Owners and occupiers within 500m radius of Broadview Sports and Recreation Precinct/Yarnta Tutu yarta
<b>Council Website</b>	Brief summary on Public Consultation page with link to Engagement Hub.	Visitors to City of Prospect website
<b>Engagement Hub site</b>	Project page on Council's Engagement Hub website providing: <ul style="list-style-type: none"> <li>• Background and supporting information detailing the new Broadview Community and Sports Hub project and Broadview Sports and Recreation Precinct/Yarnta Tutu yarta Master Plan.</li> <li>• Quick links to documents relevant to the project (eg, Master Plan, Concept Plan, Open Space Strategy, Council Reports and Minutes, CRG information, etc...)</li> <li>• Timeline to show different stages of the project</li> <li>• FAQ's – common questions about the project with answers</li> <li>• Photo gallery providing images of the project area</li> <li>• An "Expression of Interest Form" to join the project Community Reference Group.</li> </ul>	City of Prospect community, Key Stakeholders and Users of the Precinct
<b>Social Media</b>	Posts on relevant platforms, promoting the new Broadview Community and Sports Hub project	Council's social media community

## Community Engagement Plan

To be used in conjunction with Council's Community Engagement and Consultation Policy adopted 2012



Activity	Description	Target Group
	and referring people to Engagement Hub.	
<b>Video</b>	Short video with Mayor presenting key highlights of the project, calling for community members to register their interest to join the CRG	Council's social media community Visitors to Engagement Hub
<b>Onsite Signage</b>	Corflute posters promoting the project and referring people to Engagement Hub	Residents and visitors to Broadview Sports and Recreation Precinct/Yarnta Tutu yarta
<b>Promotion in Payinthe</b>	Promotion of the project on the digital display screen, bookable stands and outdoor community noticeboard.	Visitors to Payinthe
<b>Emails to people registered with Engagement Hub</b>	Email promotion of the project referring people to Engagement Hub	People registered with Engagement Hub
<b>Promotional article in Council Newsletters</b>	Article promoting of the project and referring people to Engagement Hub	Recipients of Council newsletters
<b>Prospect Magazine</b>	Promotion of the project in future editions of the Magazine.	9,500 households and businesses in City of Prospect

### Proposed Engagement Activities

Activity	Description	Target Group
<b>Community Reference Group</b>	Establishment of a Community Reference Group comprising a range of relevant community representatives to provide advice to the Project Control Group and Elected Members.	Key Stakeholders

### CLOSING THE LOOP

- Each person who completed the online "Expression of Interest Form" to be part of the Community Reference Group will be notified via email as to whether their application was successful or unsuccessful.



## Broadview Oval/Yarnta Tutu Yarta Community and Sports Hub

### Community Reference Group (CRG)

## Terms of Reference

### 1. Background

The Broadview Oval is identified as a regional park in accordance with the Council's Open Space Strategy. It is intended to serve the broader metropolitan community beyond the immediate locality.

At its Council meeting in January 2021, Council endorsed the Broadview Oval/Yarnta Tutu Yarta Master Plan which envisages the construction of the Broadview Oval/Yarnta Tutu Yarta Community and Sports Hub (Broadview Community and Sports Hub) at Poltawa Terrace, Broadview subject to adequate funding being secured.

The City of Prospect has identified this tremendous opportunity to replace the existing clubrooms with a new Community and Sports Hub at Broadview Oval. The new hub is intended to be a timeless, long lasting community asset.

While the current facilities are well utilised and loved by the local community, a new Community and Sports Hub will maximise accessibility to all user groups, increase the usability for multiple sport and community groups, and connect to surrounding public open space and amenities. This will result in an active and integrated community destination for a variety of recreation and local sports clubs alike.

### 2. The Broadview Community and Sporting Hub

The new Community and Sports Hub facility incorporating changes rooms, club rooms, function and meeting rooms, storage facilities and spectator areas for the Eastern Adelaide region will provide equitable access to user groups, increase participation and promote safety.

This new facility will be designed to meet the needs and aspirations of our growing and diverse community and provide a home for a range of sporting groups.

\$4 million dollars has been secured to deliver the Broadview Community and Sports Hub with \$2.5M being committed by the Council and funding in the amount of \$1.5M being secured from the State Government, Office of Recreation, Sport and Racing through its Grassroots Facilities Program.

### 3. The Community Reference Group (CRG)

#### 3.1 Purpose

Council is committed to consulting with the community at each stage of the Broadview Community and Sports Hub Project to ensure the facility reflects community needs and aspirations.

For this purpose, the council has adopted a Community Engagement Plan which outlines the Council's approach to engage with the community in relation to the project. One

aspect of the community engagement strategy is the establishment of the Community Reference Group (the CRG).

The CRG is established pursuant to the Community Engagement Plan as a group of community representatives and stakeholders that will provide advice to the Project Control Group (PCG) and Elected Members regarding the development and implementation of the Broadview Community and Sports Hub Project.

### 3.2 Functions

The CRG will help the Project Control Group and Council to understand the matters that a broad cross section of our community believe are important to consider when designing and building the new facility by:

- providing information and advice from diverse perspectives;
- facilitating and considering feedback from stakeholders and member of the public and making recommendations to the Project Control Group to address the feedback as appropriate;
- commenting and/or making recommendations according to reports, plans and requests from the Project Control Group; and
- seeking targeted feedback from community groups as required to inform decision-making regarding the project, for example from the Kurna community and the Disabled Access Advocate
- serving as a “sounding board” with respect to decisions of the Project Control Group relating to the design of the facility.

The advice and recommendations of the CRG will be considered by the Project Control Group and implemented as appropriate, including by way of being incorporated into the Broadview Community and Sports Hub Project design where possible (taking into account those matters that will necessarily influence the decision-making process such as budgetary constraints, legislative requirements, alignment with Council strategic objectives and the terms and conditions attaching to grant funding).

The CRG must, in exercising its functions, have regard to the adopted grant outcomes, which are:

*New sports hub facility, incorporating changerooms, clubrooms, function and meeting rooms, storage facilities and spectators area for the Eastern Adelaide region which provides equitable access to user groups, increases participation, and promotes safety.*

### 3.3 Membership

#### **Number**

The Community Reference Group will comprise up to 15 members.

Meetings will proceed regardless of the number of persons in attendance – no quorum required.

**Composition**

Membership will include a range of relevant community representatives, including:

- Chair – staff member from Council as determined by the Chief Executive Officer
- Mayor O’Loughlin
- 2 Ward Councillors appointed by the Council
- up to 2 representatives of the Broadview Football Club as nominated by the Club
- 1 representative of the Prospect District Cricket Club as nominated by the Club
- 1 representative of the Prospect Broadview Bowling Club as nominated by the Club
- 1 Immediate neighbourhood representative (i.e. Poltawa Terrace) appointed by the Council
- 1 representative of the Broadview Tennis Club as nominated by the Club
- 1 representative of the Collingrove Tennis Club as nominated by the Club
- up to 4 Community representatives appointed by the Council – combination of targeted and advertised – expression of interest process (eg Josie Meyer, existing hall user, letter box drop 200-400m, local signage)

Members of the CRG who are not a Council employee or Council member have status as volunteers of the Council.

The CRG may, from time to time, choose to invite members of other community group to attend a meeting of the CRG for the purposes of providing feedback or other information to inform any advice and recommendations to be provided by the CRG.

**Nomination and Selection Process**

The community and sporting groups identified above may, in addition to nominating a representative, also nominate a Proxy who may attend meetings of the CRG in the absence of the Club’s nominated representative.

Nominations for both representatives and proxies should be submitted via the online Expression of Interest form.

Elected Member(s) will be the Ward Councillors.

The balance of the members of the CRG to be appointed by the Council will be appointed following an expression of interest process.

**Structure**

Chair:	Director Infrastructure & Environment
Deputy Chair:	Project Manager
Minute Taker:	Directorate – Infrastructure and Environment

Meeting Organiser:	Executive Assistant to the Director – Infrastructure and Environment
Ex officio:	Mayor O’Loughlin
Members:	Nominated from local stakeholder groupings (see Membership Composition above)

### 3.4 Roles and Responsibilities

Members will be required to:

- actively participate in meetings via attendance, discussions, review of minutes and other relevant documents;
- support and contribute to open discussion and respectfully encourage and listen to the contributions of others; and
- where possible, represent a broad range of views according to the member’s membership of local community groups and community networks.

### 3.5 Term of Office and Removal from Office

Membership of the CRG is at the pleasure of the Council.

The term of office for members of the CRG is for the duration of the project, which is expected to conclude by 31 December 2023, unless the Council resolves to disband the CRG at an earlier time.

Casual vacancies may be filled using the selection process identified above that applies to the relevant vacancy.

A member of the CRG may be removed from office by the Council on the grounds that:

- the member was absent, without leave from the CRG, for more than three consecutive meetings of the CRG; or
- the member has acted in a manner that is inconsistent with the functions of the CRG or the roles and responsibilities of members as specified herein.

The determination as to whether a member’s conduct constitutes grounds for removal from office will be made by the Council. The Council will observe the principles of natural justice in making any decision to remove a member of the CRG from office and the member will be given an opportunity to comment in relation to any adverse allegations against the member and in relation to any proposal that he/she be removed from office. Any comments made by the member will be taken into account by the Council before a decision is made.

### 3.6 Meeting Frequency and Duration

Meetings will be held on nominated Wednesdays from 6.00pm – 7.30pm at Payinthe, 128 Prospect Road, Prospect (TK Room) with specific dates to be determined once the CRG is established and may be amended from time to time.



Meetings will be held throughout the duration of the Project as often as is necessary according to Project requirements and as determined by the CRG or the Project Control Group, most likely monthly during the initial stages of the Project and becoming less frequent as the Project progresses.

Attendance at CRG meetings may be arranged through video-conference (Zoom) according to the availability of required resources.

### **3.7 Public Access to Meetings**

Meetings of the CRG will be held in confidence unless the CRG considers that it is appropriate for the meeting or part of it to be open to the public.

### **3.8 Agendas, Minutes and Discussion Papers**

Agendas will be distributed to members at least 3 days prior to the next meeting.

Minutes of meetings will be recorded and distributed to members within 7 days following a meeting and otherwise made available to the Council for information purposes.

Discussions papers will be distributed with the agenda as required.

### **3.9 Reporting**

The CRG will report directly to the Project Control Group via minutes of meetings.

### **3.10 Project Control Group**

The Project Control Group will comprise:

- The Director – Infrastructure and Environment (Chair/Lead of PCG)
- The Project Manager for the Community and Sports Hub Project responsible for project delivery
- Internal council staff responsible for the delivery of the project, including:
  - Staff from the community development team responsible for health and wellbeing programs in the broader community
  - Staff from the events/activation/booking team responsible for the booking and access of the building to the broader community and external sporting groups
- A representative of the contracted builder for the Project
- A representative of the architect for the Project.

The Project Lead will be responsible to provide regular quarterly reporting to Council on the Project.

The Ex officio Member of the CRG may provide regular reports to Council as part of Council Agenda, Standing Item - VERBAL REPORTS FROM COUNCIL REPRESENTATIVES.

### **3.8 Decision Making of the Community Reference Group**

A general 'showing of hands' will allow the Chair to count, record and understand the overall view and perspective of the group.

Where necessary, decisions will be made by the CRG by way of majority vote. All members of the CRG have voting rights, being one (1) vote per member. In the case of a tied vote the Chairperson has a casting vote.

Advice and information provided from the CRG will be considered by the Project Control Group to gain an understanding of the overall view and perspective of the group.

To avoid doubt, the role of the CRG is advisory only and all final decisions for the Broadview Community and Sports Hub Project will be made by Council (or its delegated staff), including but not limited to the design, construction method, procurement, risk management and occupation.