10.2 PROSPECT LIFESTYLE PRECINCT GOVERNANCE MODEL

File Number: **IC24/103**

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Responsible Executive: **Chris White, Chief Executive Officer**

EXECUTIVE SUMMARY

Purpose Statement:

The purpose of this report is to:

- outline how governance will be enacted for the Prospect Lifestyle Precinct (PLP).
- seek approval to establish two PLP specific advisory groups.

Report Summary

The report addresses feedback received from members at the Councillor Information and Workshop session on 14 May 2024.

In responding to this feedback, it presents the following to Council for endorsement / adoption:

A. An operational governance structure, in the form of a Project Steering Group and a Project Control Group; and

B. A formal engagement governance structure, in the form of a proposed Community Reference Group and a proposed Facility Users Group.

In relation to the latter groups, draft Terms of References are presented for Council's consideration.

RECOMMENDATION

That Council:

1. Having considered Item 10.2 Prospect Lifestyle Precinct Governance Model receives and notes the report.

2. Having considered Item 10.2 Prospect Lifestyle Precinct Governance Model, endorses and adopts:

(a) The proposed governance structure outlined in the report of staff, noting the establishment of the following internal project groups:

(i) PLP Steering Group; and

(ii) PLP Project Control Group,

noting that the CEO retains delegation to modify the structure and composition of these groups as the project evolves.

(b) The draft Terms of Reference for the PLP Community Reference Group (as presented in Attachment 1 to this report); and

(c) The draft Terms of Reference for the PLP Facility Users Group (as presented in Attachment 2 to this report).

3. Appoint the following Elected Members to the PLP Community Reference Group:

(a) Mayor Matt Larwood;

(b) [insert]

(c) [insert]

STRATEGIC COMMUNITY PLAN 2023-2027

Alignment to Strategic Community Plan	
COMMUNITY VALUE Empowering a thriving, engaging and welcoming city	**QUALITY INFRASTRUCTURE** Building a sustainable connected city
☒A vibrant community culture ☒A safe, welcoming and accessible city ☒Community capacity, connection and value ☐Open and transparent communication ☐Celebrating cultural heritage and diversity	☐City wide focus ☒Quality public realm ☐Celebrate the City's built heritage ☒Spaces for our community to gather ☒Fit for purpose community infrastructure
SUSTAINABILITY Actively protecting and nurturing our environment	**FUNDING OUR FUTURE** Future focused for the next generation
☒A sustainable urban environment ☐Educating and empowering the community to adopt best practice environmental stewardship ☐Innovative sustainable waste management ☐Resilience to climate change	☒Thriving urban environment ☒Sustainable financial focus ☒Business friendly culture ☐Efficient and effective administration
OUR PRINCIPLES Driving the delivery of the Community Plan	**TOP FOUR PRIORITIES** Representing the foundation of our strategic efforts
☒Innovation ☒Community Value ☐Governing with Integrity ☐Sustainability ☒Evidence Based Decisions	☐Address Traffic and Parking ☐Support Good Planning Outcomes ☒Prospect Oval Precinct ☐Churchill Road Drainage Project

DISCUSSION

The Prospect Lifestyle Precinct (PLP) project is a Top 4 Priority of the Strategic Community Plan, *Prospect – Creating Community*. In its April 2024 Ordinary meeting, Council resolved to receive and note a report outlining the steps required to progress this project as follows:

That Council:

1. *Having considered Item 10.1 Prospect Lifestyle Precinct receives and notes the report.*
2. *Having considered Item 10.1 Prospect Lifestyle Precinct, endorses the intent of Roadmap, as depicted in the following documents (as presented in Attachments 1-4).*
    - *Prospect Lifestyle Precinct Roadmap Phase 1 – Preliminary Program*
    - *Prospect Lifestyle Precinct Roadmap Phase 2 - Preliminary Program*
    - *Prospect Lifestyle Precinct Action Plan Phase 1*
    - *Prospect Lifestyle Precinct Action Plan Phase*
3. *Acknowledge that the Prospect Lifestyle Precinct project will incorporate a comprehensive visioning process for Prospect Oval and surrounding assets, which will build upon master planning processes, and unify future planning efforts.*
4. *Acknowledge that separate Master Planning processes will be discontinued, in favour of pursuing a precinct-wide vision for all Council assets in the Prospect Lifestyle Precinct (as defined in the staff report).*

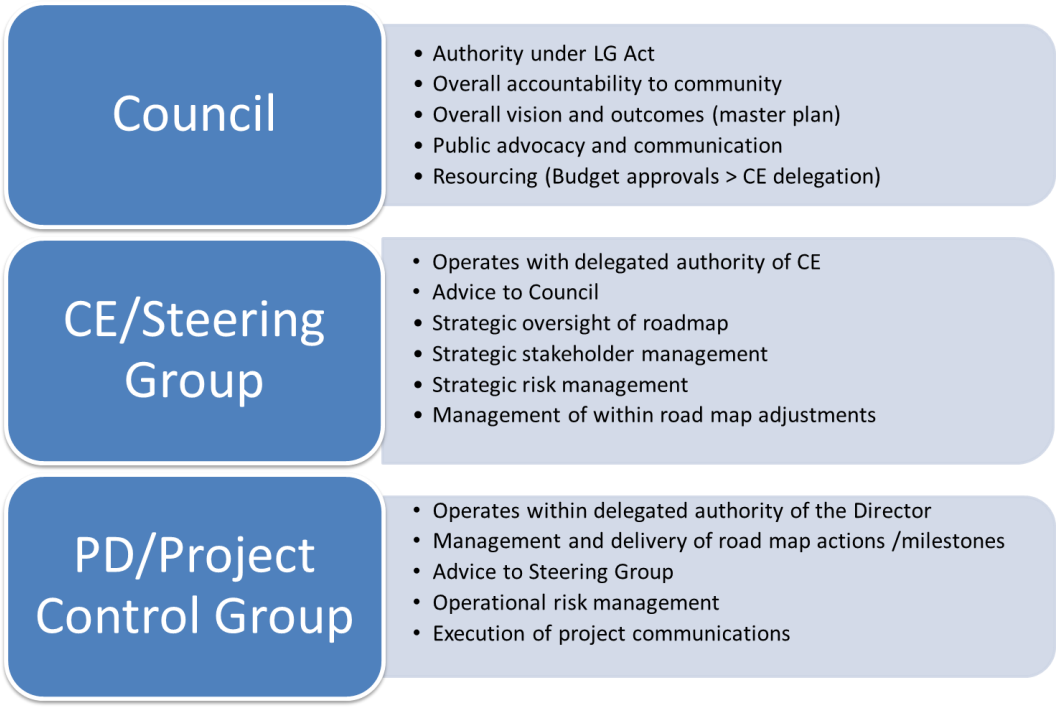
This report addresses milestone 3 within the roadmap, establishing a governance structure for the project.

The PLP can be progressed within the existing decision-making frameworks established by the *Local Government Act 1999* (the Act). The Act gives Council the authority to establish a governance structure to progress the project., with appropriate delegation to the CEO to progress the day-to-day components of the project.

Given the complexity of the PLP and its significance as a Top 4 priority of Council, the Chief Executive has established the following groups to progress the day-to day components of the PLP.

- PLP Steering Group chaired by the Chief Executive with membership comprising the Directors of Council to provide strategic oversight of the PLP particularly during this start-up phase.
- PLP Project Control Group Chaired by the Director City Growth and Development in his capacity as PLP Project Director, will manage the implementation and delivery of road-map actions.

Diagram one PLP Project Governance Groups and roles



Council's Strategic Community Plan identifies *Evidence-Based Decision Making* as a key principle of all Council operations. To this end, separate reporting to this Council meeting outlines the proposed strategy to ensure that sufficient information gathering and engagement occurs to support decision making as the PLP project progresses. The report also addresses stakeholder identification and assessment, highlighting that community and facility users are recommended for specific engagement channels (in the form of a Community Reference Group and a Facility Users Group).

The purpose of these forums is to promote meaningful dialogue, feedback and input from these stakeholder groups as outlined in the attached draft Terms of Reference.

The draft Terms of Reference seek to establish both the composition and operation of the groups and are based on feedback provided by members at the Council Information and Workshop session held on 14 May 2024.

To this end, the following documents are presented as attachments to this report, and are recommended for adoption:

- Draft Terms of Reference – Prospect Lifestyle Precinct Community Reference Group (attachment 1), and
- Draft Terms of Reference – Prospect Lifestyle Precinct Facility Users Group (attachment 2).

Membership Appointment

As addressed in the recent workshop, members expressed a desire to progress the process of appointments to these groups as soon as possible.

Given that Facility User Group appointments will be managed via a nomination process with the relevant clubs and groups, and that Elected Member appointments are anticipated to be made via the recommendation to this report, the primary requirement to completing group memberships is conduct an Expression of Interest process for the Community Reference Group (CRG), together with the decision to make appointments following this process.

The feedback of members on 14 May 2024 suggested that, for the sake of time, the review of EOIs for the CRG should be conducted by the PLP Project Control Group, with a final decision on membership to be made by the CEO under delegation. As discussed, the CEO will provide advice to Elected Members via email, advising of proposed appointments prior to making a decision.

Financial Considerations

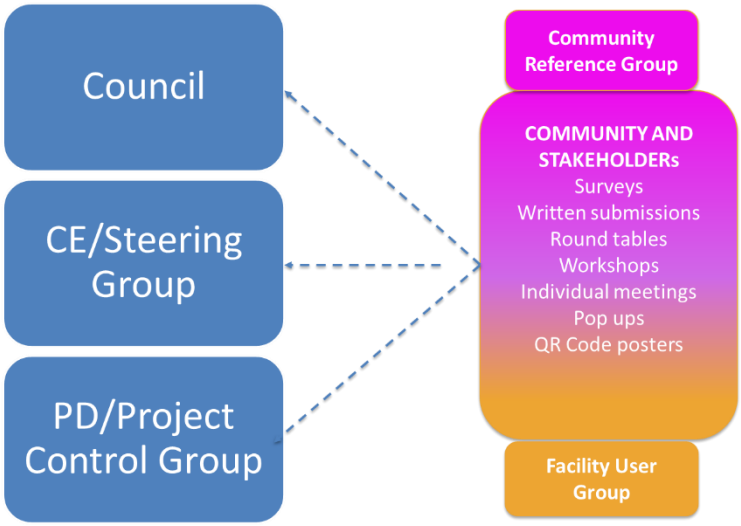
The advisory groups will be supported out of Prospect Lifestyle Precinct operating project budget as included in the draft 24/25 Annual Budget and Business Plan.

Risk / Opportunities for Consideration

The advisory groups are a key approach to help manage community engagement and political risk associated with the Prospect Lifestyle Precinct project.

Community Engagement

This report recommends the establishment of two advisory groups to support community engagement associated with the PLP project.



ATTACHMENTS

1. **Attachment 1 - Prospect Lifestyle Precinct Governance Model DRAFT Community Reference Group Terms of Reference** ⇩
2. **Attachment 2 - Prospect Lifestyle Precinct Governance Model DRAFT Facility User Group Terms of Reference** ⇩

Prospect Lifestyle Precinct

Community Reference Group (CRG)

Terms of Reference

1. Background

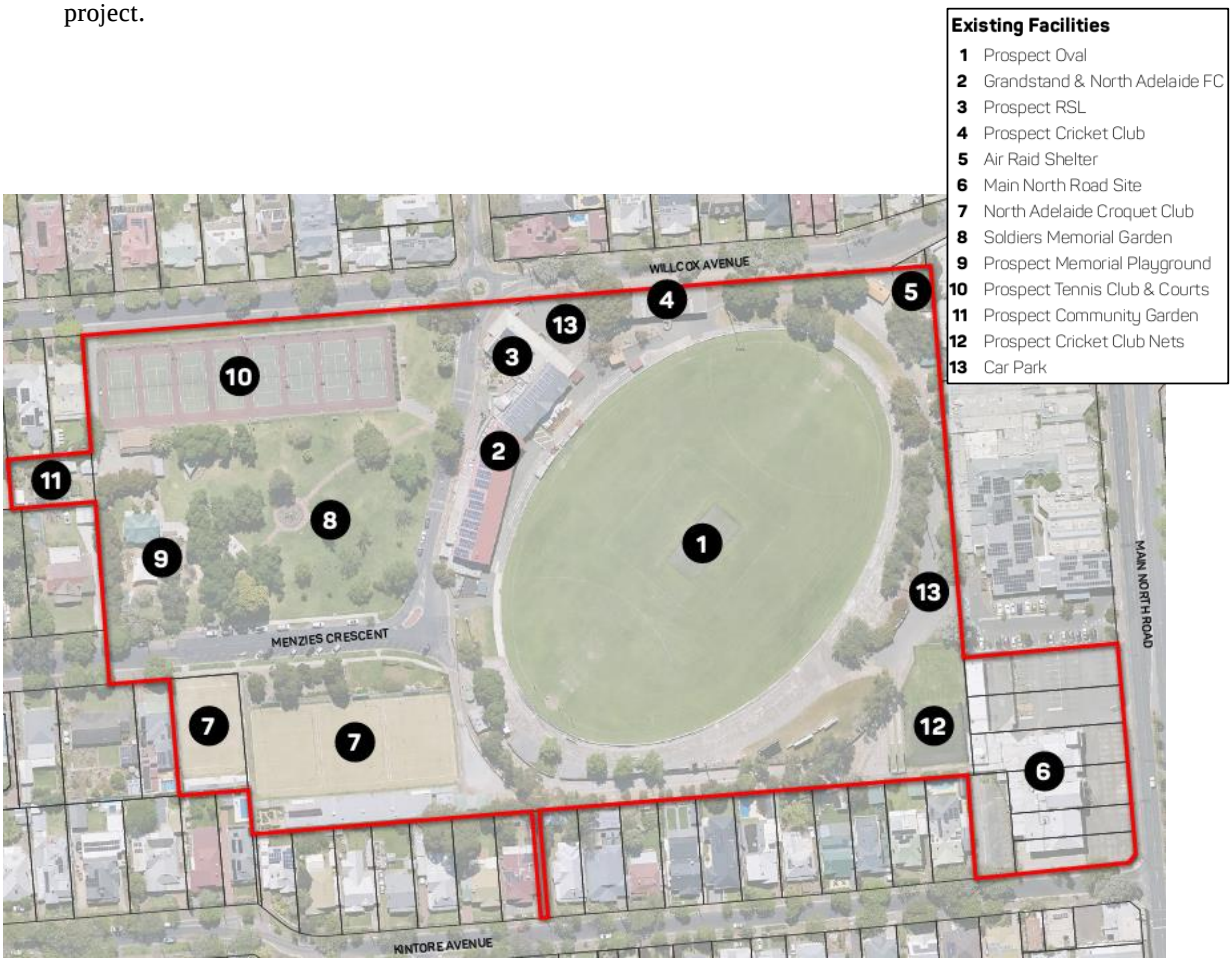
The City of Prospect 2023-2027 Strategic Community Plan, *Prospect – Creating Community*, communicates the City of Prospect's intent to invest in and progress the revitalisation of the precinct surrounding the Prospect Oval.

In April 2024, the City of Prospect (Council) endorsed a road map to create a vision and master plan for this precinct (Precinct Map below).

In May 2024, the Council vision for the precinct was endorsed, along with the creation of two advisory groups as key strategies to complement the community and stakeholder engagement activities to be implemented at the three stages of the project:

- Preliminary engagement (needs and aspirations).
- Master planning options
- Preferred concept

This visioning and master planning project is now known as the Prospect Lifestyle Precinct (PLP) project.



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2. Purpose

The PLP Community Reference Group (CRG) is an advisory group to Council. Its' purpose is to provide a forum for meaningful dialogue, feedback and input from diverse community stakeholders and members to achieve the vision and objectives for the precinct:

Vision: Revitalise the Prospect Oval Precinct to become a thriving community destination, which contributes to the day-to-day vibrancy of the City of Prospect's lifestyle.

Objectives

- Build on a generational legacy that celebrates the larger oval precinct.
- Create a space that can be utilised every day by the local community through increased quality public amenities.
- Create a quality health, wellness, fitness and sporting precinct that attracts the highest level of community usage and sporting participation.
- Create a destination, acting as a catalyst to attract commercial and residential outcomes, through taking advantage of the Main North Road frontage and a park land setting.
- Increase connectivity between Main North Road, Prospect Oval and Prospect Road through a precinct approach.
- Deliver the project with a strong focus on Council's financial sustainability, leveraging opportunities to reduce the reliance on residential rates.

3. Functions

The functions of the CRG are to:

- facilitate feedback from broad cross section of community members and the public who live work and play within the Prospect Council on the achievement of the project vision.
- serve as a sounding board for administrative decisions in relation to the implementation of the three phases of the project.
- comment and provide opinion on reports, plans and requests from Council.

4. Meetings and Operations:

Meetings will be scheduled in advance and held in person at Payinthi, 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.

Agendas, meeting minutes, and relevant materials will be circulated at least 3 days in advance to ensure effective preparation and participation.

Minutes of meetings will be recorded and distributed to members within 7 days following a meeting and otherwise made available to the Council to inform decision making in relation the progress of the PLP project.

Meetings of the CRG will be held in public.

Ward Councillors who are not member of the CRG may attend as observers.

Observers are not entitled to contribute to discussion.

Quorum will consist of a minimum of two community, business or resident members.

5. Membership

The PLP CRG will comprise up to 15 members as follows:

Chair:	PLP Project Director
Deputy Chair:	PLP Strategic Project Manager
Ex officio	City of Prospect Mayor City of Prospect Councillors (x2)
Community representatives:	**Community representatives*** (up to 8) **Owners/proprietors of businesses*** operating within the City of Prospect, whose businesses are likely to be affected by the proposal (up to 2)

(*) NOTE: Community and Business representatives are intended to be *genuinely representative* in how they approach their role. They are expected to engage with and listen to other members of their respective communities and advance the views of those they represent within the CRG. This may mean that they advance views that are sometimes contrary to their own.

6. Roles and Responsibilities of Members:

Members are 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
- liaise with their community networks to inform themselves of community views
- represent the views of a broader remit of people (and not just their own)
- respect confidentiality, objectivity, and the principles of constructive dialogue and cooperation
- Uphold ethical standards and act in the best interests of the community at all times.

Members who are not Council employees or Council members are considered volunteers of the Council.

7. Membership Appointment, Term and Removal

Community representatives will be appointed by the Chief Executive of the City of Prospect following a public registration of interest process. The Chief Executive will place a high priority on achieving broadest possible community representation with the CRG to support the project vision.

The term of membership is for the duration of consultation processes, which is expected to conclude by 31 December 2025, unless the Council resolves to disband the CRG at an earlier time.

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 Chief Executive. The Chief Executive 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 Chief Executive before a decision is made.

Prospect Lifestyle Precinct

Facilities User Group

Terms of Reference

1. Background

Council's 2023-2027 Strategic Community Plan, *Prospect – Creating Community,* communicates the City of Prospect's intent to invest in and progress the revitalisation of the precinct surrounding the Prospect Oval.

In April 2024 the City of Prospect (Council) endorsed a road map to create a vision and master plan for this precinct (Precinct Map below).

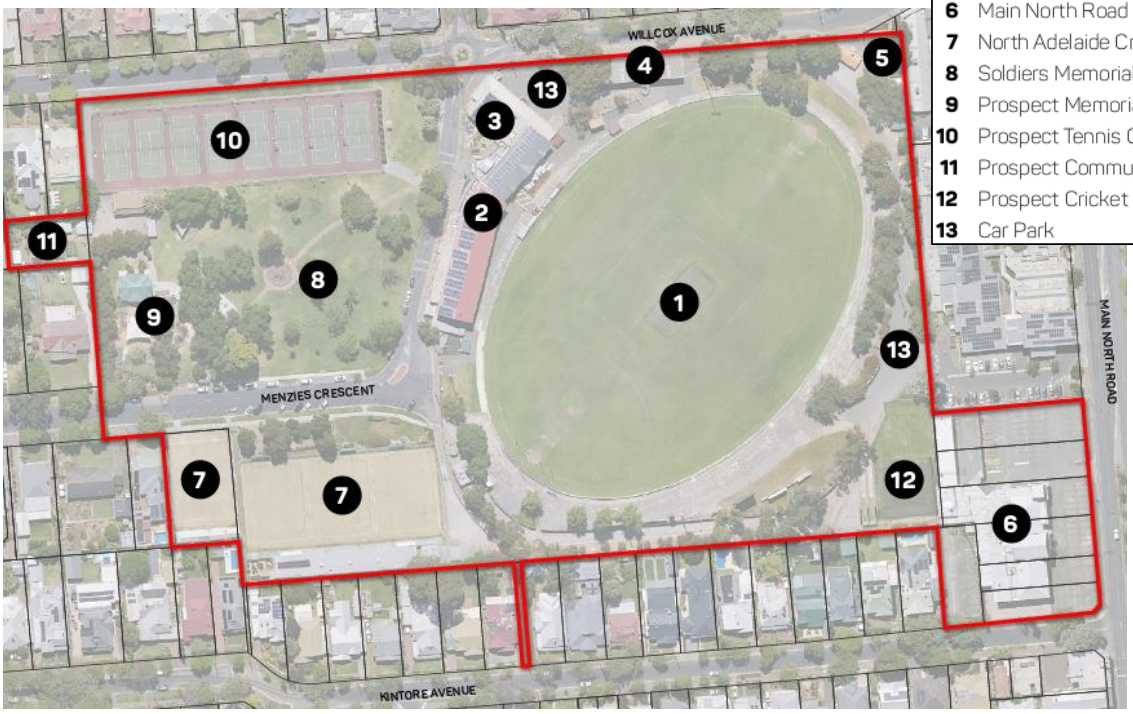
In May 2024, the Council vision for the precinct was endorsed, along with the creation of two advisory groups as key strategies to complement the community and stakeholder engagement activities to be implemented at the three stages of the project:

- Preliminary engagement (needs and aspirations).
- Master planning options
- Preferred concept

This visioning and master planning project is now known as the Prospect Lifestyle Precinct (PLP) project.

Existing Facilities

1 Prospect Oval
2 Grandstand & North Adelaide F
3 Prospect RSL
4 Prospect Cricket Club
5 Air Raid Shelter
6 Main North Road Site
7 North Adelaide Croquet Club
8 Soldiers Memorial Garden
9 Prospect Memorial Playground
10 Prospect Tennis Club & Courts
11 Prospect Community Garden
12 Prospect Cricket Club Nets
13 Car Park



2. Purpose

The PLP Facilities User Group (FUG) is an advisory group to Council. Its purpose is to provide a forum for meaningful dialogue, feedback and input from lease and license holders within the PLP in-scope area* to achieve the vision and objectives for the precinct.

Vision: Revitalise the Prospect Oval Precinct to become a thriving community destination, which contributes to the day-to-day vibrancy of the City of Prospect's lifestyle.

Objectives

- Build on a generational legacy that celebrates the larger oval precinct.
- Create a space that can be utilised every day by the local community through increased quality public amenities.
- Create a quality health, wellness, fitness and sporting precinct that attracts the highest level of community usage and sporting participation.
- Create a destination, acting as a catalyst to attract commercial and residential outcomes, through taking advantage of the Main North Road frontage and a park land setting.
- Increase connectivity between Main North Road, Prospect Oval and Prospect Road through a precinct approach.

Deliver the project with a strong focus on Council's financial sustainability, leveraging opportunities to reduce the reliance on residential rates

3. Functions

The functions of the FUG are to:

- facilitate feedback from lease holders on the achievement of the project vision.
- serve as a sounding board for administrative decisions in relation to the implementation of the three phases of the project.
- comment on and provide opinion on reports, plans and requests from Council.

4. Meetings and Operations:

Meetings will be scheduled in advance and held in person at Payinthi, 128 Prospect Road, Prospect (TK Room) with specific dates to be determined once the FUG is established and may be amended from time to time.

Agendas, meeting minutes, and relevant materials will be circulated at least 3 days in advance to ensure effective preparation and participation.

Minutes of meetings will be recorded and distributed to members within 7 days following a meeting and otherwise made available to the Council to inform decision making in relation the progress of the PLP project.

Meetings of the FUG will be held in public.

Ward Councillors who are not member of the FUG may attend as observers.

Quorum will consist of a minimum of two lease/license holder representatives.

5. Membership

The PLP FUG will comprise up to 14 members as follows:

Chair:	PLP Project Director
Deputy Chair:	PLP Strategic Project Manager
Ex officio:	City of Prospect Mayor
Lease/license holder representatives:	North Adelaide Football Club
	Prospect District Cricket Club
	Prospect Returned Services League
	Prospect Tennis Club
	North Adelaide Croquet Club
	Prospect Community Garden
	Prospect Air Raid Shelter

6. Roles and Responsibilities of members:

Members are required to:

- represent the official views of the lease holder
- 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
- respect confidentiality, objectivity, and the principles of constructive dialogue and cooperation
- uphold ethical standards and act in the best interests of the community at all times.

7. Membership Appointment, Term and Removal

Lease/license holders will be invited by the Chief Executive of the City of Prospect (or delegate) to provide a nominee to be part of FUG. Lease/license holders may formally advise a proxy should their official representative be unable to attend individual meetings.

The term of membership is until 30 June 2026 unless the Council resolves to disband the FUG at an earlier time.

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 Chief Executive. The Chief Executive 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 Chief Executive before a decision is made.