

# Workshop Program

**Tuesday 9 January 2018 commencing at 6.15pm**

Reception Room, Civic Centre, 128 Prospect Road, Prospect

**Workshop Chair: Cate Hart, Chief Executive Officer**

## Workshop Opening

- Apologies
- On Leave

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## Meeting Close

## Workshop Guidelines

The following details provide an overview of the procedures to be observed:

1. The Workshop will be held on the first and second Tuesday of each month, other than January of each year, between the hours of 6.15pm and 9.30pm (commencing with a light meal for elected members and staff), for the term of the Council or until the Council determines to discontinue the Workshop structure.
2. The need for extraordinary Workshops will be assessed and determined by the CEO.
3. The Workshops will be held in the Reception Room, Civic Centre, 128 Prospect Road, Prospect SA 5082.
4. The time, date and location may be subject to change by the CEO where necessary.
5. The Workshops will be open to the public and media. Notice of a Workshop and the program for a Workshop is to be placed on the Council's website.
6. A confidentiality declaration may be determined by either the Council or CEO in accordance with Council's Informal Gatherings Policy.
7. No decisions will be made at the Workshops. There will be the opportunity for discussion and questions and answers only, and the provision of guidance to the Administration.
8. The CEO or proxy will convene and chair the Workshop to ensure the smooth running of the meeting. The proxy will be determined by the CEO on a needs basis.
9. All Elected Members will be encouraged to attend.
10. The CEO will ensure the Program and papers for the Workshop, which will include Agenda items for the following Council Meeting, will be provided to members by the Friday preceding the Workshop to allow time for members to read the reports and prepare their questions prior to the Workshop.
11. Notes will be made of the general issues and items covered by the Workshop, given that no decisions can be made, and distributed to Elected Members for information.
12. The format for the Workshop may vary on a meeting by meeting basis and could include training, planning, presentations, and discussions.
13. The format for the Workshop will be determined by the CEO.
14. External parties may make Presentations/deputations to the Workshop, subject to prior agreement by the CEO.
15. Elected Members, employees and consultants will be required to disclose any financial and/or conflicts of interest in matters to be discussed. The disclosure of such interest and participation in the Workshop will need to be made as if the matter was considered in accordance with the Local Government Act 1999. A record of the disclosures of interest will be made and maintained by the CEO.

## Workshop Protocol

The protocols are a set of guiding principles that aim to achieving enhanced, meaningful engagement of members and to facilitate an equal and equitable participation of all members.

The individual members commitment to active listening and disciplined talking, displaying both courtesy and respect to other members is paramount.

1. The Chair ensures that every members' input is heard and not overlooked or lost, and will enforce a limit on speakers' time when it is best required.
2. No rank and/or officer position of administrative or governance authority recognised within the workshop (except for the Chair), and protocols are enforced when deemed necessary.
3. Members and staff are to be addressed by their first name and not by their title of office they hold.
4. Discussion must be focussed on the issues and matters being the subject of discussion.
5. One member speaking at a time is a right, and must be enjoyed by all members.
6. Interrupting another member speaking is not desired and members are encouraged to exercise restraint for the benefit of all concerned. Equally, there should be no dialogue between members and person(s) in the gallery that interrupts the workshop discussion.
7. No ridicule, blame or shame to be expressed and/or exchanged during the workshop and care should always be taken with the words used in debate.
8. Problems and solution expressed by members are a healthy part of the discussion and may lead to positive outcomes, and should not be frowned upon but rather encouraged.
9. Although it is not a decision-making forum, it is an important part of ensuring a well-informed and enhanced decision-making process for Council.
10. The imperatives for a successful conduct of these workshops are that all members need to work together, displaying courtesy and respect to each other.

It is important that all members recognise the above list of protocols is not about rules; protocols are a set of guiding principles that are agreed on and committed to by all participating members.

## Notes from previous workshop

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### Notes from Workshop 13/12/2017

- Chair:** Cate Hart, Chief Executive Officer
- Present:** D O'Loughlin, K Barnett, T Evans, A De Backer, A Harris, M Groote, M Larwood, M Lee
- Apologies:** M Standen

### Notes from previous workshop held on 5 December 2017

- Taken as read.

#### 1. Process Review in Managing Customer Requests

Ginny Moon introduced Jo-Ann Tanti, Helen Robins & George Pajak to outline the purpose of the presentation as a response to Council resolution of August 2017 and to provide an overview of the current Customer Request Management system (CRM).

Council's Annual Business Plan 2017-2018 includes the operating project 'Community Portal Implementation', this project remains in test mode and is expected for completion by March 2018.

An overview of the new system and improvements achieved to date include:

- Updated Interface – tile based;
- Customers may register as a User – providing enquiry facilities to view a number of personalized transactions e.g. status of work requests and rates information; and
- Location found with Google maps.

#### Attendees Questions and Comments

Is it an easier option to direct people to the use of applications? *The applications do not have a direct correlation with the CRM, it contacts the council via an email and is then manually entered.*

How many average logs would we be receiving or logging a day? *It is estimated at 20 per day.*

It is an efficient and easy way to capture requests then I would prefer we direct people that way.

When a request is expected to have a lengthy close-out, how is it treated internally? *Pot holes may be grouped and/or referred to a program.*

When it is decided nothing will be done for whatever reason; how do we communicate with the person? *Depending on the situation we may remove from this system and make direct contact.*

How long after lodgment is an acknowledgement sent/received? *Admin emails, Service Level Agreement (SLA) is expected to be lodged within 24 hours.*

What drives the assessment and prioritization? *Risk is an element, whether there is a hazard, where it is non-threatening it will be referred to precinct services and advice provided.*

After 18 months is there a notification to the original adviser? *Yes it will remain an open item.*

Is there an opportunity to provide feedback on how well we performed? *Not currently.*

I have been using My Local Services app, I received one acknowledgement from 4-5 advices. *That is coming from council admin email.*

Data on how many people are using the various contact request lodgment methods would be useful.

Registering once and you want to enter the system from a mobile device how does the system know it is you? *You log in with the username/password.*

The validation process will connect with usability, and easier it is, the higher level of usage, if you make it available via Facebook I would probably use it.

Where the problem is not visible on a tile what do we do? *Each screen will have an 'other' tab.*

Can you take a photo within the software and is this mobile compatible? *You will need to have taken the photo already and yes it is mobile compatible.*

This is a vast improvement, there is currently a lengthy gap between notification and progress, is there an opportunity to have an increased workflow list? *Yes and we are still to work through what they may be...this is working toward customer 'zero level help' which will increase organizational efficiencies.*

As a Councilor how will we be able to track the status of the issues logged on behalf of residents? *After having setup and logged in, you will be able to capture each issue and the resident will receive emails, this allows Councilor's to retain the ability to monitor progress concurrently.*

Google maps is not generally spot on accurate, how do people ensure the specific address is put in? *There will be a space available to key in the specific address.*

Which councils are currently using this software? *No known Councils in SA, Rockingham WA is an example.*

Once implemented, it would be interesting to ask for customer feedback on our performance, understand the average days to close out tickets and perhaps include in quarterly council reports.

#### Where to from here

- Provide data on number of requests and how they are processed;
- Send a link to a functional site/example (e.g. Rockingham)

## **2. CLIC Concept Design**

Co-designed with our community, the updated Concept Design was presented by Chris Newby in preparation for Council endorsement at the December 2017 Meeting.

#### Building Form and Articulation

- Café may be a cold shell that could be left as a commercial opportunity. Further design could be undertaken with the successful organization.

#### Attendees Questions and Comments

When a committee is using the meeting space, how do they gain access when others are using the kitchenette area? *We would like to provide all facilities in all areas.*

The double doors beside the café, we spoke about making this a single door area, was this considered? *The air lock is important.*

We haven't agreed on tree removal as yet on Northern side of Vine St Plaza? *The plans are not reliant on tree removal but you may want to consider that when addressing the Vine Plaza upgrade.*

I am not sure we have nailed the South East corner as activating and engaging visitors.

How much of the Eastern Town Hall wall is heritage listed, can we open up the area any further? *It is something we can likely discuss with the potential lessee. The front wall was originally open; we are proposing to leave the expenditure for a potential lessee.*

The amenities are the only ones on Prospect Road, how long would the area remain open? *9-5pm unless rooms are hired or an event is on they may be open longer.*

Not concerned but what might be the perception of other traders if Café operator is receiving subsidy or an advantage from Council; has the competition element been considered? *It is intended that the rent will be at commercial rates.*

Do the amenities at back of the Town Hall need an airlock? The archive store & event store area has been spoken about, is there an opportunity to combine and increase the Town Hall floor area? *We are challenged for storage space throughout CLIC; the architects have been provided an expectation and not been able to deliver as yet.*

There is an opportunity to address the stage in its current form that lacks mobility.

Is there any reason that we provide the stairs into the building when providing a ramp at Prospect Road? *Providing both stairs and a ramp allows entry from both directions.*

The internal main stairs are limited by the columns? We were talking about an area where people will be able to sit and gather. *Yes the width can not accommodate a 5mt wide staircase which would be needed to enable people to gather.*

The balcony how high is it above the ground? *It is estimated at 1.8mts.*

The outside back deck looks good; we want it to be usable space for multiple people, and not about just those that have hired the area; I would like it to be as big as possible to enable the multi-use.

Why couldn't we allow access to Vine Plaza? *There is concern regarding the number of access points that may be unsupervised. The staff want to be able to manage and respond to customer needs and rear entrance may provide an opportunity for people to loiter and staff cannot control/monitor the activity. It also impacts on space as entrance areas need open floor space.*

### 1<sup>st</sup> Floor

How big is the void? *It is an estimated 85m<sup>2</sup>.*

Has the moving of the internal stairs maintained the same number of workstations? *Yes.*

### 2<sup>nd</sup> Floor

Is there an option to push the façade over the lower balcony? *It may take away from the art area punch out, with the fairly dominant upper façade including the fins.*

### Skin materiality – vertical fins

Solar compliance, have we budgeted for window treatments? *The fins will do something but it won't complete the solar control.*

We do not want a glass box, although the fins may impede the view from some angles.

Will the commercial tenancy be able to place signage? *Yes but the detail (internal/ external etc) needs to be considered further. Signage at street level may not be required; more it would be beneficial to have a location sign just inside the ground floor entry.*

### Where to from here

- Rear additional space & costings
- Concept Plans to December Council for endorsement
- Community Feedback from endorsement through to Mid Jan (incl at Tourrific)

Workshop closed at 8.55pm

## Workshop Items

### 1. Village Heart Marketing Fund – Brand Identity for Prospect Road

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**Responsible Director:** Chris Hannaford, Director Business & Innovation

**Expected Duration:** 15 minutes

**Presented by:** Adam Carpenter, Toolbox Graphic Design

In the 2017/18 budget Council adopted the Village Heart Separate Rate. The new rate will raise up to \$10,000 to be used to attract visitors, shoppers and diners to the precinct. The money raised by the rate has resulted in the Village Heart Marketing Fund.

City of Prospect staff has been working with a committee of Village Heart business and property owners over a series of five meetings, to develop a united marketing strategy and brand identity for the precinct which the business community will embrace and drive. The local business people felt that the brand should reflect the creative, contemporary, bohemian, quirky, innovative, experiential, and exploratory nature of the Village Heart and Prospect Road; incorporating colours and black and white alternatives, and local artwork, if possible, to give a sense of location.

Toolbox Graphic Design was engaged to further develop this brand identity of the Prospect Village Heart precinct. Some of the standout themes in the discussion and development of the brief for Toolbox Graphic Design included Village Heart, Creative Prospect, Prospect Road, I Choose Prospect Road, and Explore Prospect Road.

Toolbox Graphic Design presented alternative designs to the traders, with the committee unanimously endorsing the brand identity “Prospect Road – Discover More” and an accompanying logo and variations.

The Village Heart Marketing Fund has received a budget of just under \$10,000 for 2017/18. Of this budget, approximately \$1,725 has been spent on engaging Toolbox to produce the brand identity for the Village Heart precinct. The remaining \$8,225 of the 2017/18 budget will be expended on a variety of marketing initiatives, focussed on digital marketing and the production of collateral, such as decals for businesses, to establish and reinforce the brand.

Key actions of the committee of local business people:

- The development of a brief for a bold new brand identity for the precinct (supported by a logo design and tagline) which will form the foundation for coming campaigns
- Engagement of local graphic design firm Toolbox Graphic Design to develop the precinct’s brand identity
- Unanimous endorsement of Toolbox Graphic Design’s design and tagline “Prospect Road - Discover more”.
- Commitment to the development of a destination campaign strategy to be further refined and implemented in 2018.

**Attachments:**

Nil.

## 2. Main North Road Investment Attraction Strategy

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**Responsible Director:** Chris Hannaford, Director Business & Innovation

**Expected Duration:** 30 minutes

**Presented by:** Sandy Rix, Jensen Plus

### Introduction

The purpose of the Investment Attraction Strategy for Main North and North East Road is to assist the Main North Road Masterplan with attracting private sector investment. In particular, the Investment Attraction Strategy has sought to identify:

- Drivers for private sector development.
- Value proposition for local investors, overseas investors, businesses and property owners.
- Development of a staged strategy for investment linked to targeted public realm upgrades.

The Strategy recognised that the investment proposition for Main North Road will be focused on commercial development opportunities with some residential development. In particular, it has sought to frame the area as an *Investment Corridor* with a focus on seven key Anchor Precincts. Detailed plans would be developed for each of the identified Anchor Precincts.

A report will be provided to Council on 23 January 2018 including the Investment Attraction Strategy.

### Business Engagement

Business engagement for this Investment Attraction Strategy has been undertaken through the Main North Road Masterplan project. In April 2017 a workshop was held as part of the Masterplan, during which about 40 community and business member attended. One on one consultations with business owners up and down Main North Road occurred in November 2017. During the November consultation there was broad support for increased tree planting and improvement in the amenity of Main North Road.

As a direct result of this Strategy consultation with 17 key people and agencies in the property sector was undertaken (see section 7 of the attached report). The consultation revealed that the high exposure and traffic volumes are seen as an advantage.

### Discussion

Prospect is developing a Main North Road Precinct Masterplan to create a *Corporate Vibrant Green Boulevard*. This work has resulted in the development of several smaller precinct concept plans and much engagement with the local business community. It is clear that while public realm upgrades can stimulate private sector development such as has occurred on Prospect Road and Churchill Road, a different approach will be required for Main North Road. It is proposed that a higher level of private sector engagement and investment will be required for Main North Road.

City of Prospect and the Town of Walkerville have signed a Memorandum of Understanding to jointly develop a Masterplan along their adjoining boundaries on Main North Road and North East Road. In recognition of the shared boundaries on North East Road and Main North Road and the joint development opportunities the project was undertaken with the Town of Walkerville.

This high level Investment Attraction Strategy will seek to attract private investment to the area and recommend policy and public realm improvements. Jensen Plus was engaged to develop the Investment Attraction Strategy for Main North Road and North East Road. As such contacts made through the Main North Road Masterplanning process were captured.

It is noted that the Urban Corridor rezoning has stimulated nearly \$200 million in development through providing the opportunity for four and five story redevelopment to occur along Churchill, Prospect Roads'. However, only minor development to date has occurred on Main North Road.

In addition, to the focus on the Main North Road area, the study area included Main North Road between Robe Terrace to Nottage Terrace on both sides and North East Road from Nottage/Stephen Terrace on both sides up to Hampstead Road.

### **How to realise investment potential?**

Overall the Adelaide property market does not see Main North Road or North East Road as areas for major investment.

It is proposed to work with property and business owners to develop up concept plan based on the above priority areas. This may involve working with Town of Walkerville and developing joint public realm projects. It could also involve developing concept plans over a number of sites to highlight the development potential of a precinct.

As part of this "grass roots" campaign with local business it is proposed to develop an investment ProspectUs to highlight advantages of the area to both local, interstate and overseas investors. An outline of a ProspectUs document has been provided in the report and includes 10 reasons to invest.

### **Summary**

The aim of the Investment Attraction Strategy is to identify both the advantages and barriers to investment on these roads and recommend a strategy and a series of actions to implement the strategy.

Considering the commitment of Council to current major projects, the focus of the strategy is on furthering private sector investment in these areas, with less emphasis on investment being led by major Council spending upfront. This will require engagement with local business and property owners as well as investors. It is proposed to engage with property owners in Priority Area One, which includes the area between Kintore and Willcox Ave. Council will also discuss how to collaborate with the Town of Walkerville in other Priority Areas such as around the ABC building, which is Priority Area Two.

The Investment Attraction Strategy will also require Council to refresh and refocus its Investment Attraction documents.

### **Attachments:**

Nil

### 3. Open Space Strategy

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**Responsible Director:** Simon Bradley, Director Infrastructure & Environment

**Expected Duration:** 60 minutes

**Presented by:** Simon Bradley, Director Infrastructure & Environment

A Council Workshop held on 30 October 2017 identified the mapping of existing playspace distances and a diagram analysis on existing opportunities for land acquisition. Secondly, there was discussion on park classifications and their priorities.

Following the feedback from this Workshop, Administration has reviewed the Open Space Strategy park hierarchy, the approach to land acquisition and a revised short, medium and long-term priorities for each park. These issues will be presented and discussed at the Workshop.

**Attachments:**

Nil.

### 4. Budget – Recurrent / Long Term Financial Plan

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**Responsible Director:** Ginny Moon, Director Corporate Services

**Expected Duration:** 90 minutes

**Presented by:** Chris Birch, Manager Financial Services

The preparation of the annual budget is a process that generally takes Council approximately 8 months each year. This process in full was outlined in a Council report and timeline presented to the Council meeting 25 October 2017.

Council provided feedback on the 2017-2018 budget process at the workshop 12 September 2017. This feedback was included in the formation of the timeline as well as basis for this presentation.

The workshop presentation (and continuation at the 30 January workshop) consists of the following key items:

- Long Term Financial Plan Assumptions and Key Performance Indicator Review
- Budget Bid Assessment Matrix
- Recurrent Budget.

**Long Term Financial Plan (LTFP)**

Prior to Council setting its budget it reviews and sets the long term direction through a review of the Long Term Financial Plan (LTFP). The Audit Committee reviewed the Key Financial Indicator Targets at their meeting 18 December 2017 and has recommended no changes from the target ranges used in 2017.

The workshop will focus on the assumptions contained within the LTFP presented to the November 2017 Workshop as part of the CLIC funding assessment.

## **Budget Bid Assessment Matrix**

When collating budget bids for presentation to the April Council Workshops, each budget bid is assessed against an assessment matrix.

The matrix covers a variety of areas under the following banners:

- Risk (of not undertaking the project)
- Cost (both up-front and ongoing)
- Benefit
- Financial Sustainability (funding source and budget impact)
- Strategic Alignment.

The matrix attempts to rate projects of more overall importance with a higher score value. As such, Projects are presented to the April workshops in ranking of the highest score first.

A copy of the Assessment Matrix is included in Attachment 1.

2018-2019 Budget Bids from Elected Members are currently open. You would have received a link to the bid form prior to the workshop. Bids are due by 28 January 2018. Assessment of the bids against the matrix will be undertaken by staff as part of scoping and costing work.

## **Recurrent Budget**

In 2017-2018, the recurrent budget accounts for approximately 92% of the operating budget and 61% of the overall cash budget.

The cash budget percentage in 2017-2018 is smaller than normal with CLIC inflating the operating project and capital cost components.

In a normal year, this recurrent budget of approximately \$17.5m is closer to 70% of the overall cash budget.

A presentation will be made across both the 9 January and 30 January workshops to demonstrate a breakdown of the recurrent budget for Elected Members.

This breakdown will be made in the following categories:

- Employee Costs (\$ & FTE) by Department
- Depreciation by Asset Class
- Finance Costs
- Contract, Material & Other Costs.

## **Attachments:**

2018/19 Budget Bid Assessment Matrix

## **Future Workshop and Council Agenda Items**

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Members may seek advice as to the purpose, or intended resolutions planned for the next Council meeting. These items are subject to change.

### **Council Meeting 23/01/2018**

- Main North Road Concept Plan
- Main North Road Investment Attraction Strategy
- LGA Reform Report Submission
- East Waste Board Minutes
- Community Engagement Policy and Toolkit
- CLIC Project Update
- Open Space Strategy
- Website Revitalisation EOI Stage 2
- Second Budget Review
- ERA 6 Monthly Report
- Audit Committee Minutes

### **Council Workshop 30/01/2018**

- Service Review
- Budget – Recurrent / Long Term Financial Plan



# 2018/19 BUDGET BID FORM

Attachment 1

Bid form required for each Operating Project or Capital Budget

## Assessment Matrix

		Score	Weight	Priority Score
<b>RISK</b>	Likelihood of Risk Occurring			
	5 Likely to Almost Certain	1	10	10
	3 Possible			
	1 Rare to Unlikely			
	Impact of Risk Occurring			
	5 Major to Catastrophic	3	10	30
3 Moderate				
1 Insignificant to Minor				
<b>COST</b>	Funds Required (Project Costs Excluding Income ) Current Yr			
	5 \$0	5	5	25
	3 < or = \$20,000			
	1 > \$20,001			
	Future Project Financial Commitments			
	5 No	5	5	25
3 Yes < or = \$20,000				
1 Yes > \$20,001				
Period of Future Financial Commitments				
5 No	5	5	25	
3 1-5 Years				
1 6-10 Years				
<b>BENEFITS</b>	Service Level Outcomes			
	5 Above/Improved Standards	5	20	100
	3 Meeting Standards/Compliance			
1 No Change				
<b>FINANCIAL SUSTAINABILITY</b>	Operating Budget Impact			
	5 Cost Neutral or Capital Item	5	10	50
	3 Part Externally Funded			
	1 Cash Required			
	Capital Budget Impact			
	5 Asset Renewal	3	5	15
3 No effect/NA				
1 New or Upgraded Asset				
Funding Sources				
5 External - Fully Funded	3	5	15	
3 Part External > 50%				
1 Rates 100%				
<b>STRATEGY</b>	Alignment to Strategic Directions			
	5 Direct linkage to key sub strategy	5	25	125
	3 Direct linkage to key strategy			
	1 No linkage to core strategy			

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