



TITLE: STRATEGIC PARTNERSHIPS POLICY

REFERENCE NUMBER:	16/82816
RESPONSIBLE DEPARTMENT:	Infrastructure & Projects
APPLICABLE LEGISLATION:	Local Government Act 1999
MOUNT BARKER 2035 – DISTRICT STRATEGIC PLAN:	Governance & Leadership Foster strategic alliances to deliver key projects and initiatives in partnership with key stakeholders
RELATED POLICIES:	Recreation Sport and Community Infrastructure: In Kind Contributions Policy
SUPPORTING PROCEDURES:	Not applicable
ENDORSED BY COUNCIL:	4 October 2016
NEXT REVIEW DATE:	4 October 2018

1. POLICY STATEMENT

The purpose of this policy is to capture the proactive Council strategy of pursuing strategic partnerships with external parties in order to deliver community benefits.

2. POLICY OBJECTIVES

The primary objectives of this Policy are to:

- Demonstrate to stakeholders that Council is seeking to enter into Strategic Partnering arrangements with private, public and not for profit entities
- Enable Council to pursue Strategic Partnering opportunities in a consistent, and pro-active manner
- Illustrate the types of circumstances in which Council would seek to pursue Strategic Partnering opportunities
- Provide a basis for Council to consider, and if appropriate, enter into Strategic Partnering arrangements for community benefit.

3. DEFINITIONS

Council Members means the duly elected representatives of the community, including the Mayor and all Councillors.

Strategic Partnering means Council entering into formal arrangements with another party or parties to deliver significant community benefits that may entail land, infrastructure, facilities, services or other means.

Strategic Partners means legal entities that the Council may enter into formal arrangements with for the purposes of securing significant community benefits through Strategic Partnering.

4. ROLES & RESPONSIBILITIES

Council:

- To proactively seek Strategic Partnering arrangements to achieve significant community benefits.
- To acknowledge that partnerships entail mutual commitment, understanding, respect, risks and benefits.
- To consider, and if appropriate provide the required authority for Council to enter into formal Strategic Partnering arrangements.
- To establish performance requirements and measures to enable effective monitoring and regular review of all Strategic Partnering arrangements entered into.
- To delegate authority to Council Officers to enable formal arrangements to be prepared and executed with Strategic Partners.
- To acknowledge that in some circumstances 'commercial in confidence' information will be involved and this will need to be respected during investigation and negotiation phases.

Council Members:

- To be open minded in the objective consideration of Strategic Partnering opportunities to achieve community benefits.

Chief Executive Officer:

- To provide leadership in facilitating a Council culture and environment that is supportive of and encourages Strategic Partnering.
- To play an active role in identifying and engaging with potential Strategic Partners.
- To undertake negotiations with prospective Strategic Partners to enable well informed Council decision making.

General Managers:

- To provide leadership in facilitating a Council culture and environment that is supportive of and encourages Strategic Partnering.

- To play an active role in identifying and engaging with potential Strategic Partners.
- To undertake negotiations with prospective Strategic Partners to enable well informed Council decision making.
- To complete formal documentation where Strategic Partnering is entered into.
- To ensure regular performance monitoring and review occurs of Strategic Partnering arrangements.

Managers:

- To provide input to investigations and negotiations and formal documentation where Strategic Partnering is entered into.
- To participate in regular performance monitoring and review and reporting on same.

5. STRATEGIC PARTNERING

5.1 Why and What it is

- Council has limited resource capacity and in some cases capability (e.g. specialist expertise) to meet the needs of a rapidly growing community.
- Strategic Partnering is a strategy to achieve significant community benefits which may include to bring forward the timing of the provision of community access to infrastructure, facilities or services.
- Strategic Partners may be public e.g. Federal/State Government; private e.g. investors; and not for profit e.g. educational institutions.
- Strategic Partnering may involve land, infrastructure, facilities, services and other matters or a combination of the aforementioned.
- Strategic Partnering may occur in relation to procurement, funding, and/or operation and management/maintenance.
- Strategic Partnering differs from normal external service provider arrangements in that both Council and the Strategic Partners are formally agreeing to work together and both contribute to achieve a defined outcome to deliver significant mutual benefits (often over an extended period of time).

5.2 Decision Making

- Decision making by Council on Strategic Partnering opportunities is to occur with the benefit of the attached *Decision Making Checklist for Strategic Partnering Opportunities* as adopted at the Council meeting held on 21 March 2016 and as may be reviewed and updated from time to time.
- When investigating potential Strategic Partners fundamental matters include the consideration of the extent of cultural alignment and compatibility; ensuring a foundation of mutual trust; and the extent of pre existing credibility.

- Strategic Partnering arrangements need to be formalised to clearly set out the role and responsibilities of all parties and make provision for regular performance monitoring and review.

5.3 History and Examples

Mount Barker District Council has an impressive history of Strategic Partnering with public, private and not for profit entities and is seeking to build on that foundation.

Examples of Strategic Partnering successfully undertaken include the following:

Public Entities

Shared approach to funding to bring forward the timing of new infrastructure provision e.g. Federal and State Governments - Bald Hills Road Freeway Interchange;

Shared approach to the ownership and use of a building and associated facilities e.g. State Government - TAFE/Community Library building complex.

Public and Private Entities

Shared approach to the funding, construction and use of recycled water infrastructure e.g. Federal Government and a (Publicly Listed) Mining Company - pipeline construction from Mount Barker to Callington;

Design and construction of new water treatment plant and recycled water network at Meadows e.g. Federal Government and a residential developer.

Private Entities

Purchase of land on Bollen Road, Mount Barker by Council for open space purposes e.g. via a residential developer but on a full cost recovery basis to Council (over time) from the developer of the adjacent land.

Not for Profit Entities

Sale of Council land with binding conditions to ensure ongoing community access to new facilities e.g. a school and construction of new soccer pitches for both school and broader community use.

5.4 Current/Future Possibilities

Some examples of needs that may well require/benefit from Strategic Partnering are:

- Current Sir Hans Heysen/Cedars Project
- Proposed Regional Sport and Community Hub
- Investigation of an indoor Aquatic/Health and Wellness Facility
- Co-location of new schools with community recreation and sport facilities.

6. REVIEW

This Policy will be reviewed every two (2) years or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the General Manager, Infrastructure & Projects.

7. ACCESS TO THE POLICY

The Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.dcmtbarker.sa.gov.au.

8. FURTHER INFORMATION

For further information on this Policy, please contact:

Title: General Manager, Infrastructure & Projects

Address: PO Box 54, Mount Barker
South Australia, SA, 5251

Telephone: 8391 7218

Email: bclancey@mountbarker.sa.gov.au



Decision Making Checklist for Strategic Partnering Opportunities with Not for Profit and Private Entities for Community Benefit

Key Questions

1. Has the entity demonstrated that it is credible, stable and financially sustainable?
2. What community benefits (direct and indirect) will the partnering opportunity deliver, over what period of time will these community benefits be realised and how will these be secured?
3. Is there a community need that these benefits will satisfy?
4. What is the role of Council in respect of the opportunity?
5. To what extent is the opportunity consistent with a Council Strategic Management Plan and service standards and if not consistent, what level of community engagement should occur and when?
6. How can all statutory requirements be met?
7. What will be the cost to Council/the community (short and long term) to achieve these benefits and how can that be met?
8. Have any other sources of funding been pursued?
9. What assumptions are being made and are these clear and well understood?
10. What are the risks to the community benefits being realised and how will these risks be managed?
11. What other implications exist for Council/the community (short and long term) and how will they be managed?
12. What are the implications for Council/the community if the partnering opportunity is not progressed?
13. What, if any, possible alternatives have been identified and considered?