Business Case Template

for Joint Planning Boards

BUSINESS CASE TEMPLATE: PROPOSED PLANNING AGREEMENT FOR list or other description (e.g. region name) of Councils

**Prepared by:**

Body or person responsible for preparing the report

###### Month, Year

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Executive Summary

Business Case findings

Background to undertaking the Business Case

Investigations undertaken

Outcomes of investigations

Proposed directions and associated justification.

Recommendations

In accordance with the Business Case findings, the following recommendations are made:

1. That the Business Case be adopted
2. That a Planning Agreement be entered into in accordance with this Business Case incorporating the following activit(ies):
   1. Preparation of a Regional Plan
   2. Others etc.

PART A – Planning agreements under the Planning, Development and Infrastructure Act 2016

1. Introduction

The *Planning, Development and Infrastructure Act 2016* (the Act)provides Councils with a mechanism to deliver local government functions and potentially, with agreement by the relevant Minister, state government functions on a regional basis. The process begins with a Planning Agreement, which is an agreement between the relevant councils and the Minister for Planning (and other Ministers or bodies if required), and the formation of a Joint Planning Board (JPB).

In 2017/18, a Planning Arrangements Pilot Project was undertaken with a number of local government groups to develop and test documents including:

Business Case Template (this document)

Planning Agreement Template

Supporting Guidelines.

The pilot group found that whilst the inclusion of current local government functions in a Planning Agreement would be relatively straight forward, adding other functions would be more complex and potentially require legislative changes and the agreement of parties beyond the Minister for Planning and councils. It was therefore concluded that the initial focus of Planning Agreements should be on current local government functions that are capable of being delivered through a JPB with particular emphasis on functions under the *Planning, Development and Infrastructure Act 2016.* These functions and types of Planning Agreements are discussed further below.

1. Planning Agreements

The table below, developed during the Planning Arrangements Pilot Project, shows three bands of potential functions for a JPB. The parties to Planning Agreements for activities under band 1 (potential functions under the *Planning, Development and Infrastructure Act 2016)* and band 2 (other local government functions) would be the Minister for Planning and the councils. A Planning Agreement for band 3 activities would likely include additional parties.



Two types of Planning Agreement are envisaged:

Planning Agreements for current local government functions (bands 1 and 2)

Planning Agreements for functions that are not currently local government functions (band 3).

This Business Case focuses on a potential Planning Agreement for current local government functions (bands 1 and 2). The template from which this Business Case was developed, and the template for Planning Agreements, would most likely need to be changed significantly for functions not currently undertaken by local government.

* 1. Planning Agreements for current Local Government functions

Two bands of functions are envisaged for these types of Agreement.

* + 1. Band 1 – Local Government functions under the *Planning, Development and Infrastructure Act 2016*

Band 1 functions under the *Planning, Development and Infrastructure Act 2016* include:

Development of a Regional Plan (mandatory)

The only mandatory function of a JPB is the development of a Regional Plan in accordance with s64 of the *Planning, Development and Infrastructure Act 2016*. A Regional Plan is a long-term vision for a region to guide land use and associated planning, and potentially other planning, over a 15 to 30 year period, expressing what the region wishes to achieve in the context of State Planning Policies.

Assessment panel and manager (discretionary)

Regional Assessment Panels and Assessment Managers may be established by a group of councils. The *Planning, Development and Infrastructure Act 2016* also allows for a Regional Assessment Panel and Assessment Manager to be appointed by a JPB. A Regional Planning Area may have more than one Regional Assessment Panel, each with a single (or shared) Assessment Manager.

Code Amendments (discretionary)

S66 (1) of the *Planning, Development and Infrastructure Act 2016* states that the Planning and Design Code must set out a comprehensive set of policies, rules and classifications that may be selected and applied in the various parts of the state through the operation of the Planning and Design Code and the SA planning database for the purposes of development assessment and related matters within the State.

Amendments to the Planning and Design Code may be initiated by a number of parties including a council or a JPB with the approval of the Minister, acting on the advice of the State Planning Commission.

Infrastructure Schemes (discretionary)

The *Planning, Development and Infrastructure Act 2016* allows for the development of basic and general infrastructure schemes to ensure that the infrastructure needed to support new developments, suburban infill or the renewal of neighbourhoods and suburbs is identified, committed, costed and funded beforehand and delivered when and where it is needed.

Planning and building compliance (discretionary)

The *Planning, Development and Infrastructure Act 2016* allows for the enforcement of building and planning approvals and their conditions.

* + 1. Band 2 – Other Local Government functions - beyond the *Planning, Development and Infrastructure Act 2016*

Planning Agreements can also cover other functions already undertaken by councils beyond the *Planning, Development and Infrastructure Act 2016.* Consideration must be given to any additional approvals or legislative changes that may be required to allow councils to delegate functions to a JPB and these must be documented in the Business Case.

* 1. Band 3 – Functions that are not currently undertaken by Local Government

Functions that are not currently undertaken by local government fall within Band 3. These are likely to require further legislative change, official delegation from other government agencies or bodies and significant amendments to the Planning Agreement Template. These functions are not envisaged as part of this Business Case.

1. This business case

This Business Case has been developed by body or person responsible through a structured, rigorous process to investigate options to address regional planning issues and provide clarity about the chosen path forward for the following councils:

* List councils*.*

The Business Case has been developed in six sections:

EXECUTIVE SUMMARY (including recommendations)

Part A – Planning Agreements under the *Planning, Development and Infrastructure Act 2016*

Part B – Regional Collaboration in Local Government

Part C – Situational Analysis

Part D – Planning Agreement Design (structured to enable it to easily translate into a Business Plan)

Part E – Assessment.

PART B – regional collaboration in local government

1. learning from the experiences of other Councils

A 2015 report[[1]](#footnote-1) by Jeff Tate Consulting for the Local Government Association of South Australia reviewed several previous reports on collaboration between councils (whether provided through recognised regional structures or otherwise). It identified common drivers for collaboration along with challenges faced and lessons learned from other experiences. Those common drivers and lessons have been confirmed and added to through other ‘collaboration’ projects undertaken by Jeff Tate Consulting since.

* 1. Drivers

In summary, the drivers for considering collaboration included:

Improved ability to respond to regional strategic planning issues, promote economic development and achieve a regional strategic direction and infrastructure

Stronger advocacy capacity, improved relationships with other levels of government and greater ability to leverage funds

Better planning and consistency of approach across the region in relation to decision making and strategic direction

Cost savings, efficiencies in service delivery, economies of scale, reduced duplication of effort and resources

Increased organisational capacity

Better risk management

Meeting skill shortages and a means for attracting locally based resources in regional areas.

* 1. Lessons

A number of challenges and lessons have been identified. The key lessons are requirements for:

Commitment and passion to a regional approach

Political and community will to pursue a regional approach

Equity across each council

Robust business case including a clear value proposition

The right governance model

The infrastructure in place to support the governance model

Alignment of culture and common purpose between parties.

These challenges and lessons are very important considerations for councils contemplating collaborative projects or arrangements, including potential shared services. They are the basis of a preparedness assessment of the proposed shared service collaboration at section 18 of this report.

1. Types and forms of collaboration

It is important that a proper analysis of potential collaboration is undertaken to give it the best chance of success. Collaboration can be of different types and in varying forms and these are key considerations in the analysis. The adage ‘form follows function’most certainlyholds true with collaboration.

The various types and forms of regional collaboration are shown in the following table.

|  |  |  |  |
| --- | --- | --- | --- |
| **Type** | | **Description** | **Suitable forms** |
| 1 | Information Sharing | Information about activities or services is shared between councils. This information may be in relation to service levels, costs, delivery methods or it may involve sharing of service/contract specifications. | Ad-hoc or ongoing arrangements, often with low level of formality. |
| 2 | Common specifications | Common specifications are used by multiple councils for a service. The specifications may apply to a service provided in-house but are more likely to relate to services provided by external parties under contract or other agreement. | May be ad-hoc or ongoing arrangements with low or medium level of formality such as exchange of letters or written agreement. |
| 3 | Resource sharing | Sharing of resources (staff, consulting advice, equipment, offices, plant etc.) often on an occasional basis. | May be ad-hoc or ongoing arrangements with low or medium level of formality such as exchange of letters or written agreement. |
| 4 | Joint tendering | A form of resource sharing. Similar to type 2, with an additional step of combining resources to jointly seek tenders for works and services. | May be ad-hoc or ongoing arrangements with medium level of formality such as exchange of letters or written agreement. |
| 5 | Joint provision | Combining resources to provide a service often with one council acting as host employer or party to a contract with an external provider. | Formal arrangements such as a written agreement or contract. |
| 6 | Regional subsidiary (*Loca*l *Government Act 1999*) or Incorporated Body under the *Associations Incorporation Act 1985* | An activity or service is fully managed by a separate authority of which the participating councils are members. | Formal arrangement involving membership of the authority. |
| 7 | Planning Agreement/Joint Planning Board (*Planning, Development and* *Infrastructure Act 2016*) | A Regional Plan must be developed, and other functions may also be undertaken. | Formal agreement with Minister for Planning as a party to the agreement. |

PART C – situational analysis

Part C of the Business Case provides an analysis of the current situation as a basis for consideration of a Planning Agreement.

1. CURRENT SITUATION
   1. Band 1 – Local Government functions under the Planning, Development and Infrastructure Act 2016
      1. Potential functions

The potential JPB functions envisaged as part of Band 1 incorporate both mandatory and discretionary functions under the *Planning, Development and Infrastructure Act 2016* and are:

Regional Plan (mandatory)

Assessment Panels and Managers

Code Amendments

Infrastructure Schemes

Planning and Building Compliance.

* + 1. Current issues and drivers for change

The *Planning, Development and Infrastructure Act 2016* provides councils with a mechanism to deliver local government and/or state functions on a regional basis by way of a Planning Agreement between and the establishment of a JPB.

Insert other current issues and drivers for change for the region in relation to band 1.

* 1. Band 2 – Other local government functions
     1. Potential functions

The JPB functions envisaged as part of Band 2 are discretionary and relate to other local government functions beyond the *Planning, Development and Infrastructure Act 2016.*

* + 1. Current issues and drivers for change

Insert current issues and drivers for change for the region in relation to band 2.

1. Collaboration objectives and opportunities

In any potential collaboration considerations, each of the councils will have its own needs and priorities, which will be reflected in their objectives and relative weightings.

The objectives of each council were identified by describe process of identifying objectives and weightings. Each council subsequently weighted the objectives. The results are included in the following tables.

* 1. Band 1 – Functions under the *Planning, Development and Infrastructure Act 2016*
     1. Objectives and weightings – Band 1 functions

Objectives and weightings for collaboration in relation to the proposed Band 1 functions identified in section 6.1.1 of this Business Case are detailed in the following table.

| Objective | Council 1 | Council 2 | Council 3 | Council 4 | Council 5 | Council 6 |
| --- | --- | --- | --- | --- | --- | --- |
| 1 – insert objective | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting |
| 2 – insert objective | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting |
| 3 – insert objective | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting |
| Total | 100 | 100 | 100 | 100 | 100 | 100 |

Add commentary on similarities/differences between all participating councils.

* + 1. Opportunities for collaboration – Band 1 functions

Opportunities for collaboration against the collaboration types were identified through describe process. Opportunities are listed in the table below.

| Collaboration type | Opportunities | Advantages/disadvantages |
| --- | --- | --- |
| Regional Plan |  |  |
| Information sharing | Opportunities | Advantages/disadvantages |
| Common specifications | Opportunities | Advantages/disadvantages |
| Resource sharing | Opportunities | Advantages/disadvantages |
| Joint tender | Opportunities | Advantages/disadvantages |
| Joint provision | Opportunities | Advantages/disadvantages |
| Regional subsidiary | Opportunities | Advantages/disadvantages |
| Joint Planning Board | Opportunities | Advantages/disadvantages |
| Assessment panel and manager | | |
| Information sharing | Opportunities | Advantages/disadvantages |
| Common specifications | Opportunities | Advantages/disadvantages |
| Resource sharing | Opportunities | Advantages/disadvantages |
| Joint tender | Opportunities | Advantages/disadvantages |
| Joint provision | Opportunities | Advantages/disadvantages |
| Regional subsidiary | Opportunities | Advantages/disadvantages |
| Joint Planning Board | Opportunities | Advantages/disadvantages |
| Code Amendments |  |  |
| Information sharing | Opportunities | Advantages/disadvantages |
| Common specifications | Opportunities | Advantages/disadvantages |
| Resource sharing | Opportunities | Advantages/disadvantages |
| Joint tender | Opportunities | Advantages/disadvantages |
| Joint provision | Opportunities | Advantages/disadvantages |
| Regional subsidiary | Opportunities | Advantages/disadvantages |
| Joint Planning Board | Opportunities | Advantages/disadvantages |
| Infrastructure Schemes |  |  |
| Information sharing | Opportunities | Advantages/disadvantages |
| Common specifications | Opportunities | Advantages/disadvantages |
| Resource sharing | Opportunities | Advantages/disadvantages |
| Joint tender | Opportunities | Advantages/disadvantages |
| Joint provision | Opportunities | Advantages/disadvantages |
| Regional subsidiary | Opportunities | Advantages/disadvantages |
| Joint Planning Board | Opportunities | Advantages/disadvantages |
| Planning and building compliance | | |
| Information sharing | Opportunities | Advantages/disadvantages |
| Common specifications | Opportunities | Advantages/disadvantages |
| Resource sharing | Opportunities | Advantages/disadvantages |
| Joint tender | Opportunities | Advantages/disadvantages |
| Joint provision | Opportunities | Advantages/disadvantages |
| Regional subsidiary | Opportunities | Advantages/disadvantages |
| Joint Planning Board | Opportunities | Advantages/disadvantages |

* + 1. Selected opportunities – Band 1 functions

The following opportunities were selected for the Band 1 functions listed in 7.1.1:

Selected opportunity/s

Selected opportunity/s

Selected opportunity/s.

* 1. Band 2 – Other local government functions

The potential band 2 functions identified for this Business Case are:

Potential function

Potential function

Potential function

If no Band 2 functions are proposed as part of this Business Case, state that is the case and delete the rest of this section.

* + 1. Objectives and weightings – Band 2 functions

Objectives and weightings for collaboration in relation to the proposed Band 2 functions identified in section 7.2 of this Business Case are detailed in the following table. Add additional objectives (rows) or councils (columns) as required.

| Objective | Council 1 | Council 2 | Council 3 | Council 4 | Council 5 | Council 6 |
| --- | --- | --- | --- | --- | --- | --- |
| 1 – insert objective | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting |
| 2 – insert objective | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting |
| 3 – insert objective | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting | Insert weighting |
| Total | 100 | 100 | 100 | 100 | 100 | 100 |

*Add commentary on similarities/differences between all participating councils.*

* + 1. Opportunities for collaboration – Band 2 functions

Opportunities for collaboration against the Types listed in this report were identified through <describe process> and listed in the tables below.

Collaboration types – Band 2

| Collaboration type | Opportunities | Advantages/disadvantages |
| --- | --- | --- |
| Function |  |  |
| Information sharing | Opportunities | Advantages/disadvantages |
| Common specifications | Opportunities | Advantages/disadvantages |
| Resource sharing | Opportunities | Advantages/disadvantages |
| Joint tender | Opportunities | Advantages/disadvantages |
| Joint provision | Opportunities | Advantages/disadvantages |
| Regional subsidiary | Opportunities | Advantages/disadvantages |
| Joint Planning Board | Opportunities | Advantages/disadvantages |
| Function |  |  |
| Information sharing | Opportunities | Advantages/disadvantages |
| Common specifications | Opportunities | Advantages/disadvantages |
| Resource sharing | Opportunities | Advantages/disadvantages |
| Joint tender | Opportunities | Advantages/disadvantages |
| Joint provision | Opportunities | Advantages/disadvantages |
| Regional subsidiary | Opportunities | Advantages/disadvantages |
| Joint Planning Board | Opportunities | Advantages/disadvantages |

* + 1. Selected opportunities – Band 2 functions

The following opportunities were selected for the Band 2 functions listed in 7.2.1:

Selected opportunity/s

Selected opportunity/s

Selected opportunity/s.

1. Next Steps

Identify next steps for the selected opportunities including why the opportunities were selected for integration into a Planning Agreement.

If determined that a Planning Agreement is the best option to consider for any or all of the potential functions, continue to Part D Design and then to Part E Planning Arrangements Recommendations.

If other options are to be pursued they should also be subject to a separate fit for purpose Business Plan, unrelated to formation of a JPB.

Identify the opportunities that were not selected to be included into a Planning Agreement and likely path for progressing these opportunities.

PART D –PLANNING AgreEMENT DESIGN

This section of the Business Case relates to the design of the JPB following consideration of options and agreement on the functions that it will undertake. It has been designed to easily convert to a Business Plan if the decision is made to enter into a Planning Agreement.

1. assumptions

The assumptions made in designing the Planning Agreement that could have a significant impact on the formation or operation of the JPB are:

Insert assumptions.

1. Joint planning Board parties, FUNCTIONs, members, area, risks
   1. Planning Agreement Parties

The following are proposed to be parties to the Agreement:

Minister for Planning

List all councils to be parties to the Planning Agreement.

* 1. Extent of area and relationships to adjoining councils

The extent of the area subject to the Planning Agreement is indicated on the following map and can be described as <detail the extent of the area> and was determined because <detail how and why the proposed area was determined>.

Insert map

Outline how the interests of adjoining councils will be taken into account.

* 1. Board membership

The membership of the JPB will be as follows:

Insert details of board membership.

* 1. Functions of the Joint Planning Board

The following table outlines the proposed functions of the JPB.

Band 1 Functions <Delete rows that do not apply>

| Function | Scope | Timing |
| --- | --- | --- |
| Regional Plan | A regional plan for the area covered by the proposed JPBthat reflects *<*insert planned scope of Plan> | Timing |
| Assessment panel and manager | Scope | Timing |
| Planning and building compliance | Scope | Timing |
| Code Amendments | Scope | Timing |
| Infrastructure Schemes | Scope | Timing |

Band 2 Functions <Delete whole table if no Band 2 functions are proposed. Add rows for additional functions>

| Function | Scope | Timing |
| --- | --- | --- |
| Function | Scope | Timing |
| Function | Scope | Timing |

* 1. Risks and opportunities

The risks and opportunities associated with each activity are as follows:

Band 1 Functions <Delete discretionary rows that do not apply>

| Function | Risks/opportunities  Risks/opportunities and potential impact on the JPB operations | Likelihood  Highly likely, likely, unlikely, highly unlikely | Impact  High, Medium, Low | Strategy  Actions to mitigate risk or maximise opportunities |
| --- | --- | --- | --- | --- |
| Regional Plan | Risks/opportunities | Likelihood | Imapct | Strategy |
| Assessment panel and manager | Risks/opportunities | Likelihood | Imapct | Strategy |
| Planning and building compliance | Risks/opportunities | Likelihood | Imapct | Strategy |
| Code Amendments | Risks/opportunities | Likelihood | Imapct | Strategy |
| Infrastructure Schemes | Risks/opportunities | Likelihood | Imapct | Strategy |

Band 2 Functions <Delete whole table if no Band 2 functions are proposed. Add rows for additional functions>

| Function | Risks/opportunities  Risks/opportunities and potential impact on the JPB operations | Likelihood  Highly likely, likely, unlikely, highly unlikely | Impact  High, Medium, Low | Strategy  Actions to mitigate risk or maximise opportunities |
| --- | --- | --- | --- | --- |
| Function | Risks/opportunities | Likelihood | Imapct | Strategy |
| Function | Risks/opportunities | Likelihood | Imapct | Strategy |

1. Joint planning Board Administration
   1. Registration details (if a decision is made to enter into a Planning Agreement, update this section when adapting this Part for the Business Plan)

|  |  |  |
| --- | --- | --- |
| Business name | | Enter business name as/to be registered in South Australia. If you have not registered your business name, add your proposed business name |
| Trading name(s) | | Registered/proposed trading name(s) |
| Date registered | | Date business name registered/likely to be registered |
| Location(s) registered | | Registered address and State(s) you will be/are registered in |
| Physical address(es) | | Physical office(s) where Joint Planning Board staff (if any) will be located and board meetings will occur |
| Business structure | | Joint Planning Board under the Planning, Development and Infrastructure Act 2016 |
| ABN | | Registered Australian Business Number – add for Business Plan |
| ACN | | Registered Australian Company Number, if applicable – add for Business Plan |
| GST | | Will you be/are you registered for Goods and Services Tax? Date to be/registered |
| Domain names | | Proposed/registered domain names |
| Licences and permits | List all the licences or permits that you will register/have registered | |

* 1. Business premises

The business premises will be at (state address of business premises).

* 1. Insurance

|  |  |
| --- | --- |
| Workers’ compensation | Provide details of insurer (add policy number when adapting this Part to a Business Plan) |
| Public liability insurance | Provide details of insurer and cover (add policy number when adapting this Part to a Business Plan) |
| Professional indemnity | Provide details of insurer and cover (add policy number when adapting this Part to a Business Plan) |
| Other | Provide details of types, insurer and cover (add policy number/s when adapting this Part to a Business Plan) |

* 1. Legal considerations

The following legal considerations and legislation will have an impact on the running of the JPB:

*Legal consideration or legislative detail*

*Etc….*

* 1. Governance structure

A JPB may establish:

committees “to advise the board on any aspect of its functions, or to assist the board in the performance of its functions or the exercise of its powers” *(s38(1) PDI Act 2016)*; and

subsidiaries, with separate corporate status “(a) to carry out a specified activity or activities; or (b) to perform a function or to exercise a power of the board under this Act; or (c) to hold or administer any land, facility or assets *(s39(1) PDI Act 2016).*

Decisions regarding establishment of committees (unless designated in the Planning Agreement) or subsidiaries will be made by Joint Planning Boards. The following comments are made to assist the Board in making such decisions.

* + 1. Appointment of committees

If desired, provide comments to assist the board in determining whether to appoint committees.

* + 1. Establishment of subsidiaries

If desired, provide comments to assist the board in determining whether to appoint subsidiaries.

* 1. Organisational structure

Administrative services would be provided by an Executive Officer and supporting administrative services provided by <insert how services will be resourced>.

The following organisational structure is proposed:

(Insert organisation chart with Board at top)

The activities would be provided through staff/consultants/contractors/seconded staff/service agreement as detailed in the following table: <Delete all rows that do not apply>

Band 1 Functions <Delete discretionary rows that do not apply>

| Function | In house staff | Consultants | Contractors | Seconded staff | Other |
| --- | --- | --- | --- | --- | --- |
| Regional Plan | Insert details | Insert details | Insert details | Insert details | Insert details |
| Assessment panel and manager | Insert details | Insert details | Insert details | Insert details | Insert details |
| Planning and building compliance | Insert details | Insert details | Insert details | Insert details | Insert details |
| Code Amendments | Insert details | Insert details | Insert details | Insert details | Insert details |
| Infrastructure Schemes | Insert details | Insert details | Insert details | Insert details | Insert details |

Band 2 Functions <Delete whole table if no Band 2 functions are proposed. Add rows for additional functions>

| Function | In house staff | Consultants | Contractors | Seconded staff | Other |
| --- | --- | --- | --- | --- | --- |
| Function | Insert details | Insert details | Insert details | Insert details | Insert details |
| Function | Insert details | Insert details | Insert details | Insert details | Insert details |

* 1. Future engagement of agencies, other stakeholders and the community

Engagement with stakeholders and the public should be guided by the preparation of a Stakeholder Engagement Plan that should align with the Community Engagement Charter when a Regional Plan is being prepared and if Code Amendments are to be undertaken. Detail which bodies and groups the JPB will need to engage with for the functions selected and why.

Band 1 Functions <Delete discretionary rows that do not apply>

| Function | Agencies engagement | Other stakeholder engagement | Community engagement |
| --- | --- | --- | --- |
| Regional Plan | Insert details | Insert details | Insert details |
| Assessment panel and manager | Insert details | Insert details | Insert details |
| Code Amendments | Insert details | Insert details | Insert details |
| Infrastructure Schemes | Insert details | Insert details | Insert details |
| Planning and building compliance | Insert details | Insert details | Insert details |

Band 2 Functions <Delete discretionary rows that do not apply and delete whole table if no Band 2 functions are proposed>

| Function | Agencies engagement | Other stakeholder engagement | Community engagement |
| --- | --- | --- | --- |
| Function | Insert details | Insert details | Insert details |
| Function | Insert details | Insert details | Insert details |

1. Implementation Considerations

The following implementation issues and actions have been identified through (describe process):

| Action | How addressed | Timing |
| --- | --- | --- |
| Entering into a Planning Agreement | | |
| Drafting Agreement | Addressed by | Timing |
| Approval of JPB councils | Addressed by | Timing |
| Approval of Minister | Addressed by | Timing |
| Forming a Joint Planning Board | | |
| Appointment methodology | Addressed by | Timing |
| Appointment of Acting Executive Officer  (clause 20.5.1 of draft Planning Agreement) | Appointment by the councils. | As soon as possible after the establishment of the Board. |
| Appointment process for Board members | Addressed by | Timing |
| Meetings | Addressed by | Timing |
| Induction | Addressed by | Timing |
| Developing a Business Plan | | |
| Refinement of Part D of Business Case | Addressed by | Timing |
| Finalising funding arrangements | | |
| Agreement on funding model | Addressed by | Timing |
| Completing administrative functions | | |
| Complete registrations (GST etc.) | Addressed by | Timing |
| Determine office/s location and arrange | Addressed by | Timing |
| Create bank account | Addressed by | Timing |
| Arrange insurances | Addressed by | Timing |
| Furniture, equipment, printing etc. | Addressed by | Timing |
| Establish systems, records etc. | Addressed by | Timing |
| Establish service standards | Addressed by | Timing |
| Determine and document responsibilities of the JPB and member councils | Addressed by | Timing |
| Developing a Regional Plan | | |
| Develop a Project Plan incorporating scope, methodology, timing | Addressed by | Timing |
| Arrange resources required including DPTI assistance | Addressed by | Timing |
| Engaging stakeholders and the community | | |
| Engagement Plan | Addressed by | Timing |

1. Joint planning board Funding and financial management

If agreed by the Councils, sections 13.1, 13.2, 13.3 and 13.5 could be completed for the Business Case and the remainder could be completed for the Business Plan.

* 1. Funding model

The following funding model will be adopted for the JPB: Describe the proposed funding model.

* 1. Start-up costs

Start-up costs are based on the following financial assumptions:

*<list assumptions>*

| Start-up costs | Cost | Equipment/capital costs | Cost |
| --- | --- | --- | --- |
| REGISTRATIONS |  | Land | $ |
| Business name | $ | Buildings | $ |
| Licences | $ | PLANT AND EQUIPMENT |  |
| Permits | $ | Vehicles | $ |
| Domain names | $ | Computer equipment | $ |
| Vehicle registration | $ | Computer software | $ |
| GENERAL |  | Phones | $ |
| Membership fees | $ | Copier | $ |
| Accounting fees | $ | Security system | $ |
| Legal services | $ | Other……… | $ |
| Rental lease cost (rent advance/deposit) | $ | OFFICE EQUIPMENT |  |
| Utility connections/bonds (electricity, gas, water) | $ | Furniture | $ |
| Phone connection | $ | Office fit out | $ |
| Internet connection | $ | Other……… | $ |
| Website development | $ |  |  |
| Recruitment costs | $ |  |  |
| Training | $ |  |  |
| Salaries | $ |  |  |
| Consultants | $ |  |  |
| INSURANCE |  |  |  |
| Building and contents | $ |  |  |
| Vehicle | $ |  |  |
| Public liability | $ |  |  |
| Professional indemnity | $ |  |  |
| Return to Work SA | $ |  |  |
| Business assets | $ |  |  |
| MISCELLANEOUS |  |  |  |
| Printing | $ |  |  |
| Stationery and office supplies | $ |  |  |
| Marketing and advertising | $ |  |  |
| Other……………………. | $ |  |  |
| TOTAL START UP COSTS | $ | TOTAL EQUIPMENT/CAPITAL | $ |

* 1. Plant and equipment

The plant and equipment required for providing the activities has been identified as follows:

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |
| Band 1 Functions | | | |
| Equipment | $ | $ |  |
| Equipment | $ | $ |  |
| Band 2 Functions | | | |
| Equipment | $ | $ |  |
| Equipment | $ | $ |  |

* 1. Statement of Financial Position

The statement of financial position is based on the following assumptions:

*<list assumptions>*

Statement of financial position

| Assets and liabilities | Year 1 | Year 2 | Year 3 |
| --- | --- | --- | --- |
| Current assets |  |  |  |
| Cash and cash equivalents | $ | $ | $ |
| Receivables | $ | $ | $ |
| Total current assets | $ | $ | $ |
| Non-current assets |  |  |  |
| Property, Plant and Equipment | $ | $ | $ |
| Information systems | $ | $ | $ |
| Total non-current assets | $ | $ | $ |
| Total assets | $ | $ | $ |
| Current Liabilities |  |  |  |
| Payables | $ | $ | $ |
| Borrowings | $ | $ | $ |
| Employee benefits | $ | $ | $ |
| Provisions | $ | $ | $ |
| Total current Liabilities | $ | $ | $ |
| Non-current liabilities |  |  |  |
| Borrowings | $ | $ | $ |
| Employee benefits | $ | $ | $ |
| Provisions | $ | $ | $ |
| Total non-current liabilities | $ | $ | $ |
| Total liabilities | $ | $ | $ |
| Net assets | $ | $ | $ |
| Equity |  |  |  |
| Retained earnings | $ | $ | $ |
| Asset revaluation surplus | $ | $ | $ |
| Total equity | $ | $ | $ |

* 1. Statement of Comprehensive Income

The statement of comprehensive income is based on the following assumptions:

*<list assumptions >*

Statement of comprehensive income

| Expenses | Year 1 | Year 2 | Year 3 |
| --- | --- | --- | --- |
| Employee Expenses |  |  |  |
| Salaries and wages | $ | $ | $ |
| Annual leave | $ | $ | $ |
| LSL | $ | $ | $ |
| Superannuation | $ | $ | $ |
| Workers Compensation | $ | $ | $ |
| Board fees | $ | $ | $ |
| Supplies and services |  |  |  |
| Accommodation (lease/rental) | $ | $ | $ |
| Telephone | $ | $ | $ |
| Mobile phone | $ | $ | $ |
| Website design and maintenance | $ | $ | $ |
| Internet | $ | $ | $ |
| Repairs & maintenance | $ | $ | $ |
| Legal services | $ | $ | $ |
| Consultants | $ | $ | $ |
| Accounting services | $ | $ | $ |
| Lease expenses | $ | $ | $ |
| Electricity | $ | $ | $ |
| Gas | $ | $ | $ |
| Water | $ | $ | $ |
| Stationery | $ | $ | $ |
| Printing | $ | $ | $ |
| Advertising | $ | $ | $ |
| Marketing | $ | $ | $ |
| Depreciation |  |  |  |
| Buildings | $ | $ | $ |
| Plant and equipment | $ | $ | $ |
| Information technology | $ | $ | $ |
| Borrowing costs |  |  |  |
| Interest | $ | $ | $ |
| Other expenses |  |  |  |
| Audit fees | $ | $ | $ |
| Total Expenses | $ | $ | $ |

| Income | Year 1 | Year 2 | Year 3 |
| --- | --- | --- | --- |
| Council Contributions | $ | $ | $ |
| Ministerial Contributions | $ | $ | $ |
| Contributions from Other Parties to Agreement (if any) | $ | $ | $ |
| Revenues from fees and charges | $ | $ | $ |
| Grants | $ | $ | $ |
| Interest | $ | $ | $ |
| Other income | $ | $ | $ |
| Total income | $ | $ | $ |
|  |  |  |  |
| Net result | $ | $ | $ |

* 1. Balance sheet forecast

The balance sheet forecast is based on the following assumptions:

*<list assumptions>*

Balance sheet forecast

| Assets and liabilities | Year 1 | Year 2 | Year 3 |
| --- | --- | --- | --- |
| Current assets |  |  |  |
| Cash | $ | $ | $ |
| Petty cash | $ | $ | $ |
| Pre-paid expenses | $ | $ | $ |
| Fixed assets |  |  |  |
| Leasehold | $ | $ | $ |
| Property and land | $ | $ | $ |
| Renovations/improvements | $ | $ | $ |
| Furniture and fit out | $ | $ | $ |
| Vehicles | $ | $ | $ |
| Equipment/tools | $ | $ | $ |
| Computer equipment | $ | $ | $ |
| Other………… | $ | $ | $ |
| Total assets | $ | $ | $ |
| Current/short term liabilities |  |  |  |
| Credit cards payable | $ | $ | $ |
| Accounts payable | $ | $ | $ |
| Interest payable | $ | $ | $ |
| Accrued wages | $ | $ | $ |
| Income tax | $ | $ | $ |
| Other………….. | $ | $ | $ |
| Long-term liabilities |  |  |  |
| Loans | $ | $ | $ |
| Other……… | $ | $ | $ |
| Total liabilities | $ | $ | $ |
|  |  |  |  |
| Net assets | $ | $ | $ |

* 1. Profit and loss forecast

The profit and loss forecast is based on the following assumptions:

*<list assumptions>*

Profit and loss forecast

| Profit and loss | Year 1 | Year 2 | Year 3 |
| --- | --- | --- | --- |
| Income |  |  |  |
| Council contributions | $ | $ | $ |
| Other…………….. | $ | $ | $ |
| Total income | $ | $ | $ |
| Expenses |  |  |  |
| Accounting fees | $ | $ | $ |
| Advertising and marketing | $ | $ | $ |
| Bank fees and charges | $ | $ | $ |
| Bank interest | $ | $ | $ |
| Credit card fees | $ | $ | $ |
| Utilities (electricity, gas, water) | $ | $ | $ |
| Telephone | $ | $ | $ |
| Lease/loan payments | $ | $ | $ |
| Rent and rates | $ | $ | $ |
| Motor vehicles expenses | $ | $ | $ |
| Repairs and maintenance | $ | $ | $ |
| Stationary and printing | $ | $ | $ |
| Insurance | $ | $ | $ |
| Superannuation | $ | $ | $ |
| Income tax | $ | $ | $ |
| Wages, including PAYG | $ | $ | $ |
| Other………….. | $ | $ | $ |
| Total expenses | $ | $ | $ |
|  |  |  |  |
| Net surplus | $ | $ | $ |

PART E – assessment

1. assessment AGAINST OBJECTIVES

An assessment of the potential collaboration activities against the objectives established in section 7 was undertaken by each council via *<describe process >* with the results as shown in the following table. *<Add objectives (rows) and councils (columns) where required>*

* 1. Band 1 – Functions under the *Planning, Development and Infrastructure Act 2016*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Objective | Council 1 | | Council 2 | | Council 3 | |
| **Weighting** | **Rating** | **Weighting** | **Rating** | **Weighting** | **Rating** |
| *Objective* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* |
| *Objective* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* |
| *Objective* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* |
| TOTAL | 100 | L, M, H | *Weighting* | L, M, H | *Weighting* | L, M, H |

* 1. Band 2 - Other local government functions

<Delete this section if no Band 2 functions are proposed as part of this Business Case>

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Objective | Council 1 | | Council 2 | | Council 3 | |
| **Weighting** | **Rating** | **Weighting** | **Rating** | **Weighting** | **Rating** |
| *Objective* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* |
| *Objective* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* |
| *Objective* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* | *Weighting* | *L, M, H* |
| TOTAL | 100 | L, M, H | *Weighting* | L, M, H | *Weighting* | L, M, H |

1. preparedness assessment

The proposed collaboration was assessed against the lessons identified at section 4.2 of this report through *<describe process>* with the results shown in the following table.

* 1. Band 1 - Functions under the Planning, Development and Infrastructure Act 2016

| Lesson | Rating | Action required | |
| --- | --- | --- | --- |
| Action | Reason |
| Commitment to and passion for a regional approach | L,M,H | Action | Reason |
| Political and community will to pursue a regional approach | L,M,H | Action | Reason |
| Equity across each council | L,M,H | Action | Reason |
| Robust business case including a clear value proposition | L,M,H | Action | Reason |
| The right governance model | L,M,H | Action | Reason |
| The ‘infrastructure’ (including compliance with legislation, industrial and other agreements) in place to support the governance model | L,M,H | Action | Reason |
| Alignment of culture and common purpose between parties | L,M,H | Action | Reason |
| OVERALL RATING | L,M,H | Action | Reason |

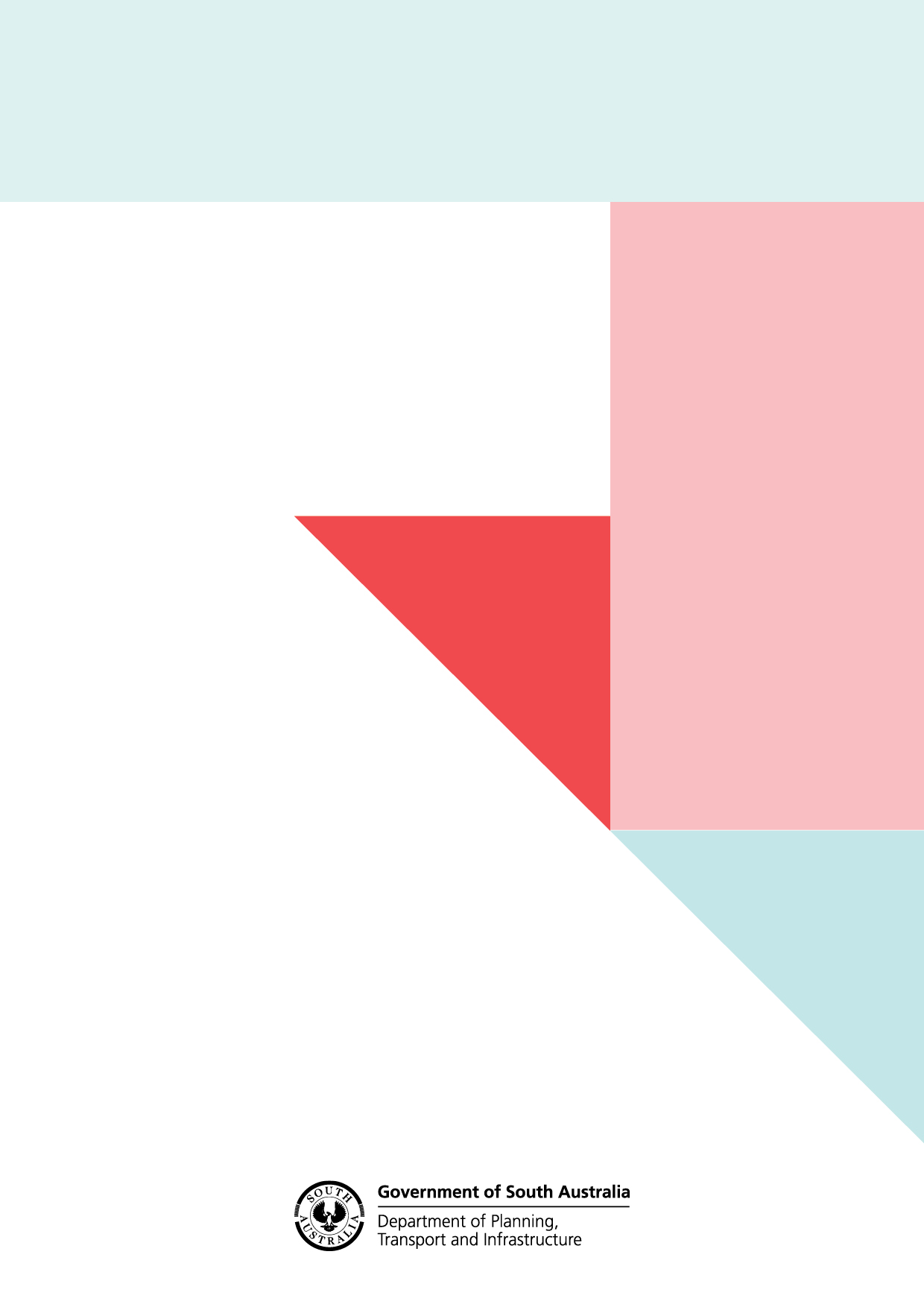
Conclusion: (Proceed/do not proceed)

* 1. Band 2 - Other local government functions

<Delete this section if no Band 2 functions are proposed as part of this Business Case>

| Lesson | Rating | Action required | |
| --- | --- | --- | --- |
| Action | Reason |
| Commitment to and passion for a regional approach | L,M,H | Action | Reason |
| Political and community will to pursue a regional approach | L,M,H | Action | Reason |
| Equity across each council | L,M,H | Action | Reason |
| Robust business case including a clear value proposition | L,M,H | Action | Reason |
| The right governance model | L,M,H | Action | Reason |
| The ‘infrastructure’ (including compliance with legislation, industrial and other agreements) in place to support the governance model | L,M,H | Action | Reason |
| Alignment of culture and common purpose between parties | L,M,H | Action | Reason |
| OVERALL RATING | L,M,H | Action | Reason |

Conclusion: (Proceed/do not proceed)



1. Jeff Tate Consulting, Report: Governance Models for Regional Collaboration and Partnerships projects for the Local Government Association of South Australia, 2015, p5 [↑](#footnote-ref-1)