



Council Agenda

NOTICE OF MEETING

Notice is hereby given that an ordinary meeting of Council will be held in the

**Council Chamber – Glenelg Town Hall
Moseley Square, Glenelg**

Tuesday 24 July 2018 at 7.00pm

Justin Lynch
CHIEF EXECUTIVE OFFICER

Ordinary Council Meeting Agenda

1. OPENING

The Acting Mayor will declare the meeting open at 7:00pm.

2. KAURNA ACKNOWLEDGEMENT

We acknowledge Kaurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.

3. PRAYER

Heavenly Father, we pray for your presence and guidance at our Council Meeting. Grant us your wisdom and protect our integrity as we carry out the powers and responsibilities entrusted to us on behalf of the community that we serve.

4. APOLOGIES

4.1 Apologies Received

4.2 Absent

5. ITEMS PRESENTED TO COUNCIL

6. DECLARATION OF INTEREST

If a Council Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Council they are asked to disclose the interest to the Council and provide full and accurate details of the relevant interest. Members are reminded to declare their interest before each item.

7. CONFIRMATION OF MINUTES

Motion

That the minutes of the Ordinary Meeting of Council held on 10 July 2018 be taken as read and confirmed.

Moved Councillor _____, Seconded Councillor _____

Carried

8. PUBLIC PRESENTATIONS

8.1 **Petitions** - Nil

8.2 **Presentations** - Nil

8.3 **Deputations** - Nil

9. QUESTIONS BY MEMBERS

9.1 **Without Notice**

9.2 **On Notice - Nil**

10. MEMBER'S ACTIVITY REPORTS - Nil**11. MOTIONS ON NOTICE**

11.1 Motion on Notice – Glenelg Police Station – Hours of Operation– Councillor Bouchee (Report No: 254/18)

11.2 Motion on Notice – Brighton Oval Development – Tender Documents – Councillor Bouchee (Report No: 255/18)

12. ADJOURNED MATTERS

12.1 New Lease Agreement – Holdfast Bay Dog Owners Club Incorporated (Report No: 171/18)

13. REPORTS OF MANAGEMENT COMMITTEES, SUBSIDIARIES AND THE DEVELOPMENT ASSESSMENT PANEL

13.1 Minutes – Jetty Road Mainstreet Management Committee – 4 July 2018 (Report No: 244/18)

14. REPORTS BY OFFICERS

14.1 Items in Brief (Report No: 246/18)

14.2 New Licence Agreement – SA Racing Pigeon Federation Incorporated (Report No: 251/18)

14.3 Possible Sale of Portion of Esplanade Road Reserve at 49 King Street, Brighton (Report No: 252/18)

14.4 Youth Action Plan 2018-2023 (Report No: 245/18)

14.5 Internal Review of Council Decision (Report No: 247/18)

14.6 Prudential Report – Jetty Road Glenelg Master Plan (Report No: 248/18)

14.7 Economic Activation Plan 2018-2023 Consultation Outcomes Report (Report No: 249/18)

14.8 Application for Landowner's Consent – Seacliff Surf Lifesaving Club Observation Tower (Report No: 256/18)

14.9 Local Government (Rate Oversight) Amendment Bill 2018 (Report No: 258/18)

15. RESOLUTIONS SUBJECT TO FORMAL MOTIONS

Presented for the information of Members is a listing of resolutions subject to formal resolutions, for Council and all Standing Committees, to adjourn or lay on the table items of Council business, for the current term of Council.

16. URGENT BUSINESS – Subject to the Leave of the Meeting

17. CONFIDENTIAL**17.1 Buffalo Licence Agreement and proposed Site Redevelopment (Report No: 253/18)**

Pursuant to Section 83(5) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- b. Information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest.
- d. Commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest.
- h. Legal advice.

17.2 LED Conversion – Implementation (Report No: 241/18)

Pursuant to Section 83(5) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- b. Information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest.
- d. commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest.

18. CLOSURE

Item No: **11.1**

Subject: **MOTION ON NOTICE – GLENELG POLICE STATION – HOURS OF OPERATION – COUNCILLOR BOUCHEE**

Date: 24 July 2018

PROPOSED MOTION

Councillor Bouchee proposed the following motion:

That the Chief Executive Officer write to the Minister of Police and a copy to the MP of Morphett to request:

- 1. What will be the new operating hours for the Glenelg Police Station?**
 - 2. When will the new operation hours be instigated?**
-

BACKGROUND

This was a major promise made to the people of this City at the last State election and the detail of the implementation is of importance to the operation of City of Holdfast Bay.

ADMINISTRASTION COMMENT

On 26 June 2018 Councillor Bouchee asked a Question Without Notice querying whether Administration had yet received communication from South Australian Police (SAPol) regarding the proposed increase to operational hours of the Glenelg Police Station. The Chief Executive Officer provided a response to this question.

In accordance with SAPol's re-organisation strategy and transition to a 'District Policing Model', on 5 July 2018 Glenelg, Glenelg North, Glenelg South and Glenelg East were reallocated to the Western District. Administration have since liaised with new Western Planning Officers regarding this matter, and at this present time there is no indication as to what the new operational hours of the Glenelg Police Station will be, or when any implementation of new hours may commence.

As the transition to a District Policing Model has only recently occurred, any future changes to the station's operating hours will likely be based on operational requirements; which will in time be determined by South Australian Police.

Item No: **11.2**

Subject: **MOTION ON NOTICE – BRIGHTON OVAL DEVELOPMENT – TENDER DOCUMENTS – COUNCILLOR BOUCHEE**

Date: 24 July 2018

PROPOSED MOTION

Councillor Bouchee proposed the following motion:

That in the best interest of the sporting clubs and transparency, the CEO present the final draft of the copy of the Tender documents prepared by the Administration for the Brighton Oval Development in the Council Agenda with public access.

ADMINISTRATION COMMENT

In line with Council's resolution on 10 July 2018, tenders have now been called with the 4 pre-qualified contractors for the role of Managing Contractor for the Brighton Oval Project. It would be unusual to table the contract documents for the community and/or clubs to see as project delivery is a Council responsibility and this is a commercial tender. Club representatives will form part of the Project Steering Committee and have ongoing involvement with the project. Should Elected Members wish to inspect the contract documents, they can be loaded on the Hub. Should Council wish to change the documents (after the tender has commenced), there is a strong possibility that the current tender process could be invalidated.

Item No: **12.1**

Subject: **ADJOURNED REPORT - NEW LEASE AGREEMENT – HOLDFAST BAY DOG OWNERS' CLUB INCORPORATED [REPORT NO: 137/18]**

Date: 24 July 2018

Written By: Team Leader Leasing and Commercial

General Manager: City Assets and Services, Mr H Lacy

SUMMARY

Council at its meeting held 24 April 2018 resolved to adjourn Report No: 137/18 until a subsequent report is presented for Council to determine whether the Club can be considered a commercial operation or a community organisation.

After reviewing the operations of the organisation and additional information supplied, the Holdfast Bay Dog Owner's Club Incorporated ("*Club*") is deemed to be a not-for-profit organisation by virtue of their active incorporated status and services provided to the community. Therefore, the Club should be awarded the community based discounts and incentives of the Sporting & Community Club Leasing Policy.

Members who have spoken in the debate prior to the adjournment are taken to have spoken to the motion. Councillors Bouchee, Smedley and Patton have spoken to the motion. Councillor Bouchee as the mover in reply may sum up the debate on the item. Councillor Patton seconded the motion.

Before Council can consider any further motions on this matter it must determine the adjourned motion.

MOTION - From 24 April 2018 Council Meeting

- 1. That Council enters into a new Lease Agreement with the Holdfast Bay Dog Owners' Club Incorporated over a portion of land comprised in Certificate of Title Volume 5750 Folio 187 for a period of five years commencing 1 July 2018, with an Option to Renew for a subsequent five years;**
- 2. That a commencing annual rent of \$2,950 (plus GST) be charged to the Lessee;**
- 3. That the Acting Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to this lease.**

Moved Councillor Bouchee, Seconded Councillor Patton

COMMUNITY PLAN

Community: Providing welcoming and accessible facilities

Community: Fostering an engaged and contributing community

COUNCIL POLICY

Sporting & Community Club Leasing Policy (2018).

STATUTORY PROVISIONS

Local Government Act 1999.

Retail and Commercial Lease Act 1995.

BACKGROUND

At its meeting held 24 April 2018 Council resolved to adjourn Report No: 137/18 until the Holdfast Bay Dog Owners' Club matter until such time that a determination could be made about the nature of the Club's operations.

Refer Attachment 1

Debate on this adjourned report is recommenced at the point of adjournment and the following members have spoken to the adjourned motion which include Councillors Bouchee and Patton have spoken to the motion. Councillor Bouchee as the mover in reply may sum up the debate on the item.

Before Council can consider any further motions on this matter it must determine the adjourned motion.

FURTHER INFORMATION

The South Australian Government defines a not-for-profit organisation as one that ***“provides a service to the community, does not operate for direct profit or personal gain of its individual members, and where all profits gained are reinvested into services provided by the organisation”***.¹

Pursuant to the provisions outlined in the *Associations Incorporations Act 1985*, not-for-profit organisations must be incorporated,² and are subject to strict legal standards of accounting to ensure their not-for-profit status.

Evidence of the club's current status is attached for member's reference.

Refer Attachment 2

¹ <https://www.sa.gov.au/topics/family-and-community/community-organisations/types/not-for-profit-organisations>

² <https://www.sa.gov.au/topics/family-and-community/community-organisations/types/incorporated-associations>

It should be noted that based on the information and evidence that has been provided, the following incentive based discounts have been applied to the rental:

Public Access (<10%)	Inclusion (<20%)	Governance (<20%)	Youth and/or Aged Focussed Programs (10%)	Multit-code Use (<10%)
10%	10%	10%	-	-

CONCLUSION

It is important to note that the majority of all sporting and community clubs within Holdfast Bay maintain some form of commercial operation in order to assist with their income sustainability. While the operations of the Holdfast Bay Dog Owners’ Club Incorporated vary from the commonly identified examples (e.g. liquor licence and service, food service, hiring out of the facility/premises to third parties for private functions, sub-tenants etc), they, like other community clubs, offer a service to the community.

Therefore, it is argued that the Holdfast Bay Dog Owner’s Club Association Incorporated operate no differently to those other clubs who are awarded the community based discounts and incentives of the Sporting & Community Club Leasing Policy.

This in mind, it is recommended that the original motion be endorsed.

BUDGET

Not applicable.

LIFE CYCLE COSTS

Not applicable.



- Az Property Address Labels
- Az House Numbers
- Holdfast Bay
- Az Roads Name
 - Az Arterial
 - Az Sub-Arterial
 - Az Collector
 - Az Local
 - Az Track 2-Wheel Drive
 - Az Undefined
- Roads
 - Arterial
 - Sub-Arterial
 - Collector
 - Local
 - Track 2-Wheel Drive
 - Undefined
- Property
- Property Miss Matches
- CHB Aerial (2018) - 7.5cm



This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Holdfast Bay. This information is provided for private use only. While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property Boundary line network data is supplied by State Government.

HOLDFAST BAY DOG OWNER'S CLUB

13/04/2018

1: 400



Item No: **14.8**

Subject: **NEW LEASE AGREEMENT – HOLDFAST BAY DOG OWNERS’ CLUB INCORPORATED**

Date: 24 April 2018

Written By: Team Leader, Leasing and Commercial Operations

General Manager: City Assets and Services, Mr S Hodge

SUMMARY

Following the expiration of the lease agreement held between the City of Holdfast Bay and the Holdfast Bay Dog Owners’ Club Incorporated (“Club”), it is recommended that Council enters into a new lease agreement with the long-term tenant group for their exclusive use of a portion of Brighton Oval.

Pursuant to the provision set out in the Sporting & Community Club Leasing Policy, the new Lease Agreement will be for a period of five years commencing 1 July 2018, includes an Option to Renew for a subsequent five year term, and will incur an annual commencing rent of \$2,950 (plus GST) which will be subject to annual CPI increases.

Full details of the proposal are outlined within this report.

RECOMMENDATION

- 1. That Council enters into a new Lease Agreement with the Holdfast Bay Dog Owners’ Club Incorporated over a portion of land comprised in Certificate of Title Volume 5750 Folio 187 for a period of five years commencing 1 July 2018, with an Option to Renew for a subsequent five years;**
 - 2. That a commencing annual rent of \$2,950 (plus GST) be charged to the Lessee;**
 - 3. That the Acting Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to this lease.**
-

COMMUNITY PLAN

Placemaking: Creating vibrant and safe places

Community: Fostering an engaged and contributing community

COUNCIL POLICY

Sporting and Community Club Leasing Policy (pending) ("Policy")

STATUTORY PROVISIONS

Local Government Act 1999.

Retail and Commercial Leases Act 1995.

BACKGROUND***Previous Reports, Applications and Decisions***

- Council Report No.: 15/13; Item No.: 14.9, 'Holdfast Bay Dog Owners' Club Inc – Lease', 22 January 2013 (Resolution No.: C260313/829).

REPORT

Following the 2017 expiration of the lease agreement held between the City of Holdfast Bay and the Holdfast Bay Dog Owners' Club Incorporated ("*Club*"), discussions have been held with the Club for the purpose of entering into a new lease agreement for their exclusive use of a portion of Brighton Oval.

Previous Lease Agreement

The previous lease held between the City of Holdfast Bay and Club commenced on 1 February 2013 for a term of five years. In accordance with the Agreement, the commencing annual rent was \$2,500 (plus GST) and was subject to annual CPI increases. The rental in the final year of the lease was also \$2,840 (plus GST).

The lease term expired on 30 June 2017, and in accordance with the terms and conditions of the Agreement, the Club has been in a Hold Over period since that time.

New Lease Agreement***Leased Area***

Under the proposed new Lease Agreement, the Club will occupy the existing dog club facilities on an exclusive basis. It should be noted that this is the same area occupied by the club under the previous lease.

Refer Attachment 1

Leased Term & Rental

Pursuant to the provisions outlined in section 3 of the Policy, the new Lease Agreement will be based on an initial term of five years, with an Option to Renew for a subsequent five year term.

In accordance with the most recent valuation of the property (2017), and in accordance with the rental calculation processes and incentive based discounts outlined in the policy, a commencing annual rental of \$2,950 (plus GST) is to be charged for the exclusive use of the premises.

General Lease Terms and Condition

Notwithstanding any other provision of the Lease, the Lessee will be responsible for the payment of Outgoings applicable to their respective area.

The lessee will be responsible for the general maintenance, repair and replacement of all fixtures, fittings and chattels in accordance with the Building Maintenance Schedule of the Lease Agreement.

BUDGET

The execution of this lease agreement will have a positive financial impact the 2018/19 budget to the amount of \$2,950 (plus GST).

An annual budget allocation is provided to City Assets and Services for the review and implementation of property leases. This budget includes the engagement of legal advice and services when and where necessary.

LIFE CYCLE COSTS

Under the terms of the Lease, Council will be responsible for the structural maintenance of the facilities, the costs of which is included in both the long term financial and asset management plans.



Current details for ABN 83 053 324 355

ABN details

Entity name: **HOLDFAST BAY DOG OWNERS ASSOCIATION INC**

ABN status: **Active from 01 Nov 1999**

Entity type: [Other Incorporated Entity](#)

Goods & Services Tax (GST): **Registered from 01 Feb 2011**

Main business location: **SA 5045**

Trading name(s)

From November 2018, ABN Lookup will cease displaying all trading names and only display registered business names.

Trading name	From
HOLDFAST BAY DOG OWNERS ASSOCIATION	19 Jul 2000

Deductible gift recipient status

Not entitled to receive tax deductible gifts

ABN last updated: 07 Mar 2011

Record extracted: 11 Jul 2018

Disclaimer

The Registrar makes every reasonable effort to maintain current and accurate information on this site. The Commissioner of Taxation advises that if you use ABN Lookup for information about another entity for taxation purposes and that information turns out to be incorrect, in certain circumstances you will be protected from liability. For more information see [disclaimer](#).

Item No: **13.1**

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 4 JULY 2018**

Date: 24 July 2018

Written By: General Manager Community Services

General Manager: Community Services

SUMMARY

The minutes of the meeting of the Jetty Road Mainstreet Committee meeting held on 4 July 2018 are attached and presented for Council's information.

Item 7.2 of the meeting minutes highlights the preferred governance model for the JRMC is an Incorporated Association be established under the Associations Incorporation Act 1985 ("the AI Act"). It is recommended that Council give consideration to the range of governance models available, prior to any formal decision at an upcoming Council workshop.

RECOMMENDATION

- 1. That Council notes the minutes of the meeting of the Jetty Road Mainstreet Committee of 4 July 2018.**
 - 2. That a Council workshop be held to discuss governance models for the Jetty Road Mainstreet Committee on 7 August 2018.**
-

COMMUNITY PLAN

Placemaking: Creating vibrant and safe places
Community: Providing welcoming and accessible facilities
Economy: Supporting and growing local business
Economy: Making it easier to do business
Economy: Boosting our visitor economy
Culture: Being financially accountable
Culture: Supporting excellent, efficient operations
Culture: Being financially accountable

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Jetty Road Mainstreet Committee (JRMCM) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of the Committee.

Jetty Road Mainstreet Committee Agendas, Reports, and Minutes are all available on Council's website and the meetings are open to the public.

REPORT

Minutes of the meeting of JRMCM held on 4 July 2018 are attached for member's information.

BUDGET

Not applicable

LIFE CYCLE COSTS

Not Applicable

CITY OF HOLDFAST BAY

Minutes of the meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Glenelg Library Meeting Room, Colley Terrace, Glenelg on Wednesday 4 July 2018 at 6:05 pm.

PRESENT

Elected Members

Councillor A Bradshaw

Community Representatives

Chairman – Mr M Faulkner, Enve Hair and Beauty
Caruso Fruit and Veg, Mr R Caruso
Telstra Store Glenelg, Ms E Leenearts
Ikos Holdings Trust, Mr A Fotopoulos
Cibo Espresso, Mr T Beatrice
Beach Burrito Company, Mr A Warren
GU Film House, Mr S Robinson
Fassina SA Family Liquor Stores, Ms E Fassina

Staff

Jetty Road Development Coordinator – Ms A Brown
General Manager Community Services – Ms M Lock

1. OPENING

The Chairman declared the meeting open at 6.05 pm.

2. APOLOGIES

2.1 Leave of Absence - Mr C Maios

2.2 For Absence - Councillor S Charlick

3. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

4. CONFIRMATION OF MINUTES**Motion**

That the minutes of the Jetty Road Mainstreet Committee held on 6 June 2018 be taken as read and confirmed.

Moved by S Robinson, Seconded by T Beatrice

Carried

Motion

That the minutes of the special meeting of the Jetty Road Mainstreet Committee held on 20 June 2018 be taken as read and confirmed.

Moved A Warren, Seconded A Bradshaw

Carried

5. QUESTIONS BY MEMBERS

5.1 **Without Notice** Nil

5.2 **With Notice** Nil

6. MOTIONS ON NOTICE Nil**7. REPORTS/ITEMS OF BUSINESS**

7.1 JRMC Monthly Finance Report (Report No: 231/18)

Jetty Road Mainstreet Committee June 2018 variance report will be tabled at the 1 August JRMC meeting as final invoices are still currently being reconciled.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved R Caruso, Seconded E Fassina

Carried

7.3 Winter Wonderland 2018 – Update (Report No: 229/18)

This report provides an update on the event delivery and marketing activities associated with Winter Wonderland from 1-22 July 2018.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved T Beatrice, Seconded S Robinson

Carried

7.4 Jetty Road Traders Awards 2018 (Report No: 230/18)

The Jetty Road Trader Awards celebrate excellence in business within the precinct. The awards are voted by consumers online and will be promoted in stores and online from 1-19 August 2018. The awards evening will be held on Friday 5 October 2018 at the Glenelg Surf Life Saving Club.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved A Fotopoulos, Seconded E Leenearts

Carried

7.2 Jetty Road Mainstreet Governance Model (Report No: 228/18)

The Jetty Road Mainstreet Committee (JRMCM) is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*. Membership consists up to 11 members and aligns with the current term of Council and is required to operate in accordance with Part 4 of the Local Government Act 1999. The JRMCM conducted a Special Meeting on 20 June 2018 to workshop alternative governance models with a facilitator and external subject matter experts.

A discussion paper on the alternative models has been provided to the Committee and has been updated as new information has come to light from the various subject matter experts.

Motion

That the JRMCM recommends to Council their preferred governance model is an Incorporated Association established under the *Associations Incorporation Act 1985* ("the AI Act").

Moved E Fassina, Seconded T Beatrice

Carried

Division Called

A division was called and the previous decision was set aside:

Those voting for: Mr A Fotopoulos, Mr T Beatrice, Mr S Robinson, Mr R Caruso and Ms E Fassina (5)
Those voting against: Mr A Warren, Ms E Leenearts and Councillor A Bradshaw (3)

The Chairman declared the motion

Carried

7.5 Jetty Road Retail Strategy (verbal update)

Ms M Lock provided a verbal update regarding the Draft Jetty Road Retail Strategy 2018-2022 adjourned from Council on 26 June 2018. A workshop with Elected Member will be held on 7 August 2018 and all Committee Members are encouraged to attend.

Motion

That the Jetty Road Mainstreet Committee note the verbal update to the Jetty Road Retail Strategy.

Moved A Warren, Seconded A Fotopoulos

Carried

8. URGENT BUSINESS – Subject to the leave of the meeting Nil

9. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 1 August 2018 in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

10. CLOSURE

The meeting closed at 7.54 pm.

CONFIRMED Wednesday 1 August 2018

CHAIRMAN

Item No: **14.1**
Subject: **ITEMS IN BRIEF**
Date: 24 July 2018
Written By: Personal Assistant
Acting General Manager: Business Services, Ms P Jackson

SUMMARY

These items are presented for the information of Members.

After noting the report any items of interest can be discussed and, if required, further motions proposed.

RECOMMENDATION

That the following items be noted and items of interest discussed:

1. **Jetty Road Mainstreet Committee Terms of Reference.**
 2. **Alwyndor Neighbour Complaint.**
-

COMMUNITY PLAN

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

REPORT

1. **Jetty Road Mainstreet Committee Terms of Reference**

In response to Council Meeting minutes on Tuesday 10 July 2017 Item 13.2 Minutes – Jetty Road Mainstreet Committee – 6 June 2018 (Report No:227/18)

Adjournment

That clarification be sought from the Jetty Road Mainstreet Committee as to why the item 7.2 within the Terms of Reference was being removed.

The Jetty Road Mainstreet Committee removed item 7.2 from the terms of reference as follows:

Membership

7.2 The Jetty Road Mainstreet Committee may, if it wishes to do so, appoint up to 2 independent members, who have relevant skills and experience which will benefit the committee without the requirement to be either landlords or traders in the precinct contributing to the separate rate.

It was discussed by the JRMC that people external to the precinct do not have the required local knowledge of understanding that would assist with the management and marketing of the JRMC.

2. *This item has been withdrawn.*

Item No: **14.2**

Subject: **NEW LICENCE AGREEMENT – SA RACING PIGEON FEDERATION INCORPORATED**

Date: 24 July 2018

Written By: Team Leader, Leasing and Commercial Operations

General Manager: City Assets and Services, Mr H Lacy

SUMMARY

Following the expiration of the licence agreement held between the City of Holdfast Bay and the SA Racing Pigeon Federation Incorporated ("*Club*"), it is recommended that Council enters into a new licence agreement with the long-term tenant community group for their continued use of a portion of a building located at 6/410-420 Brighton Road Brighton (Brighton Oval Complex).

Pursuant to the provision set out in the Sporting & Community Club Leasing Policy, the new Lease Agreement will: be for a period of five years commencing 1 July 2018; include an Option to Renew for a subsequent five year term; and will incur an annual commencing rent of \$281 (plus GST) which will be subject to annual CPI increases.

Full details of the proposal are outlined within this report.

RECOMMENDATION

- 1. That Council enters into a new Licence Agreement with the SA Racing Pigeon Federation Incorporated over a portion of land comprised in Certificate of Title Volume 5750 Folio 187 for a period of five years commencing 1 July 2018, with an Option to Renew for a subsequent five years;**
 - 2. That a commencing annual rent of \$281 (plus GST) be charged to the Lessee;**
 - 3. That the Acting Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to this lease.**
-

COMMUNITY PLAN

Placemaking: Creating vibrant and safe places

Community: Fostering an engaged and contributing community

COUNCIL POLICY

Sporting and Community Club Leasing Policy (pending) ("Policy")

STATUTORY PROVISIONS

Local Government Act 1999.

Retail and Commercial Leases Act 1995.

REPORT

Following the 2017 expiration of the licence agreement held between the City of Holdfast Bay and the SA Racing Federation Incorporated ("*Club*"), it is recommended that Council enters into a new agreement with the long-term tenant group for their continued use of a portion of Brighton Oval.

Previous Lease Agreement

The previous licence held between Council and Club commenced on 1 February 2013. An annual rental of \$640 (plus GST) was charged to the club which subject to CPI annual increase. In the final year of the lease, the rental totalled \$727.15.

The lease term expired on 30 June 2017, and in accordance with the terms and conditions of the Agreement, the Club has been in a Hold Over period since that time.

New Lease Agreement

Leased Area

Under the proposed new Lease Agreement, the Club will occupy a portion of an existing shed/building on a non-exclusive basis. It should be noted that this is the same area occupied by the club under the previous lease.

Refer Attachment 1

Leased Term & Rental

Pursuant to the provisions outlined in section 3 of the Policy, the new Licence Agreement will be based on an initial term of five years, with an Option to Renew for a subsequent five year term.

In accordance with the rental calculation processes and incentive based discounts outlined in the policy, a commencing annual rental of \$281 (plus GST) is to be charged to the club. It should be noted that based on the information and evidence that has been provided, the aforementioned rental includes the following incentive based discounts:

Public Access (<10%)	Inclusion (<20%)	Governance (<20%)	Youth and/or Aged Focussed Programs (10%)	Multit-code Use (<10%)
10%	10%	10%	-	-

General Licence Terms and Condition

Notwithstanding any other provision of the Licence, the Licensee will be responsible for the payment of Outgoings applicable to their respective area.

The licensee will be responsible for the general maintenance, repair and replacement of all fixtures, fittings and chattels in accordance with the Building Maintenance Schedule of the Licence Agreement.

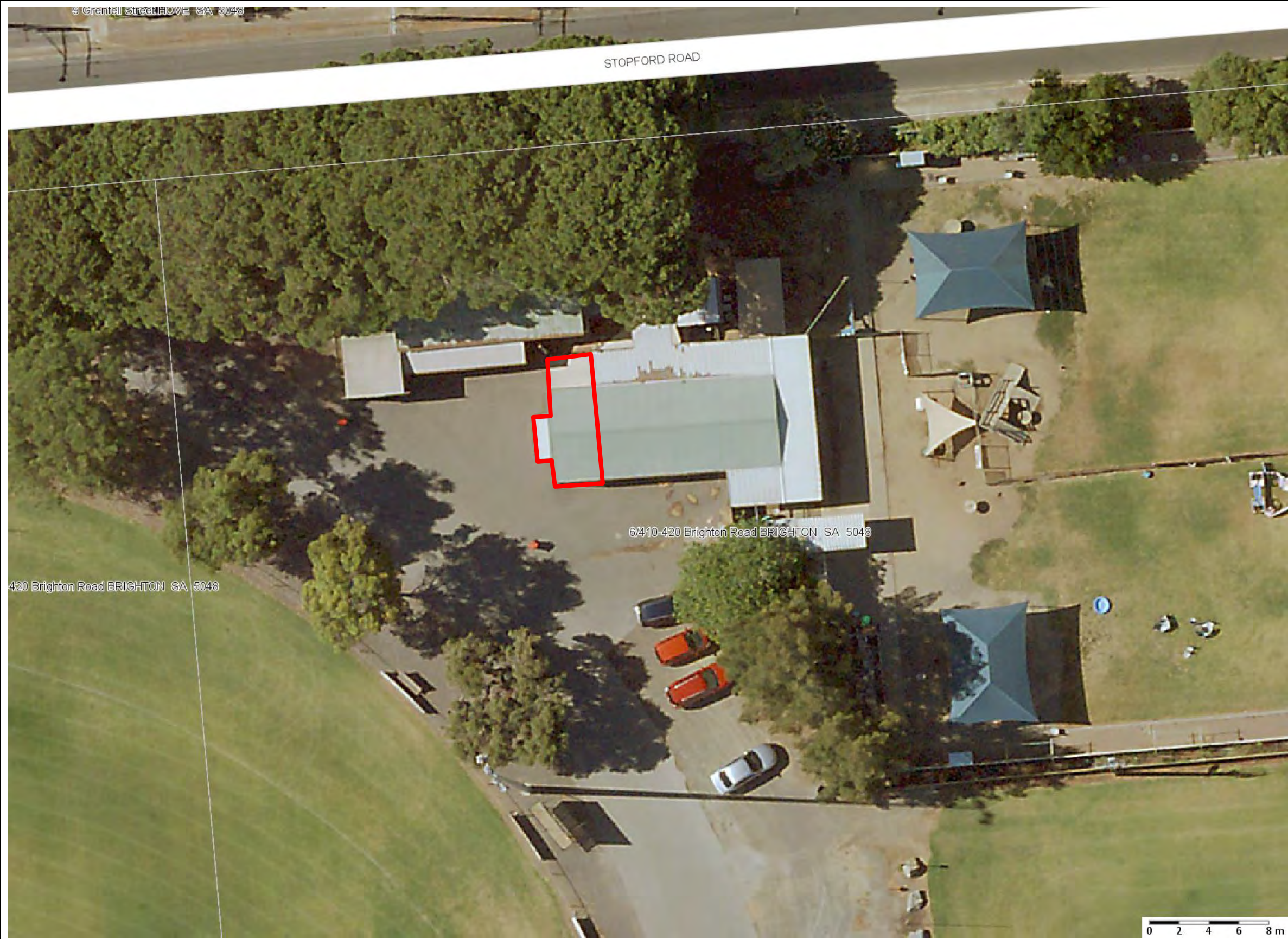
BUDGET

The execution of this licence agreement will have a positive financial impact the 2018/19 budget to the amount of \$281 (plus GST).

An annual budget allocation is provided to City Assets and Services for the review and implementation of property leases. This budget includes the engagement of legal advice and services when and where necessary.

LIFE CYCLE COSTS

Under the terms of the Licence, Council will be responsible for the structural maintenance of the facilities, the costs of which is included in both the long term financial and asset management plans.



- Az Property Address Labels
- Az House Numbers
- Holdfast Bay
- Az Roads Name
 - Az Arterial
 - Az Sub-Arterial
 - Az Collector
 - Az Local
 - Az Track 2-Wheel Drive
 - Az Undefined
- Roads
 - Arterial
 - Sub-Arterial
 - Collector
 - Local
 - Track 2-Wheel Drive
 - Undefined
- Property
- Property Miss Matches
- CHB Aerial (2018) - 7.5cm



This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Holdfast Bay. This information is provided for private use only. While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property Boundary line network data is supplied by State Government.

SA RACING PIGEON
FEDERATION LICENCE AREA

5/07/2018

1:273



Item No: **14.3**

Subject: **POSSIBLE SALE OF PORTION OF ESPLANADE ROAD RESERVE AT 49 KING STREET BRIGHTON**

Date: 24 July 2018

Written By: General Manager

General Manager: City Assets and Services, Mr H Lacy

SUMMARY

A planning company on behalf of the property owner has written to Council requesting the purchase of a triangular portion of the Esplanade to facilitate a proposed land division.

This report recommends that Council agree in principle to sell the portion of land.

RECOMMENDATION

- 1. That Council advises the planning company that Council is willing to proceed with the sale of the portion of land at a sale price of not less than \$65,000 (excluding GST) with all sale, road closure, conveyancing and transfer costs to be borne by the purchaser.**
 - 2. That Council's administration on this occasion does not notify nearby residents of the proposed sale as it has no effect on any neighbouring property.**
 - 3. Council agrees to a conveyancer undertaking a Road Closure process.**
 - 4. Council delegates to the Chief Executive Officer the authority to approve any subsequent sale documents.**
-

COMMUNITY PLAN

A Place that is Well Planned
A Place that Provides Choices and Enhances Life

COUNCIL POLICY

Council in the past has rationalised the sale of Council surplus land at fair valuations.

STATUTORY PROVISIONS

Local Government Act
Real Property Act

BACKGROUND

Previous Report to Council 26 June 2018 Report Number 205/18.

This previous report recommended a valuation (inclusive of a 30% discount to reflect the irregular shape and potentially only 1 possible purchaser) of \$35,000 (excluding GST). The prospective purchaser was also required to pay all survey, conveyancing and transfer costs.

After considering the report, Council resolved (resolution No: C260618/1197) the following:

- “1. That Council seek a valuation by a Council employed valuer to assess the market value of the Council owned road reserve abutting 49 King Street, Brighton.*
- 2. That the said valuation be brought back to Council with a recommendation concerning the sale to the owner of the adjoining land.”*

REPORT

As resolved by Council an independent valuation was sought from Mr Sam Christodoulou and his updated valuation for the land comprising road reserve abutting 49 King Street, Brighton is attached.

Refer Attachment 1

The updated valuation is \$65,000 and no reduction is recommended as the valuer believes there is commercial benefit to the prospective purchaser from integrating the land into their proposed development. On this basis, an updated recommendation is presented for Council's consideration.

BUDGET

There is no impact of expenditure on the budget.

LIFE CYCLE COSTS

These should be reduced because of the reduced area to be maintained by Council.

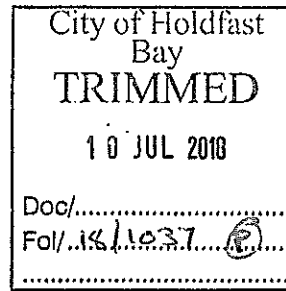
Our Ref: SC/CE/4077

ABN 45 362 691 173

6 July 2018

PROPERTY VALUER
REAL ESTATE CONSULTANT

General Manager City Assets and Services
City of Holdfast Bay
24 Jetty Road
BRIGHTON SA 5048



222 STURT STREET
ADELAIDE SA 5000

PO BOX 84
GOODWOOD SA 5034

TELEPHONE: 0417 839 245
FAX: (08) 8231 5480
EMAIL: samchris@esc.net.au

Attention: Mr Howard Lacy

Dear Mr Lacy,

RE: OPINION OF VALUE

PROPERTY: PORTION OF COUNCIL ROAD RESERVE ABUTTING 49 KING STREET
BRIGHTON, ALONG ESPLANADE BOUNDARY

Following on your instructions I inspected the above Road Reserve on the 2nd July 2018 in order to determine fair value of that piece of Road Reserve of the Esplanade Brighton abutting property known as 49 King Street, Brighton.

The area required to be valued is presently encroached upon by, means of enclosing the subject area, by low brick fencing, into the side yard of 49 King Street (albeit with frontage to the Esplanade).

The area of land in the road reserved and encroached upon is set out in plan drawn by Zaina Stacey, Development Consultants (*see attached plan*).

I have relied on this document, which indicates the extent of the encroachment.

I have also relied on the dimensions and areas calculated in the Valcorp report and the copy of Certificate of Title of 49 King Street. (All supplied by the City of Holdfast Bay).

The encroachment is unlikely to be brought under or considered via the Encroachments Act, because there are no super-structures erected over the encroachment except for a low masonry fence with a physically depreciated brush fence atop.

The masonry wall appears to behave like a retaining wall of sand dune based grounds.

The 'encroachment' issue appears to be more of a case of re-aligning boundaries which will involve transfer of a small portion of land from public ownership into private property in order to regularise both private and public property boundaries.

The land content to be transferred, and the object of this report, is to determine the fair value of the subject land.

The private property, 49 King Street, the 'acquiring site' is wholly comprised and described in Certificate of Title Register Book Volume 5758 Folio 258, being Allotment 15 in File Plan No. 145843, and is situated on the south east corner of King Street and the Esplanade.

The land in the said Certificate of Title contains some 1644 square metres; being a slightly irregular shaped parcel due to frontage to Esplanade being off square and perpendicular to the parallel boundaries to King Street.

A re-alignment of the Esplanade frontage appears to regularise this issue.

However, in so doing a triangular piece of road reserve is created between the existing boundary and regularising re-aligned boundary, containing an area of some 28.7 square metres.

It is the fair value of 28.7 square metres of road reserve to be assessed.

Not entirely relevant to this consideration, an adjoining piece of land Allotment 21 in File Plan 2789 is to be included in a proposed land division with Allotment 15 to create 7 allotments, conforming with the current Residential Zone Central West Policy area 3.

Though Allotment 15 (together with Allotment 21, both being in the same ownership) may have the potential of land division creating a number of smaller allotments, I have ignored this potential in the first instance in the assessment of the fair value of the relevant parcel of land. However, I have had regard to the potential of land division of the larger allotment of 1644 square metres.

The fair value of public lands such as roads are inferred from the adjoining private land values. This is considered a reasonable position given that the value of public lands are in many ways theoretical because they are not dealt with the same utility as private lands, and are generally not parceled up like private lands.

Viewed from the private land ownership, where private lands may be resumed for public purposes these lands are purchased (or compensated) at either market value or value in-use to the owner.

It is not unreasonable to value the public lands at the market site value of the adjoining private lands.

To determine the market value of land with Esplanade frontage (rather than King Street property values) in the Brighton area I have had regard to comparable sales listed below:

1. 117 Esplanade Brighton
Vacant land, corner site
Sold January 2017, \$1,540,000
Land area 477 square metres; frontage 19.42 metres
Analyses, \$3,228.51/square metre
Small site, corner position, wide frontage, adjoins subject lands. Earlier sale.

- 3 -

2. 106 Esplanade Hove
Vacant land, corner site
Sold October 2016, \$1,750,000
Land area 710 square metres; frontage 17.50 metres
Analyses: \$2,464.79/square metre
Early sale; level site; standard allotment.

3. 112 Esplanade Hove
Inside Allotment
Sold August 2017, \$1,600,000
Land area 734 square metres; frontage 15.54 metres
Vacant land sale
Analyses: \$2,179.84/square metre

4. 184 Esplanade South Brighton
Inside Allotment
Sold April 2018, \$1,650,000
Effectively land sale; dwelling is obsolete and with only
marginal added value, partially covering holding costs.
Land area 621 square metres; frontage 18.36 metres
Analyses: \$2,657/square metre

5. 185 Esplanade South Brighton
Corner Allotment, improved
Sold October 2015, \$1,650,000
House of 204 square metres retained but considered to
have marginal added value, partially covering holding costs.
Land content 604 square metres; frontage 18.40 metres

Applying the above sales directly to Allotment 15, with land area of 1,644 square metres, a fair land value to be applied is considered to be in the range of \$2,200/square metre to \$2,400/square metre; having regard to land area size, corner allotment, shape, potential re-development.

Applying this rate of analyses to the land encroached upon comprising portion of public road containing 28.7 square metres amounts to a value range of \$63,140 to \$68,880, or providing a fair value of say \$65,000 allowing for the inefficient shape of the triangle.

The benefit of the 28.7 square metres to be added 1,644 square metres of land is to be found in potential efficiency of house siting, size, and design; but more particularly in the set-backs from the Esplanade.

Irrespective, the analysed rate is the average rate at which each square metre of land is valued, and averages out the attributes of the land holding, and hence its general application to the triangular portion of land being sought.

VALUE

Having regard to all relevant considerations I have assessed the fair value of the said 28.7 square metres of land, an acute triangular shape, being sought to be amalgamated into 49 King Street to be the amount of **SIXTY FIVE THOUSAND DOLLARS, (\$65,000) plus GST if applicable.**

This opinion does not constitute or address a structural, boundary, termite or wood rot, geotechnical or contamination soil or asbestos surveys.

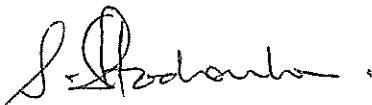
This opinion is for the use only of the person to whom it is addressed and for no other purpose. No responsibility is accepted to any third party who may use or rely on the whole or any part of this opinion.

This valuation is current as at the date of valuation only. The value assessed herein may change significantly and unexpectedly over a relatively short period (including as a result of general market movements or factors specific to the particular property). We do not accept liability for losses arising from such subsequent changes in value.

Without limiting the generality of the above comment, we do not assume any responsibility or accept any liability where this valuation is relied upon after the expiration of 3 months from the date of the valuation, or such earlier date if you become aware of any factors that have any affect on the valuation.

This statement is a requirement of the Professional Indemnity Policy cover.

Yours faithfully



S. CHRISTODOULOU F.A.P.I.
Property Valuer Consultant

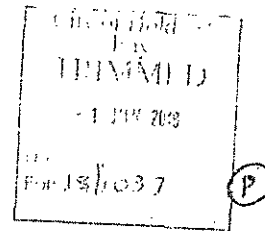
Attch.

ZAINA STACEY

Received

28th May 2018

1 JUN 2018
CITY OF HOLDFAST BAY



City of Holdfast Bay
24 Jetty Road
Brighton SA 5048

Attention: General Manager, City Assets & Services, Steve Hodge

Dear Steve

We have been engaged to lodge a land division application over 49 King Street, Brighton Allotments 21 and 15 in Certificates of Title 5626/253 and 5758/258. Please find attached 2 copies of the land division proposal plan for your information. Our client is proposing to do a Torrens Title land division to create 7 new allotments

As part of the land division preparation, it has become apparent that there is portion of the Esplanade road that is being unused as public road. Please refer to our Preliminary Road Closing Plan, in particular the area lettered "A"

The portion of road lettered "A" is 28 7m2 in area and we ask Council to consider closing this portion of the road and transferring it to Allotment 15?

All costs for the Road Closing process to be at the applicants expense.

Please also find enclosed a Valuation Report, prepared by VALCORP Australia Pty Ltd.

We understand that the proposal will need to be presented at Council's meeting for a decision and ask that this is tabled swiftly for review.

If you require any further information, please don't hesitate to contact us

Yours faithfully

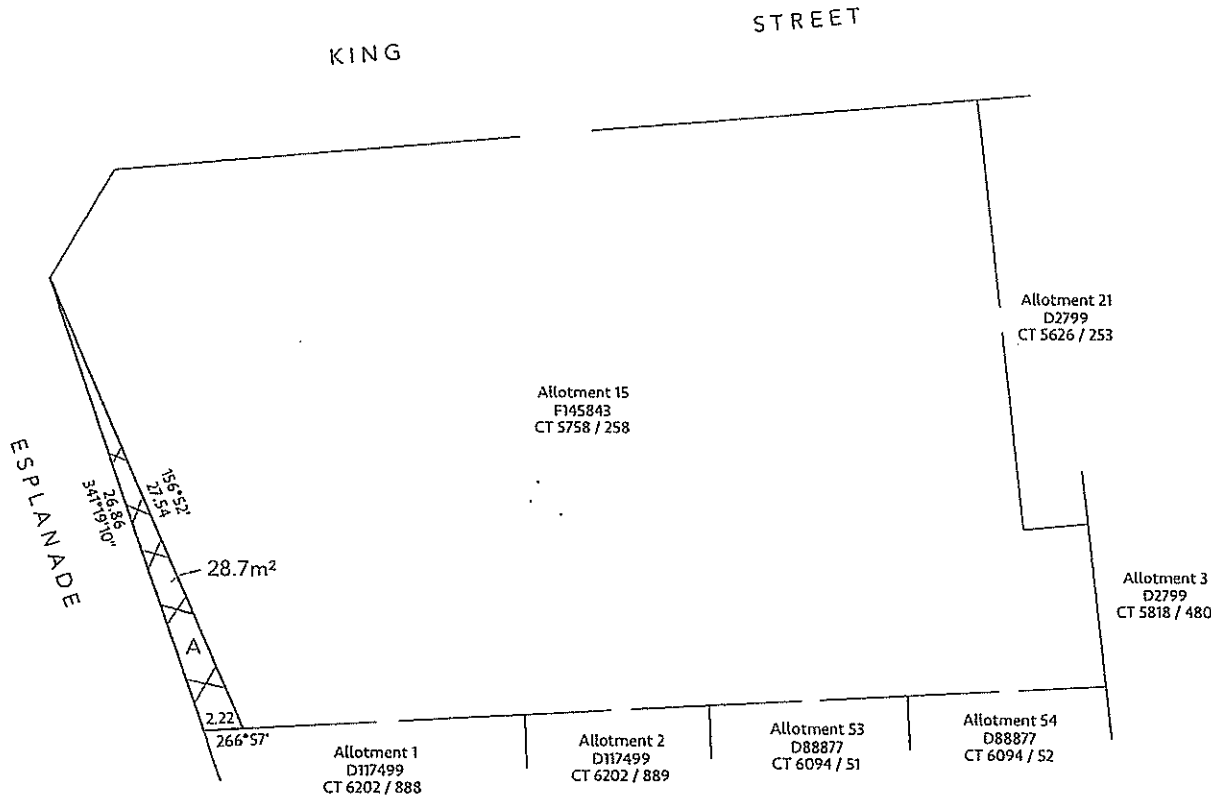
Mrs Brooke Lewis



CLOSED ROAD 'A' TO BE MERGED WITH ADJOINING ALLOTMENT 15

PROPOSAL CERTIFIED CORRECT AS TO INTENT
DATED / / 2018

AUTHORISED OFFICER



road closure application

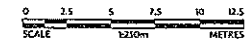
PRELIMINARY PLAN

--- / ---
SHEET 1 OF 1 SHEETS

CITY OF HOLDFAST BAY

IN THE AREA NAMED
BRIGHTON

All measurements in metres unless shown otherwise.
Do not scale drawing. Original sheet size is A3.



I HEREBY CERTIFY THAT THE PORTION OF ROAD TO BE CLOSED
LETTERED 'A' HEREON IS PUBLIC ROAD WITHIN THE MEANING OF
SECTION 3 OF THE ROADS (OPENING AND CLOSING) ACT 1991

DATED 22/03/2018 AUTHORITY: _____

LICENSED SURVEYOR

Rev.	Date	Description
A	05/04/2018	Area added to 'A' 28.7m²
	22/03/2018	Original Issue

ZAINA STACEY
DEVELOPMENT CONSULTANTS

Office: 13 Avenue Road, Fremont SA
Post: PO Box 1002, Torrens Park SA 5042
Phone: 08 8379 7977
Email: plans@zainastacey.com

Reference: 18091

The merger of closed road 'A' into to the adjoining holding would take out a current step/kink in the street alignment of the subject and adjoining allotment street boundary alignments and normalise the width of the footpath.

6.2 Summary of Land Areas

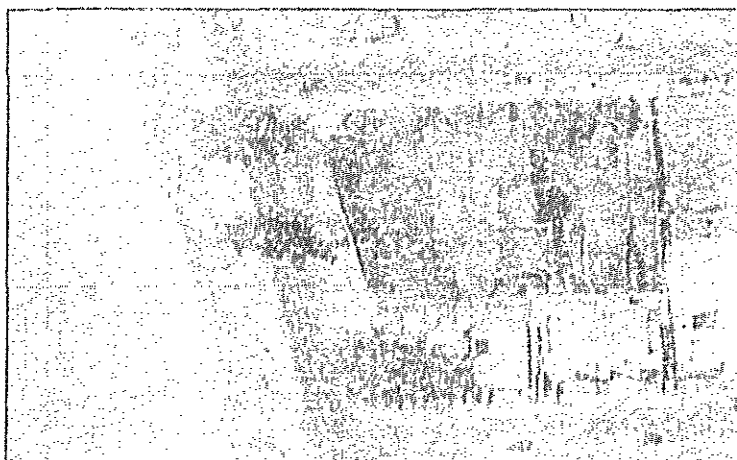
Currently Lots 15 and 21 combine to provide an overall holding of some 1,733 m² and with the inclusion of a further 28.7 m² (closed road) a total area of 1,762 m². The area of the existing and lots and area under review are tabled below; -

Table 1; - Summary of Site Areas	Area (m ²)
Existing Site Areas	
Lot 15	1,644
Lot 21	89
Total	1,733
Proposed Closed Road	
Area A	28.7
Total Site Area (after inclusion of closed Road)	1,761.7




Effectively the land under review could only be utilised by Lots 15 and 21 or as road reserve and would not readily provide any utility to any other property.

7.0 IMPROVEMENTS

The land is improved with a large Gentleman's Bungalow dwelling with extensive verandahs in an overall dated and fairly original condition along with a detached shed. Our reading of land and improved sale suggests these improvements provide no added value hence we have not provided a detailed description of these.



Aerial view of the subject property showing approximate site boundary of Lot 15 (highlighted blue) and extent of improvements over the site

 Government of South Australia Department of State Planning and Infrastructure	Product	Register Search (CT 5758/258)
	Date/Time	21/12/2017 10:20 AM
	Customer Reference	
	Order ID	20171221002655
	Cost	\$28.26
 South Australia	The Registrar-General certifies that this Title Register Search displays the records maintained in the Register Book and other notations at the time of searching.	
		
Certificate of Title - Volume 5758 Folio 258		
Parent Title(s)	CT 4047450	
Creating Dealing(s)	CONVERTED TITLE	
Title Issued	17/04/2000	Edition 1 Edition Issued 17/04/2000
Estate Type		
FEE SIMPLE		
Registered Proprietor		
CHARLOTTE DAUNGERS MORLEY OF PARAWA VIA SECOND VALLEY SA 5204		
Description of Land		
ALLOTMENT 15 FILED PLAN 145843 IN THE AREA NAMED BRIGHTON HUNDRED OF NOARLUNGA		
Easements		
NIL		
Schedule of Dealings		
NIL		
Notations		
Dealings Affecting Title	NIL	
Priority Notices	NIL	
Notations on Plan	NIL	
Registrar-General's Notes		
AMENDMENT TO DIAGRAM VIDE 11007451		
Administrative Interests	NIL	
Land Services		
Page 1 of 2		

Item No: **14.4**

Subject: **YOUTH ACTION PLAN 2018 - 2023**

Date: 24 July 2018

Written By: Youth and Recreation Officer

General Manager: Community Services, Ms M Lock

SUMMARY

Council endorsed the updated Youth Policy on 8 August 2017, providing direction for future provision of youth activities across Council. With this policy now in place and to ensure that Council continues to provide services that best meet the needs of the young people in our city, funding was allocated in the 2017/2018 Annual Budget to develop a Youth Action Plan. Youth Affairs Council of South Australia (YACSA) were engaged to undertake the community engagement process and develop the action plan. The aim of the plan is to provide a clear strategy for youth support and services, giving young people a stronger voice in our community.

The City of Holdfast Bay Youth Action Plan 2018-2023 outlines Council's commitment to fostering and promoting the contributions and achievements of young people throughout the community and empowering young people to share their views and opinions around issues that affect their lives.

RECOMMENDATION

That Council endorses the Youth Action Plan and its implementation during 2018 to 2023.

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Placemaking: Developing Walkable, Connected Neighbourhoods
Community: Building a healthy, active and resilient community
Community: Celebrating culture and diversity
Community: Providing welcoming and accessible facilities
Community: Fostering an engaged and contributing community
Environment: Fostering an environmentally connected community

COUNCIL POLICY

Youth Policy 2017
Community Consultation and Engagement Policy

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

Council previously developed a Youth Development Directions Plan in 2004 that is now out of date and no longer relevant to youth development resourcing and trends.

Council endorsed the updated Youth Policy at its 8 August 2017 meeting:

Motion C080817/873

That the following policies (as amended) be adopted by Council:

- *Whistleblower Policy (Attachment 1)*
- *Privacy Policy (Attachment 2)*
- *Youth Policy (Attachment 3)*

The Youth Policy provides direction for future provision of youth activities across Council. With this policy now in place and to ensure that we continue to provide services that best meet the needs of the young people in our area, funding was allocated in the 2017/2018 Annual Budget to develop a Youth Action Plan. The aim of the plan is to provide a clear strategy for youth support and services, giving young people a stronger voice in our community.

In October 2017 Council engaged the Youth Affairs Council of South Australia (YACSA) to undertake a council-wide consultation with young people to produce a Youth Action Plan that will guide the role of Council, in particular Council's Youth and Recreation Officer and HoldUp Youth Committee over the next five years.

Refer attachment 1

YACSA is the peak body that represents young people aged 12-25 years in South Australia and they have extensive experience in best practice youth participation and engagement.

A workshop facilitated by YACSA, was held with Elected Members on Tuesday 10 April 2018, to introduce the project and provide Elected Members with an opportunity to input into the plan and provide feedback on work to date. This feedback and input has been incorporated into the final plan. A summary of the community engagement findings was also provided at the workshop.

A benchmarking document has been created looking at current service provision levels, resourcing and focus areas for youth development across metropolitan councils and an exploration of current and future trends impacting the youth sector.

Refer attachment 2

REPORT

YACSA engaged with nearly 300 young people from the Holdfast Bay community via workshops with eight primary and secondary schools, focus groups with HoldUp Youth Committee and an online survey on YourView. This engagement data has been utilised to create the Youth Action Plan highlighting the key themes identified, areas of concern and opportunities and recommended solutions for Council to implement over the next five years.

The issues and opportunities identified by young people are largely modifications to existing practices, community spaces and infrastructure and don't require large scale changes or financial commitments. The results align with the vision of the "Our Place" 2030 which includes delivery of "high- quality public spaces and services to build a welcoming, safe, and active community where resident, visitor and business prosperity meet".

The young people who participated in the community engagement demonstrated significant pride and connection to the area and a genuine interest in being involved in community events and activities, as well as Council decision-making and priority setting. They also identified practical solutions to issues that will benefit the whole community.

Young people identified a range of issues that fall into 3 clear categories:

1. Participation & Engagement
2. Events & Activities
3. Public Places & Spaces.

The Youth Action Plan provides a range of Objectives and Actions to deliver on the above focus areas.

BUDGET

Council's Youth and Recreation Officer will lead the implementation of the plan and has identified the below funding streams to finance any of the recommendations that fall outside annual operating budgets:

- Grant funding (SA Youth Week, DPTI Open Space and Places for People funding)
- New Initiative funding to be requested for any initiatives outside existing budgets
- Some recommendations will be able to be built into existing projects and the relevant assigned budget.

LIFE CYCLE COSTS

Within existing annual operating budgets.

Any new funding will be requested as a New Initiative.



COMMUNITY

YOUTH ACTION PLAN 2018 - 2023

Geraldton Wax
*Chamelaucium
uncinatum*





ACTING MAYOR'S MESSAGE

I am delighted to introduce our Youth Action Plan for 2018-2023.

The City of Holdfast Bay is inclusive and supportive of all members of our community and this includes our youth. We want our young people to have safe places to play and fun places to hangout so that they can have a happy and healthy start to life.

We have implemented a number of programmes and attractions for our youth ranging from wonderful playspaces and parks through to entry to employment schemes. These programmes cater for the very young through to those about to enter the work force.

Our ongoing challenge to provide relevant programs and services to meet the changing needs of our youth demographic that provides stimulating, current and beneficial outcomes.

Outlined in the Youth Action Plan are a number of strategies the City of Holdfast Bay will utilise for the next five years that aims to meet these challenges and give our youth services and programs they will find valuable.

The Council looks forward to working with all its stakeholders to make the vision a reality.

Amanda Wilson

Acting Mayor
City of Holdfast Bay



This document has been prepared by the Youth Affairs Councils of South Australia in partnership with the City of Holdfast Bay.



youth affairs council
OF SOUTH AUSTRALIA



1. INTRODUCTION

The City of Holdfast Bay Youth Action Plan 2018-2023 outlines Council's commitment to fostering and promoting the contributions and achievements of young people throughout the community and empowering young people to share their views and opinions around issues that affect their lives. For the purpose of this plan, young people or youth, refers to person falling between the ages of 12 to 25 years who live, work, study or spend time in Holdfast Bay.

The development of the plan included an analysis of contemporary approaches to youth development in a local government context and a review of previous Council plans and activities.

Young people contributed enthusiastically to the plan through a series of school-based consultations as well as an online survey. They demonstrated significant pride and connection to the area and a genuine interest in being involved in community events and activities, as well as Council decision making and priority setting. They also identified practical solutions to issues that will benefit the whole community.

Council acknowledges that young people have a right to be involved in local affairs and in the decision making process of matters that affect them. Young people have a diversity of strengths, needs, interests, and aspirations reflective of their differing social, economic, and cultural backgrounds and are active stakeholders in our community.

This document outlines the focus areas and objectives Council will progress to strengthen young people's participation and engagement in all aspects of Council business and community life over the next five years.

2. BACKGROUND

2.1 DEMOGRAPHICS

The City of Holdfast Bay is one of the smallest metropolitan council areas with a population of 36,399 people of which 4,155 (or 11.4%) are young people aged 10-24 years. However, what is unique about the City of Holdfast Bay is the number of visitors that the area hosts as one of South Australia's leading tourist attractions. According to the Holdfast Bay 2016-2017 Annual Report, 1.3 million people visited the region from across the state, across the nation and internationally.

2.2 POLICY CONTEXT

Council endorsed a new Youth Policy in 2017 to provide direction for future provision of youth activities across Council. The purpose of the youth policy is to both recognise the significance and value of young people in the Holdfast Bay area while also providing the guiding principles that will underpin and drive the development of the youth action plan. This extends to how the plan develops programs, services, and engagement activities with young people.



Our Place 2030 Strategic Plan

In 2017, Council released Our Place 2030 Strategic Plan that sets priorities and charts the goals and targets of the council leading up to the year 2030. Specifically, the plan outlines Council's commitments in relation to services, activities, programs, and strategic directions. The plan provides the basis for identifying emerging trends, opportunities for new initiatives, programs and services, and assists in Council decision making.

The plan is based upon the following five "pillars":

- Community: A healthy, creative, connected community
- Environment: A community connected to our natural environment
- Economy: A diverse and resilient local economy
- Placemaking: An accessible, lively and safe coastal city that celebrates our past to build for our future
- Culture: An effective customer-centred organisation

Youth Survey Report

In 2014 the council conducted a consultation with 191 young people to ascertain their interests, issues, and concerns and to determine their interest in joining a Youth Advisory Committee (YAC).

The objective of the survey was twofold; initially the information provided by survey respondents would inform the activities and programs young people would like to see the council deliver while also collecting the issues and concerns expressed by young people to feed back to schools and local service providers.

One of the recommendations inspired by the information provided by respondents was the development of a City of Holdfast Bay Youth Action Plan to ensure the Council's capacity to plan, coordinate, and deliver improved outcomes for local young people.

The development of the Youth Action Plan included a benchmarking report that identified current service provision levels, resourcing, and focus areas of youth development across metropolitan councils as well as an exploration of current and future trends impacting the youth sector.

Council documents were also reviewed during the development of this plan including:

- Playspace Research and Guidelines
- Open Space and Public Realm Strategy



3. YOUTH ENGAGEMENT

The youth engagement component of the project included consultation workshops with eight primary and secondary schools, a HoldUp Youth Committee focus group, and an online survey via YourView. In total, 283 young people were consulted to identify what they value about the area, issues of concern, and solutions. The information gathered was translated into key themes and actions for Council to implement over five years.

The Youth Action Plan project was presented to the Acting Mayor and eight Elected Members who provided feedback on the progression of the project and the youth engagement preliminary findings.



City of Holdfast Bay Youth Action Plan Consultations 2018

Key information:

Youth Action Plan consultations were conducted between 27th of March and 6th of April and were facilitated by the Youth Affairs Council of South Australia.

8

Schools visited

- Brighton Secondary School
- Glenelg Primary School
- Marymount College
- Paringa Park Primary School
- Seacliff Primary School
- St Leonards Primary School
- St Peters Woodlands Primary School
- Sacred Heart College

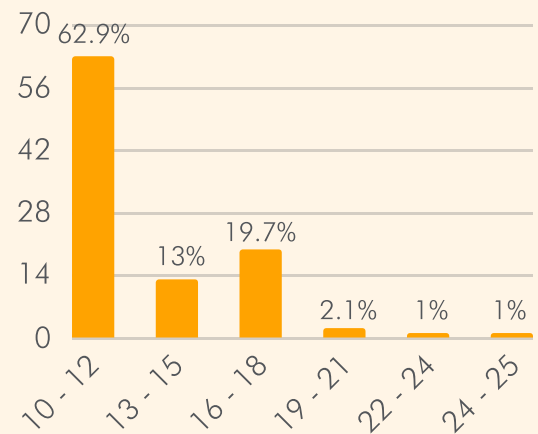
35

Youth action plan survey respondents

283

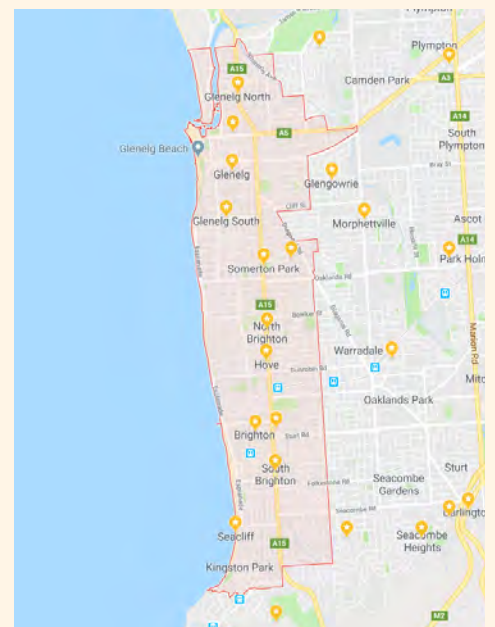
Young people consulted

- 62.9% of participants were 10-12 years (n=178).
- 13% of participants were 13-15 years (n=37).
- 19.7% of participants were 16-18 years (n=56).
- 2.1% of survey respondents were 19 to 21 (n=6).
- 1% of survey respondents were 22 to 24 (n=3).
- 1% of survey respondents were 24 to 25 (n=3).



66.7%

189 of the 283 young people consulted (66.7%) live within the City of Holdfast Bay Council boundaries.



City of Holdfast Bay Youth Action Plan Consultations 2018

Key themes:

Strong connection and involvement with community

Young people in Holdfast Bay have a strong connection to their community. Participation in activities like sport and volunteering were consistently high. Young people feel connected to their public spaces. Young people are very involved in their community.

A gap for people aged 12-15 years

It was consistently identified by young people that there is a gap within the community for people aged 12-15 years. Young people felt that events, spaces and opportunities are designed for young children or people aged 18+. Young people felt that their needs were not being catered for in many areas. Things that are designed for them were found to be tacky and/or expensive.

Opportunities that are free, or affordable, as important for young people

Young people consistently mentioned that they felt financially excluded. The exclusion extended mainly to events, shops and food. Young people asserted that, when it comes to events, they need free options in order to participate.

Unstructured activities

Young people value opportunities to be themselves, express themselves, and develop social relationships with others. Young people identified that programs and events designed for young people should be unstructured and allow freedom.

Young people need co-designed spaces

Young people repeatedly mentioned that areas that are designed for them, or are meant to include them, are often poorly designed to suit their needs. Young people would value the opportunity to be included in the design process when it came to creating spaces that aim to include young people.

Young people are proud of their community, and value its environment

Young people consistently steered conversations towards environmental issues such as litter, recycling and renewable energy. Young people in Holdfast Bay are proud of the beaches and the parks, and took great issue with the amount of litter seen at both. Young people were keen to explore ways in which litter could be addressed.

Spaces are packed, expensive and not designed for young people

Young people repeatedly referred to a sense of exclusion when it came to the most popular areas in the council area.

Seating, shade and water

A common theme in the consultations was young people identifying ways in which spaces could be adapted to maintain the fantastic outdoor experience, but increase the comfort of the experience. In all public spaces, young people asked for more shade, more seating, and more water fountains.

Access to equipment

Young people discussed ideas about increasing the amount of equipment or structures within public spaces that would enhance their ability to enjoy the spaces. Young people mentioned outdoor gym facilities, hoops, goals and equipment rentals as elements that would help them use space actively and socially.

Safety

Young people brought up safety in regards to a range of elements throughout the consultations. Young people mentioned that public spaces, particularly the beach, can feel unsafe when alcohol is prevalent. Young people discussed that public transport stops and stations can be adapted to increase their safety. Young people also mentioned that lighting along beaches and footpaths could help them feel safer in some instances.



4. BUDGET

The Youth Action Plan implementation will be funded from existing resources. Any additional funding will be requested through the annual business plan and budget process.

External funding sources may be identified, for example SA Youth Week and the DPTI Open Space and Places for People grant program*.

* At time of writing grant funding at the state level could not be confirmed due to a change of government.

5. FOCUS AREAS

























Young people identified a range of issues that fall into 3 clear categories:

1. Participation & Engagement
2. Events & Activities
3. Public Places & Spaces










































The results align with the vision of Our Place 2030 which includes delivery of “high- quality public spaces and services to build a welcoming, safe, and active community where resident, visitor and business prosperity meet”























IMPLEMENTATION PLAN 2018 - 2023

<p>What young people told us</p> <p><i>Young people in the City of Holdfast Bay have a strong connection to their community.</i></p> <p><i>Young people value opportunities to be themselves, express themselves, and develop social relationships with others.</i></p> <p><i>Young people want to participate in Council planning and decision making and have good ideas for improvements that would benefit the whole community.</i></p>	FOCUS AREA 1: PARTICIPATION & ENGAGEMENT					
	Objective: 1.1 Strengthen youth engagement mechanisms to ensure Council business is informed by young people					
	Action	18/19	19/20	20/21	21/22	22/23
	1.1.1 In partnership with young people, review existing mechanisms (e.g. HoldUp Youth Committee) and address limitations or gaps and promote					
	1.1.2 Evaluate formal and informal methods for connecting with schools and address limitations or gaps and promote					
1.1.3 Educate young people about Council's role and how young people can participate and evaluate						
<p>What Council will do</p> <ul style="list-style-type: none"> Empower young people to share their views and opinions on issues that affect their lives. Provide sufficient resources to work with and to support the development of young people in the community. Continue to maintain and further develop its relationship with local primary and secondary schools and their Student Representative Council's, within our area, to improve services for young people in our community. 	1.1.4 Develop and review mechanisms for strengthening connections to junior sporting and recreation clubs					
	1.1.5 Resource and support a consultation with and for young people					
	1.1.6 Engage young people in the monitoring and evaluation of the Youth Action Plan and publish results					
	Objective: 1.2 Ensure community engagement mechanisms are inclusive of young people					
	Action	18/19	19/20	20/21	21/22	22/23
	1.2.1 Undertake an audit of existing mechanisms to determine relevance to young people and address limitations or gaps					
1.2.2 Identify and address staff training and development needs to improve youth engagement						
<p>Legend</p> <p> Annual completion/review  Ongoing activity</p>	<p>Stakeholders: Youth & Recreation Officer ≈ Elected Members ≈ Council Staff ≈ Schools ≈ Sporting Clubs ≈ Community Groups</p>					

IMPLEMENTATION PLAN 2018 - 2023

<p>What young people told us</p> <p><i>Young people want to participate in whole of community events and activities but often feel excluded.</i></p> <p><i>Young people asserted public events and activities are often aimed at children or people aged 18+ years.</i></p> <p><i>Young people identified that programs and events designed for young people should be unstructured and allow freedom.</i></p> <p><i>Young people need free or affordable options in order to participate.</i></p>	Objective: 2.1 Ensure all relevant public events are inclusive of young people					
	Action	18/19	19/20	20/21	21/22	22/23
	2.1.1 Review event application and planning processes to meet the needs of young consumers with a focus on 12 – 16 year olds					
	2.1.2 Incorporate free or affordable options into all public events where appropriate					
	2.1.3 Build the capacity and resource young people to contribute to public events and activities as stall holders, performers, sellers, competitors, etc.					
2.1.4 In consultation with young people, develop, implement and evaluate appropriate methods for publicising events and activities and promote						
<p>What Council will do</p> <ul style="list-style-type: none"> Foster and promote the contributions and achievements of young people throughout the community. Develop and promote opportunities for young people to engage in arts and cultural events and programs. Develop links within the community to encourage volunteering. Continue to work in association with community organisations, State Government, and the private sector to ensure that young people have access to a range of services that meet their needs and interests. 	Objective: 2.2 Raise community awareness of young people's contributions and talents					
	Action	18/19	19/20	20/21	21/22	22/23
	2.2.1 Plan and evaluate annual and ongoing events with and for young people to showcase their activities to the wider community					
	2.2.2 Celebrate and promote young people's contributions in local and state media and Council publications					
	2.2.3 Celebrate high achievement of our young people through the continuation of the Youth Sponsorship Program					
	Objective: 2.3 Increase volunteering opportunities for young people					
	Action	18/19	19/20	20/21	21/22	22/23
2.3.1 In consultation with young people, identify and promote suitable local activities and resource, support and recognise participation						
2.3.2 Build the capacity of groups and organisations to appropriately engage and support young volunteers through training and development						
Legend	<p>Stakeholders: Youth & Recreation Officer ≈ Elected Members ≈ Council Staff ≈ Schools ≈ Sporting Clubs ≈ Community Groups</p>					
<p> Annual completion</p> <p> Ongoing activity</p>						

IMPLEMENTATION PLAN 2018 - 2023

<p>What young people told us</p> <p><i>Young people are proud of their beaches and parks and have a keen interest in environmental issues.</i></p> <p><i>Areas that are designed for young people, or are meant to include them, such as libraries and community centres, often do not meet their needs.</i></p> <p><i>Young people want public facilities, places, and spaces to be co-designed to better meet their needs.</i></p> <p><i>Young people identified a need for more shade, shelter, seating, and water fountains and would like access to outdoor gym facilities, hoops, goals, and equipment rentals to enhance their enjoyment and help them use space actively and socially.</i></p> <p><i>Young people identified a range of ways in which spaces could be adapted to maintain the fantastic outdoor experience and increase safety and the comfort of the experience throughout the year.</i></p>	FOCUS AREA 3: PUBLIC SPACES AND PLACES					
	Objective: 3.1 Activate recreation, community facilities and public spaces for young people					
	Action	18/19	19/20	20/21	21/22	22/23
	3.1.1 Develop and promote mechanisms for young people to contribute to planning and decision making for all new facilities and public spaces and places					
	3.1.2 In partnership with young people, review and integrate youth amenities into community facilities (libraries, community centres, etc.) to better meet their needs (i.e. free public WiFi, charging points, indoor spaces, etc.)					
	3.1.3 In consultation with young people, identify suitable equipment and infrastructure to increase use of playgrounds, parks and outdoor spaces by young people					
	Objective: 3.2 Improve safety and amenity of public spaces for young people					
	Action	18/19	19/20	20/21	21/22	22/23
	3.2.1 In partnership with young people, create an appropriate and accessible method for reporting problems					
	3.2.2 Create and promote a process for young people to submit solutions to community issues that includes an optional program for young people					
<p>What Council will do</p> <ul style="list-style-type: none"> Engage young people during the planning process for all new recreation, community facilities, and public spaces. Work with young people, the community, the youth sector, government agencies, and non-government organisations to build a safe community for young people. Empower young people to act in ecologically sustainable ways. 	<p>Stakeholders: Youth & Recreation Officer ~ Elected Members ~ Council Staff ~ Schools ~ Sporting Clubs ~ Community Groups</p> <p>Legend  Annual completion/review  Ongoing activity</p>					

City of Holdfast Bay

Youth Action Plan

Benchmarking Report 2018

City of Holdfast Bay Youth Action Plan Benchmarking Report
Prepared by Youth Affairs Council of South Australia Inc.

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Introduction

In 2017, City of Holdfast Bay endorsed a new Youth Policy to provide direction for future provision of youth activities across Council. The purpose of the youth policy is to both recognise the significance and value of young people in the Holdfast Bay area while also providing the guiding principles that will underpin and drive the development of the youth action plan. This extends to how the plan develops programs, services, and engagement activities with young people.

In August 2017 the Youth Affairs Council of South Australia Inc. (YACSA) was contracted by the City of Holdfast Bay to undertake a Youth Action Plan Project to inform the development of a youth action plan for the city.

The project includes benchmarking current service provision levels, resourcing and focus areas for youth development across metropolitan councils, an exploration of current and future trends impacting the youth sector, and a council-wide consultation with young people to determine needs and gaps in current service provision.

This report describes a review of Local Government youth development plans, policies and strategies and current and future trends that may impact the youth sector.

Background

City of Holdfast Bay

Demographics

The City of Holdfast Bay is one of the smallest metropolitan council areas with a population of [36,399](#) people of which 4,155 (or 11.4%) are young people aged 10-24 years. However, what is unique about City of Holdfast Bay is the numbers of visitors that the area hosts as one of South Australia's leading tourist attractions. According to the Holdfast Bay [2016-2017 Annual Report](#), 1.3 million people visited the region from across the state, across the nation and internationally.

In addition, the [Holdfast Bay Tourism Plan 2020](#) has set a target to increase visitor numbers by 25% by the year 2020. The sheer number of visitors to Holdfast Bay presents a unique challenge and opportunity for the Council in developing youth services/programs/activities and spaces for the residents of Holdfast Bay that may be utilised by young people that reside outside of the area.

Policy context

Our Place: 2030 Strategic Plan

The "Our Place Strategic Plan" sets priorities and charts the goals and targets of the council leading up to the year 2030. Specifically the plan outlines the council's commitment in relation to services, activities, programs, and strategic directions. The plan provides the basis for identifying emerging trends, opportunities for new initiatives, programs and services, and assists in council decision making.

The plan is based upon the following five "pillars":

- Community: A healthy, creative, connected community
- Environment: A community connected to our natural environment
- Economy: A diverse and resilient local economy
- Placemaking: An accessible, lively and safe coastal city that celebrates our past to build for our future
- Culture: An effective customer-centred organisation

Youth Survey Report

In 2014 the council conducted a consultation with 191 young people to ascertain their interests, issues, and concerns and to determine their interest in joining a Youth Advisory Committee (YAC).

The objective of the survey was twofold; initially the information provided by survey respondents would inform the activities and programs young people would like to see the council deliver while also collecting the issues and concerns expressed by young people to feed back to schools and local service providers.

One of the recommendations inspired by the information provided by respondents was the development of a City of Holdfast Bay Youth Action Plan to ensure the Council's capacity to plan, coordinate, and deliver improved outcomes for local young people.

Youth Music Survey

The 2014 youth survey demonstrated that one of the interest areas for young people in Holdfast Bay was music programs and events. In 2016 the youth music survey was developed to ascertain exactly what kinds of music related activities young people were interested in with a view to potentially developing programs, activities, or events. A majority of respondents called for song skill writing workshops, casual and coordinated jam sessions and instrument technique workshops.

Youth Development Directions Plan

Council prepared a Youth Development Directions Plan in 2004 to ensure that all youth-related services, programs and activities were "youth friendly" and underpinned by a commitment to equity, diversity, affordability, access, and social, cultural and recreational participation.

The plan was based on a community mapping project which included consultation with 600 young people in the area. The plan included the formation of a Youth Advisory Committee and a commitment to a Youth Advisory Network to ensure that existing youth-related services were appropriate and that young people were an integral part of decision making.

State Government policy context

In 2010 the State Government released its four year youth strategy, *youthconnect*; a whole-of-government framework for delivering State Government programs and services. The strategy focussed on three key areas; health and wellbeing, employment, education, and skill development, and engagement and participation.

The strategy was based on the findings of a state-wide consultation with young people aged 12 – 25 years and included ten key principles for service development and delivery and specific actions for government departments. The strategy expired in 2014 and was not evaluated.

In 2015 the State Government changed its focus from “areas impacting young people”, to a “focus on particular areas of concern to young people” to create “practical change”.

The first annual strategy, “It Starts with YOUth” had a focus on specific actions around homelessness, successful transitions (into the workforce), and youth engagement. Subsequent strategies have continued the actions in the 2015 strategy (Successful Transitions) and added new actions including “Be a Job Maker” (an investigation of start up support and opportunities), a Youth Safety Strategy, and engaging with multicultural and LGBTIQ communities. Non-government organisations have been funded to deliver Successful Transitions and Be a Job Maker.

The 2018 SA Youth Strategy will be released in February.

Scoping

Process

Each metropolitan council website was reviewed to identify current or recently lapsed youth policies, plans and strategies, and related background and evaluation documents. Youth-related resources, programs, and services were identified and strategic and business plans were reviewed to highlight specific commitments to young people and youth development.

Youth Development or Community Development Officers were contacted to further explore the identified information and eight of the 19 metropolitan councils responded (see Appendix A).

Focus areas

Local Government youth plans, policies, and strategies were varied but were all underpinned by the following elements:

- Youth development
- Youth participation in local council areas and in council decision making (including youth advisory groups/councils)
- Youth sector worker network groups

- Leadership programs for young people
- Entrepreneurialism and business start-up programs
- Sport and recreation
- Personal support services, programs and referral
- Music, art and creative spaces and programs
- Sponsorship and grants programs
- Library, reading and creative writing programs and services
- School holiday programs

Comparing the work of similar sized councils

While eight councils had current youth-related policies and/or strategies and plans, metropolitan councils of similar size and youth populations were analysed to identify differences and commonalities. Two councils of a similar size to Holdfast Bay with current or recently lapsed youth strategies were identified.

Town of Gawler

The Gawler [Youth Development Plan 2013-2018](#) was developed in consultation with young people across the council area and the Gawler Youth Advisory Committee.

The plan uses the concept of “youth development” as its foundation. Youth development is explained as a cross community approach built from partnerships between council, young people, families, youth service providers and other related stakeholders.

The plan contains three focus areas including participation, health and well-being, and building capacity and includes a range of outcomes for young people based on federal and state youth development plans within the local context. Each of the three focus areas or outcomes contain three goals and series of justifications and actions. Each outcome is linked to the council’s five core principles.

The plan is monitored and evaluated through a stepped process:

- The Youth Development Officer provides a written and verbal report regarding the progress to the plan to the Gawler Youth Advisory Committee (YAC).

- The YAC drives the development and implementation of programs and services for young people in the area and makes recommendations to council for their consideration.
- Key performance indicators are written into the Youth Action Plan to be used as the basis of evaluating progress in relation to the development plan.
- The Gawler Youth Workers Network (GYWN) discusses progress of the plan.
- Every 12 months a youth forum is held for representatives from schools and other groups to receive an update on the plan. Consultation is undertaken on any area young people feel needs to be added to the youth action plan.

The City of Unley

The [Living Young Action Plan](#) (that has now expired) was developed after extensive consultation with local high schools, sector workers, International students, and young adults, both in person and online, on the themes of mutually beneficial relationships and engagement. The consultation included an Instagram competition using the hashtag, #UnleyInspired.

Similar to Gawler's Youth Development Plan, The City of Unley's Living Young Action Plan was built on a foundation of youth development that involves partnerships between council, young people and the wider community.

A series of principles support the plan and provide checkpoints to evaluate programs and assist in decision-making.

The plan is comprised of three focus areas; engage and enhance leadership in young people, support positive connections and learning, and promote wellbeing and resilience. Each focus area includes a range of actions, outcomes, and measures that are specific for certain age groups spanning 5 – 25 years of age. The council intends to conduct a review at the conclusion of the plan - in partnership with young people - to inform future planning.

Current and Future Trends

Local Government has a long history in community and youth development and in a general sense, its role has shifted from service provision to a focus on policy, planning, and coordination.

The way services are developed and delivered is impacted by a range of factors including demographic profile, the needs and aspirations of young people, and state and federal policy and resourcing. The following is a brief example of three different approaches.

City of Marion is moving away from policies and service provision related to specific population groups - including young people - and now operates in a grant and partnership model where services are delivered by funded entities external to the council.

The council had previously supported a Youth Advisory Committee and a youth centre but now bases its youth development activities on a broader strategic plan and community vision rather than a specific youth action plan or policy.

In contrast, the **City of Salisbury** has increased efforts to create youth action plans that are developed in partnership with young people and guide the work of council to ensure young people are prioritised in policy and program development and strategic directions.

The [2017-2021 Strategic Youth Action Plan](#) includes a focus on 5 key areas; jobs and education, health and wellbeing, active and creative lifestyles, diversity, and youth participation. The plan is based on extensive consultation with young people which was driven by the Salisbury Youth Council and actions include a mix of service provision and advocacy in partnership with local and stakeholders.

In 2013, **City of Onkaparinga** released its [Youth Strategic Management Plan \(2013-2018\)](#) which signalled a change in the way youth development activity is delivered. "Youth" is now classified as being between the ages of 8-25 with a focus is on building personal resilience in 10-18 year olds.

Activities that address the issues of disadvantage, risk, education, and employment and health are seen as roles for state and federal government; Council's interest in these issues is based on advocacy and information dissemination, rather than service provision.

City of Onkaparinga operates three youth centres and supports a Youth Committee that works in partnership with Council to “provide advice on decisions that affect the lives of young people”.

Essential elements of a youth action plan

The review of available youth specific policies, plans and strategies identified a number of elements that are essential for the development of an appropriate, relevant and robust youth action plan.

Literature review

Ensure relevant legislation, plans, strategies, commitments and obligations have been reviewed across the three tiers of government.

Links

The plan should be linked to existing council strategies, plans or policies

Youth participation

Young people should be engaged with, and drive the development of, the youth action plan at every level to ensure the plan is relevant and meets their needs.

Support

Young people should be supported to engage with the development of the plan in ways that reduces any barriers to involvement while increasing their individual capacity.

The plan should be achievable

The goals and objectives should be achievable and measurable, with built-in milestones to inform reporting of the progress of the plan.

Evaluation and monitoring

The plan should include evaluation mechanisms that involve young people and other stakeholders and the results of the evaluation should be publically available.

Appendix A: Environmental scan

Adelaide City Council

Adelaide City Council (ACC) does not have a strategy or plan pertaining to young people.

ACC is moving away from individual policies and strategies for specific functions. The [City of Adelaide 2016–2020 Strategic Plan](#) seeks to enrich lifestyle and boost growth by “becoming one of the world’s smartest cities with a globally-connected and opportunity-rich economy”.

The Plan includes a goal to increase the number of students in city on any given day and apply a nation leading wellbeing and resilience measure to influence the work of the council.

Resources/programs/services dedicated to young people

The ACC does not have a youth advisory committee or similar structure but it is a primary partner (and current funder) of the [Adelaide Young People’s Wellbeing Collective Impact Initiative](#).

The Initiative, which is being led by Together SA, focuses on 18-24 year olds living in the City and was established in March 2017. To date there has been involvement from around 60 organisations and stakeholders from different sectors (health, tertiary education, student accommodation, service providers and YACSA) and around 20 young people have been actively involved. More broadly the Initiative has engaged with around 140 young people to identify what wellbeing means to them.

The City Skate Park was demolished to make way for the medical precinct in 2015 and there is now a temporary skate park located in Park 15 on Wakefield Rd opposite Victoria Park. The council has recently commissioned a scoping study for a skate facility in the CBD to determine the next steps.

Park 20 (near Greenhill Rd) includes a BMX track that is community led facility and maintained by the young people who use the track. A new intermediate track is scheduled to open in 2018.

Adelaide Hills Council

AHC does not have a strategy or plan pertaining to young people.

Young people are referred to in the "[Your Adelaide Hills](#)" strategy in relation 18-34 year olds leaving the area in order to enter the workforce.

The development of a "Youth Action Plan" was slated for commencement as part of a [draft Business Plan](#) in 2015-2016 but it was not publically available at time of writing.

Resources/programs/services dedicated to young people

AHC facilitates a [Youth Advisory Committee \(YAC\)](#) to advise on youth issues, and how Council decisions may impact upon the younger demographic. YAC also works on the Council's youth development program and events, and supports independent community initiatives for young people.

The Council offers the [Adelaide Hills Playford Trust](#) scholarship for students from the Adelaide Hills Council area to commence a Bachelor Degree.

City of Burnside

City of Burnside does not have a strategy or plan pertaining to young people.

The [annual business plan and budget](#) refers to a "youth development program" and the City of Burnside [Strategic Plan](#) refers to young people being supported and programs delivered.

The [Open Space Strategy](#) advocates for a greater focus on facilities for young people across the council area and support for young people accessing public space.

Resources/programs/services dedicated to young people

The council facilitates a [Youth Advisory Committee \(YAC\)](#) to work in partnership with local council to provide advice on decisions that affect their lives.

Council programs include music and arts programs such as the annual [‘battle of the bands’](#), [‘youth FM radio’](#) and the [‘youth concert band’](#) and a [school holiday program](#). [Find Your Fit](#) is a directory to connect young people to recreation, arts and culture activities.

Campbelltown City Council

Campbelltown City Council does not have a strategy pertaining to young people.

Young people are referred to in the ["Towards 2020 Strategic Plan"](#) pertaining to ‘youth development’ and participation in youth programs. The ["Social Plan"](#) makes reference to a YAC Youth annual work plan but this is not publically available.

Resources/programs/services dedicated to young people

The Council facilitates a [Youth Advisory Committee \(YAC\)](#) to assist council to develop and run youth events, projects and initiatives and make recommendations on matters that are relevant to local young people.

["When it hits the fan"](#) is a directory designed to give young people the information they need about mental health, legal issues, and participation in the local community which was developed by the [Eastern Region Alliance](#).

[‘Youth Guide to Places & Spaces’](#) is an initiative of the Campbelltown YAC in which a range of places and spaces are reviewed based on their “youth friendliness”.

City of Charles Sturt

City of Charles Sturt [Youth Policy](#) guides strategic planning and development of initiatives relating to young people.

The policy provides the foundation to ensure Council is committed to recognising young people as stakeholders, and ensures it partners with young people, other organisations, and other levels of government, to address local issues important to young people, provide opportunities for young people to participate in decision-making processes and to encourage young people to

access services, facilities and opportunities to exercise their citizenship. The policy was first issued in 2003 and was scheduled for review in February 2017.

Resources/programs/services dedicated to young people

[The Brocas](#) is a community space that offers community-led activities, a diverse mix of community workshops and programs, and connects young people with local services and programs.

[Change Maker Program for Under 30's](#) is a program that assists young people to refine and test their ideas and community activities.

[What's on for young people](#) provides information on a range of activities, workshops, projects and initiatives for young people aged 12-25 years, including an annual Youth Expo co-hosted with City of Port Adelaide Enfield.

Town of Gawler

The Town of Gawler [Youth Development Plan 2013-2018](#) contains three focus areas; participation, health & well-being, and building capacity. The Plan includes a range of outcomes for young people based on federal and state youth development plans within the local context.

The Plan was developed in consultation with the Gawler Youth Advisory Committee and young people across the community.

Council is currently reviewing the Youth Development Plan to check directly with young people about how the council is tracking, what's being done well, and what could be improved. The council is doing things differently by leading young people through a series of interactive activities to help answer these questions. A [Youth Summit](#) was held in November 2017.

Resources/programs/services dedicated to young people

The council convenes a Youth Leadership Program and a (Section 41) [Gawler Youth Advisory Committee](#) to engage young people in local decision making processes. Council's website includes a dedicated [youth portal](#) which connects young people with information and services.

A new Civic Centre is scheduled to open by the end of 2018 and it will include a designated youth space with numerous programs and resources to support young people.

Council hosts a number of events and activities for young people including skate park events (with SA-SPL League), sporting and arts programs, and a school holiday program.

Council leads a child and youth initiative across the community focused on the Child Friendly SA Community Plan's goals of Active Participation, Safety, Health, Education, Belonging and Play & Leisure.

City of Marion

The City of Marion [Youth Policy](#) provides the guiding principles that set the direction for youth programs, services and engagement priorities.

The Youth Plan 2012-2016 has recently lapsed and the direction for Youth Development is now guided by [The Community Vision – Towards 2040](#) which was endorsed by Council in December 2013. The vision influences Council's planning, policy making and allocation of resources.

The City of Marion has recently transitioned to a new model of Youth Development which was endorsed by council in December 2015 and signalled a move away from direct service delivery to a "Grant and Partnership" model (see below).

Resources/programs/services dedicated to young people

The [Youth Grants Program](#) encourages not-for-profit community groups, organisations and young people aged 12-25 to set up and undertake projects or activities that aim to achieve positive outcomes in their community.

[Volunteering opportunities](#) for young people throughout the community.

City of Mitcham

The [City of Mitcham Youth Plan 2014-2017](#) provides the strategic context and direction for the council's youth activities until 2017. The plan was informed by a series of consultations undertaken by YACSA with local students, teachers, youth service providers and the Mitcham Youth Advisory Committee. Information collected through the consultation process improved the Council's understanding of the young people who live, study, work or play within the City of Mitcham.

An Action Plan shows how the council will deliver on this strategic management plan (SMP) via the delivery plans of relevant teams throughout the council.

A range of evaluation mechanisms were built into the plan including ongoing monitoring and an annual review to track the progress of the actions and to make sure that the needs of young people were being met.

A Council report was scheduled to be provided in the financial year 2015-16 outlining the achievements and status of all actions up to that point of time, while a complete review of the plan was planned to follow at the end of the 2016-17 financial year. The review will inform the planning for the 2017-2020 Youth Plan.

Council's [Youth Services Policy](#) guides work within the community to include the participation of young people to identify and respond to needs and other issues which impact on young people's lives.

A [Youth Employment and Training Policy](#) provides employment and training opportunities for young people (15-25 years). This is achieved through employing young people in permanent, temporary and casual positions within the workforce, by providing work experience, tertiary student placements, traineeships and apprentice placements, and through volunteer work.

Resources/programs/services dedicated to young people

Council has a [BMX track and Skate Park](#) and an online [feedback mechanism](#) for young people to have their say on youth development in the area.

The City of Norwood, Payneham & St Peters

City of Norwood, Payneham and St Peters does not have a strategy pertaining to young people

Young people are referred to in the city-wide strategy [City Plan 2030: Shaping our Future](#) with regards to housing affordability and young people contributing to the diversity in the local community.

Resources/programs/services dedicated to young people

The youth development program provides a range of opportunities for young people to participate in their community including:

[YouthFM Radio](#) is a unique training opportunity for young people to learn about radio, interviewing and producing documentaries.

[Canvas Youth Art & Events Project](#) combines showcasing events with opportunities for young people to learn new skills and build links with industry in the areas of event management, music, short film and photography.

The [Young Achievers Program](#) celebrates the achievements of young people in sport, academia, art, culture, and leadership.

[E-updates](#) provide information about upcoming youth events and opportunities.

City of Onkaparinga

The City of Onkaparinga [Youth Strategic Management Plan](#) provides the strategic context and direction for the youth activities until 2018. An Action Plan shows how the council will deliver on this strategic management plan (SMP) via the delivery plans of relevant teams throughout the council.

Council committed to a progress report on the plan each year but these are not publically available.

A range of information was used to underpin the plan including:

- A review of demographic data
- A review of youth policy documents from all levels of government and the youth strategies of selected South Australian and interstate Councils
- Consultation sessions held with staff and 269 students from primary schools and high schools within the region
- An online survey of 78 young people
- Feedback received from young people on the draft Community Plan 2035
- Consultation with the Onkaparinga Youth Committee
- Workshops and meetings with elected members and relevant staff from across council
- Workshops with child and youth sector organisations
- Workshops with Junction Australia (who had been running youth centres in the area).

The plan will be reviewed in early 2018 as part of a wider evaluation of youth centres following the centres coming back into council in July 2015.

Resources/programs/services dedicated to young people

The [Onkaparinga Youth Committee](#) works in partnership with Council to provide advice on decisions that affect the lives of young people. The committee is also involved in various leadership opportunities, event planning, and delivery of the [Youth Recognition Awards](#)

Onkaparinga Youth Development provides programs and activities for young people aged 8–25 years throughout the region with a particular focus on recreation, arts, music and leadership/capacity building. Programs are offered outside of school hours, weekends and during school holidays.

Council operates three youth facilities: [Base 10](#), [Wardli Youth Centre](#) and [Studio 20](#).

[Onkaparinga Youth Enterprise Hub](#) is a program for innovators, designers and entrepreneurs under 30.

Other programs include the Southern Riders Committee (SRC), Jack Ellis Scholarship, and a partnership with Drug Arm to deliver outreach services.

[Onkaparinga Youth Development brochure](#)

City of Playford

[City of Playford "A plan for young people" 2011-2016](#) outlines Council's vision, key focus areas and objectives for young people and was designed to build upon existing programs and initiatives. The plan describes Council's commitment to working in partnership with young people, youth services, schools and other key stakeholders.

The document includes:

- Policy and demographic context
- How the plan fits in within the wider strategic context of the council
- Youth services and agencies consultation
- Vision and key strategic objectives
- A literature and data review that identified five key focus areas.

A new City of Playford Youth Directions document is in draft form and is yet to be released. The document will look at how the council plans, delivers, partners, and advocates in relation to young people. It is suggested that the five key focus areas will be; community involvement, active spaces and places, youth health, wellbeing and lifestyle, youth aspirations, employment and training and art and culture.

City of Playford Youth Advisory Committee and young people in the area were engaged in the development of the plan and provided information through a questionnaire and a youth forum.

Research for the document includes a report from the previous Youth Strategy and resulting actions, engagement activities with young people and youth service providers and review of federal, state and local research in relation to young people.

The new document is being developed through looking at a national, state and local perspective in relation to young people, a review of the previous 2011-2016 plan, a statistical analysis of young people in the Playford area, and the major themes from the youth engagement activities undertaken.

The 2011-2016 has been reviewed and evaluated along with the City of Playford action plan but the evaluation is not publically available.

Resources/programs/services dedicated to young people

Youth Advisory Committee: for young people to share views and develop solutions to issues affecting young people.

[Northern Sound System](#): NSS uses music to engage with young people, building on the rich musical history of Adelaide's northern suburbs.

[Jibba Jabba Radio](#) is an initiative of the City of Playford and the City of Salisbury and brings together eight young people to produce 30 minutes of youth radio content weekly.

Playford E-Sports League competes once a month from Northern Sound System.

N1 Records is a professional development program for emerging musicians aiming to get to the next level in the music industry.

The Pier at the Rise is a drop-in centre for young people.

Wheels in Motion is a program that assists young people to get their drivers licence.

City of Playford has a School Holiday Program.

[Programs for youth](#) brochure

City of Port Adelaide Enfield

City of Port Adelaide Enfield does not have a youth strategy.

Young people are referred to in Council's [Public Health and Wellbeing Plan](#) where children and youth are a focus for primary and preventive health programs. The plan also addresses the need to identify and adopt new approaches for improving the participation, engagement and leadership capacity of young people.

There is reference to a "Plan for Young People in the City of Port Adelaide Enfield 2011" in the Public Health and Wellbeing Plan but this is not publically available and was due to expire in 2016.

Council is currently reviewing the best way forward with a Youth Strategy and the inclusion of children and young people across all internal plans.

Resources/programs/services dedicated to young people

Council offers work experience opportunities for local young people through a "Learning and Earning" program.

Library services across four libraries are available for study.

The Reconnect program provides one-to-one counselling services for young people aged between 12 and 18 who are experiencing difficulties that may cause family breakdown or homelessness.

City of Port Adelaide Enfield co-hosts an annual Youth Expo with the City of Charles Sturt.

Youth In Power - Council's youth advisory group delivered in partnership with Power Community Ltd.

Council sponsors a YMCA Skate Park League event and has recently joined a partnership with Port Community Arts Centre to support a Youth Arts Festival.

Council works with headspace to deliver a breakfast program at local high schools

Community Environment programs are offered to young people and local schools and Council is in the process of partnering with Australian Skateboarding Community Initiative to be involved in Skate Titans (state qualifying event).

The Council has two major skate facilities and a smaller facility on the foreshore at Semaphore beach.

City of Prospect

City of Prospect does not have a specific youth strategy.

The [City of Prospect Strategic Plan to 2020](#) guides youth service and program delivery and seeks to increase the participation of young people in decision making and community leadership.

Resources/programs/services dedicated to young people

Young people are encouraged to join the community reference group that provides feedback at regular intervals regarding Council programs, services, events and major projects.

A resident satisfaction survey is conducted annually with young people aged 10-25. Young people are asked a range of questions regarding awareness and satisfaction with Council services and facilities, current gaps and emerging issues, engagement and brand image.

Council employs a team of 16 young people to deliver its music programs and events at Prospect Town Hall ([Club5082](#)). Young people provide a range of services including live sound mixing, lighting, sound recording, bartending, livestreaming events, photography, stage management and graphic design. The team also acts as a soundboard to discuss upcoming events and assist with the planning and implementation.

City of Prospect is a member of the [Eastern Region Youth Network](#) (ERYN) which is a network of youth service providers, Local Government, government agencies, educational institutions and those interested in youth affairs within the Eastern Region of Adelaide.

[Youth FM](#) is a joint initiative of Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect and Walkerville in collaboration with Three D Radio.

[The Youth Sponsorship Program](#) aims to encourage and support young people aged 21 years and under who have been selected to represent their institution, club or organisation in areas including sport & recreation, science, technology, arts and culture.

City of Salisbury

The City of Salisbury [Strategic Youth Action Plan](#) defines Council's commitment to young people and guides future decision making processes ensuring that the needs and interests of young people are incorporated into Council's planning, programs and service delivery.

The purpose of the Youth Strategic Action Plan is to state how the City of Salisbury will support and engage young people up until 2021.

The document includes:

- the methodology used for the development of the plan
- how the plan fits in within the wider strategic context
- vision
- demographics

Council engaged with 1551 young people, 156 youth service providers, 29 teachers, and 37 council staff members in face-to-face conversations throughout the 12 month consultation project. The council also conducted consultation workshops with all ten secondary schools, various community groups, and diverse youth population groups.

Other key consultation methods included:

- a review of youth needs
- consultations with young people and service providers
- regular workshops with the Salisbury Youth Council
- individual conversations
- a literature review
- a survey of young people and results gained from recent Council programs and projects.

The plan is evaluated internally by staff whose area of work and expertise intersects with the existing [Youth Action Plan](#) and its implementation schedule; the results are contained in the [Youth Strategic Plan Engagement Report](#).

Resources/programs/services dedicated to young people

[The Salisbury Youth Council](#) is an opportunity for young people to make a difference in the community, to be involved in decision making and to tell Council about issues that affect young people.

The [Youth Sponsorship Program](#) provides sponsorship for State and/or Australian representation, in sporting, cultural, or recreational activities. The Youth Sponsorship Program is for young people 25. This program is underpinned by the [Youth Sponsorship Policy](#).

[Twelve25 Salisbury Youth Enterprise Centre](#) is for young people aged 12 to 25 who live, work, study, or volunteer within the City of Salisbury.

[Jibba Jabba Radio](#) is an initiative of the City of Playford and the City of Salisbury and brings together eight young people to produce 30 minutes of youth radio content weekly.

The City of Salisbury runs a [School holiday program](#).

City of Tea Tree Gully

City of Tea Tree Gully does not have a specific youth strategy.

Young people are included in the [Tea Tree Gully Strategic Plan to 2020](#) which aligns work with portfolios, KPI's, and internal action plans. Programs and activities for young people focus on leadership, skill development, social/micro enterprise, achievements and connection.

Resources/programs/services dedicated to young people

[The youth sponsorship program](#) has been established to assist and encourage young people who have achieved outstanding results in their chosen field.

[Youth at the library](#) programs for young people at the library up to 25 years.

[BMX and Skate Parks](#).

A 10 week **Personal Development Leadership program** is offered in 2 rounds per year to 30 young people.

Volunteering vacancies are available for local young people and advertised on the website.

The **Ready to Apply program** provides young people with support to learn new skills in job seeking, resume writing and mock interviews. Accredited Barista training is run every school holidays.

Social/Micro Enterprise supports young makers, crafters and designers with market experiences and information. Each year 4 Market events are held to showcase emerging business and hobbyists and is a new strategy that may assist to encourage our local economy to grow.

In collaboration with City of Salisbury, young creatives are supported to host a market stall during **National Youth Week**. The event showcases local entertainers, artists and is a partnership between both Councils.

Youth Achievement Awards are held annually and recognise the important role that young people play in the community across 9 categories.

In collaboration with Uniting SA, the **Multicultural Women's Soccer Program** offers young women the opportunity to learn new skills through drills and friendly games. Case support is delivered by Uniting SA case workers if required.

Japanese Cultural Group program shares information about Japanese culture including basic language, art activities, food tasting, skype sessions and pen pal exchange.

City of Unley

[Living Young Action Plan](#) 2015-2017 described how City of Unley would support and engage young people aged 5-25 years.

The plan includes:

- Local, state and federal context

- Key influences and trends impacting on young people
- Key demographics
- How the plan was developed
- Vision, objectives and principles
- Actions, outcomes and measurements of success.

The development of the plan was based on:

- Consultation with high schools in the region
- An Eastern Adelaide Councils Youth Sector engagement event
- Mayor's Round Tables with Young People
- International Student engagement events
- Interviews with young adults on the themes of mutual beneficial relationships and engagement
- Your Say Unley online feedback on the plan
- Community and Culture Committee
- #unleyinspired Instagram Competition.

Recurring themes emerged from the consultations and were turned into three key objectives:

1. Engage and enhance leadership in young people
2. Encourage positive connections and learning
3. Promote wellness and resilience

Each theme includes a range of actions and outcomes for specific age groups

Resources/programs/services dedicated to young people

[Youth library programs](#) for young people at the library up to 25 years.

The [Youth Sponsorship Program](#) assists local young people who have excelled in their particular sport, cultural or recreational activity and have been chosen to participate in a specific cultural, sporting or recreational activity/event which is of state, national or international significance.

[Change Makers](#) is a 13-week adventure in Becoming the Change. In the first 5 weeks, Change Maker Teams learn to apply the 9 step business model canvas to their idea through interactive

workshops, and pitch for \$1000 seed money. A mentor, very experienced in business and entrepreneurship, guides participants to help make their idea for positive social change a reality.

Corporation of the Town of **Walkerville**

Town of Walkerville does not have a specific strategy for young people.

Resources/programs/services dedicated to young people

[Youth FM](#) is a joint initiative of Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect and Walkerville in collaboration with Three D Radio.

City of **West Torrens**

City of West Torrens does not have a specific youth strategy.

Resources/programs/services dedicated to young people

[IMPACT Youth Advisory Committee](#) is a group of young people aged 12-25 that represents the local community on youth needs, issues and concerns and helps to plan and facilitate youth programs and events.

The City of West activities for [Teens and Young Adults](#) include a [school holiday program](#), Homework Help, Yourtutor Online, and the Summer Reading Club.

Appendix B: Council youth programs comparison matrix

Council Source: ABS	Total pop	Youth pop	Focus age- range	Staffing (FTE)	Strategy /plan (Y/N)	YAC (Y/N)	Focus area(s)	Facilities	Budget
City of Holdfast Bay	36399	4149 (11.4%)	12-25	Youth & Recreation Officer, 1.0	Y	Y	HoldUp Youth Committee, events & activities	N	\$5,000 for HoldUp Committee & combined community & youth devl budget \$9,400
Adelaide City	23396	6691 (28.6%)	18-24	CDO, 0.2 Wellbeing Officer, 0.8	N	N	Adelaide Young People's Wellbeing Initiative	N	\$5,000 for Youth Week Activities
Adelaide Hills	39525	4822 (12.2%)	12-25	CDO Youth & Recreation, 0.8	N	Y	Programs & activities including Youth Week & school holidays	N	\$43,850 for Youth Development
City of Burnside	45464	6046 (13.3%)	12-25	CDO, 1.0	N	Y	Various		\$25,000 incl. Youth FM & Yth Parliament
Campbelltown City Council	51265	6562 (12.8%)	12-25	YDO, 1.0	N	Y	Events & activities	Skate Park	\$29,500 YAC work plan + \$5,800 YAC funding
City of Charles Sturt	114688	14680 (12.8%)	12-25	Youth Participation Officer, 1.0	Policy	N	Events & activities + Change Maker Program	The Brocas	\$25,800
Town of Gawler	23192	3061 (13.2%)	12-25	YDO, 1.0	Y	Y (15-25)	Participation, health & well-being & building capacity	Skate Park	Not released
City of Marion	90602	12050 (13.3%)	12-25	YDO, 0.6 (no direct services)	Policy	N	Grants program	N	\$200,000 development & achievement grants
City of Mitcham	66372	8827 (13.3%)	12-25	YDO, 1.0	Y	N	Events & activities, engagement in decision- making	BMX & Skate Parks	\$43,000
City of Norwood, Payneham & St Peters	36443	4883 (13.4%)	12-25	YDO (unknown)	N	N	Various	N	(Publically sourced info – budget not located)
City of Onkaparinga	169073	21303 (12.6%)	8-25	Not released	Y	Y (15-25)	Various	Various	Not released
City of Playford	90669	13419 (14.8%)	12-25	YDO, 1.0	Y	Y	Various	Northern Sound System	\$50,000 annual budget + \$50,000 external grants & scholarships

Council Source: ABS	Total pop	Youth pop	Focus age-range	Staffing (FTE)	Strategy /plan (Y/N)	YAC (Y/N)	Focus area(s)	Facilities	Budget
City of Port Adelaide Enfield	123947	15865 (12.8%)	12-25	Child & Youth Development Team Leader 1.0 Youth Engagement Officer 1.0	N	N	Events & activities	Skate parks	\$60,000 For projects & programs (Youth Week, Yth Advisory mechanisms).
City of Prospect	21095	2868 (13.6%)	12-25	Events & Live Music Coordinator, 1.0 (includes youth programs)	N	N	Events & activities	Club5082	\$90,000 youth programs, events & music programs
City of Salisbury	140906	19585 (13.9%)	12-25	Community Planner, 0.6 (Youth Council) Youth Services Officer, 0.8	<u>Y</u>	<u>Y</u> (14-25)	Events & activities	Twelve25	<ul style="list-style-type: none"> • \$15,000 in recurrent youth programs • \$15,000 short term youth programs • \$10,000 training, devl, admin & programs for Youth Council
City of Tea Tree Gully	99518	12439 (12.5%)	12-25	YD Coordinator, 1.0	N	N	Various	BMX & Skate Parks	Not provided
City of Unley	38916	5097 (13.1%)	5-25	CDO, 0.6	<u>Y</u>	Y	Library youth space	N	\$29,000
Corporation of the Town of Walkerville	7838	1105 (14.1%)	N/A	N/A	N/A	N/A	Youth FM (joint program Cities of NPSP, Campbelltown, Prospect & Burnside)	N/A	(Publically sourced info)
City of West Torrens	59457	8383 (14.1%)	12-25	CDO, 1.0	N	<u>Y</u>	Events & activities	N	\$25,000 + \$25,000 for youth grants.

Item No: **14.5**

Subject: **INTERNAL REVIEW OF COUNCIL DECISION**

Date: 24 July 2018

Written By: Team Leader Governance

Acting General Manager: Business Services, Ms P Jackson

SUMMARY

A request for an internal review under s270 of the Local Government Act 1999, has been received in relation to a decision that Council made in relation to phone towers.

The matter has been prepared for Council to review in accordance with the Internal Review of Council Decisions Policy, and the relevant details are contained within the report.

Council must review its original decision, and make a determination as to whether the decision was made in accordance with the relevant policies and procedures and whether the decision was reasonable.

RECOMMENDATION

1. (a) **That the original decision of Council was a reasonable decision and no further action is required.**

OR

(b) **That the original decision of Council was not a reasonable decision and remedial action will be taken as follows:**

- (1)
- (2)

2. **That a letter be prepared for the complainant to advise of the outcome of Council’s Internal Review.**

COMMUNITY PLAN

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Internal Review of Council Decisions Policy
 Community Consultation Policy
 Leasing Policy

STATUTORY PROVISIONS

S270 Local Government Act 1999

BACKGROUND

Council negotiated with Telstra for an extended period of time to ensure that they had all the relevant information required to make a decision about the installation of a telecommunications site at Brighton Oval. The previous consideration of this matter by Council is detailed below:

Date Report Number Resolution number	Details
27 August 2013	Pre-Council workshop presentation
27 August 2013 294/13 C270813/1013	Brighton Oval Telecommunications Site <ol style="list-style-type: none"> 1. That public consultation be undertaken by Telstra Corporation Limited regarding the proposal to erect a telecommunication site on the Brighton Oval. 2. That a further report be provided to Council detailing the results of the public consultation.
10 September 2013 305/13 C100913/1025	Adjourned Report – Brighton Oval – Telecommunications Site <ol style="list-style-type: none"> 1. That public consultation be undertaken by Telstra Corporation Limited regarding the proposal to erect a telecommunication site on the Brighton Oval. 2. That a further report be provided to Council detailing the results of the public consultation.
10 November 2015 331/15 C101115/251	Brighton Oval – Telecommunication Site <ol style="list-style-type: none"> 1. That Council receives and notes the outcomes of the community consultation undertaken by Telstra in 2013 on the proposal to install a telecommunications Facility at Brighton Oval. 2. That Council undertakes its own public consultation, in accordance with its Public Consultation and Engagement Policy, to consider entering into a lease with Telstra to install a telecommunications tower on the Brighton Oval Complex, for an initial term of ten years from a date to be negotiated with two options to renew, each of five years.
22 March 2016 68/16 C220316/350	Brighton Oval – Telecommunication Site <i>That Council adjourns Report No: 68/16 until information on how many phone towers are located in the Council area and the information that Councillor Bouchee has requested by email regarding the tower.</i>

5 July 2016	Council Workshop – Telecommunications Site
12 July 2016 174/16 C120716/439	Adjourned Report – Brighton Oval – Telecommunications Site Community Consultation 1. <i>That Council notes the outcomes of the community consultation on the proposal by Telstra to erect a telecommunications tower and associated infrastructure at the Brighton Oval Complex.</i> 2. <i>That Council enters into negotiations with Telstra for the purposes of erecting a telecommunications tower and associated infrastructure at the Brighton Oval Complex, with an appropriate rental fee.</i>
13 December 2016 310/16 C131216/608	BRIGHTON OVAL – TELECOMMUNICATIONS SITE – LEASE AND LICENCE 1. <i>That Council enters into a lease with Telstra for the purposes of erecting a telecommunications tower and associated infrastructure at the Brighton Oval Complex at a commencing rental of \$28,000 per annum and subject to the terms and conditions outlined in this report over that portion of land known as that area of land marked 'A' on the attached plan, being more specifically as portion of Allotments 7, 13 and 14 in FP 40109 in the area named Hove, Hundreds of Noarlunga which is situated at 410 – 420 Brighton Road Hove, together with a license over the area marked as 'B'.</i> 2. <i>That the Mayor and Chief Executive Officer be authorised to sign and affix Council's common seal to any documentation required to effect this lease.</i> 3. <i>That the Chief Executive Officer be authorised to sign the Client Authorisation to enable the registration of this lease at the Lands Titles Office.</i> 4. <i>That Council's lawyer be granted authority to execute lodging the lease for registration at the Lands Titles Office on behalf of Council.</i>

It should be noted that the lease agreement between Council and Telstra is in the final stages of implementation, with the expected execution and construction occurring by December 2018.

As a part of this agreement, \$25,000 has also been committed to the Brighton Football Club for the construction of a new scoreboard.

REPORT

A request for an Internal Review of a Council Decision under s270 of the Local Government Act was received on 6 June 2018. The request stated the following:

I request a review of the decision made by Council to install a phone tower at the North East Brighton sporting oval. The reasons for my request are:

- 1) Majority of local residents who oppose Council's decision.*
- 2) Unknown long-term health effects of exposure to electromagnetic radiation.*

I would also like to bring your attention to the attached article in the Messenger Community News dated 6 June 2018 of a phone tower dispute between Marion Council and residents going to Court.

The relevant article from the Messenger has been made available to Elected Member on the Hub, and is not able to be attached for copyright reasons.

When undertaking an internal review, the main consideration is whether Council, as the original decision maker, complied with the relevant procedural requirements and made an appropriate decision. In reviewing the decision Council must give consideration to the following matters:

Factor for consideration	Administration Comment
The decision must be within a power properly conferred on the decision-maker under the relevant Act	Council has the power to determine whether to enter into a lease agreement.
A decision-maker must consider all matters which are relevant and not take into account matters which are not relevant	Council took into consideration relevant matters including community consultation results and technical advice in relation to radiation emissions.
A decision-maker must not make a decision or exercise a power or discretion in bad faith or for an improper purpose	The decision was made to provide a service to the community as a whole, and an appropriate commercial arrangement was negotiated.
A decision-maker must ensure that findings of fact are based on evidence	The information presented to Council came from relevant technical experts.
Decisions must be reasonable	The decision was made based on the factual information available, and balancing the needs of the community as a whole.
Those who may be affected by a decision must be accorded procedural fairness	Community Consultation was undertaken to allow those that would be affected by the decision an opportunity to put their concerns forward.
A decision-maker must properly consider the application of existing policies	The decision was consistent with Council's Leasing Policy and Community Consultation Policy.
A decision-maker must not exercise a discretionary power at the direction of another person.	Council made their decision based on the factual information made available to them in the relevant Council reports and workshops conducted.

If Council is of the opinion that the original decision was made in accordance with the relevant policies and procedures and the decision was reasonable, no further action is required, and that outcome can be communicated to the complainant.

If Council is of the opinion that the original decision was not made in accordance with policies or procedures or the decision was not reasonable as it did not meet one or more of the above criteria, then Council can provide a remedy or response which is consistent and fair for both the Council and the complainant.

The remedy should be appropriate to the failure identified and may include any of the following: returning the situation to its original status; an explanation; an apology or admission of fault; a change to policy, procedure or practice; a correction to Council records; or financial compensation.

BUDGET

The original decision on this matter provides Council with ongoing income of \$28,000 per annum, with a 4% annual increase.

LIFE CYCLE COSTS

Council has entered into a 10 year lease with Telstra providing ongoing budget funding to a total of \$336,170 over the next 10 years.

Item No: **14.6**

Subject: **PRUDENTIAL REPORT – JETTY ROAD GLENELG MASTERPLAN**

Date: 24 July 2018

Written By: Strategic Planner

Acting General Manager: Business Services, Ms P Jackson

SUMMARY

The Local Government Act 1999 requires that councils undertake a prudential review for projects with a value over \$4.713 million, for expenditure in the proceeding five years. Accounting firm BRM Holdich was engaged to provide a prudential report on the Jetty Road Glenelg Masterplan.

The Jetty Road Glenelg Masterplan prudential review identified the key issues to be associated with funding, risk, and implementation of the project management framework. The identified risks to traders and obtaining funding have been considered carefully in the project staging and implementation schedule. Undertaking construction over a 10-year period will minimise the intensity and scope of the impact on traders and will also allow for smaller projects and funding requirements to align with existing budget cycles and grant fund rounds. The project management framework will be incorporated into the implementation of all three of these projects.

The report concludes that there has been a level of 'due diligence' followed for the project and should achieve the identified public benefits or needs.

RECOMMENDATION

That Council receives and notes the Prudential Report for the Jetty Road Glenelg Masterplan.

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Developing walkable connected neighbourhoods

Placemaking: Building character and celebrating history

Community: Providing welcoming and accessible facilities

Environment: Fostering an environmentally connected community

Culture: Being financially accountable

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Prudential Management Policy & Procedure

STATUTORY PROVISIONS

Section 48 of the Local Government Act 1999 requires councils to obtain and consider a report before it engages in any project (excluding road construction or maintenance; or drainage works);

- (i) where the expected expenditure of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years; or
- (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4,713,000; (indexed since 30 September 2009) or
- (iii) where the council considers that it is necessary or appropriate.

BACKGROUND

The Jetty Road Glenelg Masterplan provides a long-term vision for the public realm of Jetty Road and surrounds to reinforce the precinct's status as the State's premier seaside destination. The Masterplan proposes staged streetscape upgrades of Jetty Road over the next ten years. The total project costs is expected to be \$19.278 million (over a 10 year implementation period), with costs of \$6.041 million over the next 5 years.

On 13 February 2018, Council resolved:

- "1. That Council endorse in principle the final Jetty Road Glenelg Masterplan, as provided in Attachment 1 to Report No: 33/18 subject to final detailed plans, specifications and costings for each stage, being submitted to Council for review, consultation with relevant traders/landlords and ratification.*
- 2. That Council note the 'Engagement Summary Report' on Phase 3 of community consultation and engagement, as described in Attachment 2 to Report No: 33/18.*
- 3. That after the initial two years of construction and yearly thereafter further implementation reviews be performed to determine the impact of removing car parking spaces on the street. The Masterplan and detailed design would be updated to reflect changes required to avoid adverse parking effects on the remainder of the implementation.*
- 4. Undertaking that no car parks will be removed from side streets without consultation with affected traders."*

The detailed designs of the first three stages of the Masterplan and the first stage of construction will commence in the 2018-19 financial year.

REPORT

The Jetty Road Glenelg Masterplan capital cost is \$19.278 million over an implementation period of 10 years. The first include investment of \$6.041 million in the first 5 years, which is proposed to be funded by a combination of direct Council sources and state Government grant(s).

This project is a key action of the "Our Place" Community Plan 2012/2015. Implementing the project will address Council's strategic objectives to deliver places within the City which provide *'a quality lifestyle, a place for every generation and are well planned'*.

The key findings of the Jetty Road Masterplan in the prudential review are as follows:

- The Project is considered to be strongly aligned to the Holdfast Bay Our Place 2030 Strategic Plan and contributes to the achievement of the State Government's South Australian Tourism Plan 2020 and will also assist to progress a number of relevant Objectives within the 30 Year Plan for Greater Adelaide.
- The 2018/19 Annual Business Plan and Budget includes a provision to progress the implementation of the Jetty Road Glenelg Masterplan. Financial provisions for the Project's capital works, including borrowings and Whole of Life Costs have also been provided for in the Long Term Financial Plan (LTFP).
- The Project involves the construction of new assets as well as the upgrade and renewal of existing assets which will need to be included in future versions of the Asset Management Plans.
- Based on Remplan economic modelling, the Project is expected to result in an increase in economic output of \$42.258 million during the construction phase and \$85.581 million following completion with an estimated impact of up to 141 jobs through direct, industrial and consumption effects during construction and 538 jobs following completion of the Project.
- The Risk Mitigation Plan was developed for the Masterplan in 2016. A number of the risks previously identified have now been mitigated with the endorsement of the Masterplan. The key Project risks are now related to Project construction and delivery. Additional risks have been identified for inclusion in the Project Risk Register.
- The most significant Project risk is the potential for adverse impact on traders during construction. While the identified strategies including staging will assist to mitigate this risk, it is not possible to reduce the residual risk rating below 'Extreme' given the nature of the Project works and the proximity of the traders. This risk needs to be understood and considered to be acceptable by Holdfast Bay should the Project proceed as planned.
- The Whole of Life costs, based on the estimated capital costs of \$19.278 million are estimated to be \$37.952 million.

- The LTFP includes a net contribution from Council of \$9.340 million towards the capital costs of the Project including provision to borrow \$2.19 million in year one and \$0.875 million in year two to fund the Project based on the RLB cost estimate of \$19.279. The updated LTFP demonstrates that from 2018/19 Holdfast Bay is financially sustainable and has the capacity to borrow additional funds for new strategic projects and remain under the Council agreed Net Financial Liabilities Ratio (NFLR) threshold of 75%.
- Holdfast Bay has advised that it will outsource the detailed design and construction elements of the Project and are proposing to undertake the overall Project Management using experienced existing Council staff. The proposed use of an open tender for the construction tender is consistent with Holdfast Bay's Procurement Policy.
- Holdfast Bay has a formally documented and approved Project Management Framework that is yet to be implemented. Given this Project and the number of other significant strategic capital projects included in Council's LTFP it would be prudent to implement the Project Management Framework at the earliest opportunity to ensure appropriate project management strategy and governance arrangements for Council projects.

A copy of the Jetty Road Glenelg Prudential Report is attached.

Refer Attachment 1

Conclusion

Council is required to undertake prudential reviews for these projects, however regardless of whether there exists a formal requirement for commissioning of a prudential review or not, such a course of action is a sound business procedure for major initiatives undertaken by a council.

The Jetty Road Glenelg Masterplan review identified the key issues to be associated with funding, risk, and implementation of the project management framework. The identified risks to traders and obtaining funding have been considered carefully in the project staging and implementation schedule. Undertaking construction over a 10-year period will minimise the intensity and scope of the impact on traders and will also allow for smaller projects and funding requirements to align with existing budget cycles and grant fund rounds. The project management framework will be incorporated into the implementation of all three of these projects.

The report concludes that there has been a level of 'due diligence' followed for the project and should achieve the identified public benefits or needs.

BUDGET

These reviews are funded from the Project Budgets.

LIFE CYCLE COSTS

The review does not generate any ongoing costs.

City of Holdfast Bay
Section 48 Prudential Report

Jetty Road Glenelg Masterplan

June 2018





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BRM HOLDICH
BUSINESS RESOURCE MANAGEMENT

Level 8, 420 King William Street, Adelaide SA 5000
Tel 08 8168 8400 Fax: 08 8168 8499

ABN: 79 392 957 230

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EXECUTIVE SUMMARY

The following report has been prepared to satisfy the requirements of the City of Holdfast Bay Prudential Management Policy and Section 48 of the Local Government Act 1999 (Act) which requires a Council to consider a report addressing the prudential issues set out in Section 48 subsection 2 of the Act before engaging in a project where the expected capital cost over the ensuing five years is likely to exceed \$4.713 million.

The Jetty Road Glenelg Masterplan Project (Project) is the proposed \$19.279 million staged upgrade over a 10 year implementation period to the pedestrian linkages and streetscape on Jetty Road Glenelg and its side streets between the Moseley Square Promenade and Brighton Road in accordance with the endorsed 2018 Jetty Road Glenelg Masterplan.

[Relationship with Strategic Management Plans](#)

The Project is considered to be strongly aligned to the Holdfast Bay Our Place 2030 Strategic Plan. The proposed Jetty Road upgrade contributes to the achievement of the State Government's South Australian Tourism Plan 2020 and will also assist to progress a number of relevant objectives within the 30 Year Plan for Greater Adelaide.

The 2018/19 Annual Business Plan and Budget includes a provision of \$0.748 million to develop detailed designs for the Chapel Street section and Coast stages one and two, and an allocation of \$0.833 million to commence the construction of the Chapel Street and Coast stage one, contingent upon Council successfully seeking approximately \$1.75 million of external funding from the Department of Planning, Transport and Infrastructure.

The Project involves the construction of new assets as well as the renewal of existing assets which will need to be included in future versions of the Transport Services Asset Management Plan as each stage of the Project is completed.

[Objectives of the Development Plan](#)

The site of the Project is located wholly within the District Centre Zone (Glenelg Policy Area 2) of the Development Plan. The envisaged Land Use of the Project is considered to be consistent with the objectives of the District Centre Zone and Glenelg Policy Area 2.

The only works associated with the Project that constitute 'development' as defined in Section 4 of the Development Act 1993 is the planned installation of public conveniences. All other work has been deemed 'Council work' and therefore not requiring a Development Approval under the provisions of the Development Act and Regulations.

Given the scale of the proposed works deemed to be development, we see no reason why the works should not be assessed by Holdfast Bay under delegated authority.

[Contribution to Economic Development](#)

Holdfast Bay has undertaken economic modelling using the Remplan economic impact software tool to forecast the economic activity generated during the construction phase of the Project as well as from the additional visitation and activity in the area following completion of the Project. Based on the \$19.278 million direct investment during the construction phase and the estimated \$51.250 million increase in revenue from increased visitation and activity following completion of the Project the investment is expected to result in an increase in economic output of \$42.258 million during the construction phase and \$85.581 million following completion with an estimated impact of up to 141 jobs through direct, industrial and consumption effects during construction and 538 jobs following completion of the Project.

The Project will not impact fair competition as defined under the National Competition Policy.

Community Consultation

A high level of community engagement was undertaken to develop the Jetty Road Glenelg Masterplan with key stakeholders including local traders and businesses, residents, tourists, community and industry groups, Jetty Road Main Street Committee and Government Agencies all being consulted.

The community has been afforded the opportunity to influence and contribute to the Project with the final Masterplan endorsed by Council reflecting the community feedback while balancing the overarching objectives of the Project for the benefit of the community overall.

Financial Assessment

The Project is expected to generate a small increase in outdoor dining fees of \$41,600 per annum. The generation of additional revenue for the City of Holdfast Bay is not a key driver for progressing the Project.

The key financial risk is the ability to deliver the Project outcomes within the budget provided. We suggest Holdfast Bay take appropriate financial mitigation strategies, such as implementing best practice project management principles, to manage this risk.

The LTFP includes a net contribution from Council of \$9.340 million towards the estimated capital costs of \$19.279 million for the Project, including provisions to borrow \$2.19 million in year one and \$0.875 million in year two.

We understand Holdfast Bay will only proceed with the Project provided 50% of the capital cost is secured by grant funding. No grant funding has been secured at this time. However, the LTFP demonstrates that from 2018/19 Holdfast Bay is financially sustainable and has additional capacity to borrow for new projects and remain under the adopted Net Financial Liabilities Ratio (NFLR) threshold of 75%. We note any additional borrowings will limit the capacity of Holdfast Bay to use borrowings to fund other capital projects over the period of the LTFP.

The Whole of Life Costs are estimated to be \$37.952 million based on a 40 year life of the Project assets.

Risk Issues

A Risk Mitigation Plan for the Jetty Road Glenelg and Environs Masterplan was developed on 19 October 2016 which was not prepared in accordance with the then current Holdfast Bay Risk Management Framework. Fifty six risks were identified, ten of which were rated as 'Extreme' and 25 as 'High'. Post recommended risk mitigation strategies, none of these risks were rated as 'Extreme' and one risk had a rating of 'High'.

The Risk Mitigation Plan has not been reviewed or updated since it was developed. A number of the risks previously identified have now been mitigated with the endorsement of the Masterplan. The key Project risks are now related to Project construction and delivery.

We have identified a number of risks that do not appear to have been considered and others which may not have been appropriately mitigated, including the significant impact on traders on Jetty Road during the construction phase. In our view it is not possible to reduce the residual risk rating of the impact on Jetty Road traders below 'Extreme' given the nature of the Project works and the proximity to the traders. This risk will need to be accepted by Holdfast Bay should the Project proceed as planned.

During the construction phase, any delays in the construction program, or an inability to deliver Project works in accordance with timeframes provided to traders will negatively impact on trade and may indirectly result in financial losses to traders and give rise to the potential for legal claims.

We note that in accordance with the newly adopted Risk Management Policy, Holdfast Bay should ensure that all risks that are rated as 'Extreme' or 'High' are to be reported to the Holdfast Bay Audit Committee at each Audit Committee meeting, Senior Leadership Team and the CEO. Risks that are rated 'Moderate' or 'Low' should be reported and managed by Holdfast Bay Leadership and Management.

As the Risk Register was developed in 2016, it should be reviewed and updated prior to the Project commencing.

Project Delivery

The delivery mechanism for the Project is yet to be determined. However, Holdfast Bay has indicated that given the value of the works involved in each stage they are intending to proceed using an Open Tender process for each construction stage, which is consistent with the Holdfast Bay Procurement (Contracts and Tendering) Policy.

The procurement methods employed to date are consistent with the requirements of the Holdfast Bay Procurement Policy and associated Operating Guidelines.

Holdfast Bay has advised that it has recently developed a Project Management Framework which is in the process of being implemented. The Project Management Framework should be implemented prior to commencement of this Project to ensure appropriate project management strategy and governance arrangements are in place for the Project.

Conclusion

In accordance with the Prudential Management Policy a level of 'due diligence' has been applied to the Project, however, there are issues associated with funding, risk management and project management that should be addressed to ensure the Project meets its objectives.

1. INTRODUCTION

1.1 Background

- 1.1.1 Recognised as one of South Australia's premier seaside tourist destinations, Jetty Road Glenelg and its environs (as shown in Figure One below) provide a focal point for residents and visitors alike. It presents a unique mix of residential, commercial and tourism elements i.e. events, public and recreational spaces, as well as transport and access options, including the Glenelg tram.

Figure One: Map of Jetty Road Glenelg and environs



- 1.1.2 The last major upgrade of the precinct's footpaths and paving occurred around the mid-late 1990s.
- 1.1.3 The Jetty Road Urban Design Framework that was adopted by Council in 2006 represented the last comprehensive review of the precinct prior to the current Jetty Road Masterplan 2018 (Masterplan). The Framework identified a need to enhance and reinforce the special urban and seaside resort character of the Jetty Road precinct through implementation of key streetscape and public environment improvements. This included unifying the streetscape and public space character of the whole of the precinct and extending this unified theme into side streets that form an integral part of the precinct. It also identified a need to better connect and integrate the eastern entry (Brighton Road) with the western end (Moseley Square) and consider opportunities to generate greater activity and gathering points within small spaces and laneways off Jetty Road. A number of proposals were also included to improve movement, access and parking through the precinct.
- 1.1.4 Since the adoption of the Framework in 2006, a number of major public and private projects and initiatives have occurred that have shaped the precinct. These include the following.
- 1.1.4.1 Completion of the Holdfast Shores development and connection with Moseley Square, and the major upgrade of the Square itself in 2005/06.
- 1.1.4.2 Completion of the Coast Park shared pathway along the Glenelg foreshore.

- 1.1.4.3 Upgrade of the City to Glenelg tramline and rolling stock by the State Government.
- 1.1.4.4 Undergrounding of all powerlines in Jetty Road through the PLEC program.
- 1.1.4.5 Redevelopment of the Bay Village shopping centre at the eastern gateway to Jetty Road.
- 1.1.4.6 Completion of a new cinema complex, streetscape upgrades and public car parking facilities in Partridge, Cowper and Milton Streets.
- 1.1.5 Council's influence and role in these projects has been varied, which has resulted in a less uniform streetscape appearance along the length of Jetty Road and less cohesive connection with the foreshore and surrounding areas.
- 1.1.6 Council's then Community Plan 'Our Place Holdfast Bay' (2012-15) sought to facilitate precinct development and implement ideas to improve the attractiveness and function of the Holdfast Bay's commercial areas. The Plan also sought to enhance the standard of urban design in Holdfast Bay's public spaces and improve transport and access arrangements to promote a community village atmosphere. This included improvements to elements such as public car parking, which has been a long standing challenge for Glenelg and Jetty Road.
- 1.1.7 Council completed an Open Space and Public Realm Strategy in 2012, which identified significant potential to enhance the quality, distinctiveness and vibrancy of Jetty Road Glenelg to strengthen its destination value and community purpose. The public realm component of the strategy also identified that the urban environment along Jetty Road Glenelg is heavily contested with conflicting pedestrian and vehicle demands.
- 1.1.8 While not within Jetty Road Glenelg itself, other significant changes that have occurred or are proposed within the wider environs include the demolition of the foreshore building (former Scampis restaurant) and creation of a highly successful foreshore recreation space, improved public amenities within the foreshore, redevelopment of the replica Buffalo restaurant and adjacent spaces around Wigley Reserve, approval of a significant integrated hotel development adjacent the Patawalonga on Adelphi Terrace and plans for a major redevelopment of the Glenelg Jetty to potentially include a hotel, restaurants and a fast ferry dock.
- 1.1.9 Glenelg is identified as an existing transit-oriented development in the State Government's 30-Year Plan for Greater Adelaide and planning policy changes have been introduced to increase allowable building heights across Glenelg and greater opportunities for residential development above commercial development in Jetty Road Glenelg. The State Government has confirmed that this has stimulated increased investment in other Mainstreet areas in Greater Adelaide, such as Prospect Road.
- 1.1.10 Although these initiatives could provide major economic and public realm benefits to the precinct, it was recognised by Council that there was a significant need to develop a comprehensive, unified and staged approach to upgrading Jetty Road's streetscape to fully realise these benefits, create a high quality living and shopping environment and provide much needed direction to localised or site specific improvements.

- 1.1.11 Council, at its meeting on 8 September 2015, resolved to adopt the following Motion on Notice regarding the streetscape design for the Jetty Road precinct (C080915/193).

“That the administration report to Council via a workshop what plans, ideas, designs and any other such diagrams, summaries etc have been developed for the street scape design for the Jetty Road precinct prior to Council’s response to the Minister initiated DPA for Glenelg and in any event before Tuesday 13 October 2015.”

- 1.1.12 In accordance with Council’s resolution, a Workshop was conducted with Council on 15 September 2015.
- 1.1.13 A total budget of \$150,000 was provided in the 2016/17 Annual Business Plan to undertake the project to prepare the Masterplan for the major upgrade of Jetty Road Glenelg and its environs with grant funding of \$75,000 received from the State Government’s Places for People Program matched by Holdfast Bay.
- 1.1.14 A brief to develop a Masterplan was issued to guide the staged upgrade of Jetty Road and its side streets (as shown in Figure Two) in a cohesive manner that recognises the precinct’s coastal and mainstreet character and complements recent precinct improvements (including the Moseley Square and Glenelg foreshore upgrades).

Figure Two: Map of proposed study area of the Masterplan



- 1.1.15 The key deliverable outlined in the Brief was that the successful consultancy team would be expected to develop and deliver a Masterplan and accompanying Report and strategies for the progressive and staged upgrade of Jetty Road Glenelg and its environs to deliver a high quality and cohesive public environment that is attractive, connected, accessible, sustainable, safe, pedestrian and cyclist-friendly, enhances liveability and reinforces Jetty Road’s point of difference in Greater Adelaide.
- 1.1.16 Oxigen Pty Ltd were engaged as the lead consultants in January 2017 to prepare the Jetty Road Glenelg and Environs Masterplan together with a consortium consultancy team including:
- 1.1.16.1 AECOM (engineering, consultation & engagement).

- 1.1.16.2 CIRQA (mobility and traffic).
 - 1.1.16.3 Trento Fuller (access).
 - 1.1.16.4 Tridente Architects (architecture & urban design).
 - 1.1.16.5 Rider Levett Bucknall (cost planning).
 - 1.1.16.6 FYFE (policy, development opportunities, precinct management, marketing/ promotion).
- 1.1.17 After extensive community consultation over a nine month period, Council at its meeting on 13 February 2018, endorsed the final Jetty Road Glenelg Masterplan (C130218/1032).
- “1. That Council endorse in principle the final Jetty Road Glenelg Masterplan, as provided in Attachment 1 to Report No: 33/18 subject to final detailed plans, specifications and costings for each stage, being submitted to Council for review, consultation with relevant traders/landlords and ratification.*
 - 2. That Council note the ‘Engagement Summary Report’ on Phase 3 of community consultation and engagement, as described in Attachment 2 to Report No: 33/18.*
 - 3. That after the initial two years of construction and yearly thereafter further implementation reviews be performed to determine the impact of removing car parking spaces on the street. The Masterplan and detailed design would be updated to reflect changes required to avoid adverse parking effects on the remainder of the implementation.*
 - 4. Undertaking that no car parks will be removed from side streets without consultation with affected traders.”*
- 1.1.18 The endorsed Masterplan describes an over-arching and coordinated vision for Jetty Road Glenelg, identifying within the template a program and guidelines for the progressive and staged upgrade of Jetty Road and its side streets that includes indicative costs to assist in delivering forward budgets.
- 1.1.19 The Masterplan provides sufficient details and guidance to ensure all future works in and adjacent to Jetty Road Glenelg share the same design intent to deliver a high quality and cohesive public environment that is attractive, connected, accessible, sustainable, safe, pedestrian and cyclist-friendly, enhances liveability and reinforces Jetty Road’s point of difference in Greater Adelaide.
- 1.1.20 Over a 19 day period in 2017 the Department of Planning Transport and Infrastructure (DPTI) replaced the tram tracks on Jetty Road, between Brighton Road and Moseley Square. It was reported in The Advertiser that trader’s turnover had dropped between 20 and 90 per cent during the road closure.

1.2 Rationale

- 1.2.1 The Project intends to deliver a high quality and cohesive public environment that reinforces Jetty Road’s reputation as one of South Australia’s premier seaside destinations and will address the following issues.
- 1.2.1.1 Several major public and private projects and initiatives have occurred over the past 10 years with various design initiatives producing a less uniform streetscape appearance along the length of Jetty Road.
 - 1.2.1.2 While recent initiatives and zoning policy changes could provide further major economic benefits to the precinct, Council has recognised that there is a significant need to develop a comprehensive, unified and staged approach to upgrading Jetty Road’s streetscape and public realm to realise these benefits to the their full potential. This includes strengthening the entry to the precinct from Brighton Road.
 - 1.2.1.3 Coinciding with this is the need to upgrade the precinct’s footpaths and paving, as the last major upgrade from 1995 - 1999 is nearing the end of its useful asset life (*Council’s Assets register suggests 7 years remaining life in the majority of the precinct’s pavers based on a standard life of 25 years*).
- 1.2.2 The Project is seen as a key initiative to advance the aspirations contained in the City of Holdfast Bay Our Place 2030 Strategic Plan and improve the provision of quality public spaces and amenity in the area consistent with the objectives of the Jetty Road Glenelg Masterplan.

1.3 The Project

- 1.3.1 The Jetty Road Glenelg Masterplan Project (Project) is the proposed \$19.279 million staged upgrade over a 10 year implementation period to the pedestrian linkages and streetscape on Jetty Road Glenelg and its side streets between the Moseley Square Promenade and Brighton Road in accordance with the endorsed 2018 Jetty Road Glenelg Masterplan. The high level concept plan is shown as Attachment One.
- 1.3.2 The proposed implementation plan for the Project has nine discrete projects staged by priority over a 10 year period as outlined in Table One.

Table One: Proposed Project implementation schedule

Project Stage	Project Works	Financial Year	Budget (\$M)
1	Chapel Street Plaza	2018/19	\$1.986
2	Coast Zone (Part 01)	2018/19	\$4.056
3	Coast Zone (Part 02)	2019/20	
4	Gateway Zone (Part 01)	2020/21	\$2.622
5	Gateway Zone (Part 02)	2021/22	
6	Core Zone NW	2022/23	\$3.691

Project Stage	Project Works	Financial Year	Budget (\$M)
7	Core Zone SW	2023/24	
	Gap Year	2024/25	
8	Core Zone NE	2025/26	\$6.924
9	Core Zone SE	2026/27	
		Total	\$19.279*

*Rider Levett Bucknall Masterplan Cost Estimate January 2018

- 1.3.3 Subject to final detailed plans, specifications, costings and funding for each stage being submitted to Council for review, consultation with relevant traders/landlords and ratification, construction of the Project is scheduled to commence in FY2019 and to complete by FY2027.

1.4 Legal Framework and Prudential Issues

- 1.4.1 In accordance with Section 48 (aa1) and (a1), Council adopted a Prudential Management Policy dated 13 March 2018 (C130318/1080) that sets out Council’s approach for the assessment of projects to ensure that the Council:

- “(a) acts with due care, diligence and foresight; and
- (b) identifies and manages risks associated with a project; and
- (c) makes informed decisions; and
- (d) is accountable for the use of Council and other public resources.”

- 1.4.2 This Prudential Report has been commissioned to meet the requirements of Council’s Prudential Management Policy.

- 1.4.3 Section 48 of the Local Government Act 1999 (Act) requires Council to consider a report addressing the prudential matters set out in subsection (2) when a project meets certain criteria specified in (b), namely where a council:

- “(b) engages in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body)—
 - (i) where the expected operating expenses calculated on an accrual basis of the council over the ensuing five years is likely to exceed 20 per cent of the council’s average annual operating expenses over the previous five financial years (as shown in the council’s financial statements); or
 - (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4 000 000 (indexed); or
 - (iii) where the council considers that it is necessary or appropriate.”

- 1.4.4 The requirements of the Act are reproduced in full as Attachment Two. We note that the \$4.00 million threshold in Section 48 (1) (b) (ii) is indexed by CPI from a September 2009 base year. As at the date of this report, the relevant threshold is \$4.713 million.
- 1.4.5 The prudential issues identified in Section 48 are:
- (a) *the relationship between the project and relevant strategic management plans;*
 - (b) *the objectives of the Development Plan in the area where the project is to occur;*
 - (c) *the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;*
 - (d) *the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;*
 - (e) *if the project is intended to produce revenue, revenue projections and potential financial risks;*
 - (f) *the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;*
 - (g) *the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;*
 - (h) *any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);*
 - (i) *the most appropriate mechanisms or arrangements for carrying out the project.*
 - (j) *if the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the Land Valuers Act 1994.””*
- 1.4.6 As the expected capital cost of the project will exceed the threshold in Section 48(1)(b)(ii), Holdfast Bay has engaged BRM Holdich to prepare a report to satisfy the requirements of Section 48 and the Council’s Prudential Management Policy.

2. RELATIONSHIP WITH RELEVANT STRATEGIC MANAGEMENT PLANS

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (a) *the relationship between the project and relevant strategic management plans;*

2.1 Strategic Management Plans

2.1.1 Section 122 of the Act requires a council to develop and adopt strategic management plans; these are required to incorporate the extent to which a council's objectives are related to regional, State and national objectives.

2.1.2 For the purposes of this report the relationship between the Project and the following documents and plans is considered relevant.

2.1.2.1 City of Holdfast Bay

- (a) Our Place 2030 Strategic Plan;
- (b) Annual Business Plan 2018/19;
- (c) Long Term Financial Plan; and
- (d) Asset Management Plans.

2.1.2.2 Regional Objectives

- (a) No relevant regional plans have been identified.

2.1.2.3 South Australian State Government Objectives

- (a) 30 Year Plan for Greater Adelaide; and
- (b) South Australian Tourism Plan 2020.

2.1.2.4 National Objectives

- (a) National Urban Policy Framework.

2.2 The City of Holdfast Bay Our Place 2030 Strategic Plan

2.2.1 Holdfast Bay's vision is:

"Balancing our progress with our heritage, we lead in coastal management to deliver high-quality public spaces and services to build a welcoming, safe and active community where resident, visitor and business prosperity meet."

2.2.2 The Holdfast Bay Strategic Plan – Our Place 2030 defines the following five key outcomes or focus areas to map the direction and provide objectives for maintaining, progressing and celebrating the city into the future.

- 2.2.2.1 Community;
- 2.2.2.2 Environment;
- 2.2.2.3 Economy;
- 2.2.2.4 Placemaking; and
- 2.2.2.5 Culture.

2.2.3 Table Two shows how the Project would assist to advance the following key directions of the Strategic Plan - Our Place 2030.

Table Two: Degree of Alignment with Strategic Plan

Key Direction	Objectives	Strategy	Alignment with Project
Community	Building a healthy, active and resilient community	Achieve a high level of community satisfaction with playgrounds and open space: target rating – 7 or more out of 10	The Project will enhance the future needs and function of the precinct in light of Glenelg’s status as a major transit-oriented centre while focusing on Jetty road as a ‘place’ rather than a road to better activate the precinct and build on the unique characteristics of the precinct as the shopping, business and community heart of Glenelg
	Providing welcoming, accessible facilities	Achieve a high level of community satisfaction with community facilities including libraries, services and programs: target rating – 7 or more out of 10	
Economy	Supporting and growing local business	Increase business satisfaction in Council’s support for business: target rating - 7 or more out of 10	The Project will provide a comprehensive, unified and staged approach to upgrade Jetty Road and its environs which will encourage new investment to assist to realise economic and public realm benefits and create a high quality living and shopping environment
	Boosting our visitor economy	Increase the number of visitors to Holdfast Bay: target increase – 15% by 2022	
Placemaking	Creating lively and safe places	Achieve a high level of community satisfaction with the quality and feel of our major main street precincts: target rating – 7 or more out of 10	The Project would also assist Holdfast Bay to advance the aspirations contained in the Community Vision through the provision of a high quality and cohesive public environment that is attractive, connected, accessible, sustainable, safe, pedestrian and cyclist friendly and enhances liveability
	Developing walkable, connected neighbourhoods	Achieve a high level of community satisfaction with walkability and access to local shops, services, public transport and open space: target rating – 7 or more out of 10	

Key Direction	Objectives	Strategy	Alignment with Project
	Building character and celebrating history	Achieve a high level of community satisfaction with the design of new buildings and their contribution to local character: target rating – 7 or more out of 10	

2.2.4 The Project is considered to be strongly aligned to the Holdfast Bay Our Place 2030 Strategic Plan.

2.3 Annual Business Plan and Budget

2.3.1 The Holdfast Bay 2018/19 Annual Business Plan “Our Plan for Our Place” outlines Council’s priorities and programs of works for the next 12 months and allocates funding for key projects and services to achieve the specific outcomes set by Council and the community.

2.3.2 The 2018/19 Annual Business Plan and Budget includes a provision to progress the implementation of the Jetty Road Glenelg and Environs Masterplan.

2.3.2.1 This includes an allocation of \$0.748 million to develop detailed designs for the Chapel Street section and Coast stages one and two, which includes the public open space along Colley Terrace from Hope Street to Jetty Road, as well as the entrances of both Durham Road and Moseley Street.

2.3.2.2 In addition to the detailed design, an allocation of \$0.833 million has been provided to commence the construction of the Chapel Street and Coast stage one (corner of Colley Terrace and Jetty Road) contingent upon Council successfully seeking approximately \$1.75 million of external funding from DPTI.

(a) It is noted that the total budget for the construction of these works is estimated at \$3.492 million and is forecast to be undertaken over a two year period, subject to obtaining 50% of the project cost in external funding.

2.4 Long Term Financial Plan

2.4.1 Holdfast Bay has adopted the following definition of financial sustainability.

“Council’s long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.”

2.4.2 Holdfast Bay’s key financial principles include the following:

2.4.2.1 Delivering a balanced budget that fully funds the costs of its services including depreciation.

2.4.2.2 Developing sound infrastructure and asset management planning by creating, enhancing and using long-term infrastructure and asset management plans.

2.4.2.3 Providing the community with a reasonable degree of predictability for rates over the medium term.

2.4.3 The Holdfast Bay Long Term Financial Plan (LTFP) is updated annually and was last reviewed and updated to reflect the 2018/19 budget including proposed strategic projects and borrowing sensitivities and presented to Council on 12 June 2018. The LTFP covers a period of 10 years.

2.4.4 The LTFP currently provides \$9.340 million net over 10 years for the capital costs of the Project and provision for the projected Whole of Life Costs.

2.5 Asset Management Plans

2.5.1 Holdfast Bay owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities to the community.

2.5.2 Asset Management Plans have been developed to ensure that Council continues to provide effective and comprehensive management of its asset portfolios. The assets at Jetty Road Glenelg are reflected in the following Asset Management Plans.

2.5.2.1 Open Space; and

2.5.2.2 Transport Services.

2.5.3 The Open Space Plan makes specific reference to the fact that a Masterplan is being developed for Jetty Road Glenelg.

2.5.4 Community satisfaction with Jetty Road Glenelg and assets relating to roads and footpaths, streetscapes and landscaping in general are detailed within the Transport Services Plan.

2.5.5 The Project involves the construction of new assets as well as the upgrade and renewal of existing assets which would need to be included in future versions of the Asset Management Plans.

2.5.6 The Asset Management Plans will need to be amended to reflect the new and/or upgraded assets as each stage of the Project is completed.

2.6 Regional Objectives

2.6.1 No relevant regional objectives or plans have been identified.

2.7 South Australian State Government

We note that the recently elected State Government has removed reference to the previous State Strategic Plan. The State Government has stated that strategic direction on its detailed policy agenda to deliver more jobs, lower costs and better government services will now be

provided by the Cabinet and through the State budget. The State budget is due to be released in September 2018.

2.7.1 30 Year Plan for Greater Adelaide

2.7.1.1 The State Government's broad vision for sustainable land use and the built development of the state is outlined in the Planning Strategy. The relevant volume of the Planning Strategy is the 30-Year Plan for Greater Adelaide (2017 Update).

2.7.1.2 The 30 Year Plan (2017 Update) retains the three key objectives of the original Plan, these are:

- (a) Maintain and improve liveability;
- (b) Increase competitiveness; and
- (c) Drive sustainability and resilience to climate change.

2.7.1.3 The Project is likely to advance the objective of 'Liveability' as it will provide a high quality and cohesive public environment that is attractive, connected, accessible, sustainable, safe, pedestrian and cyclist friendly and enhances liveability to better activate the precinct and build on the unique characteristics of the precinct as the shopping, business and community heart of Glenelg and as one of South Australia's premier seaside tourist destinations.

2.7.1.4 The Plan includes 14 policy themes to guide land use across the Greater Adelaide Region. The first policy theme focuses on transit corridors, growth areas and activity centres. The Plan identifies Jetty Road Glenelg as a transit-oriented corridor and District Activity Centre and includes specific policies relating to developing activity centres and identifying opportunities to support infrastructure investment and development to support economic viability.

2.7.1.5 The 30 Year Plan (2017 Update) simplifies the 89 recommendations in the 2010 Plan to six high level targets which better align the targets with the strategic directions.

- (a) Target One focuses on 'Containing our urban footprint and protecting our resources' by encouraging compact, walkable and cycle-friendly communities.
- (b) Target Two focuses on 'More ways to get around' which seeks to provide more well designed housing options for people to live in locations that are well serviced by public transport.
- (c) Target Three focuses on 'Getting active' which seeks to encourage active transport (i.e. walking, cycling and public transport) and facilitating more housing close to activity centres, jobs and services and public transport.

- (d) Target Four focuses on 'Walkable neighbourhoods' where the daily needs of most residents can be met within a short trip of where they live or work through the provision of well-designed infrastructure - to jobs, shopping, learning, open space, recreation and other amenities and services.
- (e) Target Five focuses on 'A green liveable city' which supports the concept of trees and shrubs in street verges, parks and backyards to support health and wellbeing of the community.

2.7.1.6 The proposed upgrade of Jetty Road Glenelg and its environs contributes to the progression of Targets One, Two, Three, four and Five in the 30 Year Plan (Update 2017).

2.7.2 South Australian Tourism Plan 2020

2.7.2.1 The South Australian Tourism Plan 2020 identifies the main priorities and goals for the tourism sector and is focussed on achieving \$8.0 billion of visitor expenditure by 2020.

2.7.2.2 The Plan, launched in mid-2014, is the seventh iteration and builds on the 2009-2014 Plan. The five priority areas for focus are: driving demand; working better together; supporting what we have; increasing the recognition of the value of tourism and using events to grow visitation.

2.7.2.3 The proposed upgrading of Jetty Road Glenelg, which is recognised as one of South Australia's premier seaside tourist destinations, contributes to the achievement of the South Australian Tourism Plan 2020.

2.8 National Objectives

2.8.1 National Urban Policy Framework

2.8.1.1 In 2010, the Department of Infrastructure and Regional Development released a planning document titled 'Our Cities, Our Future' – A National Urban Policy (Policy) for a productive, sustainable and liveable future.

2.8.1.2 The Policy recognises the important role that cities play in the future prosperity of the nation and documents the relationship between the Commonwealth, State and Local Government in terms of urban planning.

2.8.1.3 The Policy sets three goals of liveability, sustainability and productivity. Those three goals result in 14 specific objectives under the Framework.

2.8.1.4 Objective 10 relates to the improved access and reduced dependence on private vehicles in Australia's cities. The Framework suggests this can be achieved by improving transport options and reducing travel demand by co-location of jobs, people and facilities.

2.8.2 The improved pedestrian and cycling linkages supported by the Project help progress Objective 10 of the National Urban Policy.

3. OBJECTIVES OF THE DEVELOPMENT PLAN

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

(b) *the objectives of the Development Plan in the area where the project is to occur;*

3.1 Development Approval

3.1.1 Development in Holdfast Bay is governed by the Holdfast Bay (City) Development Plan as consolidated on 2 June 2016, pursuant to Section 33 of the Development Act 1993 and the associated Development Regulations 2008.

3.1.2 The Development Plan outlines what sort of developments and land use are and are not envisaged for particular zones and various objectives, principles and policies further controlling and affecting the design and other aspects of proposed developments. As such, the Development Plan covers matters including zoning issues, building appearance and neighbourhood character, land division, building siting and setbacks and environmental guidelines.

3.1.3 The Development Plan is structured into Sections, as follows.

- General, containing general policy that applies across the council area and relates to a range of social, environmental, and economic development issues. These issues establish the development standards that apply to all forms of development and provide a yardstick against which the suitability of development proposals is measured.
- Zones, these provisions give greater certainty and direction about where certain forms of development should be located and identifies generally envisaged forms of development. The objectives and design requirements for development in the particular area are also expressed.
- Tables that list the conditions which are applicable to complying development, numeric values for setbacks from road boundaries and car parking rates for certain types of development. Conditions for complying development are grouped into their respective tables.
- Mapping, showing the broad distribution of land uses; key spatial elements; and movement patterns throughout the council area and major urban areas.

3.1.4 There are general elements of the Project that may constitute development, in accordance with the Development Act and require approval, these include:

- 3.1.4.1 a change in the use of land;
- 3.1.4.2 installation of street furniture;
- 3.1.4.3 installation of public art / signs;
- 3.1.4.4 installation of the public conveniences;

3.1.4.5 alterations to heritage places; and

3.1.4.6 planned changes to pedestrian / vehicle links or intersections and roads.

3.1.5 However, under the Development Regulations 2008 there are exemptions from approval for certain works, for example Schedule 3 Section 2(1) (a) and (g) excludes works performed by Council's to roads, drains or pipes (other than the construction of a new road, drain or pipe within 100 metres of the coast) and items of street furniture.

3.1.6 Holdfast Bay has determined that the only works associated with the Project that constitute 'development' as defined in Section 4 of the Development Act 1993 is the planned installation of the public conveniences. All other work has been deemed to be exempt under the Development Regulations and therefore not requiring a Development Approval.

3.1.7 As the Project involves 'development' as defined in Section 4 of the Development Act 1993 a detailed assessment of a Development Application for the planned public conveniences against the Development Plan will be required, consistent with the provisions of the Development Act.

3.1.8 Holdfast Bay has determined that no formal referrals are required pursuant to Schedule 8(2)(1) and (3) of the Development Act to the Coast Protection Board (CPB) or Commissioner of Highways (CoH) as part of the development assessment process for the Project.

3.2 Development Zone

3.2.1 The site of the Project is located wholly within the District Centre Zone (Glenelg Policy Area 2) as shown in Zone Map HoB/4 and Policy Area Map HoB/4 of the Development Plan.

3.2.2 The District Centre Zone has the following Objectives which are relevant to the Project.

- 1 *Centres that accommodate a range of retail facilities, offices, consulting rooms, and cultural, community, public administration, entertainment, educational, religious and residential facilities to serve the community and visitors within the surrounding district.*
2. *Development of visually and functionally cohesive and integrated district centres.*
3. *Centres accommodating medium to high-density residential development in conjunction with non-residential development.*
4. *District centres that have a distinctive and attractive shopping strip character, with a predominance of shop windows and entrances, sited close to street frontages.*
5. *Uses and activities providing, in convenient and accessible groupings, convenience goods and comparison goods to serve the day-to-day, weekly and tourist needs of the community.*

6. *Development of public and private car parking areas located and designed to be convenient to the users of the centres with a minimum of impact upon adjoining residential areas.*
 7. *The provision of facilities to enhance the function and amenity of the zone for pedestrians.*
 8. *Development that contributes to the desired character of the zone.*
- 3.2.3 The District Centre Zone Desired Character is described as *Development of the District Centre Zone will achieve lively, vibrant places that provide for a wide range of retail, commercial, administrative, and community uses, services and functions. It will create inviting pedestrian and cycle friendly centres distinguished by historic architecture, high-quality functional spaces and ease of access.*
- 3.2.4 Glenelg Policy Area 2 has the following Objectives which are also relevant to the Project.
- 1 *A policy area that has a distinctive and attractive shopping strip character based on low-scale buildings, with a predominance of shop windows and entrances, sited close to street frontages.*
 - 2 *An integrated district shopping and business centre that enhances the metropolitan significance of Moseley Square and the foreshore as seaside recreation, entertainment and leisure places for the broader population and visitors to Adelaide.*
 - 3 *A high degree of pedestrian activity and a vibrant street-life with well lit and engaging shop fronts and business displays including alfresco seating and dining facilities and licensed areas.*
 - 4 *Development that contributes to the desired character of the policy area.*
- 3.2.5 Glenelg Policy Area 2 has the following Desired Character statements that are also relevant to the Project.
- 1 *Development within the Glenelg Policy Area 2 will reinforce and integrate the dining, district shopping and business status of Jetty Road with the seaside recreation, entertainment, dining and leisure function of Moseley Square and the foreshore - maintaining the area as Adelaide's premier seaside tourist destination.*
- 3.2.6 The Project will be assessed against the Objectives and Principles of Development Control for the District Centre Zone and Glenelg Policy Area 2 and a number of other objectives and principles in the General Section of the Development Plan.
- 3.2.7 The envisaged Land Use of the Project is considered to be consistent with the objectives of the District Centre Zone and Glenelg Policy Area 2.

3.3 Approving Authority

3.3.1 We note that the South Australian planning system is currently undergoing a transition from the Development Act 1993 to the Planning, Development and Infrastructure Act 2016 (PDI Act). The primary object of the PDI Act is to support and enhance the State's liveability and prosperity in ways that are ecologically sustainable and meet the needs and expectations, and reflect the diversity, of the State's communities by creating an effective, efficient and enabling planning system. At this stage the provisions of the Development Act are still applicable to Council.

3.3.2 Pursuant to the Development Act 1993, a Council can make decisions on certain kinds of applications where the Council is the applicant subject to Schedule 10 of the Development Regulations 2008.

3.3.3 However, in circumstances where development is to be undertaken by a Council, and there is potential for a perception of bias or conflict, there is provision under the Development Act 1993, to refer the application to the Minister for Planning with a request for a determination that the Development Assessment Commission is the relevant authority, pursuant to Section 34(1)(b)(iii) of the Act, which reads:

“Subject to this Act, the relevant authority, in relation to a proposed development, is ascertained as follows:

(iii) the Minister, acting at the request of a council or regional development assessment panel, declares, by notice in writing served personally or by post on the proponent, that the Minister desires the Development Assessment Commission to act as the relevant authority in relation to the proposed development in substitution for the council or regional development assessment panel (as the case may be);

then the Development Assessment Commission is, subject to subsection (2), the relevant authority.”

3.3.4 The Minister can either accede to the request and determine that the State Commission Assessment Panel is the relevant authority, or could decline the request and refer the application back to Council for determination. We note that the State Planning Commission assumed the functions, powers and duties of the Development Assessment Commission on 1 August 2017 and that on the same day it established the State Commission Assessment Panel (SCAP) to continue the assessment functions formerly undertaken by the Development Assessment Commission.

3.3.5 Given the scale of the proposed works deemed to be development, we see no reason why they should not be considered by the City of Holdfast Bay staff under delegated authority.

4. ECONOMIC DEVELOPMENT

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (c) *the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;*

4.1 Contribution to Economic Development

4.1.1 Economic development can be defined as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base.

4.1.2 The contribution to economic development from the Project will primarily come from the following sources:

4.1.2.1 construction activity in the area;

4.1.2.2 purchases of goods and services by Holdfast Bay to deliver the Project;

4.1.2.3 a reduction in the vacancy rate of commercial tenancies;

4.1.2.4 increase in investment in the area; and

4.1.2.5 increase in visitation and retail turnover in the area following completion of the Project.

4.1.3 There are economic and employment multiplier benefits to the broader economy from the economic activity generated during the construction phase of the Project and the increase in visitation and retail turnover in the area following completion of the Project.

4.1.3.1 The economic impact assessment undertaken to identify the potential jobs and incomes that may be associated with the Project is based on a measure of the value added and employment associated with the investment. This is consistent with the predominant measure of national economic activity, Gross Domestic Product.

4.1.3.2 The expenditures associated with this development will have direct economic effects, indirect effects of related purchases in the broader economy and induced effects of spending on goods and services by the employees of the companies providing goods and services to the Project development.

4.1.4 To quantify the benefits from these multiplier effects, Holdfast Bay has commissioned modelling using Remplan software based on Input-Output methodology, a common tool for measuring secondary and tertiary economic effects. The Remplan output is based on the estimated impact the construction phase of the Project and the increase in visitation and retail turnover following completion of the Project will have on the region and the broader National economy.

- 4.1.4.1 The output from the model quantifies the expected impact the construction phase of the Project and the increase in visitation and retail turnover following completion of the Project will have on the Holdfast Bay Council area based on the following assumptions.
- (a) The Project budget has been assumed at \$19.278 million;
 - (b) The Project budget is spent over the next ten Financial Years;
 - (c) Local suppliers are sourced to deliver the Project;
 - (d) 100% of the Project budget expenditure has been spent in the 'Construction Services' industry; and
 - (e) Following completion of the Project there is a 10% increase in revenue of \$51.250 million as a result of an increase in visitation and retail turnover in the area (based on Spendmapp Dataset 2017/18) with a spend in retail trade of \$14.300 million; \$23.950 million in accommodation and food services; \$6.100 million in transport, postal and warehousing; and \$6.900 million in professional, scientific and technical services.

- 4.1.5 The output from the Remplan model forecasts the expected impact the construction phase of the Project and the increase in visitation and retail turnover following completion of the Project will have on Holdfast Bay and on the national economy more broadly.

4.2 Economic Impact of Construction Services

- 4.2.1 Overall economic impact based on the construction phase of the Project.
- 4.2.1.1 The direct addition of \$19.278 million of output in the Construction Services sector on the Holdfast Bay Area would lead to an increase in indirect demand for intermediate goods and services across related industry sectors.
 - 4.2.1.2 These indirect industrial impacts (Type 1) are estimated to be an additional \$16.475 million in Output, representing a Type 1 Output multiplier of 1.855 for the construction phase of the Project.
 - 4.2.1.3 There would be an additional contribution to the Holdfast Bay economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of \$6.505 million.
 - 4.2.1.4 The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of \$42.258 million in the Holdfast Bay economy, representing a Type 2 Output multiplier of 2.192 for the construction phase of the Project.

4.2.2 Impact on employment

- 4.2.2.1 The construction phase of the Project is estimated to lead to a corresponding direct addition of 61 jobs in the Construction Services sector. From this direct expansion in the economy it is anticipated that there would be flow on effects into other related intermediate industries, creating an additional 52 jobs. This represents a Type 1 Employment multiplier of 1.852.
- 4.2.2.2 This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, this impact is expected to create an additional 28 jobs.
- 4.2.2.3 The combination of all direct, industrial and consumption effects would result in a total estimated increase of 141 jobs in the local economy. This represents a Type 2 Employment multiplier of 2.311.

4.2.3 Impact on Wages and Salaries

- 4.2.3.1 The construction phase of the Project in the Holdfast Bay economy is forecast to lead to a corresponding direct increase in wages and salaries of \$3.646 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated these indirect impacts would result in the gain of a further 52 jobs and a further increase in wages and salaries of \$3.497 million in Value-added would be generated from related intermediate industries. This represents a Type 1 Wages and Salaries multiplier of 1.959 for the construction phase of the Project.
- 4.2.3.2 The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spend on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore increasing wages and salaries by \$1.605 million.
- 4.2.3.3 Total wages and salaries, including all direct, industrial and consumption effects is estimated to increase by up to \$8.748 million in the economy, representing a Type 2 Wages and Salaries of 2.399 for the construction phase of the Project.

4.2.4 Impact on value-added

- 4.2.4.1 The construction phase of the Project is forecast to lead to a corresponding direct increase in Value-added of \$6.592 million. A further \$6.043 million in Value-added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 Value-added multiplier of 1.917 for the construction phase of the Project.

- 4.2.4.2 There would be an additional contribution to the economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Value-added of \$3.750 million.
- 4.2.4.3 The combination of all direct, industrial and consumption effects would result in an estimated addition in Value-added of \$16.385 million in the economy, representing a Type 2 Value-added multiplier of 2.486 for the construction phase of the Project.

4.3 Economic Impact of the increase in visitation and retail turnover

- 4.3.1 Overall economic impact based on the estimated increase in visitation and retail turnover following completion of the Project.
 - 4.3.1.1 The direct addition of \$51.250 million of output in the Retail Trade, Accommodation & Food Services, Transport, Postal & Warehousing and Professional, Scientific & Technical Services sectors on the Holdfast Bay Area would lead to an increase in indirect demand for intermediate goods and services across related industry sectors.
 - 4.3.1.2 These indirect industrial impacts (Type 1) are estimated to be an additional \$17.396 million in Output, representing a Type 1 Output multiplier of 1.339 for the estimated increase in visitation and retail turnover following completion of the Project.
 - 4.3.1.3 There would be an additional contribution to the Holdfast Bay economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of \$16.934 million.
 - 4.3.1.4 The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of \$85.581 million in the Holdfast Bay economy, representing a Type 2 Output multiplier of 1.670 for the increase in visitation and retail turnover following completion of the Project.
- 4.3.2 Impact on employment
 - 4.3.2.1 The increase in visitation and retail turnover following completion of the Project is also estimated to lead to a corresponding direct addition of 391 jobs in the Retail Trade, Accommodation & Food Services, Transport, Postal & Warehousing and Professional, Scientific & Technical Services sectors. From this direct expansion in the economy it is anticipated that there would be flow on effects into other related intermediate industries, creating an additional 67 jobs. This represents a Type 1 Employment multiplier of 1.171.
 - 4.3.2.2 This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, this impact is expected to create an additional 80 jobs.

4.3.2.3 The combination of all direct, industrial and consumption effects would result in a total estimated increase of 538 jobs in the local economy. This represents a Type 2 Employment multiplier of 1.376.

4.3.3 Impact on Wages and Salaries

4.3.3.1 The increase in visitation and retail turnover following completion of the Project is forecast to lead to a corresponding direct increase in wages and salaries of \$15.972 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated these indirect impacts would result in the gain of a further 67 jobs and a further increase in wages and salaries of \$4.878 million in Value-added would be generated from related intermediate industries. This represents a Type 1 Wages and Salaries multiplier of 1.305 for increase in visitation and retail turnover following completion of the Project.

4.3.3.2 The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spend on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore increasing wages and salaries by \$4.231 million.

4.3.3.3 Total wages and salaries, including all direct, industrial and consumption effects is estimated to increase by up to \$25.081 million in the Holdfast Bay economy, representing a Type 2 Wages and Salaries of 1.570 for the increase in visitation and retail turnover following completion of the Project.

4.3.4 Impact on value-added

4.3.4.1 The increase in visitation and retail turnover following completion of the Project is forecast to lead to a corresponding direct increase in Value-added of \$25.188 million. A further \$8.244 million in Value-added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 Value-added multiplier of 1.327 for the increase in visitation and retail turnover following completion of the Project.

4.3.4.2 There would be an additional contribution to the economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Value-added of \$10.221 million.

4.3.4.3 The combination of all direct, industrial and consumption effects would result in an estimated addition in Value-added of \$43.653 million in the economy, representing a Type 2 Value-added multiplier of 1.733 for the increase in visitation and retail turnover following completion of the Project.

4.4 Summary of Economic Impact of the Project

4.4.1 The total estimated impact on economic activity of the Project is summarised in Table Four.

Table Four: Estimated Economic Activity Generated by each of the project options

Impact	Direct	Indirect	Consumption	Total	Type 1 Multiplier	Type 2 Multiplier
Construction Services						
Output (\$M)	19.278	16.475	6.505	42.258	1.855	2.192
Employment (Jobs)	61	52	28	141	1.852	2.311
Wages and Salaries (\$M)	3.646	3.497	1.605	8.748	1.959	2.399
Value-added (\$M)	6.592	6.043	3.750	16.385	1.917	2.486
Various Industry Sectors*						
Output (\$M)	51.250	17.366	16.934	85.581	1.339	1.670
Employment (Jobs)	391	67	80	538	1.171	1.376
Wages and Salaries (\$M)	15.972	4.878	4.231	25.081	1.305	1.570
Value-added (\$M)	25.188	8.244	10.221	43.653	1.327	1.733

*Includes Retail Trade, Accommodation & Food Services, Transport, Postal & Warehousing and Professional, Scientific & Technical Services Industry Sectors

4.5 Economic Impact following completion of the Project

4.5.1 Post Project completion, the Project is likely to lead to greater visitation and economic activity in Jetty Road Glenelg and its environs as a result of improved amenity and pedestrian linkages as well as from potential investment in commercial and/or residential developments.

4.5.2 Based on local and international case studies on the retail impact of streetscape upgrades, Holdfast Bay has suggested a 10% increase in retail turnover could be achieved. Based on the annual Spendmapp data for Glenelg in 2017-18, Holdfast Bay has determined this would result in an additional \$51.250 million in revenue.

4.6 Impact on Business in the Proximity

4.6.1 During the construction phase of the Project, it is highly likely that construction works, temporary lane and footpath closures, car parking restrictions, and losses of on-street car parking spaces will deter pedestrians and vehicles from the area and will have a negative impact on existing businesses that front Jetty Road Glenelg and its side streets.

- 4.6.2 While this is a short term impact given the proposed staging of the upgrading works and availability of off-street parking spaces nearby, it needs to be understood and managed through communication and engagement with impacted businesses.
- 4.6.3 As the proposed construction program and timeframes have yet to be finalised, businesses in the affected area have not been provided with detailed Project plans outlining the potential impact on their businesses.
- 4.6.4 We consider it important to ensure that the appointed civil contractor is provided with clear and detailed expectations in relation to building access and for construction to be planned in order to minimise the impact on businesses including undertaking works outside normal business hours.
- 4.6.4.1 We note that phasing work outside of business hours may increase the capital cost of undertaking the Project.
- 4.6.5 It should be noted that as this Project is scheduled to be undertaken over 10 years the on-going disruption may add to the level of frustration for the businesses in the area impacted.
- 4.6.6 Should the Project proceed, a detailed communication plan will need to be developed to ensure businesses are fully informed of the likely impact on trading.

4.7 Fair Competition

- 4.7.1 The Project does not involve Council undertaking activities that are likely to give rise to issues that impact on fair competition.

5. COMMUNITY CONSULTATION

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (d) *the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;*

5.1 Level of consultation

5.1.1 The objectives of the Holdfast Bay Community Consultation and Engagement Policy issued on 22 June 2010 and last reviewed on 27 June 2017 are to:

- 5.1.1.1 Promote positive relations between the Council and the community;
- 5.1.1.2 Guide effective engagement between the Council and the community;
- 5.1.1.3 Enable the community to be informed about and participate in Council planning and decision making;
- 5.1.1.4 Provide the framework for appropriately structured, targeted and delivered community engagement as part of Council's decision making; and
- 5.1.1.5 Support Council decision making which is open, transparent, responsive, inclusive and accountable to the community.

5.1.2 The Policy states that the principles of the International Association for Public Participation (IAP2) will be applied in all of its community engagement practices, both in those areas affected by legislation and in those areas where employees or Council have determined, as a matter of good practice, to consult with the community.

5.1.3 Consistent with the Council Policy and IAP2 principles, Holdfast Bay developed a community engagement framework for the Project, with three distinct engagement phases to "explore ideas", "test ideas" and "consult on the draft masterplan".

5.1.4 The three phase approach undertaken as part of the community engagement framework for the Project align with Council's Policy promises to "Collaborate", "Involve", "Consult" and "Inform".

- 5.1.4.1 Phase One engagement from 19 March to 31 May 2017 aimed to capture ideas and input from the community and targeted stakeholders, with the feedback used to develop draft design concepts.
- 5.1.4.2 Phase Two engagement from 3 July to 14 August 2017 sought to engage with a broad cross-section of the community, visitors and traders and government agencies to receive feedback on the draft concepts.
- 5.1.4.3 Phase Three engagement from 10 October to 13 November 2017 sought to refine the concepts and feedback on the proposed draft Masterplan.

- 5.1.5 The engagement plan identified the key stakeholders as local traders and businesses, residents, tourists, Jetty Road Main Street Committee, Government Agencies (DPTI, Tourism SA, ODASA and Emergency Services), utilities and services, Bike SA and Bicycle Institute of SA, Walking User groups – Sea Farers, sustainability / environmental groups, historical society, taxi operators, young people, disability/access groups and indigenous Australian people.
- 5.1.6 According to Holdfast Bay an unprecedented level of community engagement was undertaken to develop the Masterplan. The three engagement phases were conducted over a total of 20 weeks and resulted in 680 discussions with businesses, the community and visitors, 1,691 comments being received, 485 completed surveys and 3,920 webpage visits. A summary of the engagement process and activities for the Project as presented to Council on 13 February 2018 is included as Attachment Three.
- 5.1.7 It is evident that the Project has been the subject of extensive public consultation and engagement processes in accordance with the objectives and requirements of the Council Policy.

5.2 Community Influence and Contribution

- 5.2.1 Phase One engagement provided valuable feedback to Holdfast Bay in relation to the inclusion of a pedestrian mall; improving walkability, the pedestrian and motorist conflict with cyclists and traffic movement; addressing requirements for vehicle access to businesses; and the proposed timetable for construction.
- 5.2.2 Phase Two feedback was largely in support of the activation of Mosely Square and the Chapel Street Plaza and concepts. There was also support for improving the walkability of the street by widening footpaths.
- 5.2.3 Phase Three engagement specifically targeted gaining the views of those most affected by the changes as well as those not as well represented in the two previous engagement phases.
- 5.2.3.1 The Project Team door knocked 108 Jetty Road businesses. The overall response of businesses to the draft masterplan resulted in 27% agreeing with the Masterplan, 72% neutral and 1% against. With respect to the widening of the footpaths to improve pedestrian access and the consequent removal of on-street car parking spaces to accommodate this, 23% of businesses agreed with the proposal, 69% were neutral and 8% were against.
- 5.2.3.2 A similar survey of 108 members of the local community resulted in 69% either agreeing or strongly agreeing to the Masterplan, 22% were neutral, 3% disagreed and 6% strongly disagreed. With respect to reducing the speed limit on Jetty Road to 30km/h 83% of respondents either agreed or strongly agreed with 10% neutral and 7% disagreeing or strongly disagreeing. The support to relocate the Mosely Square tram stop to Colley Terrace was marginal with 49% of respondents agreeing, 30% disagreeing and 21% neutral.

5.2.3.3 The key feedback during this phase related to car parking (loss of on-street spaces, wayfinding to vacant car park spaces, fees for parking and location of car park spaces), widened and improved quality of footpaths, reduction in vehicle speeds, making the precinct more pedestrian friendly and increasing street trees and plantings.

5.2.4 Following Phase Three engagement, further refinement occurred to the strategies within the final Masterplan with the key themes as follows.

5.2.4.1 Road Traffic - the speed limit change to Jetty Road to 30km/h received overwhelming support in the draft masterplan and has been retained in the final Masterplan as a key strategy.

5.2.4.2 Moseley Square Tram Stop - the relocation of the Moseley Square Tram stop to Colley Terrace received a mixed reaction from the community. This coupled with a lack of appetite from DPTI to pursue the initiative resulted in the concept not being included in the final Masterplan for implementation.

(a) The focus in the final Masterplan will be on improvements to the pedestrian connection and walkability between the square and Jetty Road.

(b) Reference has been included to a potential for the tram stop to be relocated due to future redevelopment of the Glenelg Jetty, technology advances and increases in population over the long term.

5.2.4.3 Tram Stop 16 and Cyclists Safety - the current tram platform creates a safety concern for cyclists. However, the proposed design solution attracted mixed views in the draft Masterplan. Therefore Council will work with DPTI to determine a best design solution. The final Masterplan acknowledges the draft design as a 'potential option' in the cycling strategy noting that further investigation will be undertaken.

5.2.4.4 Car parking – there are no changes to the locations of car parking from the draft Masterplan. However, the final Masterplan includes other initiatives for the promotion and wayfinding to car parking spaces as this was a key concern raised during engagement.

(a) It is proposed that these initiatives feature alongside changes to on-street parking to Jetty Road as each project stage is undertaken.

(b) The final Masterplan will result in the removal of around 1 per cent (37) of the precinct's on-street car parks to gain wider footpaths and increase the tree canopy. It is important to note that this is a compromised figure that balances diverse community views from wanting a fully closed pedestrian mall (zero on-street car parks) and leaving it all the same (no changes).

(c) In addition, following the feedback negotiations between businesses and the Taxi Council has resulted in a change to the Taxi rank in Nile Street to a loading zone during business hours, easing pressure on adjacent on-street parking spaces.

- 5.2.4.5 Implementation - the engagement process has helped the Project Team to consider issues such as project phasing and the requirements for 'night works' to ensure that business hour access to all Jetty Road traders is maintained and disruptive works that limit access occur at night where possible (e.g. concreting and works to shopfront facades). The priority project for further development is the Chapel Street Plaza concept as it will provide a showcase of the Masterplan and future rollout along Jetty Road with less complex issues to resolve.
- 5.2.5 There has been extensive community engagement for this Project. The outcomes of the engagement for all three phases are clearly documented. This feedback has informed the direction of the final Masterplan. It is acknowledged, given the numerous stakeholders and the importance of Jetty Road Glenelg as a local shopping centre as well as a tourist destination, that there were strong, diverse and sometimes opposing views. However, from the information presented, the final Masterplan endorsed by Council reasonably considers the community feedback while balancing the overarching objectives of the Project for the benefit of the community overall.

6. FINANCIAL ASSESSMENT

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (e) if the project is intended to produce revenue, revenue projections and potential financial risks;*
- (f) the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;*
- (g) the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;*
- (j) if the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the Land Valuers Act 1994.*

6.1 Revenue Production, Revenue Projections and Potential Financial Risks

6.1.1 Revenue Production

- 6.1.1.1 Once complete, the Jetty Road upgrade is expected to increase amenity, visitation and economic activity in and around the area.
- 6.1.1.2 The improved amenity may increase revenue for Holdfast Bay over time from a variety of sources including:
 - (a) Council Rates, through an increase in the number of rateable properties and valuations;
 - (b) off-street car parking in the surrounding areas; and
 - (c) outdoor dining permits.

6.1.2 Revenue Projections

- 6.1.2.1 Holdfast Bay has not undertaken any financial modelling of the potential increase in Council Rate revenue arising from the potential increased investment in the area or increase in the capital values of property as a result of the Project given that the specifics such as future values, land uses and timing of developments are currently unknown.
- 6.1.2.2 No on-street paid parking spaces will be lost as a result of the upgrade. However, we note the number of on-street free parking spaces in the precinct will be reduced by 1% (37) over the proposed ten year Project timeframe. This proposed loss of unpaid on-street parking spaces has been more than offset by Holdfast Bay with the development of the current off-street car park off Partridge Street, which provides 2-hours free parking
- 6.1.2.3 Holdfast Bay has advised that the likely additional maximum area created for potential outdoor dining along Jetty Road as a result of the Project is

200m². Using the current fees this equates to a potential additional income from outdoor dining permits of \$41,600 per annum.

6.1.2.4 Apart from the minor increase in outdoor dining fees, the Project is not forecast to produce revenue.

6.1.2.5 We note that as an upgrade to the public realm, revenue production is not a key driver or rationale for progressing the Project.

6.1.3 Potential Financial Risks

6.1.3.1 The initial Risk Assessment undertaken on 19 October 2016 for the development of the Masterplan for the Project identified six financial risks.

- (a) Compensation claims for loss of trade and/or unsafe environment during construction.
- (b) Works require removal of assets with a reasonable life left in them.
- (c) Final design and materials results in increased costs and resources for maintenance (i.e. increase in service standards).
- (d) Council does not agree to allocate funding for detailed design or future works.
- (e) Support funding for detailed design or construction not provided by the State Government.
- (f) Budget for future construction may not align with plans (e.g. may require 'scaling back').

6.1.3.2 Following the endorsement of the Masterplan, we have identified the following additional key financial risks relating to the Project.

- (a) Inability to deliver the proposed works within the existing budget allocation of \$19.279 million due to project scope creep, cost overruns, delay in delivery and quality issues result in an increase in costs above budget.
- (b) The cost estimate from RLB is insufficient to deliver the Project objectives.
- (c) Inability of Council in achieving the quantum of funding required from other sources to meet the Project objectives.
- (d) Loss of revenue for adjacent traders due to construction.
- (e) Loss of events or outdoor dining revenue due to construction.
- (f) Increase in costs to remediate unforeseen or unknown contamination.

- (g) Poorly developed scope, specifications and delivery documentation cause delays or increase costs.
- (h) Delays in Project delivery increase costs.
- (i) Council’s contribution to the Project costs negatively impacts Council’s financial sustainability and/or financial indicators.
- (j) Undertaking this Project impacts on Council’s ability to deliver on other planned capital projects.
- (k) The proposed staging of the Project increases the overall Project cost.
- (l) Loss of Project knowledge and consistency due to different contractors for each discrete project stage.
- (m) Inadequate financial provisions to undertake works out of normal business hours to minimise disruption to traders.
- (n) Lack of appropriate Project Management.
- (o) Life-cycle and operational and preventative maintenance costs are not adequately provided for.

6.1.3.3 Before proceeding with the Project, we recommend these additional financial risks are assessed and appropriate financial mitigation strategies are identified.

6.1.3.4 Consistent with good risk management practices, Holdfast Bay engaged the services of Rider Levett Bucknall (RLB), specialist costing consultants, to provide independent cost management services as part of the development of the endorsed Masterplan. A summary of the cost estimate based on the concept plans within the Masterplan is provided in Table Five.

Table Five: RLB Cost Estimate (based on the concept plans within the endorsed Masterplan)

Component	Amount (\$m)
<i>Moseley Square Integration</i>	
Estimated construction costs (exc. contingency)	3.131
Contingency (design, construction, services authority fees)	0.925
Total cost estimate – Moseley Square	4.056
<i>Jetty Road Western Zone Streetscape Works</i>	
Estimated construction costs (exc. contingency)	2.841
Contingency (design, construction, services authority fees)	0.850

Component	Amount (\$m)
Total cost estimate – Jetty Road Western Zone	3.691
<i>Chapel Street Plaza</i>	
Estimated construction costs (exc. contingency)	1.516
Contingency (design, construction, services authority fees)	0.470
Total cost estimate – Chapel Street Plaza	1.986
<i>Jetty Road Eastern Zone Streetscape Works</i>	
Estimated construction costs (exc. contingency)	5.334
Contingency (design, construction, services authority fees)	1.590
Total cost estimate – Jetty Road Eastern Zone	6.924
<i>Brighton Road Gateway</i>	
Estimated construction costs (exc. contingency)	2.012
Contingency (design, construction, services authority fees)	0.610
Total cost estimate – Brighton Road Gateway	2.622
Total Project cost estimate	19.279*

*RLB Masterplan Cost Estimate January 2018

- 6.1.3.5 The RLB cost estimate of \$19.279 million has a number of exclusions including no cost rate escalation, provision for GST, exclusions for some demolition, testing and disposal of contaminated material, sealing of pavers, concrete base preparation for pavers, stratacells for tree pits, tree grates for 200L trees, new tram stop, alterations to existing street lighting, service pit lids, alterations to existing communications infrastructure and sewer infrastructure, level changes, shade structures, undergrounding existing overhead powerlines and low seating walls.
- 6.1.3.6 Holdfast Bay has advised that consistent with the consultation undertaken to date, the RLB cost estimate includes the following provisions.
- (a) Within the contingency to undertake some of the works at night to reduce the impact on Jetty Road Glenelg businesses;
 - (b) Within the contingency to undertake stakeholder management for the life of the Project; and
 - (c) For the staging of the implementation of the discrete projects over a 10 year period.
- 6.1.3.7 We note the cost estimate from RLB specifically excludes cost rate escalations, therefore the overall cost of the Project will be higher than stated.

- 6.1.3.8 The RLB cost estimate includes a provision for contingencies of 23% (or \$4.445 million) of the total estimated Project cost. In our view, based on previous experience relating to similar Projects, it would be prudent to retain the current contingency provisions given the financial risks associated with the following.
- (a) Cost estimates are based on the concept design in the endorsed Masterplan. It is likely the cost estimate will increase once the detailed design is completed for each Project stage and noting the exclusions within the cost estimate.
 - (b) Additional costs relating to stakeholder management, given the proximity of a number of businesses to the Project works.
 - (c) Seeking confirmation from RLB that the assumptions relating to undertaking some works at night, stakeholder management and staging works have been adequately factored into the unit rates used in the preparation of their cost estimate. Indicatively, the assumptions around Project phasing and night works are estimated by Holdfast Bay to have added in the order of \$3.8 million or 20% to the Project cost estimate.
- 6.1.3.9 The key financial risk for Holdfast Bay is the ability to deliver the Project outcomes within the budget identified.

6.2 Recurrent and Whole of Life Costs, Financial Arrangements

- 6.2.1 The Project will result in recurrent costs associated with maintenance of Project assets, depreciation and other identified expenses.
- 6.2.2 It is noted that the Recurrent and Whole of Life Costs have been calculated with reference to the anticipated completion of the proposed stages of the Project which are forecast to commence in FY2019 and increase as the stages are completed
- 6.2.3 Recurrent Costs
- 6.2.3.1 Maintenance
- (a) Holdfast Bay has identified the newly created Project assets will require footpath sweeping, bin emptying, general cleaning and maintenance of new seating, wayfinding signage and public art, cleaning of public conveniences and Horticulture/Gardening.
 - (b) Holdfast Bay has provided an additional \$0.006 million per annum for maintenance of the new public convenience and \$0.022 million per annum in years one to three, \$0.011 million per annum in year four and five and \$0.005 million from year six onwards for tree maintenance for the 60 new trees.
 - (c) Holdfast Bay considers the current maintenance provision in the LTFP of \$0.512 million per annum sufficient to maintain the new and

upgraded assets to be created by this Project based on the following assumptions.

- i. the same area will need to be cleaned, however new surfaces will mean it will be quicker and easier to clean;
 - ii. there will be some additional street furniture which will be offset by less maintenance required per unit than the assets being replaced;
 - iii. vandalism is expected to remain constant; and
 - iv. additional maintenance has been allowed for 60 new trees and the public convenience.
- (d) There is a risk that the life-cycle and operational and preventative maintenance costs are not adequately provided for. In addition, there is a further risk the maintenance provision will be somewhat dependant on the quality of the Project assets constructed and the extent to which any value management initiatives undertaken during construction impact on the asset. A reduction in asset quality may increase future maintenance cost above current provisions.

6.2.3.2 Depreciation

- (a) There are a number of classes of assets expected to be created by the Project including Roads, Paths/Pavements, Kerbs and Gutters, Drainage, Public Conveniences, Electrical and Lighting, Traffic Infrastructure, Greening, Urban Elements and Public Art.
- (b) There are varying useful lives of the assets within each of these asset classes and consequently different depreciation rates will be applied to various Project elements. Based on the endorsed Masterplan, Holdfast Bay has calculated expected annual depreciation at 3.0% per annum of the cost estimate or \$0.587 million per annum based on a 40 year useful life of the assets.
- (c) Written off assets that are being replaced as a result of the Project would have been depreciated at \$0.039 million per annum. The net impact on depreciation of progressing the Project is therefore \$0.548 million per annum.
- (d) The useful life estimate and consequently the depreciation rate is reasonable for these type of assets and is consistent with Holdfast Bay's asset management and accounting practices.

6.2.3.3 Other Expenses

- (a) The Project will result in additional utilities expenditure due to the new electrical and lighting and public convenience assets to be created. These are estimated to be \$0.005 per annum.

- (b) Written off assets that are being replaced as a result of the Project would have cost \$0.001 million per annum. The net impact on costs of progressing the Project is therefore \$0.004 million per annum.
- (c) No other recurrent costs have been identified.

6.2.3.4 Finance Costs

- (a) Holdfast Bay has advised that it will need to borrow \$2.19 million in year one and \$0.875 million in year two to fund the Project.
- (b) Notional finance costs have been calculated assuming a 20 year borrowing period for the capital cost of the Project of \$3.065 million with principal and interest payments and an indicative interest rate of 4.8%. The finance costs are estimated at \$0.087 million per annum.

6.2.4 Whole of Life Costs

While the Project assets will have varying useful lives, Holdfast Bay has estimated the total cost of undertaking the Project based on a 40 year Project life. In addition to the recurrent costs identified above, the following whole of life Project costs have been identified.

6.2.4.1 Project costs

- (a) Holdfast Bay has advised all Project costs will be capitalised.

6.2.4.2 Maintenance

- (a) Maintenance expenses have been calculated with reference to the anticipated service levels post Project completion and are forecast to commence in FY2019 and increase as the stages are completed. The total maintenance expense over the 40 year Project life is estimated at \$0.984 million.
- (b) Maintenance costs have been escalated over the life of the Project by 2.7% which is the estimated average of the Local Government Price Index over the next 10 years as used in the LTFP.

6.2.4.3 Depreciation

- (a) The whole of life depreciation charge is based on an estimated useful life for the Project of 40 years. Total depreciation expense over the 40 year Project life is \$37.333 million.
- (b) Holdfast Bay re-values asset classes every 5 years. The assumption is made that their replacement values will rise in line with the LGPI which would increase depreciation by the same proportion.
- (c) Assets within the Project with a projected life of less than 40 years have been depreciated to provide for replacement.

6.2.4.4 Other costs

- (a) A provision has been included for utilities relating to the new electrical and lighting and public convenience assets to be created. The costs are estimated to be \$0.379 million.
- (b) These costs have been escalated over the life of the Project by 2.7% which is the estimated average of the Local Government Price Index over the next 10 years as used in the LTFP.

6.2.4.5 Asset write downs

- (a) \$1.482 million of asset write-downs have been identified upon commencement of the Project. These relate to assets, with a remaining book value, which will be replaced as a result of undertaking the Project.
- (b) Depreciation on these written off assets of \$0.039 million that would have previously been included in Holdfast Bay's LTFP has been added back in the calculation of whole of life costs.

6.2.4.6 Finance

- (a) Notional finance costs have been calculated assuming a 20 year borrowing period for the capital cost of the Project of \$3.065 million with principal and interest payments and an indicative interest rate of 4.8%.
- (b) Total finance costs over the 20 year loan period are estimated at \$1.737 million.

6.2.4.7 Revenue

- (a) Revenue from outdoor dining permits has been calculated based on the additional maximum area created for potential outdoor dining of 200m² and using the current fees which equates to \$0.042 million per annum. The total revenue from additional outdoor dining is estimated at \$2.480 million.
- (b) The revenue has been escalated over the life of the Project by 2.7% which is the estimated average of the Local Government Price Index over the next 10 years as used in the LTFP.

6.2.4.8 Table Six shows the estimated whole of life cost of the Project based on the assumptions above.

Table Six: Whole of Life cost

Item	Assumed whole of life impact (\$M)
Total Revenue	2.480
<i>Expenses:</i>	
Maintenance costs	0.984
Depreciation	37.333
Other costs	0.379
Finance costs	1.737
Total expenses	40.432
Total Project Whole of Life Cost	37.952

6.2.5 Financial Arrangements

- 6.2.5.1 The proposed financial arrangements for the Project are that Council will contribute 50% of the costs of the Project and will seek external funding for the remaining 50% capital cost of the Project for each implementation stage.
- 6.2.5.2 The LTFP includes a net contribution from Council of \$9.340 million towards the capital costs of the Project including provision to borrow \$2.19 million in year one and \$0.875 million in year two to fund the Project. The difference of \$0.600 million between the provision of \$18.68 gross in the LTFP and the RLB cost estimate of \$19.279 million is due to the \$0.600 million budget provision within FY2018.
- 6.2.5.3 Holdfast Bay should ensure that stakeholder expectations regarding the scope of the Project and proposed staged implementation over 10 years are appropriately managed in accordance with the financial arrangements and the limitations around funding that currently exist.
- 6.2.5.4 Holdfast Bay does not intend to proceed with each of the stages of the Project until sufficient funding has been secured or alternative options/designs are agreed upon with reduced capital costs.

6.3 Financial Viability

- 6.3.1 Financial viability can be defined as the ability to generate sufficient income to meet operating expenses, financial obligations and to provide the potential for future growth.
- 6.3.2 While the Project is not forecast to produce a material revenue stream it will result in approximately \$41,600 per annum in revenue from outdoor dining permits.
- 6.3.3 The LTFP lists the financial indicators that Council uses in assessing financial sustainability. Council's key performance measures and targets include the following.

- 6.3.3.1 Operating result as a percentage of rate revenue between 0% -10% over a rolling 5 year period.
- 6.3.3.2 Net Financial Liabilities as a percentage of operating revenue less than 75%.
- 6.3.3.3 Asset sustainability ratio to be within the range of 90-110% over a five year period.
- 6.3.4 Following a recommendation from Council's Audit Committee at its meeting on 25 October 2017 the LTFP was updated to include strategic projects identified over the next 10 years. The new strategic projects included in the LTFP are:
 - 6.3.4.1 Brighton Sporting Community Centre - \$6m net over two years.
 - 6.3.4.2 Glenelg Oval Masterplan - \$10.1m net over 10 years.
 - 6.3.4.3 Jetty Road Glenelg Masterplan - \$9.34m net over 10 years.
 - 6.3.4.4 Minda Coast Park - \$1m net over two years.
 - 6.3.4.5 Coast Park and Kinston Park Masterplan - \$1.65m net over three years.
- 6.3.5 The LFTP with a borrowing sensitivities analysis was presented to Council at its budget Workshop on 6 March 2018 and the LTFP was endorsed by Council on 12 June 2018.
- 6.3.6 Sensitivity analysis was conducted to indicate the worse-case scenario of no capital grant funding for new projects combined with increasing interest rates as shown in Figures Three, Four and Five below. Under these circumstances funding requirements would be met from borrowings. The analysis shows that under these conditions the main financial indicators substantially remain within the targets and thresholds until 2023/24 when additional capital renewal is required and the net financial liabilities ratio increases.

Figure Three: Operating Result – Sensitivity Analysis

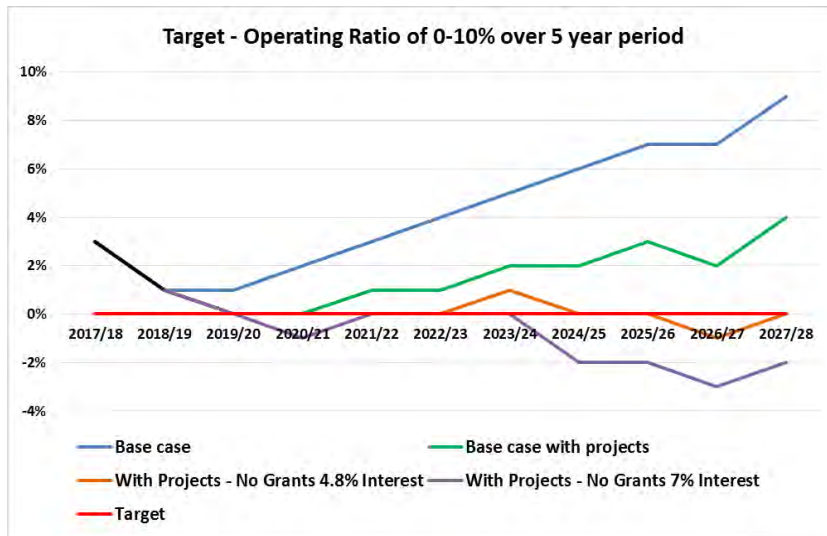


Figure Four: Net Financial Liabilities Ratio – Sensitivity Analysis

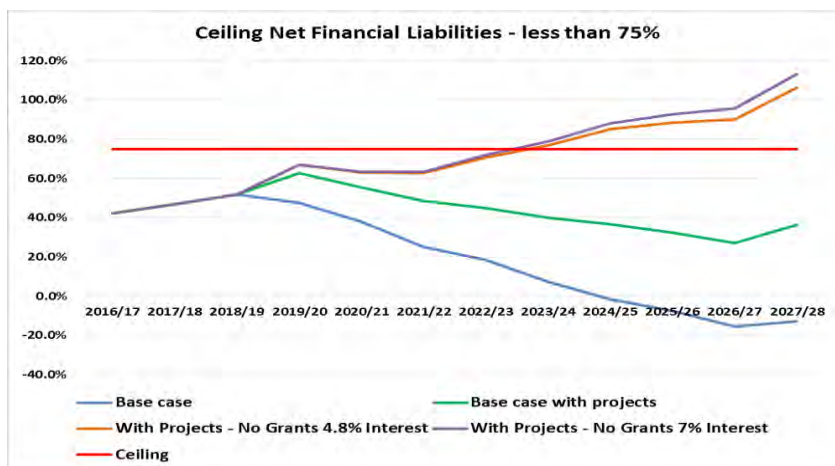
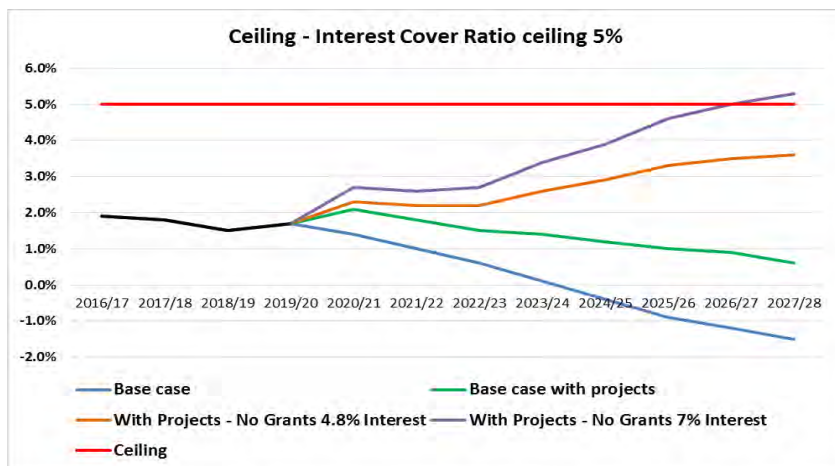


Figure Five: Interest Cover Ratio – Sensitivity Analysis



- 6.3.7 The LTFP demonstrates that from 2018/19 Holdfast Bay is operating within its financial sustainability ratios and has the capacity to borrow additional funds for new strategic projects while remaining under the Council agreed Net Financial Liabilities Ratio (NFLR) threshold of 75%. In addition, the projected Interest Cover Ratio of 1.54%, which measures the affordability of Council's indebtedness, shows that Council can manage debt without adversely affecting the sustainability of its long term financial position.
- 6.3.8 The LTFP indicates that without any grant funding, the Project could be financed by Holdfast Bay while still maintaining debt levels below the 75% threshold NFLR. However, progressing the Project without external funding would limit Holdfast Bay's capacity to undertake other capital projects in the future from 2023/24 while still remaining within the NFLR threshold of 75% and the 0-10% Operating Ratio and 5% Interest Cover Ratio from 2026.
- 6.3.9 Attracting additional funding sources for the Project will limit the impact progressing the Project will have on Holdfast Bay's financial indicators and its ability to undertake other strategic projects.

6.4 **Sale or disposition of land**

- 6.4.1 The Project does not involve the sale or disposition of land.

7. PROJECT RISKS AND MITIGATION STRATEGIES

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (h) *any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);*

7.1 Risk Management

7.1.1 This report assesses the risk management actions taken or being considered by Holdfast Bay for the Project. It is not the purpose of the report to prepare a comprehensive risk management plan, however a level of assessment has been undertaken on the risk management activities to date.

7.1.2 Holdfast Bay adopts an integrated and proactive approach to Risk Management, based on current Australian Standards and industry best practice. The Risk Management Framework, Policy and Procedure were developed with assistance from Council’s Internal Auditors, Bentleys and provide a comprehensive suite of documents that detail Council’s approach to risk management activities. This approach integrates the management of risk and opportunity into the organisation’s governance, strategic planning, reporting and policy development functions as well as its values and culture. This is outlined in the Risk Management Policy adopted on 13 March 2018 (C130318/1079).

7.1.3 A Risk Mitigation Plan for the Jetty Road Glenelg and Environs Masterplan was developed by the internal Project Team at a workshop held on 19 October 2016 using the then current Holdfast Bay Risk Management Framework (Document dated 16 November 2016, Trim Reference Number PRJ/16/20).

7.1.4 The inherent ratings for the risks associated with the Project as identified by the Project Team at the workshop on 19 October 2016 are shown in Table Seven. We note that the identified risks were not categorised using the categories of the then current Holdfast Bay Risk Management Framework (i.e. ‘Reputation’, ‘Business Impact’, ‘Public Safety’, ‘Environment’ and ‘Service Delivery’).

Table Seven: Inherent Risk Assessment

Inherent Risk Level	Extreme	High	Moderate	Low	Total
Risks	10	25	15	6	56

7.1.5 Table Seven shows a total of 56 risks were identified, of which ten were rated as ‘Extreme’ and 25 as ‘High’ prior to the application of any risk controls.

7.1.6 The risks identified with an inherent risk rating of ‘Extreme’ are highlighted below.

- 7.1.6.1 Compensation claims for loss of trade and/or unsafe environment during construction.

- 7.1.6.2 Impact of tram scheduling and/or replacement of tram tracks.
 - 7.1.6.3 Impact on bus routes or scheduling during construction works.
 - 7.1.6.4 Works require removal of assets with a reasonable asset life left in them.
 - 7.1.6.5 Final design and materials results in increased costs and resources for maintenance (i.e. increase in service standard).
 - 7.1.6.6 Council does not agree to allocate funding for detailed design or future works.
 - 7.1.6.7 Support funding for detailed design or construction not provided by the State Government.
 - 7.1.6.8 Pedestrian routes and safe crossings not adequately considered, resulting in future safety issues.
 - 7.1.6.9 Inadequate consideration of servicing requirements for the precinct and businesses (e.g. deliveries, waste, cleaning, emergency vehicles).
 - 7.1.6.10 Procurement process is not transparent and/or Council fails to engage a reputable contractor for design or construction works.
- 7.1.7 The Project Team only conducted risk mitigation treatment on identified ‘Extreme’ and ‘High’ risks. After the application of identified risk management controls there were no risks with a residual rating of ‘Extreme’ and one risk with a residual rating of ‘High’ as shown in Table Eight.

Table Eight: Project Target Risk (Treated Risk) Assessment

Residual Risk Level	Extreme	High	Moderate	Low	Total
Risks	0	1	29	26	56

- 7.1.8 We note that the Risk Mitigation Plan has not been reviewed or updated since it was developed on 19 October 2016. A number of the risks previously identified have now been mitigated with the endorsement of the Masterplan. The key Project risks are now related to Project construction and delivery.
- 7.1.9 If the Project is to proceed then a detailed risk assessment using Council’s current Risk Management Framework should be performed to meet the requirements of Council’s new Risk Management Policy.
- 7.1.10 In addition to the financial risks previously identified, we have identified a number of other risks which this risk assessment should include or reconsider.
 - 7.1.10.1 Public safety – onsite injuries and injuries to the public resulting from street being a construction site.

- 7.1.10.2 Business/Reputation – failure to appropriately manage contracts and works resulting in a breach of legislation or contract.
- 7.1.10.3 Reputation – failure to obtain appropriate statutory approvals, licences, permissions from property owners and approvals for traffic management, Government Agencies and EPA.
- 7.1.10.4 Reputation – failure to adequately undertake detailed design and documentation resulting in design or construction contract dispute.
- 7.1.10.5 Reputation/Business – selection of poor suitability or quality of materials.
- 7.1.10.6 Environment – failure to appropriately manage dust, noise and drag out caused by the construction.
- 7.1.10.7 Reputation – the ongoing construction works in the area over a 10 year period negatively impacts on traders and visitors causing a loss of customers and turnover.
- 7.1.10.8 Reputation – failure to integrate works over the period with adjoining developments.
- 7.1.10.9 Reputation – failure to appropriately manage works causes traffic congestion/disruptions and detracts people from visiting the area.
- 7.1.10.10 Reputation – construction works impact on the ability to hold or attract major events.
- 7.1.10.11 Reputation – a decreased Project scope to meet budget allocations means the Project no longer meets community needs and expectations;
- 7.1.10.12 Service delivery – failure to provide sufficient car parking detracts from people visiting the area.
- 7.1.10.13 Service delivery – failure to manage construction work negatively impacts on loading bays, disability parking and taxi ranks.
- 7.1.10.14 Service delivery – failure to appropriately manage works causes damage to utility or communication services.
- 7.1.11 It is inevitable that the traders on Jetty Road Glenelg and its side streets will be heavily impacted during the construction phase.
 - 7.1.11.1 Successful execution of a Communications Plan and Engagement Strategy and an open communication channel between the head construction contractor, Project Manager and the traders will be crucial to reduce the impact, as will regular oversight from the proposed reconstituted Masterplan Steering Group (MSG) and the Senior Leadership Team.
 - 7.1.11.2 Holdfast Bay has advised that it intends to minimise this disruption through the scoping of disruptive works to be undertaken after hours, by executing

the Project in small sections, and by maintaining vehicle access during business hours.

7.1.11.3 In addition, Holdfast Bay has advised that the Project Implementation Plan Schedule was developed with the impacts on traders in mind.

- (a) While phasing the Project over 10 years would extend the length of time for project hoarding, the intensity and length of impacts for each trader would be reduced;
- (b) The Project stages have also been scheduled to be implemented to complement known adjacent private development projects; and
- (c) The schedule will also mitigate the grant fund risk which allow for smaller amounts to be applied for within the annual grant fund years.

7.1.12 However, while these strategies will assist to mitigate this risk, in our view it is not possible to reduce the residual risk rating below 'Extreme' given the nature of the Project works and the proximity of the traders. This risk will need to be accepted by Holdfast Bay should the Project proceed as planned.

7.2 Risk Mitigation

7.2.1 We note that Council's new Risk Management Framework, Policy and Procedures requires that key risks are considered as part of projects to ensure they are effectively managed from concept to implementation. All major projects require a formal documented risk assessment be performed, consistent with this framework, at the concept stage, ongoing and post project completion, as part of the post project review process.

7.2.1.1 Holdfast Bay has advised that it plans to reconstitute the Masterplan Steering Group (MSG) to provide oversight to the Project which is seen as an important mitigation strategy to manage Project risk.

7.2.1.2 The delivery of the Project within budget and timeframes, and managing stakeholder expectations will be strongly linked to the effectiveness of the MSG and its ability to provide high level oversight and drive strong project governance.

7.2.1.3 Consistent with good risk management practices, the MSG should include a standing item on the monthly meeting agenda to review and update the Project risk register and to monitor the progress and implementation of agreed risk controls.

7.2.2 We acknowledge that quality risk assessment and mitigation is an iterative process. While an initial Risk Mitigation Plan (risk register) was completed ahead of the development of the Masterplan, good risk management involves constantly monitoring and assessing risk and regularly updating the risk register to reflect changes in risk as the Project progresses. This has not occurred to date for this Project and represents a significant risk for Council in successfully delivering the Project.

- 7.2.3 In accordance with Council's new Risk Management Policy all extreme and high operational risks must be reported to the Holdfast Bay Audit Committee at each Audit Committee meeting, Senior Leadership Team and the CEO. Moderate and Low risks must be reported and managed by Holdfast Bay Leadership and Management.
- 7.2.4 The Project Risk Register should be regularly reviewed or updated.

8. PROJECT DELIVERY

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (i) *the most appropriate mechanisms or arrangements for carrying out the project.*

8.1 Delivery Mechanism

- 8.1.1 There are several options available for carrying out the Project, each of which has different advantages and disadvantages depending on the circumstances of a particular project.
- 8.1.2 In determining the most appropriate delivery option, Holdfast Bay will need to consider a range of factors including:
- 8.1.2.1 the Project timeframes;
 - 8.1.2.2 the internal capabilities and availability of Holdfast Bay staff; and
 - 8.1.2.3 the complexity of the Project in terms of managing sub-contractors and stakeholders.
- 8.1.3 The endorsed Masterplan includes high level concept designs for the Project. The next steps include:
- 8.1.3.1 Development of a detailed development plan that sequences the zones, activities and elements that comprise the future works.
 - 8.1.3.2 Detailed design and construction drawings including civil engineering aspects.
- 8.1.4 Holdfast Bay has advised that the detailed design and construction drawings and civil engineering aspects of the Project will be outsourced for each individual stage.
- 8.1.5 The delivery mechanism for the Project is yet to be determined. However, Holdfast Bay has indicated that given the value of the works involved in each stage they are intending to proceed using an Open Tender process for each stage, which is consistent with the Holdfast Bay Procurement (Contracts and Tendering) Policy.
- 8.1.6 Holdfast Bay has advised that the Strategic Planning Team will continue to project manage the development of the detailed development plan and detailed design phases and the City Assets Team will project manage the staged construction phase of the Project with oversight from an internal Masterplan Steering Group (MSG).
- 8.1.7 Holdfast Bay should ensure the proposed internal project management resources have the appropriate skills to perform the task of contract / project management. If not, consideration should be given as to whether the contract / project management role should also be outsourced, noting that this will have an impact on the Project budget.

- 8.1.8 The proposed approach to stage the Project and tender each stage will provide additional risks to design and construction continuity and cost overruns that will need to be diligently managed by the internal Project Manager and MSG.
- 8.1.9 We note that Holdfast Bay does not currently have a formally documented Project Management Policy or Framework. Given this Project and the number of other significant strategic capital projects included in Council's LTFP it would be prudent to develop a Project Management Framework at the earliest opportunity to ensure appropriate project management strategy and governance arrangements for Council projects.

8.2 Procurement Implications

- 8.2.1 The Holdfast Bay Procurement Policy, last reviewed 23 May 2017, applies to all contracts and tenders organised by Council and associates on behalf of Council.
- 8.2.2 The Policy outlines six core principles that should form the basis of making a supplier selection for all purchasing methods, as follows:
- 8.2.2.1 Value for Money;
 - 8.2.2.2 Transparent, Accountable, Fair and Ethical Standards;
 - 8.2.2.3 Social and Environmental Sustainability;
 - 8.2.2.4 Local Economic Development;
 - 8.2.2.5 Work Health and Safety; and
 - 8.2.2.6 Fit for Purpose.
- 8.2.3 The Procurement Policy identifies that Council will select an approach best suited to the particular requirement. The underlying principle is to balance the transaction costs associated with each transaction method, with risk and probity requirements. The different transacting methods include:
- Direct Purchasing;
 - Request for Quote (3 quotes);
 - Request for Tender (Select or Open Market);
 - Panel Contracts; and
 - Strategic Procurement.
- 8.2.4 Although there are circumstances where exemptions may apply, the Procurement Policy establishes the following thresholds for individual engagements.
- 8.2.4.1 Purchases under \$5,000 can be by direct purchasing.

- 8.2.4.2 Purchases between \$5,000 and \$20,000 require a minimum of three quotes (phone/email) or panel contract.
- 8.2.4.3 Purchases between \$20,000 and \$50,000 require a minimum of three written quotations or panel contract.
- 8.2.4.4 Purchases greater than \$50,000 require a tender process, panel contract of strategic procurement.
- 8.2.5 However, in certain circumstances the Chief Executive Officer or Council's Elected Members may waive application of the Policy and pursue a method which will bring the best outcome for the Council. In this circumstance the Council must record its reason in writing for waiving application of the Policy.
- 8.2.6 We note that purchases greater than \$50,000, as will be the case with the detailed design and construction contracts for each stage of the Project, require a tender process. Therefore a request for tender (open) is the most appropriate procurement methodology for this Project.
- 8.2.7 In accordance with Council's Procurement Policy and associated Operating Guidelines, Holdfast Bay prepared a Procurement Plan on 30 September 2016 for the preparation of the Masterplan and accompanying report and strategies for the progressive and staged upgrade of Jetty Road, Glenelg, and its side streets and to undertake innovative and effective engagement with key stakeholders throughout the process.
 - 8.2.7.1 Tenders were issued on 18 October 2016 and closed on 15 November 2016.
 - 8.2.7.2 Twelve tenders were received and assessed by internal staff against the criteria outlined in the Request for tender document.
 - 8.2.7.3 Oxigen was the top ranked tenderer and following referee checks was subsequently appointed on 9 January 2017.
- 8.2.8 Three quotes were sought for the preparation of the Section 48 Prudential Report following consideration of these BRM Holdich was engaged.
- 8.2.9 The procurement methods employed to date are consistent with the requirements of the Holdfast Bay Procurement Policy and associated Operating Guidelines.
- 8.2.10 Where there are future contracts relating to the Project, the Project Manager should ensure that procurement is undertaken consistent with the provisions of the Procurement Policy.

9. CONCLUSION

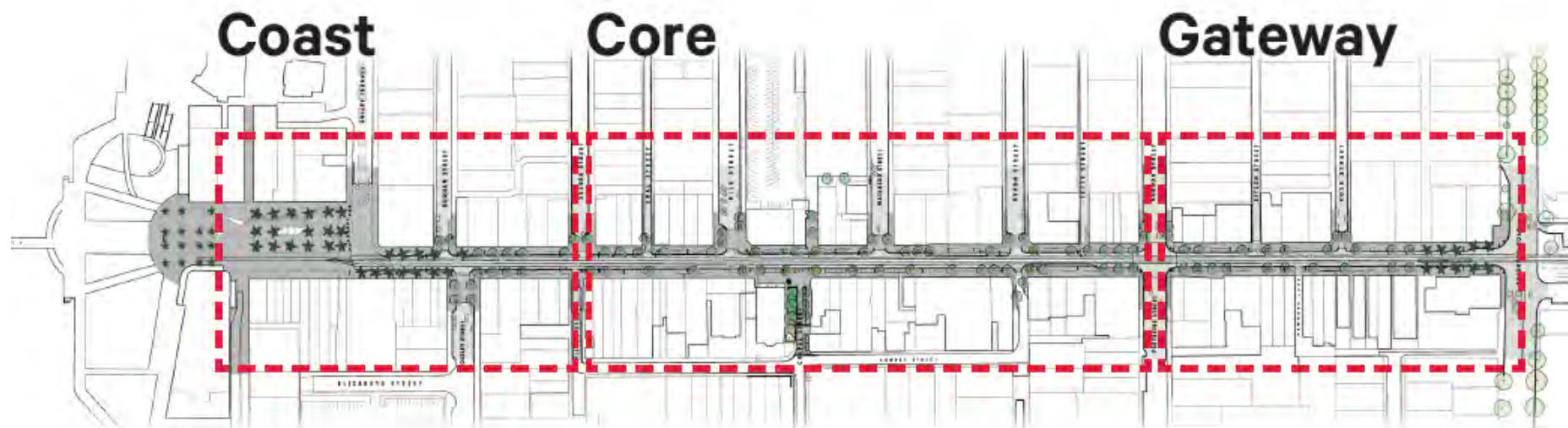
- 9.1 This report has been prepared to meet the requirements of the City of Holdfast Bay Prudential Management Policy and Section 48 of the Local Government Act and to provide Council with a comprehensive understanding of the prudential issues relating to the Jetty Road Project. The Jetty Road Glenelg Masterplan Project (Project) is the proposed \$19.279 million staged upgrade over a 10 year implementation period to the pedestrian linkages and streetscape on Jetty Road Glenelg and its side streets between the Moseley Square Promenade and Brighton Road in accordance with the endorsed 2018 Jetty Road Glenelg Masterplan.
- 9.2 The Project is seen as a key initiative to advance the aspirations contained in the City of Holdfast Bay Our Place 2030 Strategic Plan and improve the provision of quality public spaces and amenity in the area consistent with the objectives of the Jetty Road Glenelg Masterplan. The Project is considered to be strongly aligned to the Holdfast Bay Our Place 2030 Strategic Plan and contributes to the achievement of the State Government's South Australian Tourism Plan 2020 and will also assist to progress a number of relevant Objectives within the 30 Year Plan for Greater Adelaide.
- 9.3 The 2018/19 Annual Business Plan and Budget includes a provision to progress the implementation of the Jetty Road Glenelg and Environs Masterplan. Financial provisions for the Project's capital works, including borrowings and Whole of Life Costs have also been provided for in the Long Term Financial Plan (LTFP).
- 9.4 The Project involves the construction of new assets as well as the upgrade and renewal of existing assets which will need to be included in future versions of the Asset Management Plans.
- 9.5 The envisaged Land Use of the Project is considered to be consistent with the objectives of the District Centre Zone and Glenelg Policy Area 2. Holdfast Bay has determined that the only works associated with the Project that constitute 'development' as defined in Section 4 of the Development Act 1993 is the planned installation of the public conveniences. All other work has been deemed 'council work' and therefore not requiring a Development Approval under the provisions of the Development Act and Regulations. Given the scale of the proposed works deemed to be development, we see no reason why they should not be considered by the City of Holdfast Bay staff under delegated authority.
- 9.6 Based on economic modelling, the Project is expected to result in an increase in economic output of \$42.258 million during the construction phase and \$85.581 million following completion with an estimated impact of up to 141 jobs through direct, industrial and consumption effects during construction and 538 jobs following completion of the Project.
- 9.7 The Project will have a significant adverse impact on traders in the area during construction. While the identified strategies will assist to mitigate this risk, in our view it is not possible to reduce the residual risk rating below 'Extreme' given the nature of the Project works and the proximity of the traders. This risk will need to be understood and considered to be acceptable by Holdfast Bay should the Project proceed as planned.
- 9.8 The Project does not impact fair competition as defined under the National Competition Policy.
- 9.9 There has been extensive community engagement for this Project. This feedback has informed the direction of the final Masterplan. It is acknowledged, given the numerous stakeholders and the importance of Jetty Road Glenelg as a local shopping centre as well as

a tourist destination, that there were strong, diverse and sometimes opposing views. However, the final Masterplan endorsed by Council reasonably considers the community feedback while balancing the overarching objectives of the Project for the benefit of the community overall.

- 9.10 Consultation has been undertaken with key stakeholders including local traders and businesses, residents, tourists, Jetty Road Main Street Committee, Government Agencies (DPTI, Tourism SA, ODASA and Emergency Services), utilities and services, Bike SA and Bicycle Institute of SA, Walking User groups – Sea Farers, sustainability /environmental groups, historical society, taxi operators, young people, disability/access groups and indigenous Australian people.
- 9.11 The Project is not forecast to generate material revenue. However, Holdfast Bay has committed to contributing 50% of the costs of the Project and seeking external funding for the remaining 50% of the capital cost of the Project for each implementation stage.
- 9.12 The Whole of Life costs, based on the estimated capital costs of \$19.279 million are estimated to be \$37.952 million.
- 9.13 The LTFP includes a net contribution from Council of \$9.340 million towards the capital costs of the Project including provision to borrow \$2.19 million in year one and \$0.875 million in year two to fund the Project based on the RLB cost estimate of \$19.279. The LTFP demonstrates that from 2018/19 Holdfast Bay is financially sustainable and has the capacity to borrow additional funds for new strategic projects and remain under the Council agreed Net Financial Liabilities Ratio (NFLR) threshold of 75%. Attracting additional funding sources for the Project will limit the impact progressing the Project will have on Holdfast Bay's financial indicators and its ability to undertake other strategic projects.
- 9.14 The Risk Mitigation Plan has not been reviewed or updated since it was developed on 19 October 2016. A number of the risks previously identified have now been mitigated with the endorsement of the Masterplan. The key Project risks are now related to Project construction and delivery. In addition to the financial risks identified by Holdfast Bay, we have identified a number of additional financial and other risks that ought to be considered for inclusion in the Project Risk Register. Holdfast Bay can mitigate these risks through the implementation of appropriate Risk Management in accordance with its Risk Management Framework, Policy and Procedure.
- 9.15 In accordance with the new Risk Management Policy, Holdfast Bay should ensure that all extreme and high operational risks are reported to the Holdfast Bay Audit Committee, Senior Leadership Team and the CEO. Moderate and Low risks should be reported and managed by Holdfast Bay Leadership and Management.
- 9.16 The Risk Register should be actively reviewed and updated as the Project progresses.
- 9.17 Holdfast Bay has advised that it will outsource the detailed design and construction elements of the Project and are proposing to undertake the overall Project Management using experienced existing Council staff. The proposed use of an open tender for the construction tender is consistent with Holdfast Bay's Procurement Policy.
- 9.18 The procurement methods employed to date are consistent with the requirements of the Holdfast Bay Procurement Policy and associated Operating Guidelines.

- 9.19 Holdfast Bay has advised that it has recently developed a Project Management Framework which is in the process of being implemented. The Project Management Framework should be implemented prior to commencement of this Project to ensure appropriate project management strategy and governance arrangements are in place for the Project.
- 9.20 In accordance with the Prudential Management Policy a level of 'due diligence' appears to have been applied to the Project, however, there are issues associated with funding, risk management and project management that should be addressed to ensure the Project meets its objectives.

ATTACHMENT ONE: JETTY ROAD GLENELG MASTERPLAN – HIGH LEVEL CONCEPT PLAN



ATTACHMENT TWO: LOCAL GOVERNMENT ACT, 1999 – SECTION 48

Section 48 – Prudential requirements for certain activities

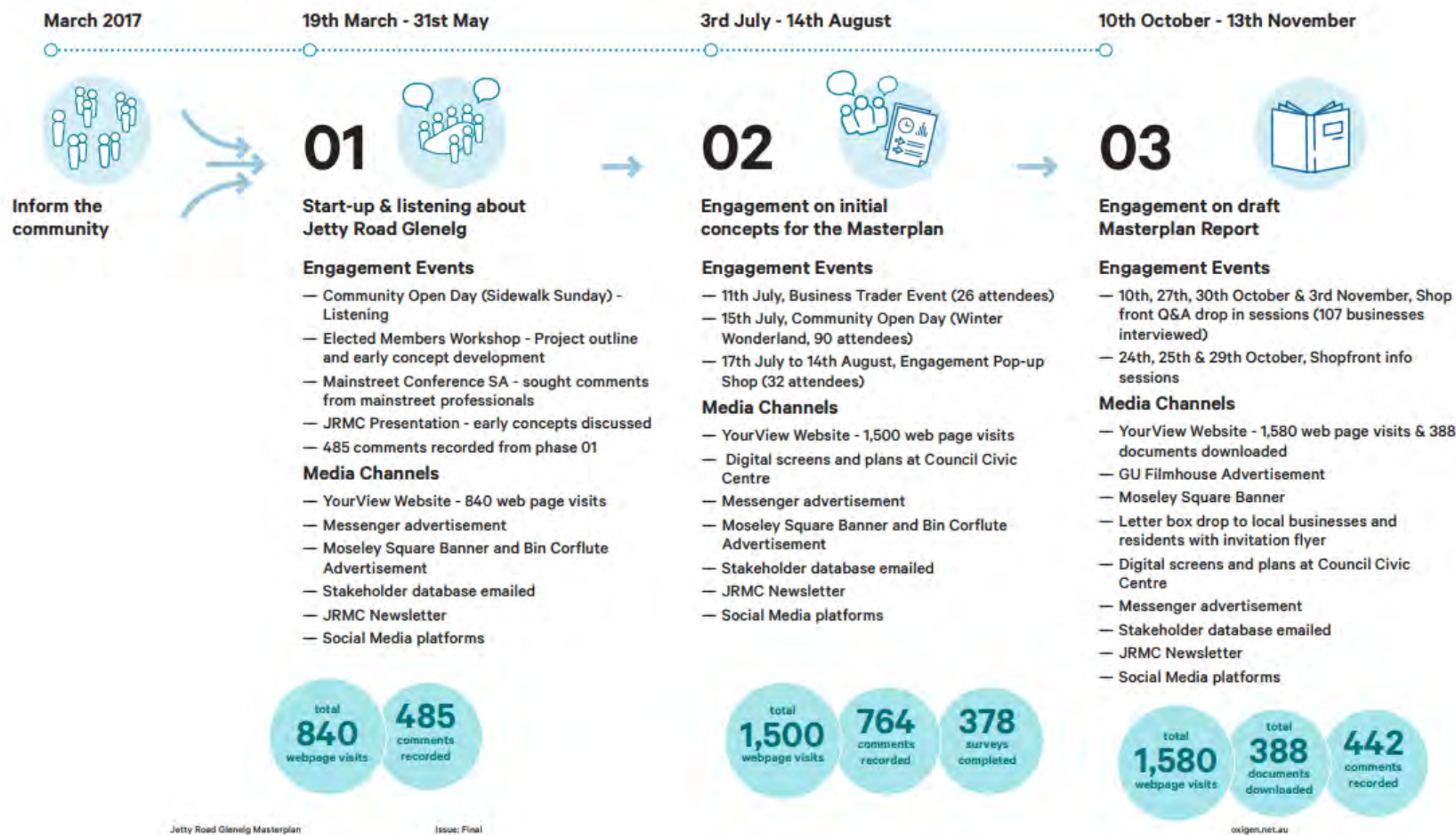
- (aa1) A council must develop and maintain prudential management policies, practices and procedures for the assessment of projects to ensure that the council—
 - (a) acts with due care, diligence and foresight; and
 - (b) identifies and manages risks associated with a project; and
 - (c) makes informed decisions; and
 - (d) is accountable for the use of council and other public resources.
- (a1) The prudential management policies, practices and procedures developed by the council for the purposes of subsection (aa1) must be consistent with any regulations made for the purposes of this section.
- (1) Without limiting subsection (aa1), a council must obtain and consider a report that addresses the prudential issues set out in subsection (2) before the council—
 - (b) engages in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body)—
 - (i) where the expected operating expenses calculated on an accrual basis of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years (as shown in the council's financial statements); or
 - (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4 000 000 (indexed); or
 - (iii) where the council considers that it is necessary or appropriate.
- (2) The following are prudential issues for the purposes of subsection (1):
 - (a) the relationship between the project and relevant strategic management plans;
 - (b) the objectives of the Development Plan in the area where the project is to occur;
 - (c) the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;
 - (d) the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;

- (e) if the project is intended to produce revenue, revenue projections and potential financial risks;
 - (f) the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;
 - (g) the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;
 - (h) any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);
 - (i) the most appropriate mechanisms or arrangements for carrying out the project;
 - (j) if the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the Land Valuers Act 1994.
- (3) A report is not required under subsection (1) in relation to—
- (a) road construction or maintenance; or
 - (b) drainage works.
- (4) A report under subsection (1) must be prepared by a person whom the council reasonably believes to be qualified to address the prudential issues set out in subsection (2).
- (4a) A report under subsection (1) must not be prepared by a person who has an interest in the relevant project (but may be prepared by a person who is an employee of the council).
- (4b) A council must give reasonable consideration to a report under subsection (1) (and must not delegate the requirement to do so under this subsection).
- (5) A report under subsection (1) must be available for public inspection at the principal office of the council once the council has made a decision on the relevant project (and may be available at an earlier time unless the council orders that the report be kept confidential until that time).
- (6) However, a council may take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the council).
- (6a) For the purposes of subsection (4a), a person has an interest in a project if the person, or a person with whom the person is closely associated, would receive or have a reasonable expectation of receiving a direct or indirect pecuniary benefit or a non-pecuniary benefit or suffer or have a reasonable expectation of suffering a direct or indirect detriment or a non-pecuniary detriment if the project were to proceed.
- (6b) A person is closely associated with another person (the relevant person)—
- (a) if that person is a body corporate of which the relevant person is a director or a member of the governing body; or

- (b) if that person is a proprietary company in which the relevant person is a shareholder; or
 - (c) if that person is a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee; or
 - (d) if that person is a partner of the relevant person; or
 - (e) if that person is the employer or an employee of the relevant person; or
 - (f) if that person is a person from whom the relevant person has received or might reasonably be expected to receive a fee, commission or other reward for providing professional or other services; or
 - (g) if that person is a relative of the relevant person.
- (6c) However, a person, or a person closely associated with another person, will not be regarded as having an interest in a matter—
- (a) by virtue only of the fact that the person—
 - (i) is a ratepayer, elector or resident in the area of the council; or
 - (ii) is a member of a non-profit association, other than where the person is a member of the governing body of the association or organisation; or
 - (b) in a prescribed circumstance.
- (6d) In this section, \$4 000 000 (indexed) means that that amount is to be adjusted for the purposes of this section on 1 January of each year, starting on 1 January 2011, by multiplying the amount by a proportion obtained by dividing the CPI for the September quarter of the immediately preceding year by the CPI for the September quarter, 2009.
- (6e) In this section—
- employee** of a council includes a person working for the council on a temporary basis;
- non-profit association** means a body (whether corporate or unincorporate)—
- (a) that does not have as its principal object or 1 of its principal objects the carrying on of a trade or the making of a profit; and
 - (b) that is so constituted that its profits (if any) must be applied towards the purposes for which it is established and may not be distributed to its members.
- (7) The provisions of this section extend to subsidiaries as if a subsidiary were a council subject to any modifications, exclusions or additions prescribed by the regulations.

ATTACHMENT THREE: JETTY ROAD GLENELG MASTERPLAN – COMMUNITY ENGAGEMENT PROCESS AND OUTCOMES

Engagement Process



Item No: **14.7**

Subject: **ECONOMIC ACTIVATION 2018-2023 CONSULTATION OUTCOMES REPORT**

Date: 24 July 2018

Written By: Business Development Partner

Acting General Manager: Business Services, Ms P Jackson

SUMMARY

The draft Economic Activation Plan (EAP) 2018-2023 and Summary EAP document is presented for endorsement by council. The EAP has been developed to reflect the 'Our Place 2030' Strategic Plan and in doing so, will deliver on the '*Economy Pillar – A diverse and resilient local economy*'.

Community consultation was conducted from 6 June 2018 until 26 June 2018. Council received twelve submissions. The majority of respondents were supportive of the Draft EAP, providing valuable information in prioritising the strategic actions and supporting the timelines outlined in the actions. A further 106 downloaded the Draft EAP indicating passive support of the EAP.

RECOMMENDATION

- 1. That the submissions arising from the community consultation on the Draft Economic Activation Plan 2018-2023 be noted.**
 - 2. That subject to minor editorial changes the Economic Activation Plan 2018-2023 be endorsed.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Building character and celebrating history

Placemaking: Housing a diverse population

Community: Building a healthy, active and resilient community

Community: Celebrating culture and diversity

Community: Providing welcoming and accessible facilities

Community: Fostering an engaged and contributing community

Economy: Supporting and growing local business

Economy: Making it easier to do business

Economy: Harnessing emerging technology
Economy: Boosting our visitor economy
Environment: Building an environmentally resilient city
Environment: Using resource efficiently
Environment: Fostering an environmentally connected community
Culture: Providing customer-centred services
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

On 13 February 2018 Council at a workshop, was presented with five Strategic Directions and working objectives that form the Economic Activation Plan (EPA) 2018-2023. These strategic directions have been developed to echo Council's 'Our Place 2030' Strategic Plan *Economic Pillar* and form the basis of a five year action plan for the delivery of economic development programs and initiatives, resulting in ongoing economic prosperity for the city.

Strategic Direction 1: Business Capacity Building

Objective: Implement and support a range of programs designed to equip local businesses with the knowledge and capacity to achieve business sustainability, manage business expansion and prepare for export opportunities.

Strategic Direction 2: Investment Attraction and growth

Objective: Explore and develop opportunities in collaboration with state and federal government and the private sector that maximises new investment and economic growth prospects in Holdfast Bay.

Strategic Direction 3: Innovation and Digital Evolution

Objective: Create opportunities that develop the competencies, skills and capacity of local businesses that instils a digital culture and leads to innovation and sustainable outcomes for a vibrant and connected community.

Strategic Direction 4: Regional Collaboration

Objective: Incorporate collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust Holdfast Bay economy.

Strategic Direction 5: Adelaide's Premier Seaside Destination

Objective: A city that provides a balance between the needs of the local community and visitor expectations through sustainable tourism and protection of amenity and the natural environment.

Economic prosperity has been a core element of Council's strategic planning and referenced in "Our Place' Community Plan 2012-2015. It has subsequently been reiterated in the 'Our Place 2030' strategic plan as a core pillar to ensure 'A diverse and resilient local economy'.

A Business Confidence Survey was conducted amongst 330 business across all industry sectors in 2015 and again in 2017 to measure their level of business satisfaction in Holdfast Bay.

The majority of businesses surveyed (89%) were small businesses with (11%) classified as medium sized employing 20-149 people. Half of all businesses survey had an annual turnover of less than \$500,000, 22% turnover \$500,000 - \$1 million pa, 8% \$1 - \$2 million pa, and 8.5% \$2 - \$5 million pa and further 2% more than \$5 - \$50 million pa. The ratio showed more females than males employed and considerably more skilled workers with a ratio between full and part time being equal.

There is a prevailing attitude throughout the survey that Council should be doing more to help business by way of reduction in costs, better marketing of the area, communicate more with businesses, and making the area more accessible. They do not rate the Council highly on its support for business but of those that have done business with Council rate their experience as being good.

The Draft Economic Activation Plan 2018-2023 (Attachment 2) and Summary document of Council Report No 170/18 was endorsed for community consultation at its meeting of 22 May 2018. The community consultation period ran from 6 June 2018 until 26 June 2018.

Arrangements on how the community could participate in the consultation process and access copies of the Draft Economic Activation Plan 2018-2023 were advertised/promoted through:

- Council's fortnightly local Messenger newspaper column (13 June 2018)
- Registered user update – via email to a 6,000 strong database (11 June 2018)
- Council Twitter account every week (6-26 June 2018)
- Targeted email notifications to:
 - 5 non-government organisations
 - 21 State and Local Government organisations
 - 6 Education providers
 - 19 businesses representing industry sectors
- Information flyer on how to communicate feedback (6 – 26 June 2018)

Copies of the Draft Economic Activation Plan 2018-2023 were made available from 6 June 2018:

- Brighton Civic Centre, Brighton and Glenelg Libraries
- The Holdfast Bay website (6 – 26 June 2018)

- A designated 'Your View Holdfast' interactive webpage accessible through the Council's website at www.holdfast.sa.gov.au or at www.yourviewholdfast.com/EAP between 6-26 June 2018

Refer Attachment 2

REPORT

Council has received twelve submissions in response to its Draft Economic Activation Plan (EAP) 2018-2023 community consultation with a further 106 downloading the Draft EAP.

The majority of respondents were supportive of the actions identified in the Draft EAP, providing valuable information in prioritising the strategic actions and supporting the timelines outlined during the life of the Economic Activation Plan 2018-2023. Almost all respondents considered the actions were either very important, important, somewhat important or unsure. There were only one and two respondents that considered some of the actions to be not important at all.

The key feedback from the consultation expressed that the actions 'Shop Local Campaign' and 'Local procurement policy' aligning with Strategy 1 is important to the local business community. Access to economic data and emphasis on both Jetty Road Masterplan and a Brighton Road Masterplan rated important or very important in Strategy 2. Promoting access to NBN to all businesses and residents for connection to digital services rated highly in Strategy 3. In Strategy 4 relating to regional collaboration, 80% of respondents supported regional alliances with both Western Adelaide and the City of Adelaide. Planning for future tourism supported the need to develop a tourism strategy past 2021 with 80% of respondents indicating this as important or very important.

A total of ten submissions were received via the 'Your View online survey portal' and a further two emails. The Draft Economic Activation Plan was downloaded 106 times and of the 10 participants, 7 had read the full plan and summary.

The Business Development Partner met with representatives of the Holdfast Bay Residents Alliance Inc, Jack Messenger President and David Bishop to provide more detail in their consideration of the EAP. Following the discussions and offer of the Business Development Partner attending a meeting of the Holdfast Bay Residents Alliance Inc. the representatives deemed it unnecessary and that sufficient information was provided on the purpose of the EAP that could be conveyed to their members and responded to through the Yourview consultation portal.

Following the analysis of the consultation and summarising the responses it is recommended the EAP incorporating minor editorial changes be supported by Council.

The feedback and comments received during the consultation period has been presented for discussion in Attachment 1.

Refer Attachment 1

BUDGET

The implementation of the Economic Activation Plan 2018-2023 will be developed to include a five year Action Plan and will be submitted via the new initiative and budget review process annually with Council.

LIFE CYCLE COSTS

Any life cycle costs will be identified during the annual budget process.



ENGAGEMENT SUMMARY REPORT

DRAFT ECONOMIC ACTIVATION PLAN

06 June – 25 June 2018

Report completed for the Business Development Partner
Written by Digital Communications and Engagement Coordinator.
June 2018

INTRODUCTION

On Tuesday 06 June 2018, Council commenced an engagement process with the community on The Draft Economic Activation Plan (EAP). 2018-2023. The Engagement process focussed on ensuring that each set of actions for the five key strategic directions were correctly aligned in achieving the directions.

These strategic directions have been developed to reflect Council's 'Our Place 2030' strategic plan *Economy Pillar* and provide a five year action plan for the delivery of collaborative economic development initiatives between Council, business, the community, government, industry bodies and key stakeholders.

The purpose of the EAP is to:

- Deliver programs and initiatives that adopt best practice and value for money that cater for a diverse range of industry sectors
- Identify emerging industries and new opportunities
- Assist with the development of tailored initiatives to foster and enhance economic development and tourism within the city
- Provide a better understanding of the current economic and tourism profile of the city
- Provide methods to enable change and improvements to stimulate economic growth

This report provides the engagement methodology and engagement outcomes.

All submissions have been collated and are available upon request.

The comments received in the survey are listed in the appendices of this report.

BRIEF DESCRIPTION OF ENGAGEMENT METHODOLOGY

This community engagement ran from 06 June to 25 June 2018, a total of 21 days.

The views of the community were collected via:

- Council's website - The Council website provided the opportunity to complete an online survey, pins comments to locations on a map,
- Email submissions and phone calls.
- Reference copies of the draft EAP and summary documents were available at the Civic Centre and Libraries.

And promoted through:

- The *Guardian Messenger* on 13 June 2018 in the council fortnightly column.
- Registered user update - via email to a 6000 database.
- CoHB Twitter account every week for the duration of the engagement.
- Email notifications to :
 - 5 non-government organisations
 - 21 State and Local Government organisations
 - 6 Education provers
 - 19 businesses representing industry sectors
- Brighton Civic Centre, Brighton and Glenelg Libraries.

ENGAGEMENT FORMAT

1. Please rate how important you think the actions are to achieving Strategy 1.
2. Please rate how important you think the actions are to achieving Strategy 2
3. Please rate how important you think the actions are to achieving Strategy 3.
4. Please rate how important you think the actions are to achieving Strategy 4.
5. Please rate how important you think the actions are to achieving Strategy 5
6. Which category best describes you?
(Business/Community/Local government/State government/Other)
7. What suburb is your business/organisation based in?

And additional comments (see appendix).

4. Email submissions

- 2 emails were received that were not surveys.

DATA ANALYSIS

All data has been independently reviewed by the Digital Communications and Engagement Coordinator.

SURVEY OUTCOMES

A total of 12 submissions were received. 10 online survey submissions were received during the engagement period (7 of the 10 participants had read the full plan and summary, 1 participant had read the full plan and two participants had read the summary only). The Draft Economic Activation Plan was downloaded 106 times (see *How feedback was received* pg 10.)

Below are the responses the 10 participants provided to the questions:

1. Please rate how important you think the actions are to achieving Strategy 1.

- 70% voted *Shop local Campaign* as important (20% voted very important)
- 60% *Maintain a single point of contact for businesses through a Business Concierge service* (20% voted very important).
- *Shopfront grants* – 30% voted important and 30% voted not important at all (10% voted very important/10% voted somewhat important/20% voted not important at all).
- 80% voted *Strengthen the Buy Local Procurement Policy* as important (10% voted very important).
- 40% voted *Clean Energy Strategy for Council* was very important and 40% voted important.

The diagram below shows how participants responded.

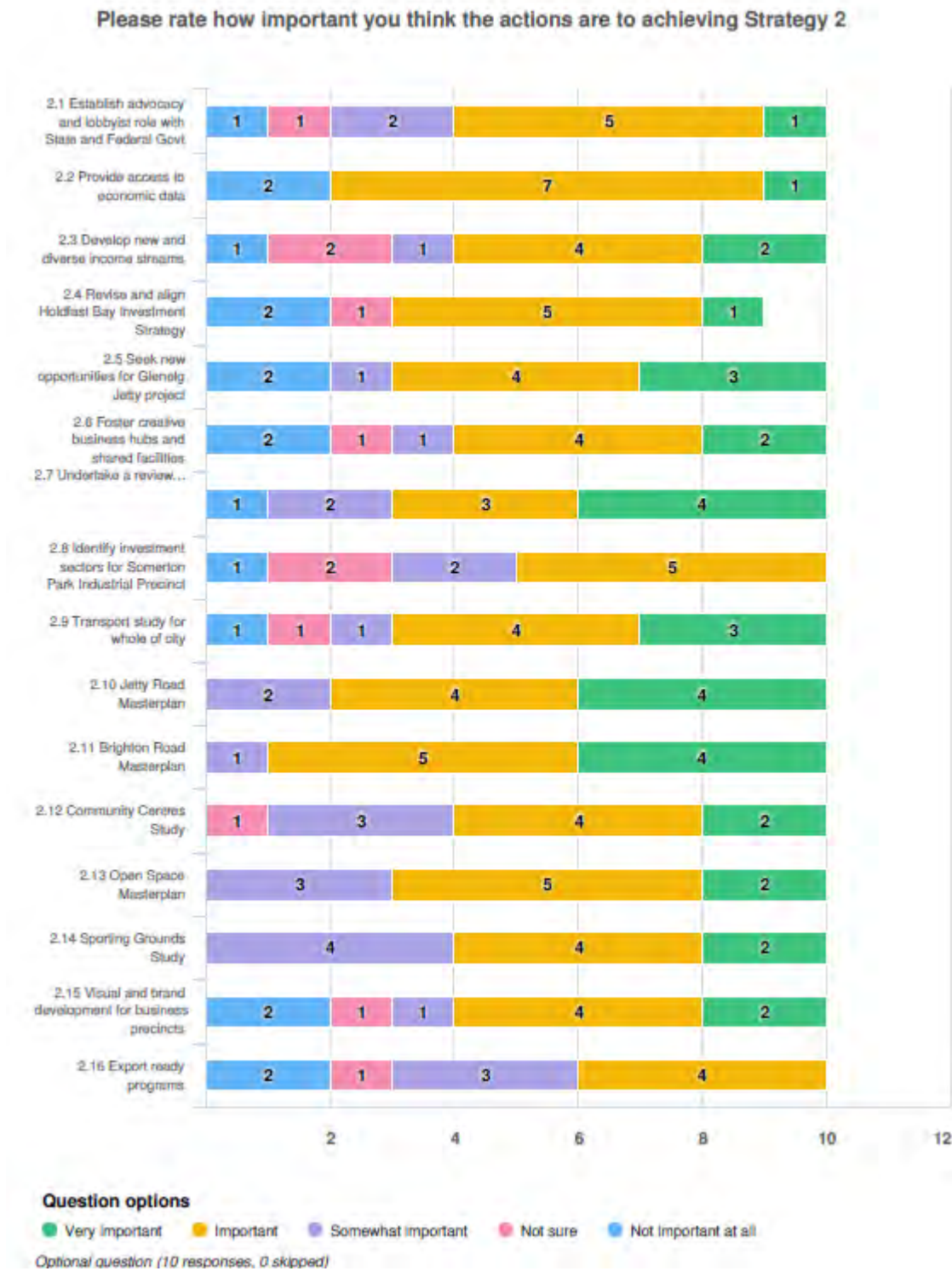


See appendix 1 for comments.

2. Please rate how important you think the actions are to achieving Strategy 2

- 70% voted *Provide access to economic data* as important and 10% voted as very important.
- 40% voted very important/40% voted important for the *Jetty Road Masterplan*.
- 50% voted *Brighton Road Masterplan* as very important 40% voted important.

The diagram below shows how participants responded:



See appendix 2 for comments.

3. Please rate how important you think the actions are to achieving Strategy 3.

- 50% voted *Promote access to NBN to all businesses and residents for connection to digital services* as very important, 30% voted it as important.

The diagram below shows how participants responded:



See appendix 3 for comments.

4. Please rate how important you think the actions are to achieving Strategy 4.

- 50% voted *Create an alliance with the City of Adelaide for the development of tourism, infrastructure, digital connectivity and wayfinding* important, 30% voted very important.
- 50% voted *Develop a Western Alliance economic development strategy*, 30% voted very important.

The diagram below shows how participants responded:

Please rate how important you think the actions are to achieving Strategy 4.



Question options

Very important Important Not sure Somewhat important Not important at all

Optional question (10 responses, 0 skipped)

See appendix 4 for comments.

5. Please rate how important you think the actions are to achieving Strategy 5

- 50% voted Develop a Tourism Strategy 2021-2030 as very important, 30% voted important.

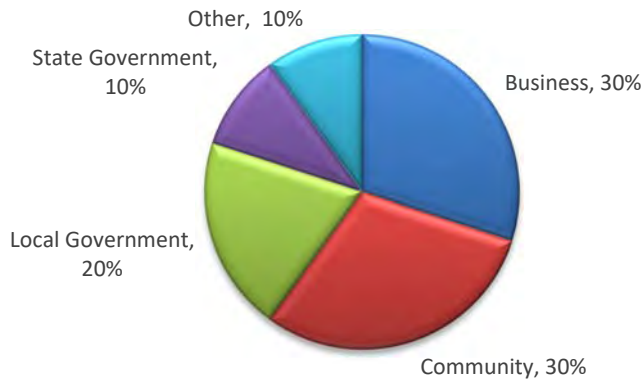
The diagram below shows how participants responded:



See appendix 5 for comments.

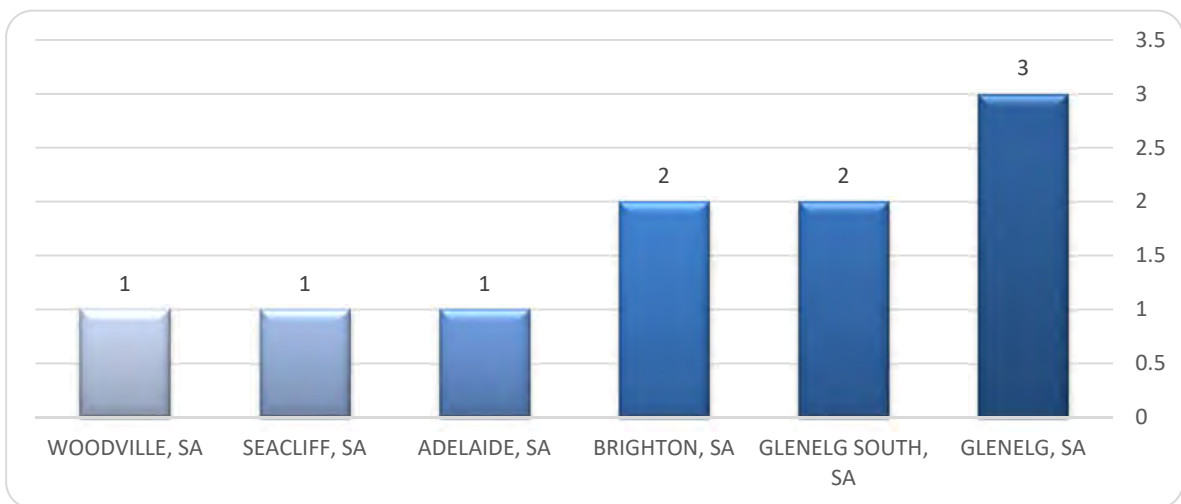
6. Which category best describes you?

- 3 participants identified as Business.
- 3 participants identified as Community.
- 2 participants identified as Local Government.
- 1 participants identified as State Government.
- 1 participants identified as other, Real Estate Investor.



7. What suburb is your business/organisation based in?

- 80% of participants were from within the City of Holdfast Bay



See appendix 6 for additional feedback.

SUMMARY OF COMMENTS

From the quantitative feedback it's strongly expressed that the actions *Shop local Campaign* and a *Local procurement policy* aligning with Strategy 1, is important to the local business community, with 90% of respondents rating it as either very important or important. There were mixed reviews on the value of shopfront grants, this topic may require further consultation with the business community.

The action of pertaining to Strategy 2, *Brighton Road Masterplan* was also given a strong weighting with 90% voting it as very important or important.

The qualitative feedback highlighted feedback in the several areas concerns of who is responsible /accountable for what actions, whether it's the individual business owner, Council or if it is already addressed by State Government and this may need further clarification.

The list of additional comments are available in the appendix.

HOW FEEDBACK WAS RECEIVED

A total of 12 submissions were received by:

- 2 responses were received regarding the Draft Economic Activation Plan.
- Ask a question - One question was asked about having difficulty downloading a document.
- 10 submissions (surveys) were received via Your view.

Your View Holdfast;

- The page attracted page views, with 436 individual visitors viewing details of the engagement.
- The Draft Economic Activation Plan was downloaded 106 times
- The Summary of the plan was downloaded 62 times

The passive participation level for this engagement was high – many people viewed the documents but did not submit feedback.

Comments received via Your View Holdfast (all comments are verbatim)

Appendix 1 – Comments relating to question 1: Please rate how important you think the actions are to achieving Strategy 1.

Encourage traders to pursue their own business development through their own trader or professional organisations.
Avoid Duplication with State and Federal Government services re small business and training Mainstreet Committee have own budget for these initiatives, Why are ratepayers paying for them?
General comments: An effective Shop local campaign will bring business community together and visible activity whilst other policy setting actions , longer term actions benefits are realised. Minimise local expenditure leakage also. If central coordination of business precincts can occur will be most effective delivery arm for many actions based on minimum resources CHB may have for dedicated eco dev implementation. Red tape reduction also relies on State Govt. Shop front grant also highly visible to SMEs on main streets as support from CHB. High impact. Focusing on 'buy local procurement policy' subsidises local businesses and doesn't encourage global competitiveness, they need to be able to compete and win jobs without advantage, otherwise not sustainable long term as CHB can't be only client. Green infrastructure , landfill diversion both important but thought they would fit in sustainability agenda - action plan (also applies to 1.16). Having said this, the situational analysis audit on circular economy opportunities in somerton park very good initiafv3 to explore the opportunity. This will inform thinking on circ economy shared services opportunity and whether putting finite resources into . What's best ROI for Eco Dev unit at CHB. Strategy 1 should have strong emphasis on preparing existing SMEs incl mainstreet businesses for further digital disruption and emerging opportunities.

Appendix 2 – Comments relating to question 2 Please rate how important you think the actions are to achieving Strategy 2

Many of the Actions mentioned are the sole responsibility of the entrepreneurs in competition with other private sector traders and/or professions. It is not the role of Council to use ratepayer funds to create, support, and be a last resource facility for failing businesses. e.g., wrong business in the wrong location with the proprietor having unbalanced business management and marketing skills.
Again avoid duplication with State and Federal Govt programmes such as Export Ready. By Jetty Road, need to include Jetty Road at Brighton as well as Glenelg.
Emphasis playing to local strengths I.e use of coast and jetty in heart of mainstreet I,e action 2.5 , 2.10 and 2.11 Actions 2.12-2.14 are important for council but should sit in broader community strategy?

Appendix 3 – Comments relating to question 3. Please rate how important you think the actions are to achieving Strategy 3.

It is not the role of Council to be either the provider or training institution in technological advancements. This particularly refers to the comment on page 63 that " Blockchain platforms are revolutionising monetary transactions". If only 44% of businesses are investing in eCommerce and 75% think there is a decline in retail profitability, (page 54) this is not an opportune time to introduce cryptocurrencies education to Holdfast Bay traders.
You mention residents for the first time under NBN. They will also benefit from city wide wi fi
Mentioned this in strategy 1- SMEs awareness sessions on digital economy. Data transfer enabling infra critical going forward, and to analysis and use this data. Not sure on digital hub, think a great opportunity to partner with other LGAs and City of Adelaide to deliver. Wifi very important for tourists, ideally a seamless experience for a visitor from city to bay etc...

Appendix 4 – Comments relating to question 4 Please rate how important you think the actions are to achieving Strategy 4.

The objectives and strategies covered in Strategy 4 have not been enunciated on page 18. Have no idea how effective the regional approaches have been, as compared to regions which have no such formalised organisations.
Are we part of Western or Southern Economic group, trying to have foot in both camps- Double cost
Not that 4.1 isn't important is it the role of council or state? Partnering with CoA huge opportunity, start with a tangible project such as 'welcome China ' tourism map rather than create a new product. We should always keep the end user at forefront of why partnering important, seamless experience.
Should be reference to the implementation of the western region tourism destination action plan & regional approach to tourism

Appendix 5 – Comments relating to question 5 Please rate how important you think the actions are to achieving Strategy 5.

The needs of the local community have not been addressed in plan. Generally, the tourism needs are in conflict with the community needs as to resources needed to maintain the community amenity.
no detail provided on actions of tourism plan. i have experience in tourism and can only find broad goals like increase visitor numbers by 15% makes it hard to comment. Again avoid duplication with SATC, SATIC activities
5.1 & 5.3 - single out City of Adelaide as a partner to ensure happens.

Appendix 6. –. Additional comments

Comments received via Your View Holdfast (all comments are verbatim)

It is unrealistic to expect this Municipality to be able to provide a sufficient economic stimulus to achieve an economic turnaround. The \$millions already invested by Council over the years may well have produced the same economic results as other Adelaide seaside Councils who have not funded their tourism sector.

Residents barely rate a mention in the whole report yet we pay 86% of rates, Hard to justify cost of \$5.4 million on economic development in our council budget

we can be best ambassadors for tourism and business in our Council area. and need to be better consulted

I think the transport plan is highly important and shouldn't be underestimated. The use of electric car charging points is one thing. The council should investigate the promotion of car sharing networks (e.g GOGET) so that these can be utilised to visit the area where parking is perceived as an issue. Dockless bicycle share schemes should also be heavily encouraged to get over the issues perceived with parking, access etc.

I am not sure of the merits of these on-line surveys that Holdfast continues to use. I expect that the response rate is comparatively low, and that responses would tend to be by people with extreme views. Most people are too busy to think about on-line surveys, and it is probably those people with whom the Council most needs to connect. I also think the survey can be easily distorted by the questions that are asked...and may miss many opportunities for useful feedback by "packaging" the sorts of issues being discussed (and a number of the questions in this survey were not clear...therefore the results compromised). i would have thought that far more nuanced and helpful feedback would be generated by randomly selecting, say 200 rate payers to discuss these issues. I can understand why the Council uses an on-line process as it gives the appearance of inclusivity, but in reality, it does not. I wonder what is the response rate to these surveys...and what is the cost? I do appreciate the Council's efforts, but I believe there are better ways to find out how the community thinks.

In previous sections.

Great draft document. Well thought through, researched and presented in a clear format. Need to consider resourcing in short and medium term and allocate expected budgets to each activity so community and EMs understand the role and commitment required to make a difference,

Very well thought out and presented strategy. Well done Virginia.

*Appendix 8. –
Comments received via Your View Holdfast (all comments are verbatim)*

Dear Virginia,

Here are the comments by the Holdfast Bay Residents Alliance Inc on Council's Economic Activation Plan.

The impact of the Plan on resident home-owners has not been considered in the Plan.

Further, the 88 page plan has been given limited publicity by Council to the resident community.

There have been no public information sessions where Council could have sought the opinions of the resident ratepayers.

As a result the community consultation process undertaken has not produced an informed community ratepayer base. On page 49 you advise that the Council market research consultants Intuito gathered information from 330 businesses. Residential ratepayers were excluded from the survey. Had they been included at the same time, the survey results would have been more meaningful.

There needs to be meaningful dialogue between the resident and the business groups of Holdfast Bay to identify common ground.

Residents have invested over \$12 billion by purchasing their homes in Holdfast Bay. They want the amenity existing when they purchased their homes to be maintained. Property value is a direct reflection of the market's assessment of the life style quality of the area. Homeowners pay 85% of the council rates and want to see council expenditure used to maintain and improve amenity.

Most of the strategies and actions proposed in the EAP provide no direct or indirect benefit to the residents of Holdfast Bay. We consider that

For example, out of the 79 Actions suggested in the plan, here are 5 of many which we would not support on the basis that the Actions are a duplication any council expenditure or staff time would not benefit or be in the interests of the majority of stake-holders

- 1.1. Host forums, networking and training and support for new and existing businesses
- 2.5. Seek new opportunities for Glenelg Jetty Project
- 3.7. Citywide free Wifi
- 3.8 Seminars and training on Industry 4.0
- 4.4 Free business advisory through the Southern Adelaide Small Business Advisory Service

The Economic Activation Plan is silent on how the Plan is going to provide strategic outcomes for the residents of the Municipality.

Many of the strategies listed in the plan are the type of management practices expected to be seen in a best-practice business.

Further, many of the Actions are already provided by the State or Federal Government and professional and business organisations.

There is no costing or business plan accompanying the EAP document, either to highlight the success of past plans or how the success of the proposed plan would be measured.

The Holdfast Bay Residents Alliance Inc believes that it would be equitable for Council to defer any further consideration of the Plan until such time that the impact on homeowners has been determined.

Yours sincerely

Jack Messenger
President

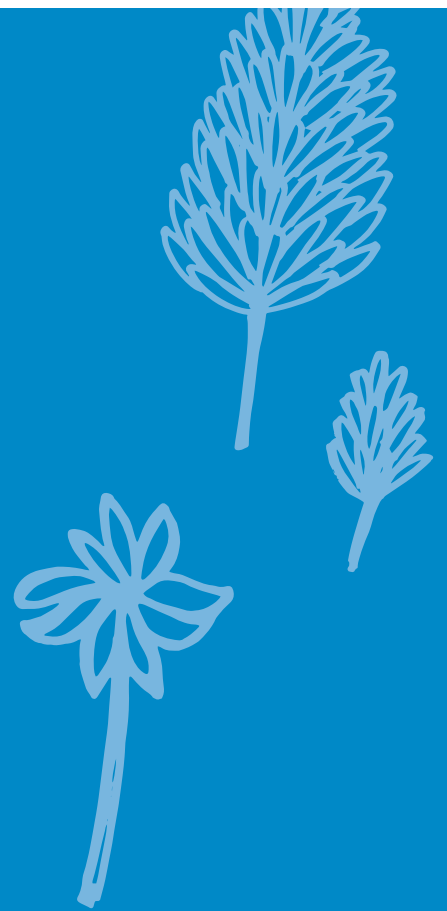
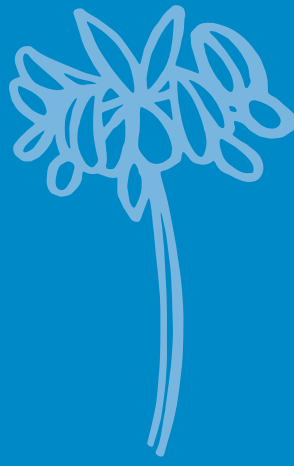
Hey VM I started to complete the survey but thinking that its better if I do it via an email. In respect of your Plan on behalf of CCS I put forward the following comments:

1. As highlighted, Western Adelaide is the engine room of the SA economy. To continue to foster the growth in the region we need continue regional collaboration through our strategic projects in health, ageing well & disability, defence, visitor economy, small business etc. City of Holdfast Bay's regional leadership in promoting the visitor economy and a great place to live is important given your council having the greatest number of visitors.
2. Western Business Leaders is a key industry voice for western Adelaide which all 4 x councils are encouraged to utilise as a source of advocacy, input, guidance and feedback. We hope to strengthen the alignment between the alliance focus and that of the WBL. We also hope to promote a regional calendar of business events that the 4 councils can jointly support / promote.
3. Supporting / collaborating with the Adelaide business hub is a core small business advisory service provider in our region that we should continue to support
4. We would be keen to work with the City of Holdfast on capacity building. This could include digital capability development. we are currently working on a project in conjunction with ACBC, City of Adelaide and Onkas that will be of benefit to your local economy in relation to attracting and doing with business with Chinese visitors and investors (also an export component). There is also potential to leverage the ASBAS contract secured by ABH which has a focus on small business & digital

Also see Kym's responses via the survey completed earlier today.

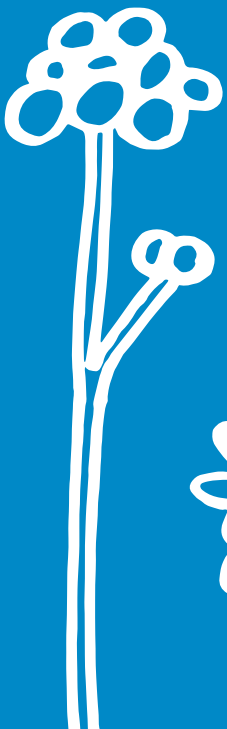
Thanks again for your support and commitment and that of your Council. Looking forward to our continued collaborations.

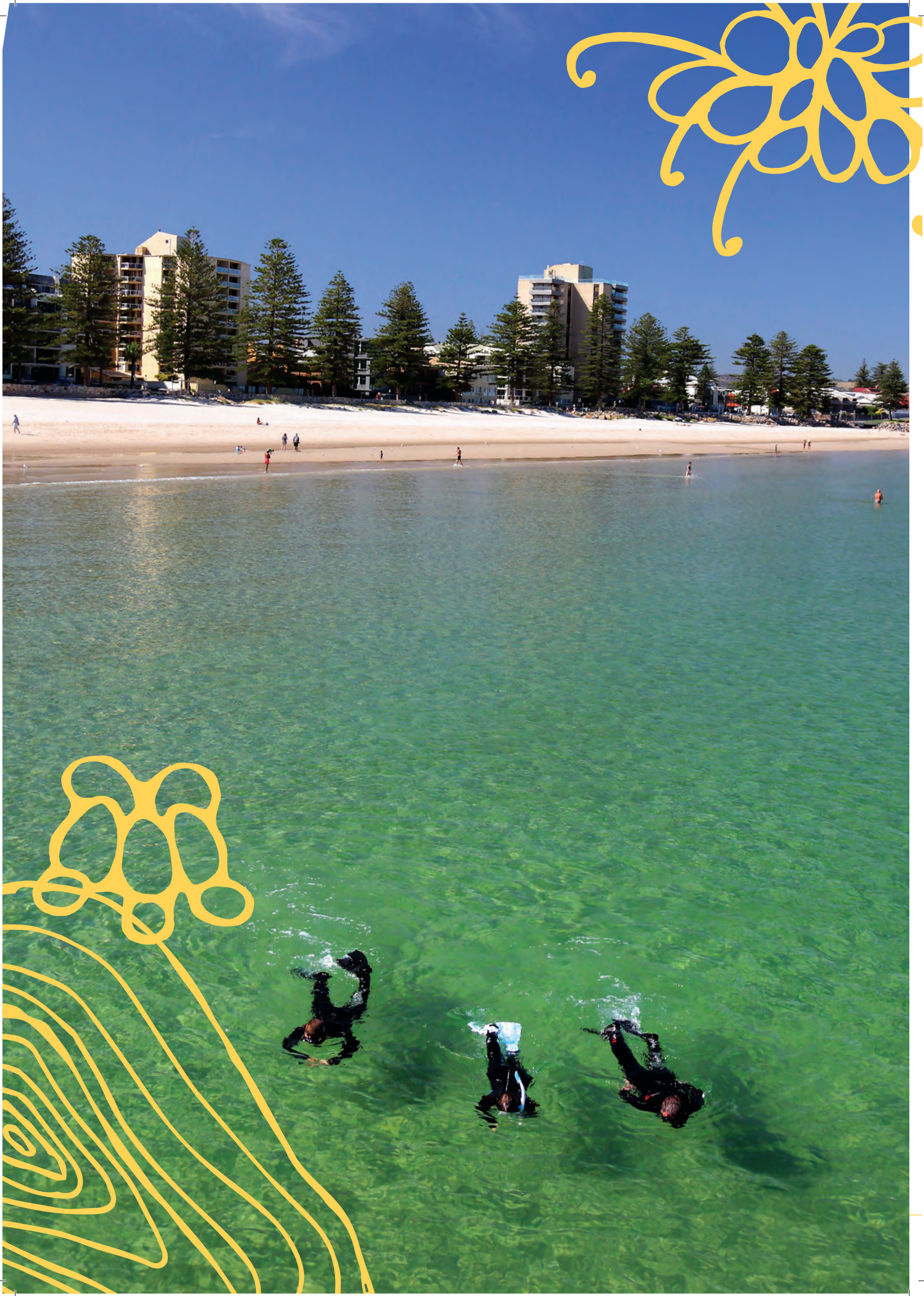
Peter Graves
Coordinator Economic Development
Urban Projects



ECONOMIC ACTIVATION PLAN

2018-2023





WELCOME

Acting Mayor's message

As Adelaide's premier seaside destination, we are uniquely placed to grow our economic footprint through a number of initiatives that will both boost our profile and economic returns for the Council and its ratepayers.

As a Council, we are consistently striving to provide the best services possible to our community and to provide activities and build partnerships that bring external investment into the region, in turn boosting the economy, providing local jobs and earning income that can be re-invested into community programs, services and events.

Council has formed strong partnerships with state and federal government and have implemented a number of initiatives including entering into a Memorandum of Understanding (MOU) with the South Australian Small Business Commissioner. The MOU, signed in December 2017 demonstrates a collaborative approach in meeting the needs of business through the delivery of training, forums and networking events, reduction of red tape, commitment to local procurement wherever possible and regularly liaising with businesses for shared economic outcomes.

I endorse this Economic Activation Plan as a significant step in achieving Council's economic goals in the short to medium term, whilst working towards our longer term strategy outlined in the Our Place 2030 Strategic Plan.



Amanda Wilson

Acting Mayor
City of Holdfast Bay

Report prepared by the City of Holdfast Bay 2018

We acknowledge the valuable contribution of our key stakeholders

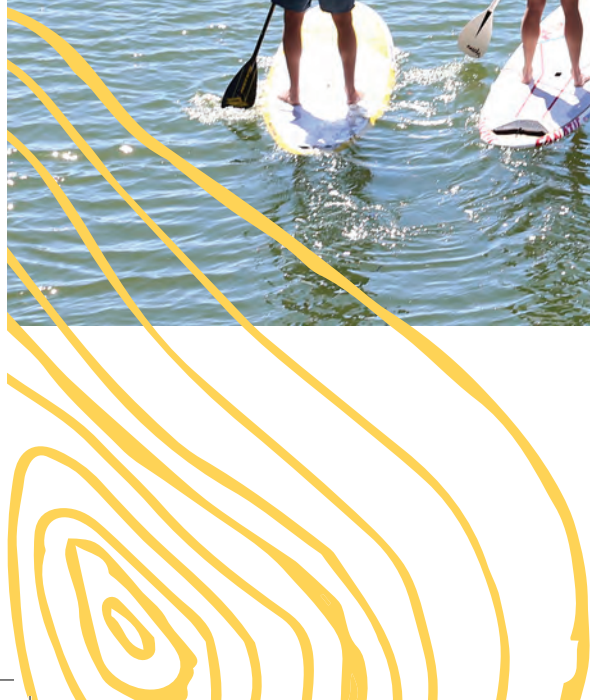


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A diverse and resilient local economy



CEO MESSAGE

You have heard the politicians say time and again it's all about jobs. Jobs. Jobs. Jobs. Our local economic activity is at the heart of this. Employment is the fundamental building block for individuals to provide for themselves and their families. It provides them with choices about where they live and what their standard of living will be. In other words it provides dignity, a means to a sound economic future and the self-fulfillment of one's destiny.

As an enabler, Council plays a vital role in facilitating, promoting and influencing economic development through its partnership approach with businesses, the community, state and federal government, key stakeholders and representative bodies.

There are also many deep social reasons why Council should be involved in promoting work for people and the economic drivers within our local communities. It's a responsibility we share with other tiers of government. Our shops, our trades, our tourist outlets, our eating places, our retail outlets, our manufacturing, our entertainment, education and health businesses all create a network of prosperity for people. They define our identity and that of our neighbourhood and where we choose to recreate or realise our ambitions.

A recent start up business owner in Somerton Park imagined a new mobile cold-coffee experience for his customers. He has designed every aspect to promote his concept and engaged other local businesses. It's a dream he has for his customers that drives him and that adds to the fabric of our community. Collectively, all these individually in our City define important pieces of who we are and why we like to live here.

I hope you enjoy the plan we have created in the following pages and the reason why we are driven to provide for it as part of 'Our Place 2030'. I trust our work on these strategies will enhance our community now and into the future.



Justin Lynch

Chief Executive Officer
City of Holdfast Bay



EXECUTIVE SUMMARY

The City of Holdfast Bay Economic Activation Plan (EAP) 2018-2023 is a key strategic document that sets a five year plan to deliver achievable and measurable actions through the following five key economic strategic areas:

- › **Strategy 1. Business Capacity Building**
- › **Strategy 2. Investment Attraction and Growth**
- › **Strategy 3. Innovation and Digital Evolution**
- › **Strategy 4. Regional Collaboration**
- › **Strategy 5. Adelaide's Premier Seaside Destination**

The EAP is underpinned by the City of Holdfast Bay's Council Plan and long term vision 'Our Place 2030' and other key strategic documents including Holdfast Bay Tourism Plan 2020, Building Western Adelaide Plan and The 30 Year Plan for Greater Adelaide. The EAP is also informed by consultation with Holdfast Bay businesses, residents, industry representatives and cross Council departmental representation.


The purpose of this EAP is to ensure a whole of city approach to economic development, encompassing the broader alignment with regional and state objectives. The plan supports prioritisation of projects and programs through the actions identified in the final chapter of this document that will enhance and cement our competitive advantage into the future.

It's important we recognise the positive attributes of the city and the unique opportunities that exist. While predominantly residential, the city is supported by vibrant main street retail precincts, commercial centres (along the arterial spine) and a strong light industrial precinct in Somerton Park.

Holdfast Bay boasts a wide range of accommodation and conference facilities all within minutes of the state's international airport and will see the development of the state's first international 6 star rated hotel. Other projects include the redevelopment of the Buffalo replica site, high-rise and high-density residential development in Glenelg and the construction of Coastal Park, a continuous public linear park showcasing and linking western and southern Adelaide's coastal tourism assets.

Latest ABS census data (2016) identifies the city's workforce is predominately professional, community and personal service, technical and trade, and administrative workers. The industries supporting this workforce include health care and social assistance, accommodation and food services, retail, education and training and construction.





The EAP identifies the need for businesses to be more attuned to the opportunities that exist in the digital economy. A survey¹ of Holdfast Bay businesses conducted in 2017 indicated only 25% of our businesses transacted online and 44% invested in digital platforms. Of the 25% most were identified in the retail and hospitality industries, while the 44% were of medium size and likely to have been in business for over 20 years from industries other than the retail and hospitality sector.

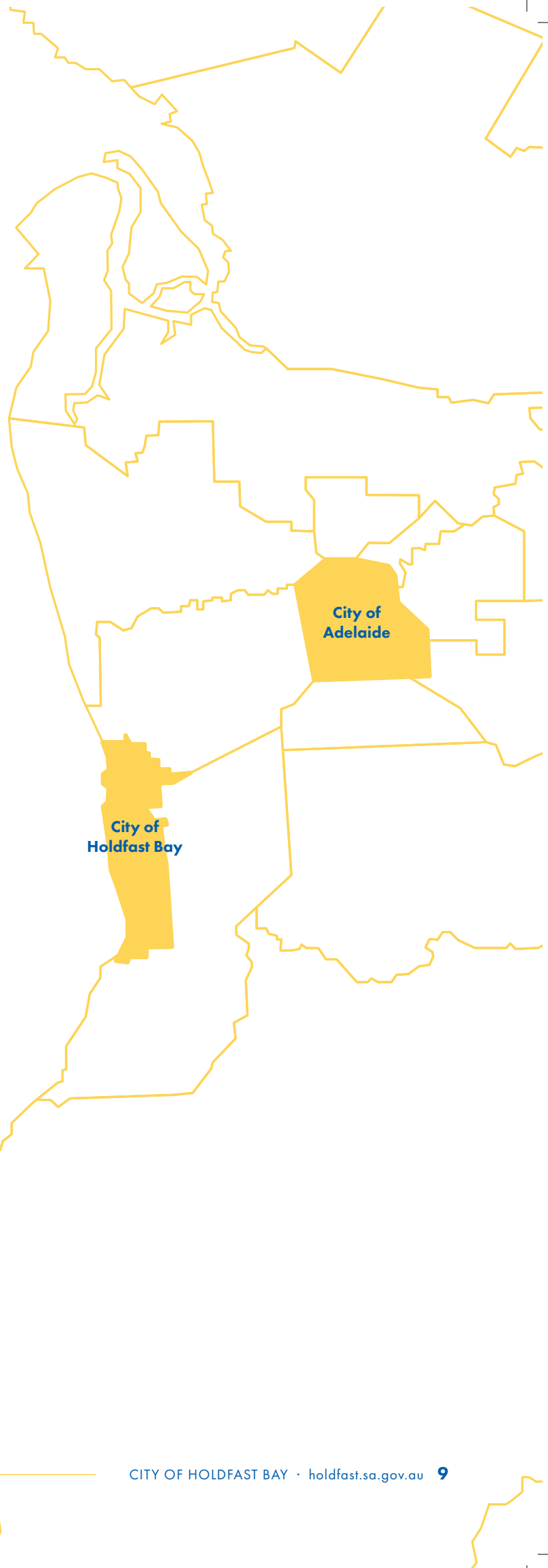
Digital connectivity remains key to the realisation of the EAP with technology infrastructure investment required in both private and public sectors. The way we do business depends very much on ensuring sustainable practices are in place for the enjoyment of the community, businesses and visitors alike into the future.

Providing sustainable infrastructure for autonomous and electric vehicles, and establishing digital hubs will enhance the changing face of transportation and support homebased businesses to integrate within vibrant active creative hubs.

The city is experiencing an increase in retirees aged 50-69 and recent studies show that almost 35% of Australia's young firms are led by seniorpreneurs with an average age of 57 years. Globally, people aged 55 and over are starting new business ventures accounting for nearly a quarter of new ventures in the United States alone. That said, the health and social assistance sectors will benefit from an innovative approach to service delivery and fully understanding the needs of this demographic as Holdfast Bay moves to service its ageing population.

During the life of the Economic Action Plan 2018-2023 Council will continue to report and review the EAP and update actions associated with the plan as economic opportunities are presented and milestones are met.

¹ 2017 City of Holdfast Bay Business Confidence Survey





OUR ECONOMIC VISION



In 2017, following a review of the City of Holdfast Bay strategic plan through extensive community consultation and other stakeholder investigations 'Our Place: 2030 Strategic Plan' was developed.



The 'Our Place 2030' strategy sets out five key Pillars to map our direction and provides objectives for maintaining, processing and celebrating our city into the future:



COMMUNITY

A healthy, creative, connected community



ENVIRONMENT

A community connected to our natural environment



ECONOMY

A diverse and resilient local economy



PLACEMAKING

An accessible, lively and safe coastal city that celebrates our past to build for our future



CULTURE

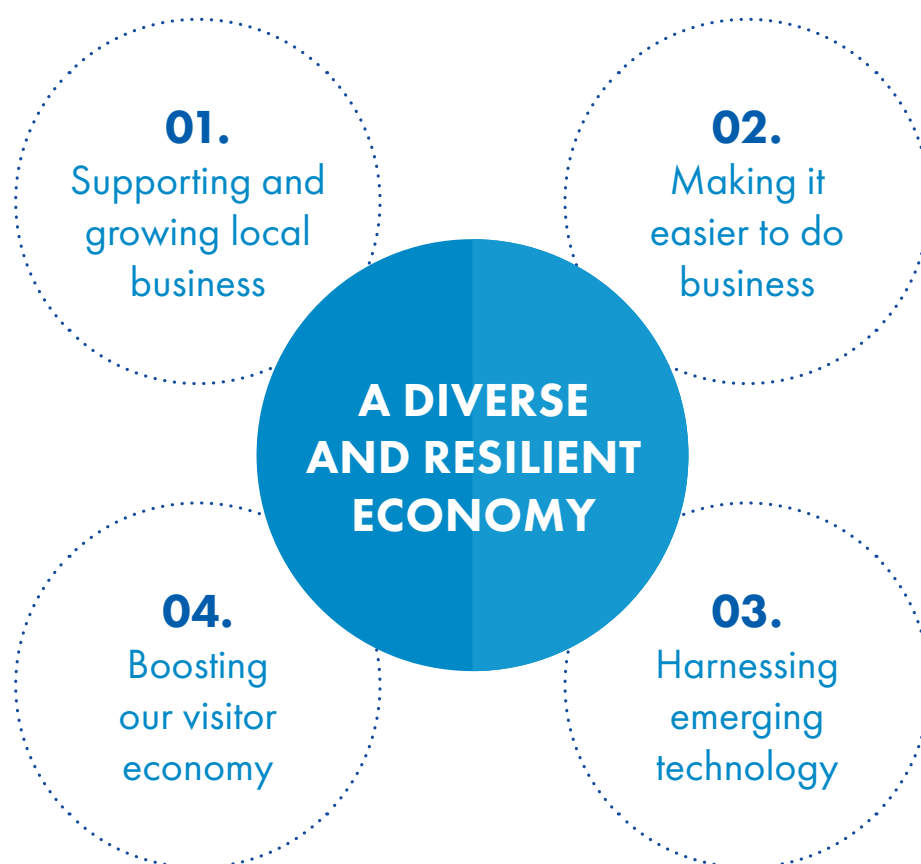
An effective customer-centred organisation



The economic vision provides us with a framework for delivering key strategic economic outcomes that will:

- › build economic prosperity
- › create a thriving business environment
- › offer employment choice
- › support and grow a vibrant community
- › provide an attractive location for visitors

Our focus will be on supporting the Economy pillar by having a diverse and resilient local economy.



WHAT IS ECONOMIC DEVELOPMENT?

Economic Development can be defined through standard of living and creation of jobs, attracting and maintaining business activity and the support of innovation by involving a multifaceted approach often with federal, state, local governments and industry bodies.

Much of this can be defined through jobs creation, investment in a region, quality of life through access to education systems, transport networks, improved infrastructure and social and environmental sustainability.





STRATEGIC FOCUS

Council has defined five key economic strategic focus areas that ensure a diverse and resilient local economy.

The actions this plan outlines is to develop policies, identify projects and deliver programs concentrating on the following five key strategic areas:

- › **Strategy 1. Business capacity building**
 - › **Strategy 2. Investment attraction and growth**
 - › **Strategy 3. Innovation and digital evolution**
 - › **Strategy 4. Regional collaboration**
 - › **Strategy 5. Adelaide's premier seaside destination**
- 



STRATEGY 1. BUSINESS CAPACITY BUILDING

OBJECTIVE:

Implement and support a range of programs designed to equip local businesses with the knowledge and capacity to achieve business sustainability, manage business expansion and prepare for export opportunities.

Why is this important?

To remain competitive the City of Holdfast Bay is ensuring a sustainable economic future through planned programs and initiatives in collaboration with key stakeholders. Access to B2B networking, business advisory services and small business grants are services Council consider key to maintaining business growth in the city. Coupled with this, Council is utilising data to assist and inform Council and the business community on potential economic drivers, trends and future growth sectors for employment in the city.

Opportunities exist to strengthen the skills, competencies and abilities of our industry sectors by promoting and creating linkages through partnerships with local tertiary and secondary providers. Through capacity building our industry sectors will have a greater understanding of barriers that inhibit economic growth and recognise opportunities to achieve measurable and sustainable outcomes.



STRATEGY 2. INVESTMENT ATTRACTION AND GROWTH

OBJECTIVE:

Explore and develop opportunities in collaboration with state and federal government and the private sector that maximises new investment and economic growth prospects in Holdfast Bay.

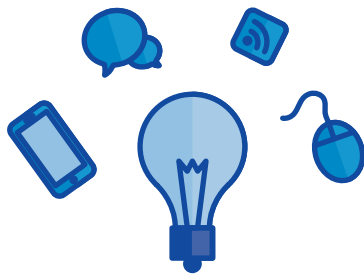
Why is this important?

South Australia's capital city Adelaide, continues to feature in the top 10 most livable cities in the world boasting most affordable housing, notable tourism, fine food and festivals. The State itself is globally recognised for its wine industry and accounts for almost half of the national annual production. The recent Federal Government announcement for the naval shipbuilding project worth almost \$90 billion will see the state's population potentially increase by up to 50,000.

Undeniably, Holdfast Bay with its attractive 11 kilometre coastline and most sort after suburbs, makes it one of the state's most desirable places to live and invest while maintaining that competitive edge. It is anticipated many interstate and overseas workers for the defence project will seek to locate in western Adelaide.

Real estate for the city continues to prove very attractive to investors, entrepreneurs and owner-occupiers. Retail plays an important role in the local economy enhanced by a thriving tourism industry as the second most visited area outside of the Adelaide central business district.

Within minutes of the state's international airport, Holdfast Bay is accessible to nearby rail, road and sea freight facilities and is complimented by excellent accommodation and conference venues.



STRATEGY 3. INNOVATION AND DIGITAL EVOLUTION

OBJECTIVE:

Create opportunities that develop the competencies, skills and capacity of local businesses that instills a digital culture and leads to innovation and sustainable outcomes for a vibrant and connected community.

Why is this important?

Exciting opportunities exist in the digital and knowledge economy that will enhance many industry sectors within Holdfast Bay.

Health Care and Social Assistance followed by the Retail, Education and Training sectors are currently our largest employment sectors with Professional and Scientific services and Creative Industries sector expected to increase in the future.

The EAP aims to leverage some of the state's digital infrastructure projects to enhance and broaden the capabilities of our key industry sectors. Opportunities exist to foster high value added activity particularly in the Somerton Park Industrial precinct.

Preparing our industry for the digital and knowledge economy remains challenging with the 2017 Holdfast Bay Business Confidence survey indicated only 25% of businesses transacted online and 44% of those businesses investing in digital platforms. Actions identified in this Plan outline opportunities to engage and link businesses with universities, local secondary schools and training providers to improve their digital knowledge and adopt new practices and create a workforce equipped to adapt to new technologies.

The City of Holdfast Bay will need to take a leadership approach ensuring the city's infrastructure and ability to adapt to emerging technologies remains relevant. Access to learning, connecting with the community and improved technological and intellectual assets will prove vital for the city to demonstrate a responsive and innovative approach to enabling economic development.



STRATEGY 4. REGIONAL COLLABORATION

OBJECTIVE:

Incorporate collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust Holdfast Bay economy.

Why is this important?

Local Government plays a fundamental role in building and sustaining vibrant communities, often taking a multifaceted approach with federal, state, local governments, industry bodies and the community.

Whether it be a whole-of-government or collective approach across a number of key bodies; local government remains at the coalface of the community and has the ability to build and sustain strong, cohesive and resilient communities and drive economic growth.

The City of Holdfast Bay has formed strong alliances with central, western and southern metropolitan regions to identify synergies for the delivery of programs and projects relating to economic development, investment attraction, tourism, wayfinding, workforce development, environmental sustainability and infrastructure. In the western region alone the economy represents 22% of the State's jobs (167,000) and 25% of the State's economic output (\$51 B).

Each region, while similar in functionality, is unique in its offering and the collaboration between each region provides a complimentary rather than competitive approach to projects. The willingness to share data and resources has meant a greater understanding of the region's economic landscape and the ability to attract investment to benefit economic growth. The mature working relationship that exists has meant the implementation of;

- › the western alliance of Councils launch of the www.Adelaidebeaches.com tourism website;
- › free visitor advisory service through Southern Adelaide Business Advisory Service;
- › Resilient South Climate Ready Southern Adelaide project;
- › further tourism initiatives with central Adelaide.





STRATEGY 5. ADELAIDE'S PREMIER SEASIDE DESTINATION

OBJECTIVE:

A city that provides a balance between the needs of the local community and visitor expectations through sustainable tourism and protection of amenity and the natural environment.

Why is this important?

Tourism in Holdfast Bay provides significant enjoyment to the local community and visitors alike. More than 75% of tourists visiting Adelaide will visit Holdfast Bay to enjoy the pristine coastline, relaxed retail choices with cafes, bars and restaurants offering an array of international cuisine. International artists and events like the Tour Down Under attract participation and visitation from across the globe, contributing substantially to the local economy.

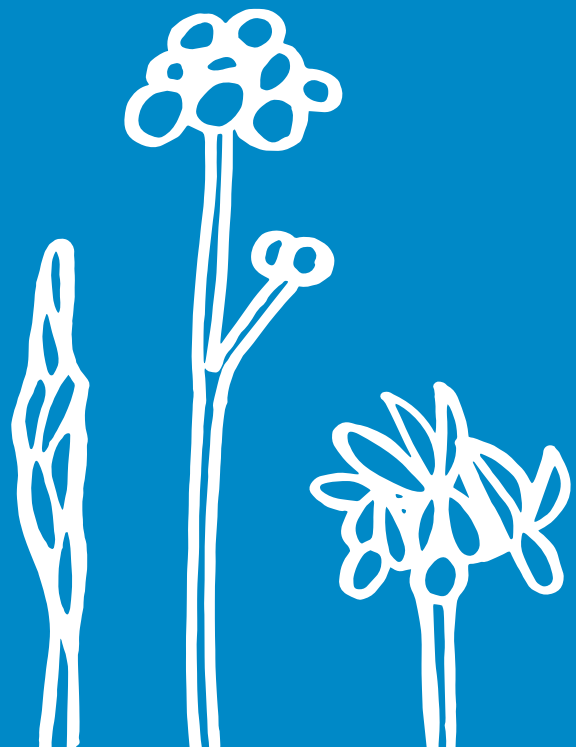
Tourism is a key economic driver for Holdfast Bay injecting \$253 million to the local economy, providing an estimated 1,643 full time equivalent jobs reported in 2017. Visitation has a significant positive flow-on effect for the local community and value add to a number of industry sectors resulting in an additional \$119.341 million to the local economy.



OUR PLACE

The City of Holdfast Bay is one of the most celebrated places to live, work, visit and invest in South Australia.

With an ideal location, just 20 minutes from Adelaide's central business district (CBD) and five minutes from Adelaide International Airport, Holdfast Bay encompasses some of Adelaide's most historic and iconic seaside suburbs.





Our Place:

- › Is home to 35,360 residents, covering an area of 14 square kilometres, with all suburbs within 2.5 kilometres from the beach
- › Is one of South Australia's most sought after destinations to live
- › Is the site of Glenelg, South Australia's original mainland settlement
- › Has an extensive public transport system which includes tram, train and bus routes directly to the heart of the Adelaide CBD
- › Provides easy access to community services, superior education and health options
- › Comprises quality retail precincts, recreation facilities, rich heritage and beautiful natural environment
- › Is notable for its vibrant tourism sector which attracts over 1,144,000 day-trip visitors annually, and
- › Is in close proximity to the State Aquatic Centre.

STRENGTHENING THE LOCAL COMPETITIVE ENVIRONMENT

The City of Holdfast Bay takes an active role by enabling economic development to occur through:

- › Creating an attractive coastal destination to do business, with a range of lifestyle choices and retail, commercial and industrial opportunities
- › Easy accessibility to major road infrastructure connecting to the Port of Adelaide, national rail links and Adelaide International Airport
- › Strong collaboration through central, southern and western regional Adelaide business development partnerships that foster positive alliances in tourism and economic development
- › Major capital projects planned or proposed totaling an estimated \$500,000 million
- › Connection to the National Broadband Network and opportunities for future higher speed access in industrial nodes
- › Fostering employment and training opportunities through high quality education facilities
- › Provision of outstanding conference and accommodation venues of an international level
- › Being known as Adelaide's second most visited tourism destination showcasing our heritage appeal and sandy coastline
- › Access to information through the Visitor Information Centre and Bay Discovery Centre and a number of fine galleries and world class sporting facilities nearby





Delivering a sustainable, well serviced city through collaboration with businesses, community, government and key stakeholders



LOCAL, REGIONAL AND STATE ROLE IN ECONOMIC DEVELOPMENT

The City of Holdfast Bay plays an integral role in facilitating economic growth and sustainability by partnering with community, business and state and federal governments.

Having a collaborative approach advocates for a cohesive and robust economy where shared outcomes can be achieved.

The economic climate Council is creating through its commitment to economic development provides the ability to influence industry investment, stimulate economic growth and adapt and respond to future declining or growth sectors.

Through the development of a well-planned economic strategy, Council's aim is not to work in isolation, but to harness the networks and partnerships actively involved in industry development both locally and regionally.



LOCAL APPROACH

CITY OF HOLDFAST BAY ROLE

Council can enable economic prosperity by influencing and supporting the local business environment. In this space Council has several roles, including provider, advocator, regulator, partner and facilitator.

PURPOSE	ROLE IN ECONOMIC DEVELOPMENT
Provider	<ul style="list-style-type: none">› Development of a well-planned economic strategic plan› Creating initiatives that help grow the local economy› Generating opportunities for supporting and promoting local businesses› Support for new and existing businesses through access to relevant business information› Local infrastructure that facilitates economic activity› Program events that attract visitors to spend and stay in the city
Advocator	<ul style="list-style-type: none">› Undertake reviews of legislative restrictions to business growth› Foster the development of Creative Business Hubs(s) and shared facilities› Lobby state and federal government for infrastructure and major project development› Examine funding and investment opportunities for projects that have a broader economic outcome› Encourage investment attraction through access to data at a local, regional and state level
Regulator	<ul style="list-style-type: none">› Administer the Development Act 1993 that guides new development in South Australia› Govern and administer any local laws and policies that regulate economic activity› In keeping with the 'Small Business Friendly Council Initiative Charter' signed 5 Dec 2017, undertake a commitment to support small business and economic development through good customer service and simplified administration and regulation processes› Access to information on regulatory requirements is clear and concise and accessible to all
Partner	<ul style="list-style-type: none">› Collaborate on a regional level with central, western and southern regional councils to drive and shape the strategic direction of the region› Work jointly with western and southern regional councils for shared economic outcomes particularly, but not limited to, employment, tourism and infrastructure projects› Identify joint initiatives with state and federal government for great economic outcomes
Facilitator	<ul style="list-style-type: none">› Host training and business development opportunities› Examine best practice in seasonal rates and reduction schemes, parking initiatives, cluster development, circular economy and trend analysis› Utilise Council publications and social media to promote and enhance the economic benefits of the city› Capitalise on our tourism advantage to examine new opportunities and potential investment in the city

JETTY ROAD MAINSTREET COMMITTEE

The Jetty Road Glenelg Precinct is recognised throughout South Australia and beyond as one of the best examples of a thriving traditional retail, hospitality and business district. The thriving retail and business precinct services the needs of the local community and intrastate, interstate and international visitors resulting in around two million people frequenting the precinct each year.

Jetty Road Mainstreet Committee (JRMC) was originally established in 1994 and operates as an advisory committee to the City of Holdfast Bay under Section 41 of the Local Government Act 1999.

The objectives of the JRMC is to advise Council on matters that continue to enhance and promote the Precinct as a vibrant shopping, leisure and recreational area for all seasons. The committee provides consistent marketing and brand strategies that further encourage economic development of the Precinct and inspires further commercial investment in the Precinct.

The JRMC recommend a strategic management and financial plan for the Precinct, providing at least a four year horizon for consideration and adoption by Council.



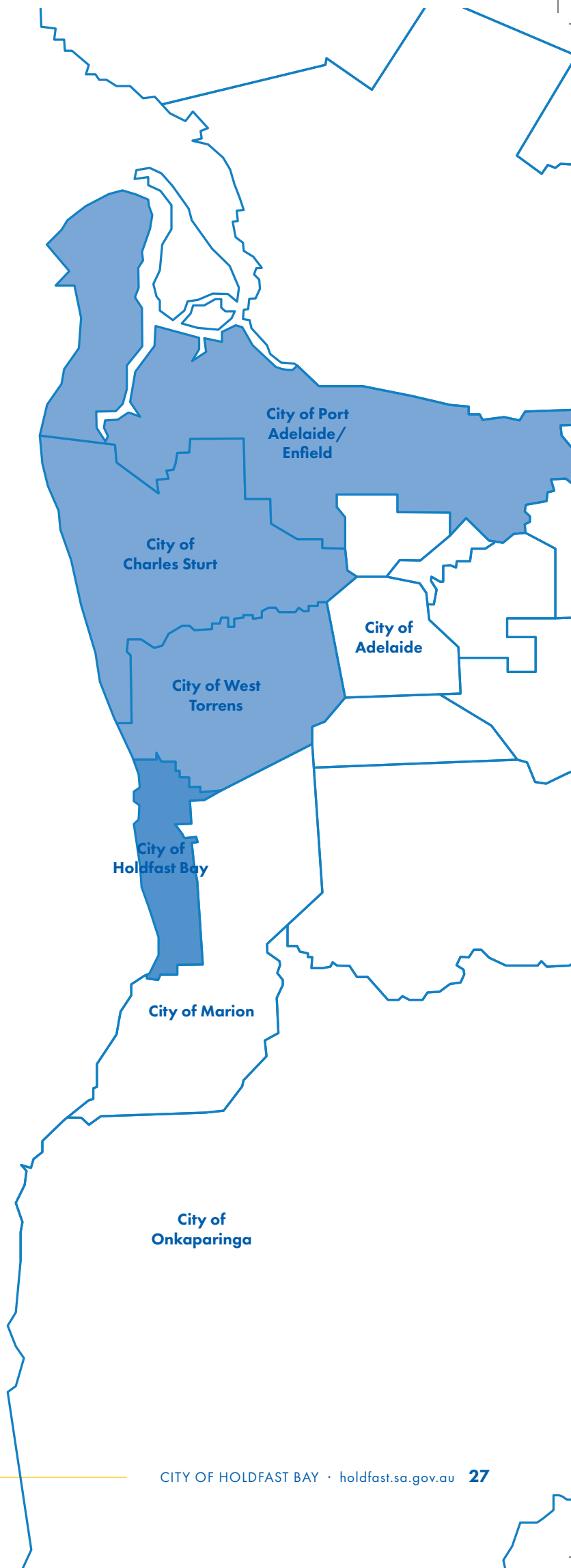
REGIONAL APPROACH

WESTERN ALLIANCE – BUILDING WESTERN ADELAIDE

In November 2015, the Western Alliance was formed between the cities of Holdfast Bay, Charles Sturt, West Torrens and Port Adelaide Enfield. The Chief Executive Officers and key staff from each Council participated in developing the 'Building Western Adelaide Strategy' and subsequently endorsed the strategy with a Memorandum of Understanding for regional collaboration. The strategy identified a number of objectives which seek to facilitate local employment opportunities and economic development outcomes for the Western Region.

The Western Alliance seeks to formally engage with state and federal governments, Western Business Leaders group and other key stakeholders to further develop the Strategy to implement and support many of the initiatives identified.

The population of the Western Region is just over 335,000 (2016), representing just over a quarter of the total Greater Adelaide population. Western Adelaide regional economy represents 22% of the State's jobs (167,000) and 25% of the State's economic output (\$51 Billion).



While manufacturing is declining across the Western Region, the following sectors continue to show strong employment growth:

- › Health Care and Social Assistance
- › Education and training
- › Construction
- › Professional, Scientific and Technical Services
- › Transport, Postal and Warehousing

Tourism continues to flourish in the region and presents real opportunities directly attributing across most industry sectors. A number of joint western region tourism initiatives have been implemented:

- › Development of a Western Regional Tourism Destination Action Plan
- › Development of 'Adelaide Beaches' tourism website
- › Hosting the Women's Australian Open Golf tournament

Western Adelaide's proximity to the Adelaide CBD, Adelaide International Airport and transport networks directly connecting to the Port of Adelaide and national road and rail links strengthens the western region for employment growth and future economic investment.

WESTERN BUSINESS LEADERS

Established by the City of Charles Sturt, the Western Business Leaders (WBL) recognise that boundaries don't stop at a particular local government area and the economy will strengthen if a regional and collaborative approach is adopted. Consisting of industries ranging from health, tourism, manufacturing, sport and recreation and professional and scientific services the membership seek to drive innovation, promote enterprise and grow the local economy.

The WBL aim is to grow, inform, engage and promote solutions for the Western Adelaide business community through:

- › Representing issues to state and federal government
- › Advocating for improvements to the local business environment
- › Providing input to relevant government policies and issues
- › Monitoring the implementation and actions of the Building Western Adelaide strategy
- › Collaboration across regional Western Adelaide Councils and identify issues that Councils and relevant agencies and organisations should pursue





ADELAIDE BUSINESS HUB

As South Australia's inaugural business advisory service, the Adelaide Business Hub provides three key services for small businesses across Adelaide focusing on northern and western Adelaide.

- › Business Incubator: innovation, growth and jobs
- › One on one consulting for business solutions
- › Partnerships with local, state and federal government to deliver projects that benefit businesses
- › The one stop Hub is supported by a team of business experts who are clear thinking, well connected proactive people there to support and assist South Australian businesses.



SOUTHERN ALLIANCE – SOUTHERN ADELAIDE ECONOMIC DEVELOPMENT BOARD

The South Adelaide Economic Development Board (SAEDB) is providing industry leadership to further develop the Southern Adelaide economy, influence decision-making relating to the Southern region that will have a positive impact on the future of the region.

The SAEDB works in partnership with local business support agencies, state and local government to foster business growth and opportunities for the southern region. The SAEDB's main objectives are to:

- › Collaborate and advocate throughout government, business, education, community and not-for-profit organisations to realise the full economic potential of the unique region
- › Build on the region's competitive advantages by supporting innovation and diversification in the local economy

SOUTHERN ADELAIDE BUSINESS ADVISORY SERVICE

The South Australian Department of State Development has jointly contributed \$240,000 for the Southern Adelaide Business Advisory Service (SABAS) with the Cities of Marion and Onkaparinga. The SABAS provides a range of business advisory services aimed at assisting businesses to develop and grow who are located in the cities of Holdfast Bay, Marion, Mitcham and Onkaparinga over a two year period.

The free confidential one-on-one advisory services for new and existing businesses provides information and advice on:

- › Starting a business
- › 'Business Health Check' for existing businesses
- › Business planning
- › Growth services, including mentoring and coaching to business intenders, managers and owners



STATE & FEDERAL APPROACH

THE DEPARTMENT OF STATE DEVELOPMENT

The South Australian Government, through the Department of State Development plays an essential role in the development of industry, business and communities to identify and capitalise on opportunities for job creation and economic growth.

The City of Holdfast Bay along with our Western and Southern economic regional alliances advocate the State Government to ensure that economic growth continues to prosper within the state and region.

The capabilities of bringing together expertise across government has enabled the State Government to attract international investors across a number of diverse sectors.

Adelaide, rated continually in the top five most livable cities in the world, has created opportunities in attracting investment, improving industry competitiveness and a demand for driving education to ensure a skilled workforce is available to support the growth industry sectors and lifestyle choices for employment.

Most recently the State Government has created industry road maps and skills development and engagement frameworks that reflect an emphasis on innovation, science and technological advances and collaborative approaches.

REGIONAL DEVELOPMENT AUSTRALIA

Regional Development Australia (RDA) is an Australian Government initiative that aims to enhance growth and strengthen the regional communities of Australia and plays a pivotal role in ensuring sustainability of Australia's regions.

In South Australia, Regional Development Australia is a partnership between the Australian Government, South Australia and the Local Government Association of South Australia on behalf of its members.

The Regional Development Australia initiative is delivered through 55 entities nationally, with 8 entities (i.e. 7 regional and 1 Adelaide metropolitan) established in South Australia.

The RDA Adelaide region, encompassing the City of Holdfast Bay is serviced by Regional Development Australia Adelaide, which is funded solely by the Australian Government.

BUSINESS.GOV.AU

The online government resource for the Australian business community www.business.gov.au offers access to all of the government information, assistance, forms and services. It's a whole-of-government service providing essential information on planning, starting and growing a business.



HOLDFAST BAY DEMOGRAPHICS AND ECONOMIC PROFILE

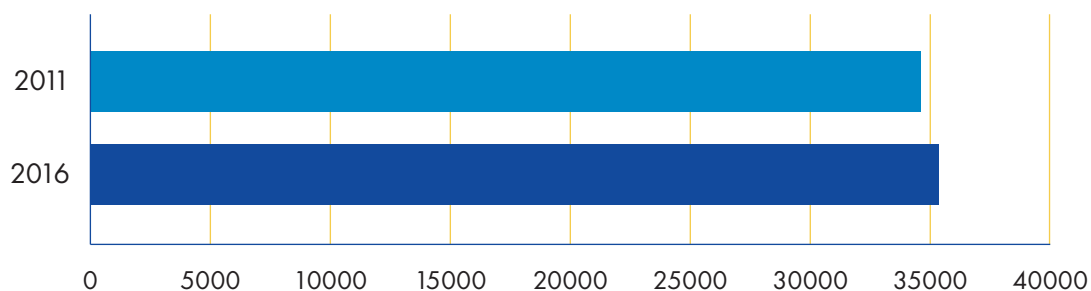
DEMOGRAPHICS

Population: 35,360

Population and population growth is important economically as it drives demand for local goods and services. This supports small business sustainability and provides jobs and training opportunities for residents and their families.

The total population of the City of Holdfast Bay at the 2016 Census was 35,360 people of whom 52.4% were female and 47.6% male. This is an increase of only 2.1% over the five years from 2011 compared to South Australia's population growth over the same period of 3.05%.

Census Population: 2011, 2016

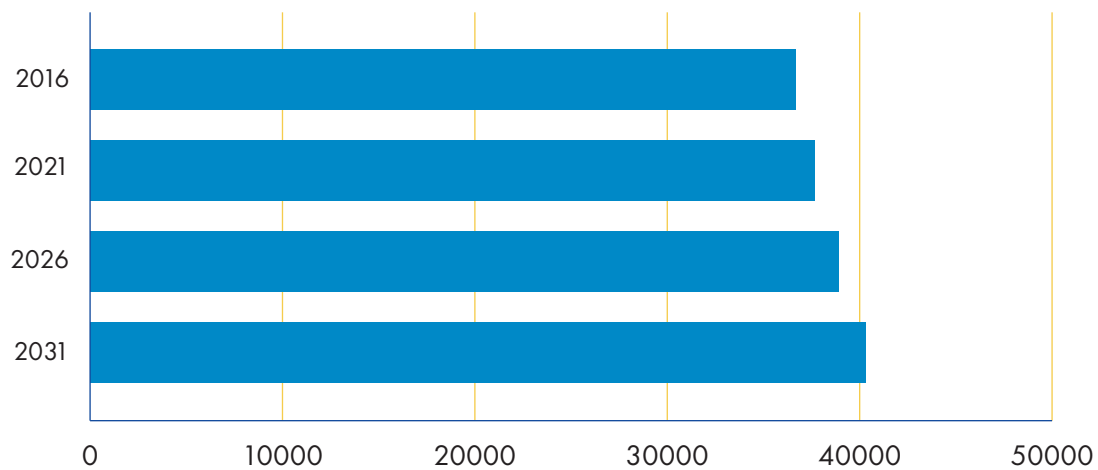




Projected Population Growth: 10%

The South Australian population is expected to grow by over 7.7% from 1.67 million today to over 1.8 million in the next twenty years, an estimated growth rate of 7.8%. The population of the City of Holdfast Bay is also expected to increase and ahead of the State at around 10% over this period, to over 40,000 residents by 2031².

Projected Population: 2016-2031

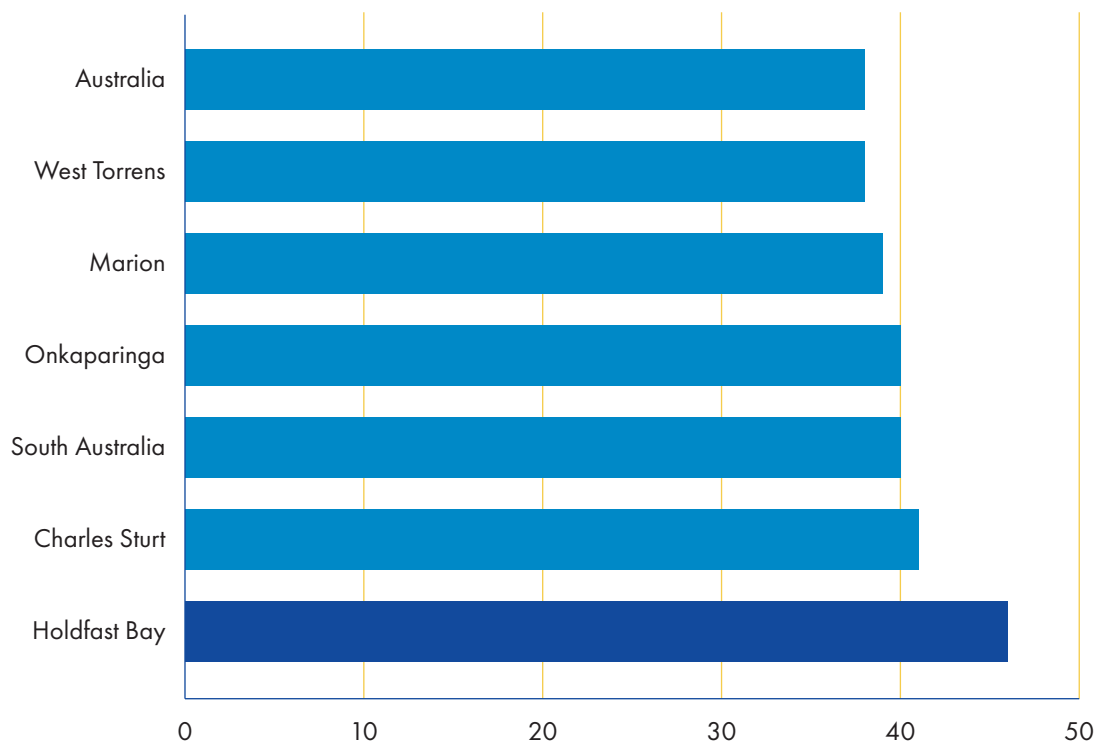


² DPTI population projections https://infogram.com/42600_projectedpopulation

Population Profile: Median Age 46

Our population is however ageing. South Australia has a higher proportion of people aged over 55 than the rest of Australia, and the median age of a City of Holdfast Bay resident is 46, which is significantly older than the surrounding areas and the state and national average (Australia 38, West Torrens 38, Marion 39, Onkaparinga 40, South Australia 40 and Charles Sturt 41). Again, this is important as it means that there are fewer people in the key working age groups contributing to supporting the older population. The chart below shows the median age for these areas.

Median Age – Census 2016



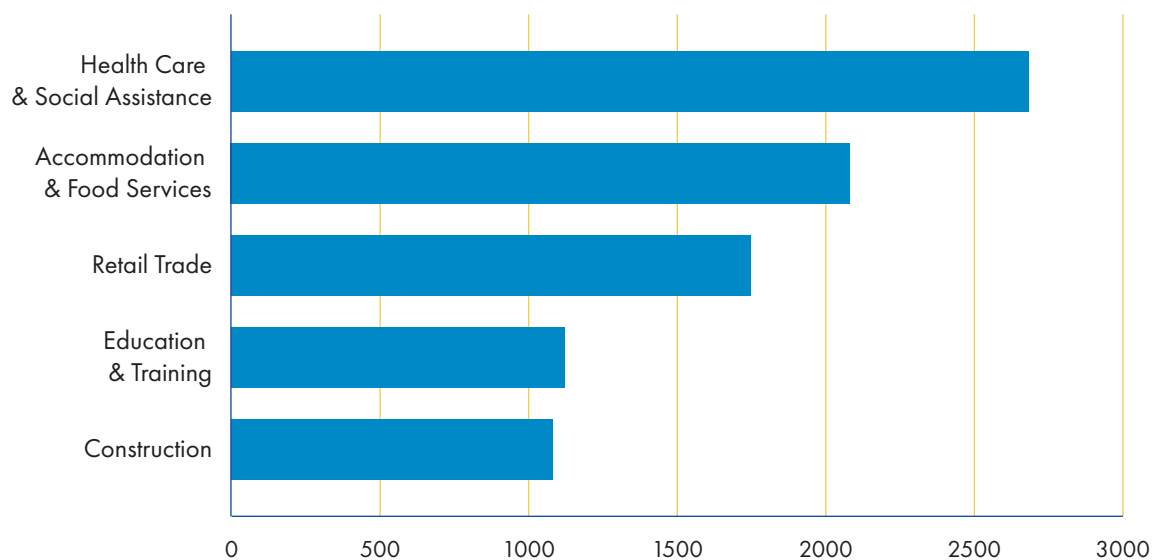
As time passes, an increasing share of our population will be aged over 65. While around 70 per cent of households in the Council area consist of one or two people, projections also indicate the number of families living in the area will grow over the next 20 years.



Employment: 12,959

The total number of Holdfast Bay residents employed at the 2016 Census was 16,172. This compares to 12,959 jobs that were available in the council area. Since 2011, the jobs available in Holdfast Bay have increased by 16% whereas the number of working residents has fallen by 3.8%. Holdfast Bay now has 12.3% of all the jobs in Southern Adelaide up from 11.8% in 2011. The largest employment sector in the City is health care & social assistance at 22% followed by accommodation & food services with 16%. Over the last five years to 2016, the largest increase in jobs has been experienced by the construction sector growing by 59% with education & training increasing by 28%. The five largest employment sectors are shown below.

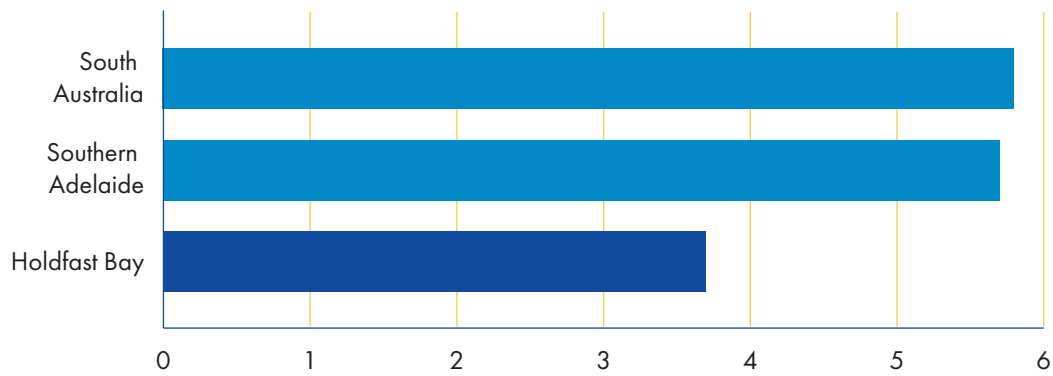
Jobs: Census 2016



Unemployment: 3.7%

Holdfast Bay has typically been fortunate to have a lower unemployment rate than the State average and the latest figure as at December 2017 was 3.7% compared to 5.8% for South Australia and 5.7% for Southern Adelaide as a whole.

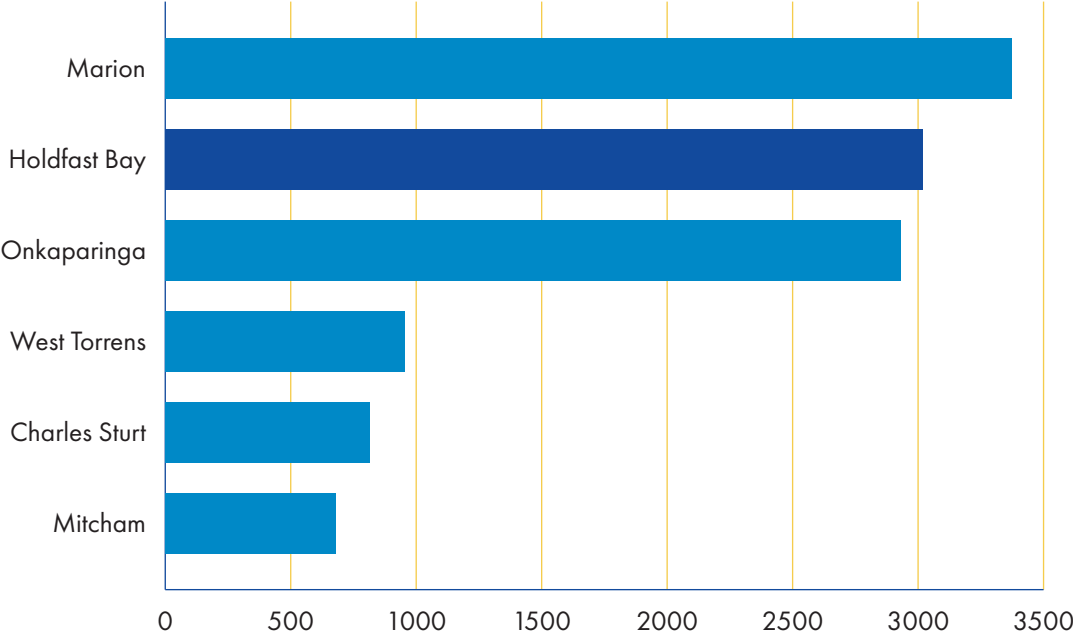
Unemployment Rate – December 2017



Commuting Patterns: 3,017 residents work and live in Holdfast Bay

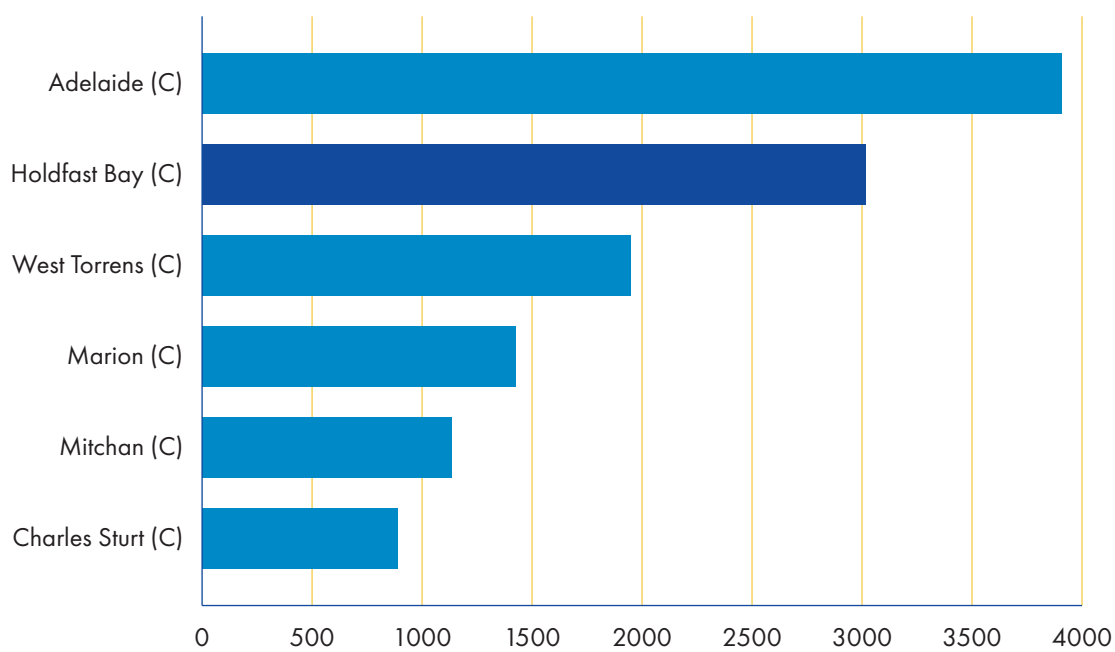
Of the 12,959 people who work in Holdfast Bay, only 3,017 live in the council area. The majority commute from other local government areas with Marion and Onkaparinga providing the largest number of workers at 3,374 and 2,931 respectively. The chart below shows the top six council areas providing workers for Holdfast Bay.

Jobs – LGA of usual residence



Conversely, the majority of the 16,172 Holdfast Bay working residents commute to other council areas for employment. The largest number, 3,907, travel to Adelaide with West Torrens, Marion, Mitcham and Charles Sturt joining Holdfast Bay in the top six working destinations.

Working Residents – LGA of employment





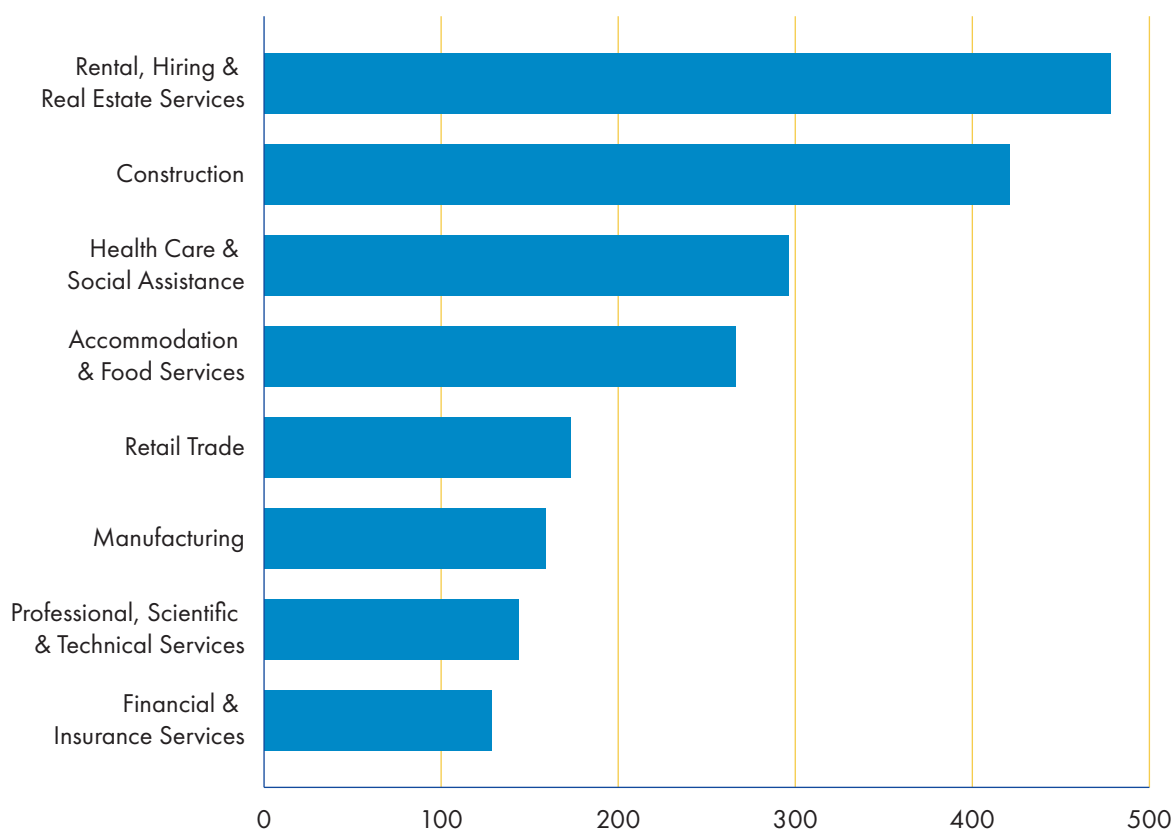
ECONOMIC PROFILE

Output³: \$2.67 billion

The annual output (total sales) generated by businesses and organisations in Holdfast Bay is estimated at \$2.67 billion. Over 75% of this revenue is generated by 8 sectors with the top four being rental, hiring & real estate services, \$478 million; construction, \$421 million; health care & social assistance, \$296 million and accommodation & food services, \$266 million.

Total annual output in Southern Adelaide is estimated at \$24.7 billion and Holdfast Bay represents 10.8% of this figure and 1.3% of South Australia's total of \$206.8 billion. Output for the top 8 sectors is shown in the chart below from which it can be seen that, although manufacturing has been in decline for some time, it still generates some \$158 million in annual output or 5.9% of the City's total.

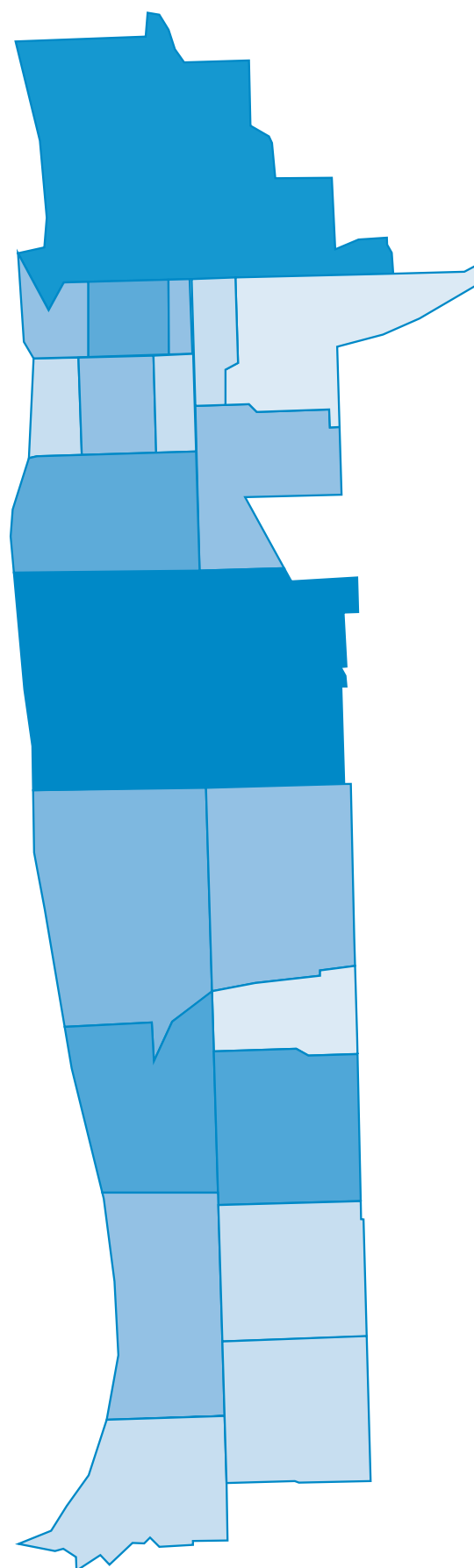
Output (\$M)



³ REMPLAN Economy analysis using data sourced from; ABS 2016 Census Place of Work Employment, ABS 2014/2015 National Input Output Tables, ABS June 2017 Gross State Product

The following map illustrates the concentration of output from businesses located in the various destination zones across the council area⁴. The Somerton Park area is the largest in the council area and contributes \$546 million in annual output which is approximately 20% of the total.

Density of output by destination zones

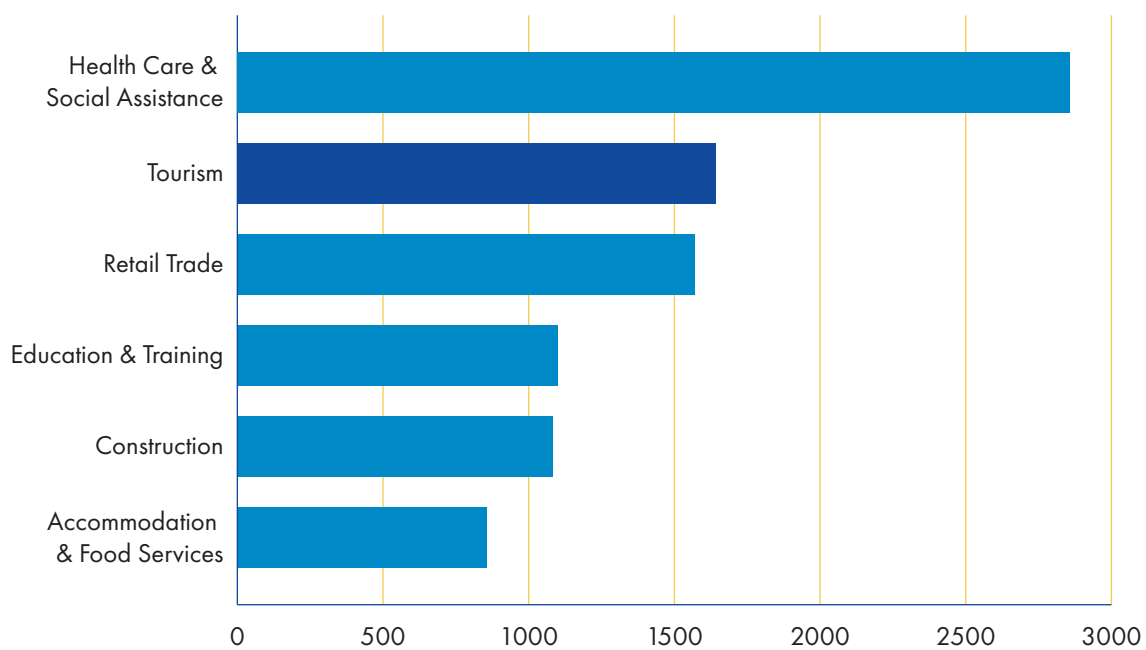


⁴ Destination zones are created by the relevant State Government and are used by the ABS for allocating Place of Work data

Tourism: 1,643 jobs

Tourism (visitation) is an amalgam of activities across various industry sectors such as retail, accommodation & food services and arts & recreation services. Tourism Research Australia have estimated the value contributed by various sectors to the tourism (visitation) sector and using this methodology and from this, it has been estimated that tourism contributes \$252 million of output for the Holdfast Bay economy and employs 1,643 people. This places it as the fourth largest sector by output and second largest by employment in the council area. The majority of this output and employment is in the accommodation & food services sector. The following chart illustrates the importance of tourism jobs to the Holdfast Bay economy.

Tourism jobs

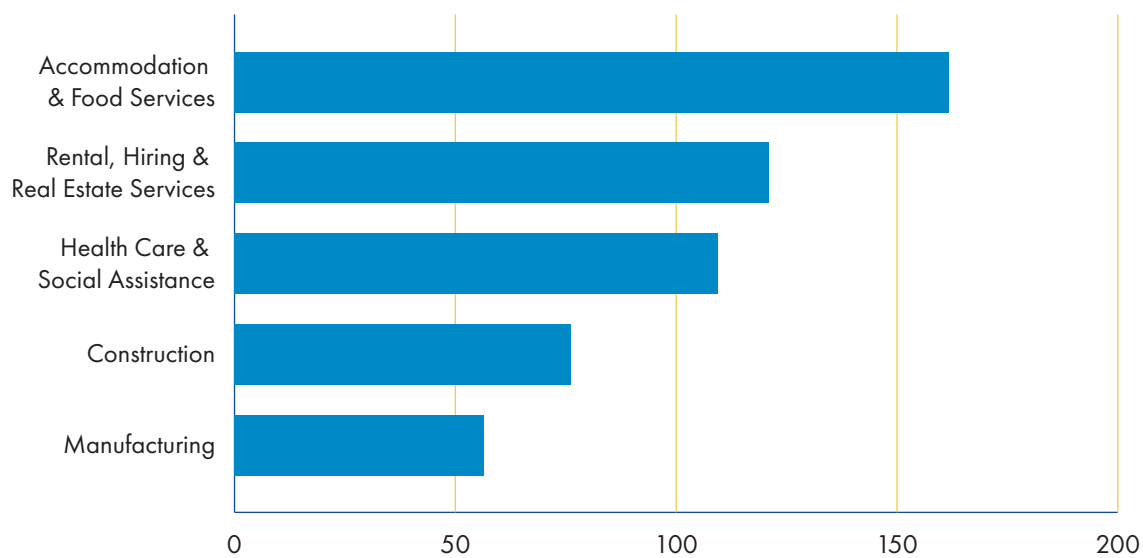


Regional Exports: \$722 million

Regional exports represent the value of goods and services which are sold to consumers, businesses and governments based outside the City of Holdfast Bay's boundaries. Another way of defining exports is as an inflow of money into the region, e.g. motels have an inflow of money from people who live outside the region's boundaries thus they are earning export dollars. No distinction is made between domestic and international exports. Exports are critical to the health of a regional economy as they bring money in from outside and these export businesses, in turn, spend money with other local goods and service providers.

The total regional export estimate for Holdfast Bay is \$722 million per annum. Accommodation and food services is the largest contributing sector at \$161 million or 22% of the total followed by rental, hiring & real estate services and health care & social assistance. The chart below shows the top five regional export sectors.

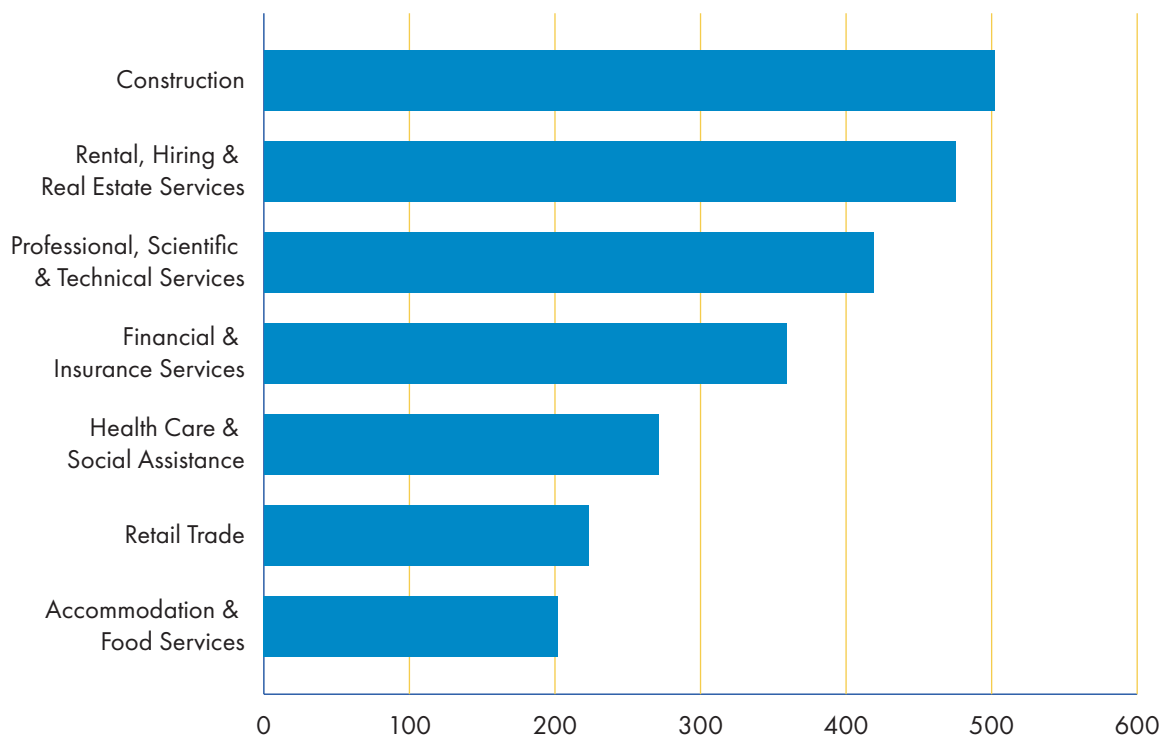
Regional exports (\$M)



Number of Businesses: 3,271

The latest business count data from the ABS estimates that at 30 June 2017 there were 3,271 actively trading businesses registered in Holdfast Bay. 75% of these were in 7 sectors, shown below with the three largest being construction, 502 businesses; rental, hiring & real estate services, 475 businesses and professional, scientific & technical services, 419 businesses.

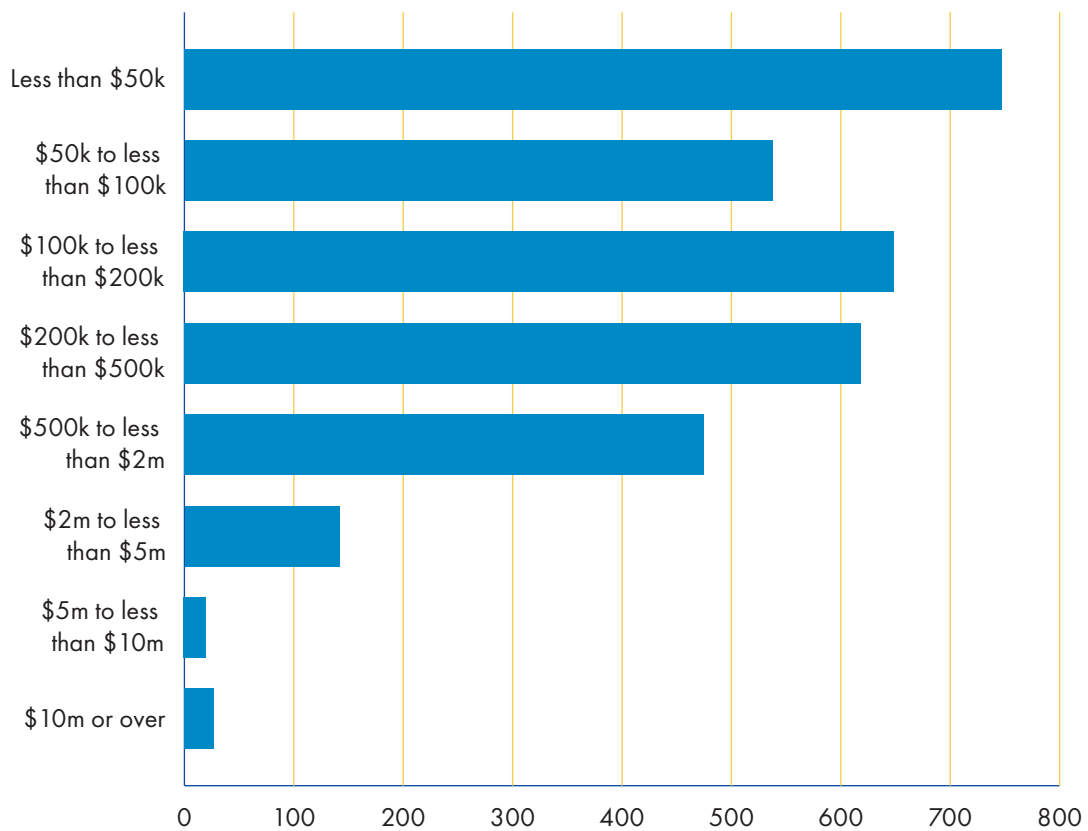
Number of businesses by sector, June 2017





Most of these businesses are small or very small with 97% employing less than 20 people and 79% having a turnover of less than \$500,000. The breakdown by turnover is shown below.

Number of businesses by turnover, June 2017

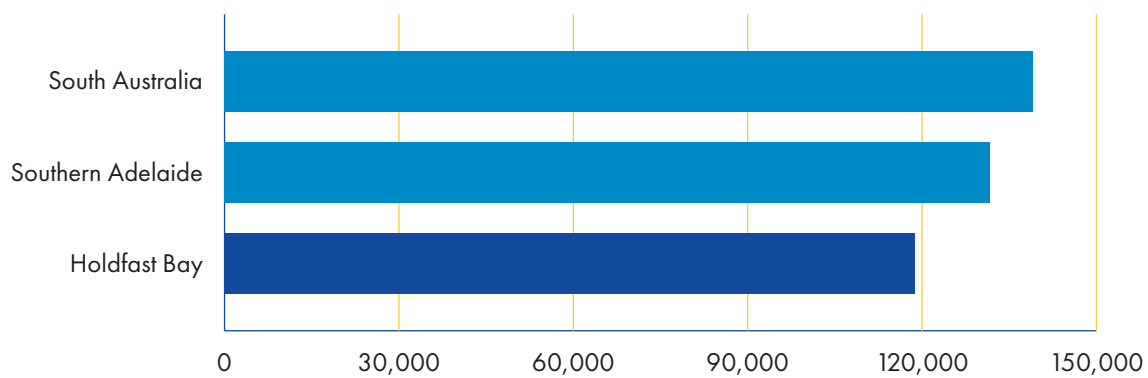




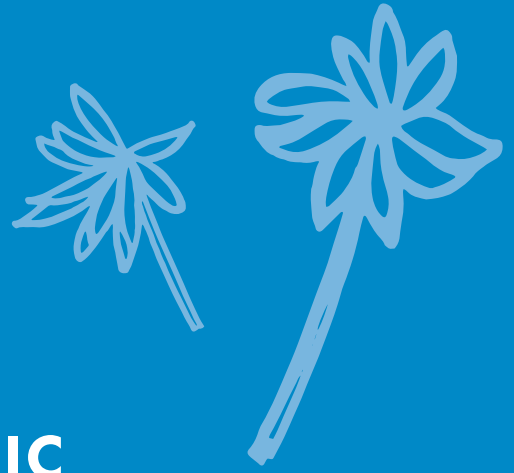
Gross Regional Product: \$1,539 million

Total Gross Regional Product (GRP) for Holdfast Bay is estimated as \$1,539 million and represents 11.1% of Southern Adelaide's GRP and 1.48% of South Australia's Gross State Product. GRP per worker however is relatively low at \$118,811 compared to \$131,698 for the region as a whole and \$139,116 for the State.

Gross Regional Product/Gross State Product per worker (\$)







INFORMING OUR STRATEGIC PRIORITIES

The City of Holdfast Bay takes an active role in identifying the future needs and aspirations of businesses located in the City.

Businesses have a key role to play in shaping the future of employment, access to goods and services, co-location and clustering of businesses and expand the range of amenities and vibrancy of a retail precincts.



Intuito Market Research was engaged to conduct the biannual business confidence survey across all industry sectors in Holdfast Bay during October 2017. They are a consultancy with extensive experience in the design and implementation of research projects and has worked closely with the City of Holdfast Bay on the city's Quality of Life survey and undertaking the 2014 Business Confidence survey.

The survey is vital in understanding the short, medium and long term goals of business and build on information provided by businesses. A summary of the findings from 330 businesses across the whole of city in most industry sectors provided the following information to inform actions within the Economic Activation Plan:

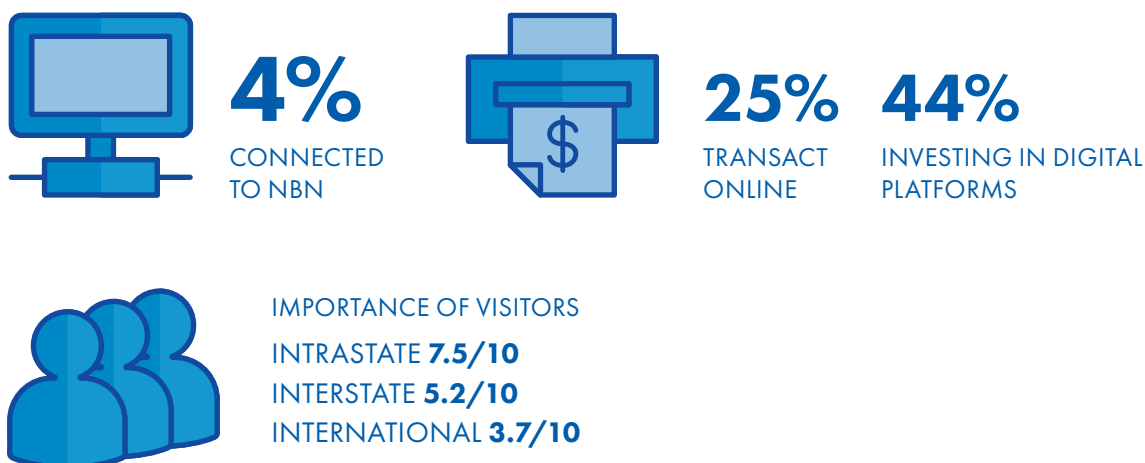
SUMMARY OF THE BUSINESS CONFIDENCE SURVEY 2017:

Who did we survey?



AVERAGE TIME IN BUSINESS **15 YEARS**

What did they tell us?



PROFITABILITY



75%

THINK THERE IS A DECLINE
IN RETAIL PROFITABILITY

Investing in E-Commerce and Digital Platforms

Those who do not invest online (51%) were more likely described as having been in business for 6-10 years (59%), with incomes under \$500,000 pa (59%) and in the accommodation and food services sector (65%) and retail trade (57%). Those who were more likely to invest (44%), had been in business for over 20 years (58%), were a medium sized business (47%), with turnover between \$500,000 pa and \$50 million pa (67%), and were from the transport, postal and warehousing (86%*), rental, hiring and real estate services (54%*), professional, scientific and technical (56%), information media and telecommunications (54%*), construction (54%), manufacturing (50%*) and administrative and support services (50%*) sectors.

What we know so far from the survey:

- › Energy consumption is impacting businesses
- › Intrastate visitors are seen as very important to our local retail economy, more-so than interstate and international visitors
- › Businesses aren't keeping pace with the digital economy
- › Businesses would like Council to provide more training and networking opportunities

POWER COSTS

MOST PROMINENT FACTOR
AFFECTING PROFITABILITY

PLUS

COST OF LABOUR, COST OF
RENT, LACK OF SALES AND
LOW MARGINS



* Small sample size



Relationship with Council

- › Only 19% of businesses surveyed had done business with Council, however rated their experience highly
- › There was a disconnect with responses on what Council provides (eg. Power, high rental and business disruption)
- › Business optimism improved substantially from Quarter 4 2014 to Q4 2017
- › Council's support for business was rated at 5.2 satisfaction sighting the following as issues:
 - › Parking/traffic
 - › Marketing (advertising, business networking, events)
 - › Supporting business better
 - › Liaise more and less business disruption
 - › Reducing costs (power, rates and rents)
 - › Promoting the region as a destination



19%

CONDUCTED BUSINESS WITH COUNCIL IN THE LAST 12 MONTHS

7.3

AVERAGE RATING OF THE EXPERIENCE

5.2

AVERAGE RATING WITH COUNCIL'S SUPPORT FOR BUSINESS



Local Comparison for Quarter 4 (Q4)

There have been improvements in many KPIs over the past 3 years for local businesses.

In 2014 the only positive indicator was selling prices and now we see general business conditions, total sales, selling prices, profitability and number of employees.

KPI	Q4 2014	Q4 2017	
General business conditions	42.0	55.3	↑
Total sales/revenue	43.8	57.61	↑
Average wages	62.3	61.23	—
Non-wage labour costs	68.6	63.2	↑
Selling prices	53.6	54.9	↑
Profitability	36.7	50.2	↑
Number of employees	45.4	51.4	↑
Overtime worked	44.8	54.7	↑
Investment in buildings and structures	43.2	44.9	—
Investment in plant and equipment	49.3	46.9	↑

Business Confidence

- › Confidence is down compared to the national index and level of worry is considerably higher with local medium sized businesses in the local area expressing far more worry than small businesses
- › Accommodation and food services show greater worry
- › Retail on par with national average



53%

OF LOCAL BUSINESSES
FEEL CONFIDENT ABOUT
THEIR PROSPECTS FOR
THE YEAR AHEAD



24%

ARE FEELING
WORRIED

Prime Business Concerns

- › Costs or overheads most dominant
- › Economic climate
- › Lack of work or sales
- › Cash flow, bad debts or profitability
- › 9% of business in the local area claim no problems
- › Same concerns nationally



PROBLEMS & CONCERNS

COSTS OR OVERHEADS

ECONOMIC CLIMATE

LACK OF WORK OR SALES

CASH FLOW, BAD DEBTS OR
PROFITABILITY

BARRIERS TO HIRING

ONE THIRD

DON'T NEED MORE STAFF



TWO THIRDS

SAY COST, LACK OF WORK/SALES,
FINDING QUALITY STAFF AND
PROFITABILITY PROHIBIT HIRING

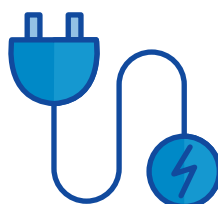


Retail Sector Profitability



75%

THINK THERE IS A
DECLINE IN RETAIL
PROFITABILITY



POWER COSTS

IS THE MOST PROMINENT FACTOR
AFFECTING PROFITABILITY
FOLLOWED BY COST OF LABOUR,
COST OF RENT, LACK OF SALES
AND LOW MARGINS



HOLDING STOCK

15%

MORE

64%

SAME

21%

LESS

MAIN REASON - SUMMER &
CHRISTMAS

REASON FOR LESS IS CASH
FLOW, ECONOMY OR REDUCED
WORKLOADS

General business issues

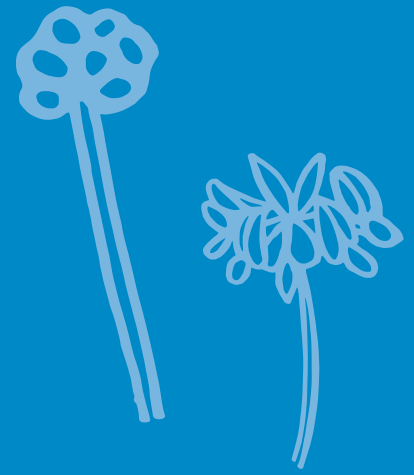
- › Exposure
- › Flow, fewer people on the street compared to last couple of years
- › Having to contend with overseas business influences
- › Knowledge of Chinese market to attract more visitors to Glenelg
- › Lack of funding
- › Lack of promotion and innovation
- › Lack of foot traffic in Jetty Road and Marina
- › Obtaining credit support from banks
- › Old technology
- › Winter

CONCLUSION

- › Satisfaction with the National Broadband Network (NBN) roll out has been low
- › E-Commerce and online trading is a feature for many businesses with only a quarter of businesses saying they are transacting online and these businesses are likely to be retail or accommodation and food services.
- › 44% of all businesses surveyed claim to be investing in eCommerce or digital platforms to aid business transactions. (Those more likely to be investing are not the food services or retail enterprises rather they are medium sized businesses in all other industry sectors).
- › Visitors to the area are important particularly intrastate for repeat purchase opportunities and there is a desire for Council to do more to attract visitors to help business with sales and revenue as a flow on effect.



OUR CHALLENGES AND OPPORTUNITIES



Economic development is not widely understood by the community at large and as reported earlier can be defined through standard of living and creation of jobs, attracting and maintaining business activity and the support of innovation.

Our experiences represent the key unique selling points of the region and under-pin the tourism industry of Holdfast Bay

STRENGTHS OF HOLDFAST BAY

Nestled between southern and western Adelaide and only 20 minutes for Adelaide central business district (CBD), the city has access to South Australia's best education and training facilities with Flinders University on our doorstep located at Tonsley Innovation District. Flinders at Tonsley is designed for businesses and students to interact, with researchers available in areas such as engineering, medical devices and nanoscale technologies.

Flinders Innovation Centre, a node of the South Australian Government's Manufacturing Technologies Centre is available for businesses, innovators and educators to create prototypes, parts and injection molding tools with precision.

Tourism plays a major role in our economy attributing to an economic output of \$253 million and accounting for 1,643 (2017) jobs across the Accommodation and Food, Administrative and Support, Arts and Recreation and the Retail sectors.

INDUSTRY SECTOR	% OF TOURISM ACTIVITY
Accommodation & Food Services	60.80%
Administrative & Support Services	20.94%
Arts & Recreation Services	18.04%
Retail Trade	10.67%

Source: 2015-16, Australian Bureau of Statistics (ABS), Tourism Satellite Account

The Health and Social Services sector remains strong accounting for almost a quarter of our workforce with 2,491 (Dec 2016) jobs. Figures for 2016 (ABS) indicate the median age of people in Holdfast Bay was 46 years. People aged 65 years and over made up 23.9% of the population, with people aged 50-85 years and over above the state average. Technological and digital advances in the Health and Social Services sector will provide opportunities for growth and development of new businesses and a new way of delivering services to the community.

STRENGTHS SNAPSHOT

Recognising tourism as a strength & opportunity

Tourism is a key economic driver for Holdfast Bay that has significant positive flow-on effects for the local community. In 2017, tourism contributed \$253 million to the local economy, providing an estimated 1,643 full time equivalent jobs.

Within the EAP, tourism is outlined as one of the key strategic objectives of economic development through focusing on Council's Economy pillar highlighted in the Strategic Plan 'Our Place 2030'. Council's strategic plan emphasis is on boosting our visitor economy through the following objectives;

1. Implement the City of Holdfast Bay Tourism Plan 2020 strategic priorities
2. Implement Western Alliance Tourism Destination Action Plan
3. Develop City of Holdfast Bay Tourism Destination Management Plan
4. Develop a Visitor Servicing Strategy



Through this strategic approach Council has the ability to attract investment and major events to Holdfast Bay and build great resilience in our economy. Tourism is already a significant economic driver of the South Australian economy with Holdfast Bay the second most visited area outside the Adelaide central business district. In 2017 6.3 million overnight visitors spent \$6.6 billion in South Australia across 17,000 tourism businesses, directly employing 36,700 South Australians.

Holdfast Bay recognises that successful tourism requires strategic planning where visitors' expectations are balanced against the needs of residents and ensures local amenity or the natural environment is not compromised. Retail remains the third largest employer accounting for 13.5% of the Holdfast Bay workforce and plays an important role in the local and visitor economy and adding to the vibrancy of the city. The City has four significant retail centres each offering their own unique coastal appeal. Jetty Road Glenelg and Marina Pier Glenelg being the most visited centre outside of the Adelaide CBD provides for a unique visitor experience while catering for local residents. The quaint areas of Broadway Glenelg South and Jetty Road Brighton provide a blend of café culture, local art and tourism product all within minutes of pristine coastline.

Regional partnerships through the western Adelaide Councils Alliance has seen the development of the Adelaide Beaches brand and launch of www.adelaidebeaches.com website linking to the best address in west where the sun sets on the sea. Businesses in the tourism industry now have a dedicated business and tourism directory showcasing western Adelaide coastline tourism assets and linking through the national tourism data warehouse.

Maintaining vibrant and sustainable centres and ensuring commercial vacancy rates remain low, is key, particularly with fluctuating seasonal demand of our retail centres. The EAP encompassing the Tourism Plan 2020 is facilitating programs and projects to fulfill unmet needs and utilise data to identify supply chains and opportunities within the Asian tourism market and create holiday packages in off-peak seasons and create event opportunities for winter activation.

CHALLENGES FOR HOLDFAST BAY

Our challenge will be to ensure the city is able to adapt to the shift in focus of traditional economic drivers and not rely on current sectors to maintain our quality of life. How we do business in the future will depend on how well equipped we are now and invest in knowledge intensive industries, services for an ageing population and acclimatise to demands on space, zoning considerations, commuter trends and global warming particularly as a coastal city.

CHALLENGES

CITY OPPORTUNITIES

Rapid pace of technological change and digitisation of the economy

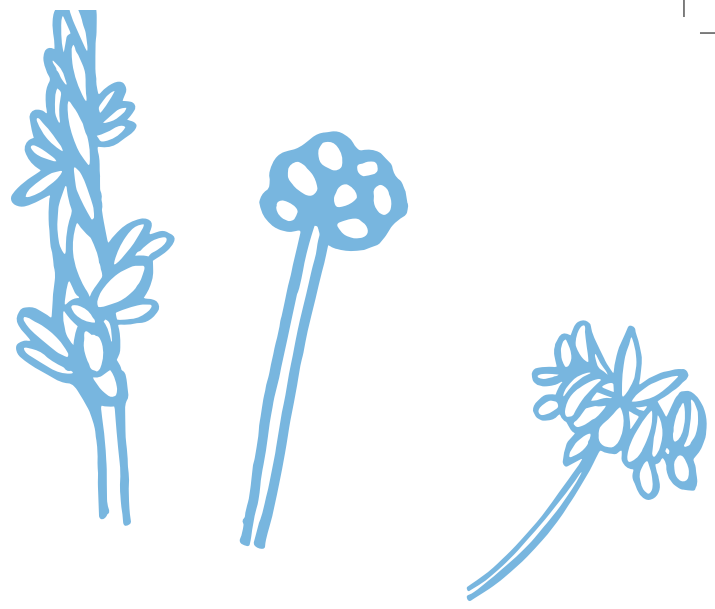
- › Embrace Smart City thinking
- › Strengthen the competitive advantage of the local economy
- › Attract investment via new, innovative businesses with a strong emphasis on digitisation and Industry 4.0
- › Ability for intercultural communication
- › Access to health services through the use of technology for disability services and our growing aged population
- › Ensuring education and training is supporting the technological advances in new employment areas
- › Diversification in employment fields
- › New technologies to invest in skills

Globalisation

- › Access to a world market
- › Import and export opportunities in countries previously not trading in
- › Linkages with universities
- › Secondary schools and training providers to develop workforce skills base

Economic disruption

- › Ability for more people to operate a business
- › Access to global trading
- › Prepare businesses to be resilient and adaptable to change
- › Developing and supporting entrepreneurship through programs, technology and available space



Parking availability (actual and perceived)

- › Embrace latest technology to monitor and assess visitor movement in and out of the city
- › Invest in smart car technology and access to clean car electric points throughout the city
- › Provide and promote shared vehicle spaces across the city

Zoning restrictions

- › Preservation of the small industrial area of Somerton Park to cater for emerging industries
- › Assess mix land use as homebased businesses increase

Access to high speed internet

- › Invest in infrastructure for cluster development in industrial area
- › Advocate for reliable access to high speed internet for businesses
- › Installation of wifi across the city for the community and businesses as a welcoming place to do business and stay and play

Land availability

- › Adopt a housing strategy that reflects future living trends
- › Educate businesses on the circular economy and the benefits of clustering and shared resources

Seasonality of demand

- › Ability to sell product or services outside of seasonal demand through the adoption of technology
- › Utilisation and diversification of workforce skills to tap into new markets during off-peak demand
- › Create an off-peak brand for the city

Reducing the impact of rising energy prices and climate action

- › Establishing a leadership position on climate change (in both an SA and national context)
- › Reducing operating costs of the Council through energy efficiency and increased uptake of renewables
- › Improving the efficiency of the local economy through reduced energy bills, water/waste costs
- › Capitalising on the opportunities for local organisations to share resources and capacity, resulting in reduced costs and risks

OPPORTUNITY SNAPSHOT

Digitising the local economy





The global economy is experiencing a wave of innovation at a pace and scale never seen before. Emerging technological advancements in the Internet of Things (IoT) have enabled seamless connectivity between the physical world and the virtual world, enabling us with unparalleled levels of control and communications capability. New artificial intelligence techniques for collecting and analysing large volumes of data (Big Data) are improving our ability to make real-time decisions. Blockchain platforms are revolutionising monetary transactions, and enabling unparalleled levels of transparency across the supply chain. Virtual reality and augmented reality technologies are redefining user experiences and relationships between the business and the customer. Driverless electric vehicles are expected to disrupt traditional modes of transport and transport services, and ultimately redefine transport planning for cities.

Dubbed Industry 4.0, this trend of technological advancement is often referred to as the 'Fourth Industrial Revolution', and just like the previous Revolutions, will redefine what it will mean to live, work and create value as a business and community in Holdfast Bay, with the ultimate objective of creating a step-change improvement in the economic, social and environmental wellbeing of our local economy. Digital infrastructure, via super-fast broadband, will be core to the City's push for embracing Industry 4.0. It is predicted that Australian consumers will need approximately 200GB transfer speeds by 2020 and potentially five terabytes (TB) by 2030.

Digital hubs and innovation technology precincts built on this core infrastructure will provide local businesses with the physical and virtual infrastructure to increase their knowledge base and build capabilities and capacity. For example the Tonsley Innovation District brings together leading-edge research and education, established businesses and start-ups, business incubators and accelerators as well as government and the wider community to connect and collaborate in Australia's leading innovation district. Opportunities exist for our local secondary schools to link with local businesses through integrated pathway programs.

Libraries have gone beyond traditional literacy and have very much focused on becoming information, technology and digital hubs. It is estimated there are almost 13 million users of libraries across Australia including communities, schools, universities, TAFEs, government departments, research agencies, and other knowledge-based enterprises. Libraries shouldn't be overlooked and provide a significant community resource and engaging place for communities to come together in an encouraging environment providing a trusted source of digital resources, information and advice.

The opportunities presented to the City by embracing Industry 4.0 innovations are no doubt game-changing, however care must be taken to ensure that the unintended (negative) impacts are mitigated and managed. For example technologies such as augmented reality, IoT devices, big data analytics and virtual shop fronts, if adopted by the City's tourism, industrial and services sectors, can dramatically improve their productivity and offer a more compelling service offering to customers. However the unintended consequence of adopting such technologies could be that businesses will no longer be restricted by location or constrained by traditional bricks and mortar to do business, which if not managed carefully could see an increase in vacancy rates in commercial and retail spaces, requiring a review of land-use zoning.

A methodical and strategic approach to 'digitising the local economy' is therefore a critical step of the City's push to embrace Industry 4.0. By doing so smart decisions can be made with respect to supply and demand chains, investment opportunities and future trends that drive sustainable growth in the local economy while mitigating the risk of negative unintended consequences.

Digital transformation over the next five years and beyond will also be imperative for the Council as we continue to review infrastructure and streamline council processes to ensure a seamless customer-friendly interface occurs. In becoming more agile and increasing efficiencies, it will give customers a platform of services that makes us the most business-friendly and customer-centric Council in South Australia.



OPPORTUNITY SNAPSHOT

Energy & climate action

Electricity prices have had a significant impact on the profitability and overall business confidence of South Australian businesses. Wholesale electricity prices tend to be higher and more volatile in South Australia than in other States. This price differentiation and volatility partly reflects South Australia's historical reliance on gas powered generation, and its higher ratio of peak to average demand. Other contributing factors are South Australia's relatively concentrated generator ownership, generator bidding behaviour, thermal plant withdrawals, and limited import capability. Recent closures of South Australian and Victorian power plants have greatly contributed to reduced capacity and hence higher spot-prices for electricity. While the market forecast expects a drop in price, the average price of electricity will not return to historical levels (prior to 2013) for the foreseeable future.

The Council is committed to working with all local businesses and the broader community on programs and initiatives to reduce energy bill costs, whether it be through energy efficiency measures or the uptake of renewable energy solutions such as solar PV or battery storage. By taking a strategic approach to Energy Management, the City will take its place amongst a growing number of innovative Councils around Australia in the adoption of Council-wide initiatives to reduce both energy costs and greenhouse gas emissions, both for the ratepayer and the Council itself. Taking a strategic approach may also involve the adoption of a set of renewable energy or greenhouse gas emissions targets – for example City of Adelaide aiming for carbon neutrality by 2025, or Coffs Harbour Council aiming for 100% renewables by 2030.

The Council's approach to climate action also extends to the adaptation of the City to cope with the future impacts resulting from climate change. Council is committed to current and implementing new programs and projects that will assist businesses abilities to adapt and thrive in our changing climate. Through the Regional Resilient South Implementation Plan and the Council's Local Adaptation plan, a number of projects have been identified to assist economic growth that are outlined in the final chapter of the EAP. Implementing stormwater upgrades and water sensitive urban design projects will assist the City's ability to cope with more intense rainfall events expected in the region over the coming decades. Stormwater remains a concern in some areas of the City and Council has committed \$3 million towards stormwater management.

The City of Holdfast Bay continues to invest significant resources into conserving our coastline to maintain the reputation as Adelaide's Premier Seaside destination. Installation of sand groynes at Brighton beach and continued sand pumping through Adelaide's Living beaches Sand Transfer project assist in keeping our beaches sandy and aesthetically appealing to residents and visitors. Continued restoration of our sand dunes by staff and dedicated environmental volunteers assists in providing protection to our coastal community and businesses from storm events, which are predicted to be more frequent and intense over the coming decades through changing climate.

WEAKNESSES IMPACTING ON HOLDFAST BAY

The entire Holdfast Bay municipality is within 2.5 kilometres of the beach foreshore resulting in a highly seasonal environment for a significant proportion of industry sectors. With pristine coastline and environmental coastal parks, this impacts a disconnect between the foreshore reserves and retail precincts. A further disconnect occurs with a major arterial road dividing the city with significant traffic flows on an ongoing basis.

The city is well established with no available Greenfield land and limited land for commercial development unless changes in landuse zoning or redevelopment of existing areas.

Holdfast Bay currently has the largest proportion of ageing population in metropolitan Adelaide and while this can be envisaged as a weakness there are opportunities in many sectors to experience employment growth and the new industries emerging particularly in the health sector.





STRATEGIC DIRECTION ACTIONS

INTEGRATED COUNCIL ALIGNMENT

The City of Holdfast Bay is invested in its community through the delivery of 'Our Place 2030' strategic Plan.

The Plan reinforces our investment in enhancing quality of life for our residents, commitment to existing business and inspires innovation and industry investment by creating a place people like to live, visit and invest in.

Within each of the 'Our Place 2030 - Pillars' outlines a set of strategic actions in response to feedback from community and stakeholder engagement in 2016.

OUR PLACE 2030 VISION

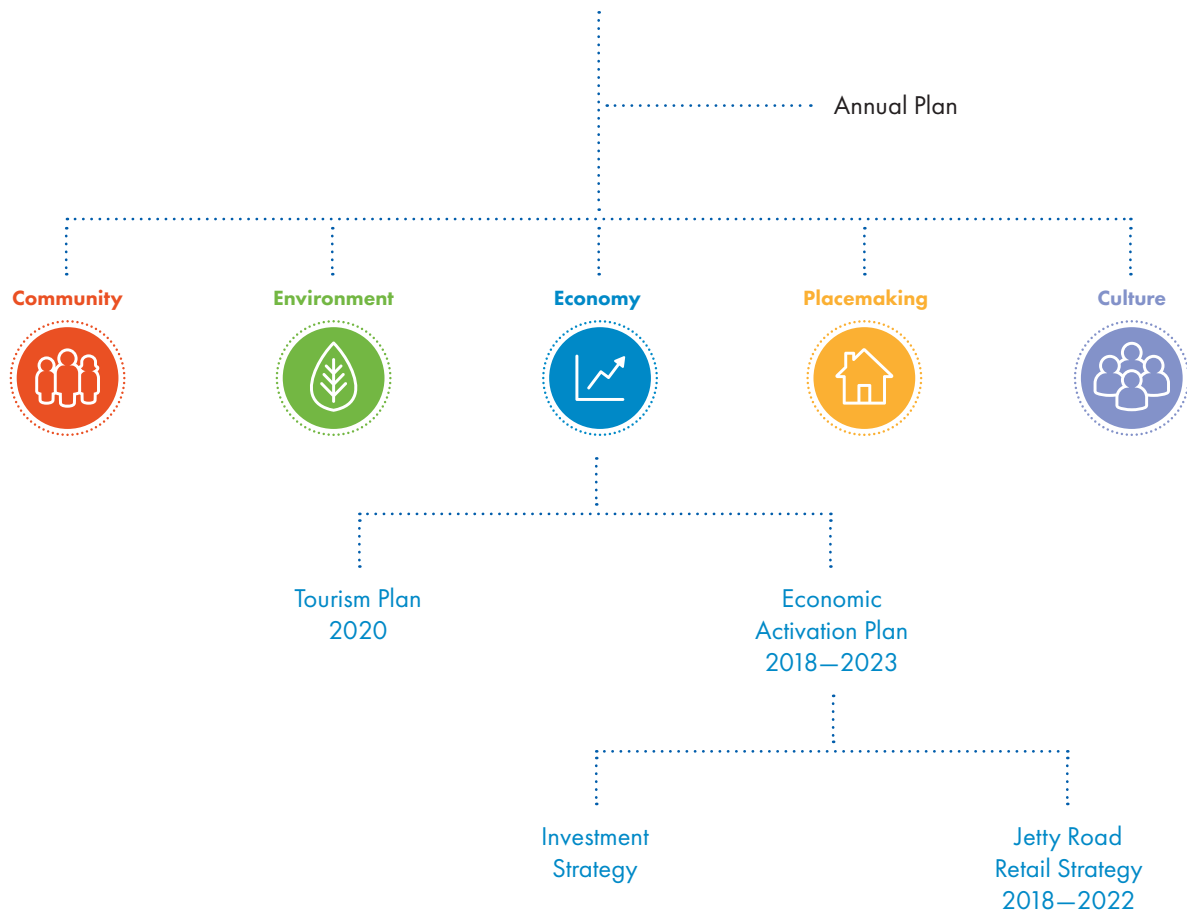
“Balancing our progress with our heritage, we lead in coastal management to deliver high-quality public spaces and services to build a welcoming, safe and active community where resident, visitor and business prosperity meet.”

The Economy Pillar supports ‘A diverse and resilient local economy’ through the development of an Economic Development Strategy, Tourism Plan, Investment Attraction Strategy and Digital Economy Strategy.

The Economic Activation Plan has been developed to embrace the key economic strategic directions through a set of actions to 2023. The Plan will set a five year horizon, identifying annual milestones.

OUR PLACE 2030

City of Holdfast Bay Council Plan





ECONOMY STRATEGIC DIRECTION

While the City of Holdfast Bay has defined five key economic strategic focus areas that ensure a diverse and resilient local economy, business and industry ultimately drive economic development.

As an enabler Council plays a vital role in facilitating, promoting and influencing economic development through a partnership approach with businesses, the community, state and federal government, industry bodies and other key stakeholders and representative bodies.

The EAP has sought to identify opportunities and actions outlined below that through an integrated partnership approach will deliver ongoing economic benefits and prosperity to the City.

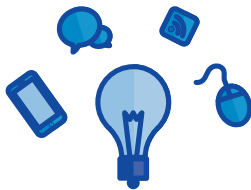
The success of the proposed initiatives will require commitment by all stakeholders by measuring and monitoring the outcomes and having a commitment to funding projects and programs to 2023.



STRATEGY 1: Business Capacity Building



STRATEGY 2: Investment Attraction and Growth



STRATEGY 3: Innovation and Digital Evolution



STRATEGY 4: Regional Collaboration



STRATEGY 5: Adelaide's Premier Seaside Destination

ACRONYMS

ABH	Adelaide Business Hub
ABR	Australian Business Register
ABS	Australian Bureau of Statistics
ACC	Adelaide City Council
ACB	Adelaide Convention Bureau
CHB	City of Holdfast Bay
CSC	Charles Sturt City Council
DPTI	Department of Planning, Transport and Infrastructure

DSD	Department of State Development
GIS	Geographic Information System
HB	Holdfast Bay
JRMC	Jetty Road Mainstreet Committee
MCC	Marion City Council
OCC	Onkaparinga City Council
OSCBC	Office of the Small Business Commissioner
PAEC	Port Adelaide Enfield City Council

SAEDB	Southern Adelaide Economic Development Board
SASBAS	Southern Adelaide Small Business Advisory Service
SATC	South Australian Tourism Commission
SATIC	South Australian Tourism Industry Council
WBL	Western Business Leaders
WBC	West Torrens City Council



STRATEGY 1. BUSINESS CAPACITY BUILDING

OBJECTIVE:

Implement and support a range of programs designed to equip local businesses with the knowledge and capacity to achieve business sustainability, manage business expansion and prepare for export opportunities.

Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business



1. Fostering an engaged, contributing community



1. Protecting Biodiversity
2. Building an environmentally resilient city
3. Using resources efficiently
















































1. Creating lively and safe places
2. Developing walkable, connected neighbourhoods
3. Building character and celebrating history



1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations

 Complete

 Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
1.1 Host forums, networking and training and support for new and existing businesses	Delivery a series of business networking and training focusing on areas identified in the Business Confidence survey	Business confidence survey	CHB Businesses					
1.2 Shop Local Campaign	Decrease the escape spend by local residents	Reduce escape spend by \$50m annually	CHB Businesses JRMC					
1.3 Investigate central co-ordination of business precincts	Establishment of precinct based business associations for a coordinated approach to precinct development	Establishment of three business precinct associations by 2021	CHB JRMC Business precincts					
1.4 Red-tape reduction program	Implement continuous improvement initiatives to reduce red-tape in the delivery of Council services to business	Reporting bi-annually to the Small Business Commissioner in line with Small Business Friendly Charter	CHB OSBC					
1.5 Maintain a single point of contact for businesses through a Business Concierge service	One-stop-shop business website and one point of Council contact for business engagement	Reporting bi-annually to the Small Business Commissioner in line with Small Business Friendly Charter	CHB					
1.6 Education and workforce development	Provide a direct link to business and education providers in the development of a skilled workforce and pathways to employment	Engage with all Holdfast Bay secondary schools and Flinders University	CHB Businesses Flinders University HB Secondary Schools					
1.7 Small Business Grants for new and existing businesses	Deliver small business grants annually to new and existing small businesses	\$50,000 distributed annually	CHB					Review
1.8 Shopfront Grant	Enhance the appearance of shopfronts and create a more vibrant appeal to precincts	\$50,000 distributed annually	CHB Landlords Businesses					
1.9 Strengthen the Buy Local Procurement Policy	Ensure Council purchases are made in the best interest of the community in accordance with Council's legislative requirements	Reporting bi-annually to the Small Business Commissioner in line with Small Business Friendly Charter	CHB, OSBC					

1.10 Increase the amount of green infrastructure within the City	Reduce surface temperatures in industrial and retail precincts	Increase in tree canopy	CHB	✓	✓	✓		
1.11 Landfill diversion program	Convert all plastics bags in businesses for fruit and vegetables to compostable version	Zero plastic bags	CHB Green Industries SA Business	✓	✓	✓		
1.12 Situation Analysis audit for Circular Economy opportunities	Audit Somerton Park industrial precinct for a shared economy	90% business participation	CHB Flinders University Business Industry precincts	✓				
1.13 Circular economy shared services	Reduce annual costs and increase profitability	Number of businesses sharing resources/ services	Business precincts CHB		✓	✓	✓	✓
1.14 Bulk purchase of collective resources (energy, insurance, solar etc)	Reduce annual costs and increase profitability	Number of businesses subscribing to bulk purchases	Business precincts CHB		✓	✓		
1.15 Customer Relationship Management system (CRMS)	Improve business relationship, data analysis and history of client relations	Linkage of ABR and CHB data in a complete GIS CRM system	CHB External provider	✓	↻	↻	↻	↻
1.16 Clean Energy Strategy for Council	Reduces energy costs for both local businesses and Councils	Energy cost reductions Greenhouse gas emissions reductions	CHB Green Industries SA External provider DSD	✓	✓			





STRATEGY 2. INVESTMENT GROWTH & ATTRACTION

OBJECTIVE:

Explore and develop opportunities in collaboration with state and federal government and the private sector that maximises new investment and economic growth prospects in Holdfast Bay.

Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business





































1. Creating lively and safe places/neighbourhoods
2. Building character and celebrating history



1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations

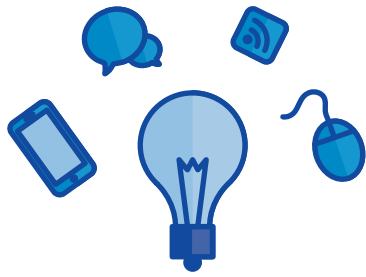
 Complete

 Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
2.1 Establish an advocacy and lobbyist role with state and federal Govt	Identify projects and programs that would benefit state and federal support	Joint project initiatives identified	CHB Govt					
2.2 Provide access to economic data	Increase the knowledge of industry through access to shared data	Number of new businesses locating to Holdfast Bay	CHB JRMC					
2.3 Develop new and diverse income streams	Increase the capacity of Adelaide Beaches website and identify additional income streams	Revenue raised via the Adelaide Beaches website to support tourism initiatives	CHB Western Alliance					
2.4 Revise and align Holdfast Bay Investment Strategy	Provide relevant data and content to attract investment to Holdfast Bay	Number of new businesses establishing via ABR data	CHB					
2.5 Seek new opportunities for Glenelg Jetty project	Create an economic and environmental showcase incorporating Glenelg jetty	Investment and funding commitment from government and private sector	JRMC HBC Govt					
2.6 Foster creative business hubs and shared facilities	Ensure opportunities exist to incorporate economic opportunities into community and recreational facilities	Establish at least one creative business hub	CHB JRMC Business					
2.7 Undertake a review of zoning and other legislative restrictions to business growth	Undertake a strategic review of business precincts to establish current and future business needs	Review Somerton Park Industrial Park	CHB					
2.8 Identify investment sectors for Somerton Park Industrial Precinct	A thriving industrial precinct that is agile and responsive to growth	Introduction of new industry sectors relating to growth sectors to Somerton Park Industrial precinct	CHB Businesses					
2.9 Transport study for whole of city	Identify future infrastructure requirements for the city	Council adoption	CHB					
2.10 Jetty Road Masterplan	Improved amenity and activation for Jetty Road Glenelg	Increased visual appeal and visitation to the street and reduction of vehicle access	CHB JRMC Govt					To 2028

2.11 Brighton Road Masterplan	Develop a masterplan for Brighton Road in consultation with the community and key stakeholders	Council adoption	CHB Businesses Govt	✓				
2.12 Community Centres study	Identifies economic opportunities within community centres	Council adoption	CHB Community Business Govt	✓				
2.13 Open Space Masterplan	Identifies economic opportunities within recreational spaces	Council adoption	CHB Community Government Business	✓				
2.14 Sporting Grounds study	Identifies economic opportunities within sporting facilities	Council adoption	CHB Sporting Bodies Community Business Govt	✓				
2.15 Visual and Brand development for business precincts	Develop a brand for each precinct	Create brands for at least 3 precincts	CHB Businesses	✓	✓	✓	✓	
2.16 Export ready programs	Increase the knowledge of businesses to prepare for export	Increase from 2016 ABS regional export figures annually	Business CHB Austrade Tradestart		✓	✓	✓	





STRATEGY 3. INNOVATION AND DIGITAL EVOLUTION

OBJECTIVE:

Create opportunities that develop the competencies, skills and capacity of local businesses that instills a digital culture and leads to innovation and sustainable outcomes for a vibrant and connected community.

Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business
3. Harnessing emerging technology



1. Celebrating culture and diversity
2. Providing welcoming, accessible facilities




1. Creating lively and safe places
2. Developing walkable, connected neighbourhoods
3. Building character and celebrating history


















1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations



 Complete

 Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
3.1 Utilise digital technology for business online transactions	Utilise education providers to upskill industry precinct workforce. Create pathways to employment opportunities	Business Confidence Survey results	CHB Flinders University Schools Businesses JPMC					
3.2 Investigate establishing a Digital Hub/s	Places and spaces for entrepreneurs and homebased businesses to connect	A least one digital/co-working space established by 2020	CHB Businesses Landlords					
3.3 Investigate provision of infrastructure for electric vehicles	Provide infrastructure across the City for electric vehicles	Reduction in carbon omissions and increase in electric vehicles	CHB					
3.4 Investigate fast broadband to Industrial Precinct	Improved broadband capabilities to Somerton Park Industrial precinct	Increase in access to data	ACC CHB State Govt Sabrenet EscapeNet					
3.5 Promote access to NBN to all businesses and residents for connection to digital services	Improved broadband capabilities across the City	Business Confidence Survey results	CHB NBN Telcos					
3.6 Explore opportunities to integrate Adelaide Smart Cities Program to Holdfast Bay	Improved digital connectivity across Adelaide and link to the GigCity program	Business Confidence Survey results	ACC CHB State Govt Sabrenet EscapeNet					
3.7 Citywide free Wifi	A City that embraces digital connectivity for mobile businesses	Increase in vibrancy in retail precincts	CHB Telcos					
3.8 Seminars and training on Industry 4.0	Increased knowledge on Industry 4.0 for Somerton park Industrial precinct	Business Confidence Survey results	CHB Businesses					



STRATEGY 4. REGIONAL COLLABORATION

OBJECTIVE:

Incorporate collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust Holdfast Bay economy.

Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business
3. Harnessing emerging technology
4. Boosting our visitor economy



1. Fostering an engaged, contributing community
2. Celebrating culture and diversity
3. Providing welcoming, accessible facilities
4. Fostering an engaged contribution



1. Building an environmentally resilient city
2. Using resources efficiently




1. Creating lively and safe places
2. Developing walkable, connected neighbourhoods
3. Building character and celebrating history





























1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations



 Complete

 Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
4.1 University and Secondary School linkage programs	Increase the level of skill base for students and businesses	Number of schools engaged with businesses. Number of businesses accessing small business grant for New Venture Institute programs	CHB Flinders University HB Secondary Schools					
4.2 Create an alliance with the City of Adelaide for the development of tourism, infrastructure, digital connectivity and wayfinding	Identify and implement joint projects that enhance the visitor experience and increases business digital connectivity	Create a joint wayfinding strategy with ACC. Link Somerton Park with Gig city program.	CHB ACC Business					
4.3 Develop a Western Alliance economic development strategy	Identify joint economic project alignment across the four western Councils for the development of a western economic development strategy	Produce a western regional economic development strategy	CHB WTC CCS PAE WLB					
4.4 Free business advisory through the Southern Adelaide Small Business Advisory Service	Provide one-on-one on demand and visiting business advisory service	Maintain 15-20% of the program service delivery across the four Councils	CHB MCC OCC SASBAS					
4.5 Southern Economic Development Board strategic alignment	Identify joint economic project alignment across the three southern Councils	Increase CHB input to SAEDB	SAEDB CHB MCC OCC					
4.6 Western Business Leaders Group business network program	Increase Holdfast Bay business membership on WLB and their attendance at networking events	Build Holdfast Bay business membership on WLB to 50.	CHB WBL					
4.7 Identify key regional projects by industry sector	Identify industry leaders and provide Input to the southern and western alliance regional economic development agenda	Increase participation by Holdfast Bay businesses in key industry sectors	CHB Business MCC OCC CSC WTC PAEC SAEDB WLB					



STRATEGY 5. ADELAIDE'S PREMIER SEASIDE DESTINATION

OBJECTIVE:

A city that provides a balance between the needs of the local community and visitor expectations through sustainable tourism and protection of amenity and the natural environment.

Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business
3. Harnessing emerging technology
4. Boosting our visitor economy



1. Fostering an engaged, contributing community
2. Celebrating culture and diversity
3. Providing welcoming, accessible facilities
4. Fostering an engaged contribution



1. Building an environmentally resilient city
2. Using resources efficiently




1. Creating lively and safe places
2. Developing walkable, connected neighbourhoods
3. Building character and celebrating history





























1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations



 Complete

 Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
5.1 Implement actions outlined in the Holdfast Bay Tourism Plan 2020	Improve the visitor experience and increase awareness of Holdfast Bay to national and international visitors. Provide premier facilities and experiences to local, national and international visitation	Increase the number of visitors to Holdfast Bay: target increase – 15% by 2022	CHB State Govt Federal Govt Private Investment Western Councils Southern Councils SATIC SATC ACB Key Stakeholders					
5.1.1 Driving Demand (Strategies 1-7)	Secure marketing and investment opportunities that promotes and strengthens Holdfast Bay as a global tourism destination and supports tourism product development	Increase the number of high value events by 1% and overnight visitors to Holdfast Bay by 5%	CHB State Govt Federal Govt Key Stakeholders					
5.1.2 Visitor Experience (Strategies 1-7)	Increase digital connectivity and visitor appeal of the city, particularly in retail precincts, local amenity and infrastructure, and recreational facilities	Increase public Wifi to all public areas and retail precincts across the city	CHB Key Stakeholders					
5.1.3 Tourism innovation and sustainability (Strategies 1-7)	Creative sustainable tourism products that lead to economic growth and add value to other industry sectors	Create an integrated approach to tourism across Council departments and utilise data that informs key stakeholders of trends and economic impact of tourism initiatives	CHB Key Stakeholders JRMC					
5.1.4 Consultation and partnerships (Strategies 1-8)	Deliver regional and state tourism initiatives in partnership with regional partners, state government and key stakeholders that result in direct economic benefits to Holdfast Bay	Utilise data that informs key stakeholders of economic impact of regional and state tourism initiatives	CHB JRMC Western Councils Southern Councils SATIC SATC ACB Key Stakeholders					

5.2 Jetty Road Retail Strategy 2018-2022	Provide future direction and identify the actions required to maintain a prosperous and vibrant Jetty Road Glenelg	Maintain vacancies rates at less than 6.0%	CHB JRMC Community	   
5.3 Develop a Tourism Strategy 2021-2030	Provide a framework and strategic priorities for the planning, development, management and marketing of Holdfast Bay	Review Tourism Plan 2020 and develop a revised Tourism strategy	CHB Community Businesses JRMC SATIC SATC ACB JRMC Key stakeholders	





GET CONNECTED

To realise the five year Economic Activation Plan 2018-2023, the City of Holdfast Bay welcomes input from the community, businesses, visitors, strategic partners and the wider community during the life of the EAP.

To gain the most up-to-date economic information for the City or to download a copy of the EAP visit www.holdfast.sa.gov.au/business.

City of Holdfast Bay
Brighton Civic Centre (Head Office)
24 Jetty Road, Brighton SA 5048
PO Box 19, Brighton SA 5048

Ph: 08 8229 9999
E: business@holdfast.sa.gov.au
Web: www.holdfast.sa.gov.au

REFERENCES

Intuito Pty Ltd

Nick Palousis – 2XE

RemPlan

2017 City of Holdfast Bay Business Confidence Survey

ALIA – Australian Libraries; the digital economy within everyone's reach

Australian Bureau of Statistics

Building Western Adelaide strategic plan

Dept of Industry, Innovation and Science – Australian Industry Report 2015

City of Holdfast Bay 'Our Place 2030' Strategic plan

City of Holdfast Bay Tourism Plan 2020

City of Holdfast Bay Housing Strategy directions paper

IBIS World Australia's Digital Future 2050

South Australian Small Business Commission



PO Box 19
Brighton, SA 5048

T (08) 8229 9999
F (08) 8298 4561

mail@holdfast.sa.gov.au
holdfast.sa.gov.au
yourviewholdfast.com

Item No: **14.8**

Subject: **APPLICATION FOR LANDOWNER'S CONSENT - SEACLIFF SURF LIFESAVING CLUB OBSERVATION TOWER**

Date: 24 July 2018

Written By: Team Leader, Leasing & Commercial Operations

General Manager: City Assets & Services, Mr H Lacy

SUMMARY

At their meeting Tuesday 10 July 2018, Council endorsed (in principle) a proposal submitted by the Seacliff Surf Lifesaving Club to demolish the existing tower located on the beachfront opposite the intersection of Wheatland Street and the Esplanade, Seacliff to construct a new observation station using shipping containers.

The applicant now seeks formal Landowner's Consent so that the proposal can proceed to Development Assessment and that the Club be given occupancy rights for the site.

It should be noted that full engineering specifications and comment from the Coastal Protection Boards will be sought as part of the Development Application process.

RECOMMENDATION

- 1. That Council give Landowner's Consent so that the Seacliff Surf Lifesaving Club can progress a Development Application with Development Services;**
 - 2. That subject to the final Development Approval, Council enters into a new 'Encroachment Permit' with the Seacliff Surf Lifesaving Club Incorporated authorising them to construct the Observation Tower on Community land;**
 - 3. That Council approve an allocation of \$40,000 in new capital expenditure at the next Budget Review to the project to assist in funding infrastructure improvements necessary to construct the Observation Tower and associated decking and ramp.**
 - 4. That the community be informed of Council's decision.**
 - 5. That the Acting Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to this permit.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places

COUNCIL POLICY

Encroachments Policy (2017)

STATUTORY PROVISIONS

Local Government Act 1999.

BACKGROUND

Previous Relevant Reports

- Council Report (No.: 239/18; Item No.: 14.5), '*Seacliff Surf Lifesaving Club Observation Tower*', 10 July 2018 (Resolution No.: C100718/1210);

REPORT

As part of a 2016 election promise the Federal Government pledged \$150,000 to construct a new patrol observation tower on the existing site adjacent to the corner of Wheatland Street and the Esplanade Seacliff.

At their meeting Tuesday 10 July 2018, Council endorsed (in principle) a design proposed by the Seacliff Surf Life Saving Club to construct a new patrol/observation tower and base station on the site of the current (disused) patrol tower on the beach front opposite the intersection of Wheatland Street and the Esplanade, Seacliff. The proposal involves the use of several shipping containers, modified for habitation and clad with architectural screens to enhance their visual appearance. The new structure will provide a surf life saving observation tower, first aid room and storage for patrol equipment. The ground floor level of the new structure will be set at the same height as the adjacent boardwalk and includes additional decking so that vehicle (quad bike and trailer) and pedestrian access can be gained to the storage and first aid facilities from the boardwalk. A ramp capable of carrying the weight of the quad bike and trailer will be extended from the boardwalk to the beach.

The applicant now seeks formal Landowner's Consent so that the proposal can proceed to Development Assessment, and that the Club be given occupancy rights for the site.

Following the final approval of the Development Application, Administration will issue a new encroachment permit (pursuant to s 202 and 221 of the *Local Government Act 1999*) so that the Seacliff Surf Lifesaving Club may occupy the associated portion of community land.

As part of the debate, Council asked that the club consider two (2) issues:

- to minimise the runoff of roof water from the observation tower falling onto users of the boardwalk below
- provide a 3D rendered view of the eastern aspect of the proposed structure looking westward from the road (if available).

In discussions with the SLSC, they have indicated that flashing is proposed on the roof of the overhanging section of the observation tower which should redirect any roofwater towards the eastern end of that element, thereby reducing the risk of water cascading off the roof onto boardwalk users.

A request has been lodged for the additional 3D view of the eastern façade, although this was not available at the time of preparing this report.

BUDGET

In considering the initial report (No.: 239/18; Item No.:14.5) resolved to support a capital contribution of \$40,000 towards the facility to assist with infrastructure and structural works needed to complete the project. The Club would be responsible for the remaining costs, noting that they have received a \$150,000 grant from the Federal Government.

As the facility will be subject to a licence to the Seacliff Surf Life Saving Club, all costs associated with the operation, maintenance and upkeep will be borne by the club. Council will be responsible for the maintenance and depreciation costs for any additional decking and ramp provided as part of the project.

LIFE CYCLE COSTS

As the operational management and maintenance of the observation tower will be the responsibility of the Seacliff Surf Lifesaving Club, no further long-term costs will be incurred by Council as part of this application.

Item No: **14.9**

Subject: **LOCAL GOVERNMENT (RATE OVERSIGHT) AMENDMENT BILL 2018**

Date: 24 July 2018

Written By: Chief Executive Officer

Chief Executive Officer: Mr J Lynch

SUMMARY

The State Government introduced the *Local Government (Rates Oversight) Amendment Bill 2018* (the Bill) in the House of Assembly on 20 June 2018 following a Liberal Party election commitment to introduce rate capping legislation in the Parliament within their first 100 days of government. Rate capping is promoted by the government as a measure to ease cost of living pressures on households and businesses.

The Bill establishes a framework for a rate cap policy that gives the Essential Services Commission of South Australia (ESCOSA) responsibility for setting an annual rate cap, assessing applications from councils for variations to the rate cap, and monitoring and reporting on council compliance with the rate cap.

Council is asked to reconfirm its support for rate-capping (or not) and if not the priority issues it wishes the LGA to consider, should the legislation be passed.

RECOMMENDATION

That Council:

- 1. advises the Local Government Association that it opposes the Local Government (Rate Oversight) Amendment Bill 2018; and**
- 2. advises the LGA that the priority issues, amendments and concessions Council would seek the LGA to use best endeavours to address in discussions with political parties about the Local Government (Rate Oversight) Amendment Bill 2018 include the following:**
 - (a) If ESCOSA retains a regulatory role, there should be a local government nominee or appointee on the Commission to bring local government skills and knowledge.**
 - (b) The methodology for the rate cap should be a more simple mechanism to give revenue certainty to councils and account for development growth during the period e.g. LGPI + growth.**

- (c) **The regulator should be required to determine the primary rate cap on or before 31 December in all circumstances.**
 - (d) **The legislation should include a deadline by which the Regulator must determine and advise councils on the outcome of their variation applications.**
 - € **The legislation should require consultation with local government before determining the administrative requirements at Section 187K to ensure there is agreement about how the performance/impacts of the rate capping scheme will be measured, how the data will be collected and analysed.**
-

COMMUNITY PLAN

Community: Providing welcoming and accessible facilities

Environment: Building an environmentally resilient city

Environment: Using resources efficiently

Culture: Providing customer-centred services

Culture: Enabling high performance

Culture: Being financially accountable

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

REPORT

Summary of the Local Government (Rates Oversight) Amendment Bill 2018

The rate capping system outlined in the State Government's proposed legislation comprises the key elements summarised below.

- The Essential Services Commission of South Australia (ESCOSA) will be responsible for making rate cap determinations, assessing applications from councils for variations to the rate cap, and reporting on the outcomes of the system.
- ESCOSA will determine the basis of the rate cap; for example, whether it will relate to a price or particular index (CPI, LGPI etc) and whether the cap will include any efficiency or productivity component. The details of how the rate cap will be determined will be subject to ESCOSA guidelines that are yet to be developed.
- A cap may be determined for councils generally, a class of councils or individual councils. There is no definition provided of a 'class' of councils.

- The cap will be applied to a 'base standard rate', which is a nominal rate that is arrived at by dividing the total annualized general rate revenue for a council area by the number of rateable properties in that area at the end of a base year (30 June).
- A council may apply to ESCOSA for a variation from the rate cap for a maximum period of up to five years. In applying for a variation, councils will need to provide the reasons for the variation application, evidence of community consultation, and an assessment of the likely impact on ratepayers.
- Councils will be expected to make efficiencies across their operations before applying for a rate cap, and will need to demonstrate they have considered funding priorities and alternative sources of revenue and the willingness and capacity of their ratepayers to pay higher rates.
- Consistency with long term financial plans and infrastructure and asset management plans will be a critical component of an application for a variation.
- ESCOSA may charge councils a fee to recover the costs of assessing a variation application and applications will need to be lodged by 31 March.
- Further details of the variation process will be provided through ESCOSA guidelines that are yet to be developed.
- Separate rates and service rates and charges are excluded from the rate cap calculation, but a council must inform ESCOSA if they propose to introduce a separate rate or service rate or charge as this will be taken into consideration when they set the primary rate cap for that council.
- ESCOSA must monitor and review councils' compliance with the system and prepare reports on the effects of rate capping on councils and any trends that may arise as a result of the rate capping scheme.
- The Minister may take action in relation to a council under Section 273 of the Local Government Act on the basis of a report by ESCOSA. Currently this provision includes ICAC, the Auditor-General and/or the Ombudsman.
- A review of the legislation will be required before 31 December 2023 (five years from the proposed commencement).

A copy of the Bill and accompanying explanatory paper, along with the Local Government Association's (LGA) analysis of the Bill outlining the broad issues that have been identified on behalf of the sector, is available here: <https://www.lga.sa.gov.au/RateCapping>.

This policy should not be confused with a cap a council might itself apply to amounts payable by an individual ratepayer in any year under section 153(3) of the *Local Government Act 1999*. Approximately 50 per cent of councils within South Australia restrict increases on individual properties to no more than a nominated percentage every year. However, these council decisions do not constrain total rate revenue generated.

Many of the details of the rate cap model are not defined or included in the Bill and are yet to be established by ESCOSA. For example, there is currently no detail provided on the final methodology/formula to be used in determining how a price index will be determined, and whether the cap will include any efficiency or productivity component. Further, full details of the variation process, including potential application fees to councils, and the community consultation guidelines have yet to be determined by ESCOSA.

ESCOSA has indicated that an Issues Paper will be released in August 2018 on these additional details. However, the Bill is expected to be debated in Parliament's Legislative Council in early September 2018, creating a time pressure for consultation on this additional detail before the Parliament makes a decision on the Bill.

Rate Capping Research

Rate capping was first proposed by the Liberal Party prior to the 2014 State Election. On the basis of evidence that rate capping results in negative impacts on communities, and the absence of any evidence that it results in more efficient councils, the LGA and the majority of South Australian councils have consistently voted to oppose the introduction of rate capping in South Australia. The LGA has undertaken a range of advocacy, policy and reform activities to highlight the risks of rate capping while developing alternative local government reforms that will deliver benefits and value for communities. A summary of the extensive research the LGA has undertaken on council rate capping policies and their impacts in other jurisdictions was presented in the report to the LGA Special General Meeting held on 13 July 2018, which is available here: <https://www.lga.sa.gov.au/page.aspx?u=6918>

As reported by Professor Roberta Ryan from the University of Technology Sydney at the LGA Special General Meeting, there is little Australian empirical evidence available to back up the claims about the purported advantages on rate capping. The research that is available provides evidence that rate capping is associated with:

1. higher levels of debt;
2. lower level of infrastructure maintenance; and
3. lower levels of inter-jurisdictional revenue effort equity (creating inequity in individual council's ability to raise revenue).

The research does not provide any evidence of higher levels of efficiency being associated with rate capping.

Videos of the presentations on the New South Wales and Victorian experiences of rate capping and expert academic analysis at the LGA Special General Meeting [can be found here](#).

Process to resolve a sector position

At the LGA Special General Meeting, members voted that South Australian councils should review the *Local Government (Rate Oversight) Amendment Bill 2018* and advise the LGA by Friday 3 August 2018 of the council's endorsed position based on the following options:

- (a) Council supports the Local Government (Rate Oversight) Amendment Bill 2018; or
- (b) Council opposes the Local Government (Rate Oversight) Amendment Bill 2018.

Following the receipt of responses from councils by 3 August, a special meeting of the LGA Board will be called to consider the endorsed positions of member councils. As rate capping would impact on councils differently depending on size, services, budget and rate base; the LGA Board will consider the endorsed positions of member councils on the basis of both a 'one vote, one value' counting method and a weighted voting method (using the same weighting system applied at LGA General Meetings).

The Board will also use the following criteria to inform and resolve a position:

- A merits-based assessment of the proposed legislation;
- The best interests of the communities of South Australia and their confidence in the local government sector;
- Current LGA policy positions and whether there is a mandate from members for an amended policy to be adopted;
- Potential impacts on the long-term financial sustainability of the local government sector, and how any negative impacts could be mitigated;
- Potential amendments and concessions that are in the best interest of councils and the community they serve;
- Positions of political parties in the Legislative Council and the impact this would have on the outcomes that can feasibly be achieved through the parliamentary process; and
- The number of responses received and the number of councils that did not participate in the voting process.

The LGA has requested that Council provides advice on an endorsed position by Friday 3 August to enable the LGA Board to finalise a position and advise political parties of the sector's response in preparation for the spring session of Parliament.

It is critical for the LGA Board's decision making process that councils indicate whether they support or oppose the Bill irrespective of potential amendments and concessions.

Once the Board has resolved a position on behalf of the sector, the LGA will use best endeavours in the Parliament to secure an outcome reflective of the sector's position and in the interests of the communities they serve.

Previous Council Decisions

Council has previously resolved a position in relation to rate capping, prior to considering the detail of the Local Government (Rate Oversight) Amendment Bill 2018. Council's previous decision to oppose rate-capping was made on 28 March 2017.

It is considered that determining a position on the Bill that is contrary to - or requires an amendment to council's previously resolved position - would require a rescission motion to be passed.

Section 21 of the Local Government (Procedures at Meetings) Regulations 2013 provide that:

- (1) *The chief executive officer may submit a report to the council recommending the revocation or amendment of a resolution passed since the last general election of the council.*
- (2) *The chief executive officer must ensure that the report is placed on the agenda for the meeting at which the report is to be considered.*
- (3) *The provisions of this regulation may be varied at the discretion of the council pursuant to regulation 6.*

Parliamentary Process

The Local Government (Rate Oversight) Amendment Bill has been introduced in the House of Assembly by the Minister for Transport, Infrastructure and Local Government, Hon Stephan Knoll MP.

The Government holds the majority in the House of Assembly (lower house), so it is likely the Bill will progress through the House of Assembly (lower house) to the Legislative Council (upper house) despite independent MPs in the lower house - Frances Bedford MP, Geoff Brock MP and Troy Bell MP (and potentially SA Labor) - all publicly stating that they will vote against the legislation. The Bill is expected to be passed in the House of Assembly in July 2018, before the winter recess of Parliament.

However, the Bill must pass in both Houses of Parliament to become law and the Government does not hold a majority in the Legislative Council.

If the Labor Party (ALP) honours its pre-election commitment to oppose rate capping, the government must secure support from three out of five crossbench members in order for the Bill to pass. The crossbench currently comprises two members from SA-BEST, two members from the Greens, and one member from Advance SA.

The ALP is considering the detail of the Bill and is yet to confirm a position. However, the Shadow Minister for Local Government, Hon Tony Piccolo MP told the LGA's Special Meeting that he has a number of concerns about rate capping and is reluctant to recommend it to the Shadow Cabinet. SA-BEST and Greens are both on record post-election opposing rate capping based on the detrimental impacts it has had interstate and its lack of policy merit. Therefore, the possibility of successfully opposing rate capping in the upper house remains available if this is ultimately the decision of councils.

The Government has indicated that the Bill will be scheduled for debate in the Legislative Council in the first or second sitting week of Parliament, following the winter recess.

Possible amendments and concessions to the *Local Government (Rates Oversight) Amendment Bill 2018*

Despite any position that Council or the LGA resolves to take on the proposed legislation, ultimately the Parliament will make the decision about whether the legislation is passed, and in what form.

As discussions and negotiations with the government, opposition and other parties may be required, The LGA has also asked councils to clearly specify the priority amendments and concessions they would ask the LGA to use best endeavours to achieve in any negotiations with political parties about the legislation.

Based on the information presented to the LGA Special General Meeting, the Greens and the ALP do not seem inclined to accept amendments. SA-BEST – while stating their opposition to the Bill – has suggested the government’s proposed productivity commission could examine the Bill as part of its remit. This would potentially mean that only the government would sponsor and support amendments.

Table 1 at Attachment 1 provides an outline of the potential amendments to the Bill, drawn from LGA analysis, the Special Meeting on 13 July, and feedback and questions from councils. Council has been asked to nominate the top five amendment priorities for the LGA to pursue in its best endeavours with the political parties. Administration recommends that council nominate the following priorities:

1. If ESCOSA retains a regulatory role, there should be a local government nominee or appointee on the Commission to bring local government skills and knowledge.
2. The methodology for the rate cap should be a more simple mechanism to give revenue certainty to councils and account for development growth during the period e.g. LGPI + growth.
3. The regulator should be required to determine the primary rate cap on or before 31 December in all circumstances.
4. The legislation should include a deadline by which the regulator must determine and advise councils on the outcome of their variation applications.
5. The legislation should require consultation with local government before determining the administrative requirements at Section 187K to ensure there is agreement about how the performance/impacts of the rate capping scheme will be measured, how the data will be collected and analysed.

Table 2 at Attachment 1 provides a list of possible concessions as that the State Government should address if the Bill were to be passed.

Refer Attachment 1

Council has been asked to nominate the top five concession priorities for the LGA to pursue in its best endeavours with the political parties. Administration recommends that council nominate the following priorities:

1. Solid Waste Levy
2. NRM Levy
3. Review of services provided on behalf of the state government
4. Development contributions
5. Community Housing Rebates

Impacts of Rate Capping

The LGA's research confirms that there is overwhelming evidence that shows rate capping is not an effective public policy. The New South Wales and Victorian experience show that rate capping:

- undermines local democracy, centralises decision making about council rate revenue and shifts accountability from community representatives to an unelected bureaucracy;
- limits councils' ability to provide local services – putting discretionary services at risk;
- leads to higher user pays fees, charges and fines;
- creates asset renewal and infrastructure backlogs; and
- does not make councils more efficient or financially sustainable – in fact council debt increases as councils struggle to meet community expectations.

The lack of detail in the *Local Government (Rate Oversight) Amendment Bill 2018* means that it is challenging to forecast and model the specific impacts on council services and the long-term financial sustainability of the local government sector and the City of Holdfast Bay.

LGA modelling that assumes a rate cap aligned with LGPI the previous year, shows the potential loss of rates revenue across the local government sector would have been:

- \$65.2 million in 2014-15;
- \$42.7 million in 2015-16; and
- \$15.8 million in 2016-17.

Table 1: Potential Amendments to the Rate Oversight Bill

Note: The analysis of the LGA is that only the government may be willing to sponsor and support amendments, and amendments would still need the support of the ALP or the majority of the cross bench in the Legislative Council.

Issue		Council priority
Theme 1: ESCOSA's role		
1.1	Should ESCOSA's proposed regulatory role be replaced with another independent body to administer the system? Should this be the Local Government Grants Commission?	
1.2	If ESCOSA retains a regulatory role, should there be a local government nominee or appointee on the Commission to bring local government skills and knowledge?	
1.3	Should the regulator be given powers to cap state government taxes, levies, fees and charges to create consistency with any scheme applied to local government?	
1.4	Should the regulator be required to consult with local government and other interested stakeholders prior to the development and adoption of guidelines and regulations that support the Rate Oversight Bill?	
Theme 2: Rate cap methodology (formula)		
2.1	Should the legislation provide an obligation for the regulator to consult with councils, the LGA and other interested stakeholders each year on the factors that should be taken into account when setting the cap?	
2.2	Should the methodology for the rate cap be a more simple mechanism to give revenue certainty to councils and account for development growth during the period? Would a LGPI/WPI + growth be suitable?	
2.3	Should the definition of "Annualised revenue recoverable from general rates" exclude discretionary & mandatory rebates, objections, write offs / bad debts, interest & fines, and other recovered costs? Does the legislation need to be clearer about what is included/excluded?	
2.4	Should all powers for Ministerial direction be removed from the legislation to ensure independence and avoid politicisation of the rate capping scheme?	
2.5	Should the regulator be restricted from determining an efficiency dividend as part of setting the annual cap?	
2.6	Should the regulator be required to determine the primary rate cap on or before 31 December in all circumstances? Or should the legislation retain the flexibility for the regulator to extend this timeframe?	
2.7	Should the legislation include a provision to ensure that the financial impact of state government cost shifting is not included in the calculation of the base standard rate? For example, if the cost to a council is \$1 million per year to provide the 75% mandatory rebate to community housing providers, this amount should be deducted from the calculation of the base standard rate.	
Theme 3: Rate cap variation – applications and assessments		
3.1	Should the reference to councils paying a fee for a variation application be removed from the legislation?	
3.2	Should the impacts of emergency and disaster response and recovery be included in the legislation as a factor in making cap determinations?	
3.3	Should the legislation include a deadline by which the regulator must determine and advise councils on the outcome of their variation applications?	
3.4	Should the legislation provide an administrative appeal process for councils that have a variation application rejected by the regulator?	

Theme 4: Property valuations and objections		
4.1	Should the legislation include a provision to ensure that a Rate Oversight system factors in annual losses through objections and falling property valuations?	
Theme 5: Monitoring compliance		
5.1	Should provisions for financially penalising councils that inadvertently breach the cap be removed given there are already broad powers available in the Act for investigation and review of council decision making?	
5.2	Should the legislation require consultation with local government before determining the administrative requirements at Section 187K to ensure there is agreement about how the performance/impacts of the rate capping scheme will be measured, how the data will be collected and analysed?	
Theme 6: Review of the Rate Oversight legislation		
6.1	Should the legislation include a provision that requires the legislation to be publically reviewed every two years, with input from councils and the LGA?	

Table 2: Possible Concessions – issues the State Government needs to address should the Rate Oversight Bill be passed

	Issue	\$ (impact/ funds sought)	Comment	Council priority
1. Cost Shifting				
1.1	Community Housing Rebates	Impact on councils is \$10.7 million per year for 12,000 properties	The previous State Government commenced the transfer of management of SA Housing Trust (SAHT) properties to Community Housing Providers (CHPs). However, under the Local Government Act 1999 councils must provide a mandatory 75% rate rebate on council rates to community housing properties. Local government in South Australia supports the provision of affordable and sustainable public housing. However, as this is a State Government responsibility the LGA continues to oppose costs for community housing being shifted to councils through State Government policy decisions.	
1.2	Solid Waste Levy	Impact on councils is \$34 million dollars in 2018/19	Councils provide waste depot services in their local communities. Through their contracts with waste collection agencies, councils and their rate-payers pay the State Government's Solid Waste Levy. There is currently around \$118 million that has been collected via the Solid Waste Levy sitting in the Green Industry Fund. The funds collected through the Levy are meant to be spent on waste programs to improve recycling and help the environment. However, only a small proportion of money raised is being invested back into the sector. Since 2001, the State Government's waste levy has increased by nearly 1450%.	

1.3	Rubble Royalties	Impact on councils is approx. \$1 million per year.	As part of the 2014-15 budget, the previous State Government introduced a requirement for regional councils to pay royalties (currently 52c per tonne) to them on rubble raised from borrow pits they own and manage for the purpose of road construction.	
1.4	NRM Levy	Impact on councils is approx. \$690,000	Councils are currently required by the State Parliament to collect the NRM Levy on behalf of the State Government. The levy appears as a separate line on council rates notice, and many people mistake this for council revenue. In 2016/17, the State Government collected over \$44 million for NRM levy through council rates. This was a 25 percent increase on the previous year. There are hidden administrative costs to councils in collecting the levy on behalf of the state, particularly in relation to non-payment and rebates. There is over \$690,000 in unpaid NRM levies across the local government sector in South Australia.	
2. Funding, Roles and Responsibilities				
2.1	State Government grants	\$ TBD	South Australian councils historically receive the lowest per-capita share of state government funding in the country. State Government grants/funding to local government should be no less than the average in other states. Priority areas for increased long-term state funding to councils may include: <ul style="list-style-type: none"> • Stormwater infrastructure • Coastal management • Community infrastructure • Libraries • Roads • Community services To reduce council costs to meet any rate cap, the State Government should fulfil their resource and funding obligations that have been handed over to councils.	
2.2	Review of services provided on behalf of the state government	\$ TBD	There are a number of discretionary services and programs that local government provides on behalf of the State Government under individual or sector-wide agreements. For example, services such as immunisations, food safety inspections and maintenance of state-owned jetties. A review of these agreements and the functions being undertaken by councils on behalf of the State Government may be required in a revenue constrained environment.	
2.3	Development contributions	\$TBD	Councils In South Australia, particularly those experiencing high levels of growth, are making significant upfront investments in infrastructure and facilities that support new developments. Councils in New South Wales and Victoria have the benefit of a legislated development contributions system to support this investment; and for some councils this is a significant source of additional revenue, which reduces pressure on council rates. The introduction of rate capping in South Australia will require consideration of an appropriate development contributions system to ensure growth areas in South Australia are not disadvantaged.	

2.4	Review of statutory fees and charges	\$ TBD	Councils provide services to the community that are subject to a fee set by statute. Examples include planning and building assessments under the Development Act (PDI Act) and food inspections under the Food Act. The cost of the delivering these services far exceeds the fee councils are permitted to charge. LGA data analysis shows that the councils are subsidising the costs of providing these services by up to 70-80%. A commitment is required to review all relevant statutory fees and charges and implement a cross-government policy to reset these fees at a cost recovery level.	
2.5	Litter and Nuisance	\$TBD	Councils have faced significant cost increases in recent years to manage and administer new responsibilities and obligations related to litter and nuisance control. These costs are not recovered or offset by additional revenue and must be subsidised by general rates. To reduce council costs to meet any rate cap, the State Government should take back the responsibilities that have been handed over to councils.	
3. Local Government Reform				
3.1	Benchmarking and data sharing	\$3 million in 2018/19, and \$1 million a year for the following 3 years	Establishment of a sophisticated database of performance measures administered by the LGA to support council planning and community consultation to enable local government to continually improve. While there is a considerable amount of information already available to communities about what their council is doing; this information is often spread across multiple documents and platforms, can be difficult to find, and is not easy to compare with other councils. The LGA is working towards developing a more sophisticated performance measurement and reporting framework as a consistent way to promote transparency and accountability.	
3.2	Mandatory Rebates and Exemptions	Impact on councils (rebates only): Metro council average = approx. \$970,000 annually Regional council average= approx. \$122,000 annually	Councils are required by the Local Government Act to provide a range of mandatory rate rebates to properties used for health, community, religious and education purposes. These mandatory rebates should be reviewed in the context of rate capping to ensure that the wider community is not unfairly subsidising the costs of services delivered to other properties. The rating exemptions that apply to state government owned land should also be reviewed in the context of rate capping to reduce fiscal illusion.	
3.3	Local Government elections	\$TBD	Support participation in local democracy and decision making by investing in the development and implementation of a cost effective and reliable electronic voting system for local government elections to, in time, replace the current postal ballot voting system. Legislative change would be required to implement this reform.	