



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 12 March 2019 at 7.00pm

Justin Lynch
CHIEF EXECUTIVE OFFICER

Please note: This agenda contains Officers' reports and recommendations that will be considered by the Council. Any confidential items listed on the agenda will be circulated to Members separately.

AGENDA

Ordinary Council Meeting Agenda

1. OPENING

The 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 26 February 2019 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 MEMBERS9.1 **Without Notice**9.2 **On Notice - Nil****10. MEMBER'S ACTIVITY REPORTS - Nil****11. MOTIONS ON NOTICE - Nil****12. ADJOURNED MATTERS - Nil****13. REPORTS OF MANAGEMENT COMMITTEES, SUBSIDIARIES AND THE DEVELOPMENT ASSESSMENT PANEL**

13.1 Minutes - Jetty Road Mainstreet Management Committee - 20 February 2019 (Report No: 87/19)

13.2 Draft Minutes – Alwyndor Management Committee – 21 February 2019 (Report No: 94/19)

14. REPORTS BY OFFICERS

14.1 Items in Brief (Report No: 90/19)

14.2 Jetty Road Mainstreet Committee Governance Model Business Case (Report No: 85/19)

14.3 Jetty Road Mainstreet Committee Nominations (Report No: 86/19)

14.4 Establishment of a Selection Panel and Process for the Recruitment of the New Chief Executive Officer (Report No: 91/19)

14.5 Nomination – Metropolitan Seaside Councils Committee (Report No: 88/19)

14.6 Council Membership – Cities Power Partnership and Global Covenant of Mayors for Climate and Energy (Report No: 89/19)

14.7 Integrated Transport Strategy Engagement (Report No: 92/19)

14.8 Appointment to Southern Region Waste Resource Authority Audit Committee (Report No: 53/19)

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 ITEMS**

17.1 Kauri Community & Sports Centre – New EOI Tender (Report No: 74/19)

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.

17.2 Council Wide Recycling Contract (Report No: 93/19)

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.

17.3 Brighton Oval Redevelopment – Commercial Strategy (Report No: 95/19)

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.

Item No: **13.1**

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 20 FEBRUARY 2019**

Date: 12 March 2019

Written By: General Manager Community Services

General Manager: Community Services, Ms Marnie Lock

SUMMARY

The minutes of the special meeting of the Jetty Road Mainstreet Committee meeting held on 20 February 2019 are attached and presented for Council’s information.

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

RECOMMENDATION

That Council notes the minutes of the special meeting of the Jetty Road Mainstreet Committee of 20 February 2019.

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 (JRMC) 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 special meeting of JRMC held on 20 February 2019 are attached for member's information.

BUDGET

Not applicable

LIFE CYCLE COSTS

Not Applicable

CITY OF HOLDFAST BAY

Minutes of the special 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 20 February 2019 at 6:05 pm.

PRESENT

Elected Members

Councillor W Miller

Councillor R Abley

Community Representatives

Chairman – Mr M Faulkner, Fawkes and Co

Don Maios Investments, Mr C Maios

Elite Choice Home Improvements, Ms E Leenearts

Ikos Holdings Trust, Mr A Fotopoulos

Cibo Espresso, Mr T Beatrice

Beach Burrito Company, Mr A Warren – via teleconference

GU Film House, Mr S Robinson

Staff

General Manager Community Services – Ms M Lock

Manager City Activation – Ms S Heading

Jetty Road Development Coordinator – Ms A Brown

1. OPENING

The Chairman declared the meeting open at 6:05 pm.

2. APOLOGIES

2.1 For Absence - Ms E Fassina, Mr R Caruso

2.2 Leave of Absence - nil

3. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

4. QUESTIONS BY MEMBERS

4.1 **Without Notice** Nil

4.2 **With Notice** Nil

5. **MOTIONS ON NOTICE** Nil

6. **REPORTS/ITEMS OF BUSINESS**

6.1 2019/20 Budget Recommendations

The Committee discussed the allocation of the budget for 2018/19. The Jetty Road Development Coordinator presented the marketing plan and events for the year.

The Committee discussed the Jetty Road Mainstreet Levy for 2019/20.

Motion

The Committee agreed to raise the levy by 2.4% for the 2019/20 budget and this will be communicated to traders and included in the marketing budget.

Moved Councillor Abley, Seconded Councillor Miller

Carried

Motion

That the Committee agree to endorse the draft Budget for Council consideration with the following key expenditures:

1. That \$138,626 (including the raised levy of \$13,549) be allocated to marketing initiatives for 2019/20;
2. That \$15,000 be allocated to retail strategy initiatives for 2019/20;
3. That \$255,526 be allocated to events for 2019/20

Moved S Robinson, Seconded C Maios

Carried

7. **URGENT BUSINESS – Subject to the leave of the meeting**

8. **DATE AND TIME OF NEXT MEETING**

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 6 March 2019 in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

9. **CLOSURE**

The meeting closed at 7:50 pm.

CONFIRMED 6 March 2019

CHAIRMAN

Item No: **13.2**

Subject: **DRAFT MINUTES – ALWYNDOR MANAGEMENT COMMITTEE – 21 FEBRUARY 2019**

Date: 12 March 2019

Written By: Personal Assistant, GM Alwyndor

A/General Manager: Alwyndor, Mr B Capes

SUMMARY

The draft minutes of the Alwyndor Management Committee meeting held on 21 February 2019 are provided for information.

RECOMMENDATION

- 1. That the draft minutes of the Alwyndor Management Committee meeting held on 21 February 2019 be noted.**
 - 2. That having considered Attachment 2 to Report No: 94/19 Draft Minutes – Alwyndor Management Committee – 21 February 2019 in confidence under section 90(2) and (3)(b) of the Local Government Act 1999, the Council, pursuant to section 91(7) of the Act orders that Attachment 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.**
-

COMMUNITY PLAN

Community: Building a healthy, active and resilient community
Community: Providing welcoming and accessible facilities
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

This report is presented following the Alwyndor Management Committee Meetings.

The Alwyndor Management Committee was established to manage the affairs of Alwyndor Aged Care Facility. The Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of Alwyndor Aged Care Facility.

CITY OF HOLDFAST BAY

Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held at Alwyndor Aged Care, Dunrobin Road, Hove on Thursday 21 February 2019 at 6.30 pm.

PRESENT

Elected Members

Councillor P Chabrel

Independent Members

Chairperson – Ms T Aukett
Mr T Bamford
Ms J Bonnici
Ms J Cudsi
Mr K Cheater
Mr K Whitford

Staff

Acting General Manager Alwyndor – Mr B Cape
Personal Assistant – Ms R Gordon
Financial Accountant – Ms A Klenk
Engagement and Communications Advisor – Ms T Helbers
Healthy Living Services Manager – Mr S Drew

1. OPENING

The Chairperson declared the meeting open at 6.37pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chairperson stated:

We acknowledge the Kurna 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 Kurna People today.

3. APOLOGIES

- 3.1 For Absence - Nil
- 3.2 Leave of Absence - Cr S Lonie

4. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

5. CONFIRMATION OF MINUTES

Motion

That the minutes of the Alwyndor Management Committee held on 17 January 2019 be taken as read and confirmed with two minor corrections as follows:

- 1. Page 2 - Item 5, Confirmation of Minutes. Cr P Chabrel seconded the confirmation of minutes.**
- 2. Page 3 - Item 7.1, Short-term Suspension of Meeting Procedures. Add Acting in front of General Manager.**

Moved by Cr Chabrel, Seconded by Ms Cudsi

Carried

The Committee discussed changes Cr Chabrel wished to make to the minutes. The Committee agreed to adopt the minutes with two minor changes.

6. REVIEW OF ACTION ITEMS

The Committee reviewed the action items and requested the Corporate Risk Register and Governance Framework be re-circulated and included in the agenda for discussion at the next meeting.

The Committee asked if the CCTV action is still outstanding and the Acting General Manager advised that the plan had been circulated to the Committee, communication has been sent to all stakeholders, the cameras are in place and have been operating for roughly 3 weeks. The Committee queried whether this included the policy – the Acting General Manager advised that the parent policy is Council's and the communications plan referred to the policy. The Acting General Manager reiterated that the CCTV upgrade was an upgrade of existing service with some additional cameras to cover black-out spots.

Ms Cudsi left the meeting at 6.48pm

Ms Cudsi re-joined the meeting at 6.51pm

The Committee requested a policy that articulates Alwyndor stance on CCTV and who has access to the data. The Committee will consider the policy and then have a conversation around what Alwyndor's position will be if families wish to have a camera in a resident's room. The Committee requested the policy contemplate those who are not able to make decisions themselves. It was noted that access and communication is central under the new standards and is pertinent to this discussion. The Committee agreed to wait to review the existing policy before considering what procedure might be required.

Strategic planning approach item to be updated with the agreed new approach.

7. CONFIDENTIAL

7.1 Monthly Financial Report – January 2019 (Report No: 03/19)

Exclusion of the Public – Section 90(3)(d) Order

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 03/19 Monthly Financial Report – January 2019 in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 03/19 Monthly Financial Report – January 2019 on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Mr Bamford, Seconded Ms Bonnici

Carried

Motion**RETAIN IN CONFIDENCE - Section 91(7) Order**

4. That having considered Agenda Item 7.1 Monthly Financial Report – January 2019 (Report No: 03/19) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Report, Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Ms Bonnici, Seconded Cr Chabrel

Carried

7.2 Short-term Strategy – Action Plan and Progress (Report No: 04/19)

Exclusion of the Public – Section 90(3)(d) Order

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 03/19 Monthly Financial Report – January 2019 in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 03/19 Monthly Financial Report – January 2019 on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party as the knowledge of our requirements to employ additional resources may provide a commercial advantage to a third party regarding the sourcing and employment of those resources.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Ms Cudsi, Seconded Mr Bamford

Carried

Ms Klenk left the meeting 7.49pm

Motion**RETAIN IN CONFIDENCE - Section 91(7) Order**

3. That having considered Agenda Item 7.2 Short-term Strategy – Action Plan and Progress (Report No: 04/19) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor, pursuant to section 91(7) of that Act orders that the Report, Attachments and Minutes be retained in confidence for a period of 12 months and that this order be reviewed every 12 months.

Moved Mr Cheater, Seconded Mr Bamford

Carried

8. REPORTS/ITEMS OF BUSINESS

8.1 Draft 2019/20 Budget Process (Report No: 05/19)

This report outlines the draft budget process and timeframes, for the information of the committee.

Ms Helbers left the meeting at 8.20

Ms Helbers re-joined the meeting at 8.22pm

The Chairperson advised that the budget process is largely controlled by Council.

Motion

That the Alwyndor Management Committee:

- 1. note the process and timeframes for the draft 2019/20 financial year budget.**
- 2. note that Alwyndor will aim for a business as usual budget for the 2019/20 financial year.**

Moved Cr Chabrel, Seconded Mr Cheater

Carried

8.2 Marketing and Communications Strategy – Progress Update (Report No: 06/19)

The Alwyndor Marketing and Communications Strategy 2019-20 (approved by the AMC on 20 November 2018) outlines the core initiatives that will better support and empower our people, promote our services and protect our reputation.

An urgent priority identified in the approved strategy was to develop a corporate identity kit (a professional suite of templates and tools), to enable us to better communicate with current and potential customers. This report outlines the work done to date, and requests approval to proceed with its implementation.

Mr Capes left the meeting at 8.24pm

Mr Capes re-joined the meeting at 8.25pm

The Engagement and Communications Advisor presented the refreshed logo and corporate identity to the Committee.

The Committee discussed the finer points of the refreshed logo, including the link to Alwyndor's history with the 3-part logo referencing the 3 Riddle siblings as well as Alwyndor's present 3 service departments. The Committee also discussed the use of the 'Always Alwyndor' concept for advertising and promotions, and recommended that both be treated in lowercase where appropriate. The Committee was unanimous in its agreement to support the use of the refreshed corporate identity moving forward.

Motion

That the Alwyndor Management Committee supports the immediate adoption of the new corporate identity kit, including the refreshed logo, to allow the timely and efficient roll-out of effective marketing and communications collateral within this financial year's marketing budget.

Moved Ms Cudsi, Seconded Cr Chabrel

Carried

Ms Helbers left the meeting 8.52pm

Mr Drew left the meeting at 8.52pm

8.3 Acting General Manager's Report (Report No: 07/19)

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.

The Acting General Manager advised the revised meeting dates and task scheduled is will help reduce the work required of the executive team noting that exception reporting will be provided in future General Manager report.

Minor alterations to the revised meeting dates and task schedule include:

- *reinstate financial reporting in May.*

Ms Cudsi left the meeting at 8.59pm

Ms Cudsi re-joined the meeting at 9.00pm

Mr Bamford left the meeting at 9.01pm

- *Workforce Plan be re-named People Plan.*
- *Schedule strategic planning workshops to April and June.*

The Committee discussed whether to hold strategic discussion at every meeting, with a specific topic at each meeting, and requested the General Manager's report provide a more qualitative view and addressed first item at the meeting.

The Committee also requested the task schedule include:

- *The 3 department managers attend meetings for strategic discussions twice a year, and other managers once a year.*

WHS reporting was noted as being covered in the action plan however, the Committee requested that WHS reporting in the General Manager's report include incidents and injury statistics that they be advised of significant incidents as they arise.

Ms Cudsi left the meeting at 9.11pm

Ms Gordon left the meeting at 9.11pm

Ms Gordon re-joined the meeting at 9.12pm

The Acting General Manager advised of the intent to risk rate complaints moving forward and indicated that feedback doesn't currently provide any resolution of feedback.

The Committee reiterated a previous request, to be advised of mandatory reports as they happen, not waiting until the next meeting. The Acting General Manager advised that a risk assessment should identify high-risk mandatory reports.

The Acting General Manager advised there was nothing new to note under legal and industrial matters.

The Committee discussed the Royal Commission into Aged Care Quality and Safety.

Motion

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

- 1. Meeting Dates and Task Schedule**
- 2. WHS Implementation Plan**
- 3. Corporate Risk Register**
- 4. Feedback Analysis Report**
- 5. Legal and Industrial Matters**
- 6. Royal Commission into Aged Care Quality and Safety**

2. Adopts the revised meeting date and task schedule with minor amendments.

Moved Cr Chabrel, Seconded Mr Cheater

Carried

8.4 Corporate Governance (Report No: 08/19)

Due to greater scrutiny in the aged care sector, and the complexities of Alwyndor as an entity, it is recommended that Alwyndor seek legal advice to ensure compliance with all relevant legislation.

The Acting General Manager advised that previous governance scrutiny has been around the Local Government Act however, little scrutiny has occurred in relation to the Aged Care Act. The Acting General Manager wants to confirm that the current governance structure meets the requirements of the Aged Care Act and new Standards.

Motion

That the Alwyndor Management Committee agree to the Acting General Manager seeking legal advice to ensure Alwyndor's governance structure is compliant with the Aged Care Act, with reference to the Local Government Act.

Moved Mr Cheater, Seconded Ms Bonnici

Carried

9. URGENT BUSINESS – Subject to the leave of the meeting

Nil

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Alwyndor Management Committee will be held on Thursday 21 March 2019 in the Meeting Room, Alwyndor Aged Care, 52 Dunrobin Road, Hove.

10. CLOSURE

The meeting closed at 9.37 pm.

CONFIRMED 21 March 2019

CHAIRPERSON

DRAFT

Item No: **14.1**
Subject: **ITEMS IN BRIEF**
Date: 12 March 2019
Written By: Personal Assistant
General Manager: Business Services, Mr R Bria

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. **Kingston Park Kiosk – Expression of Interest**
 2. **Thank you letter from Brighton Jetty Sculptures Committee**
 3. **Contract Appointment outside the Procurement Policy: Rod Hook and Associates - Jetty Road Glenelg Masterplan Detailed Designs Stages 1 and 2.**
-

COMMUNITY PLAN

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

REPORT

1. **Kingston Park Kiosk – Expression of Interest**

On 31 December 2018 the existing Licence Agreement held between David Easson and Council expired. Since the expiration, pursuant to the terms of the Agreement the Licensee has been operating the Kingston Park mobile kiosk on a Hold Over basis.

As per the prescribed licensed area within the Agreement, Mr Easson was permitted to utilise the adjacent kiosk building for storage, and to draw a power supply. This was necessary for his particular business operations.

As future operations from the site can no longer include access to or use of the adjacent abandoned kiosk building, due to it no longer being fit-for-purpose and condemnable, a new self-sufficient operator is required for the location; one that is neither reliant on storage facilities nor access to utilities.

As such, Administration will now be undertaking an Expression of Interest process to seek out parties interested in operating from the site in order to continue servicing the local community.

An expected timeline is as follows:

	Week Beginning	Action
Week 1	Monday 18 March	EOI preparation by Administration
Week 2	Monday 25 March	EOI– advertised on SA Tender and in relevant publications.
Week 3	Monday 1 April	
Week 3	Monday 8 April	
Week 4	Monday 15 April	Administration evaluation of submissions, and preparation of Report for submission to Council 23 April 2019.
Week 5	Monday 22 April	
Week 6	Monday 29 April	Upon Council Resolution, preferred candidate advised, final negotiations undertaken and candidate contracts completed.
Week 7	Monday 6 May	
Week 8	Monday 13 May	
Week 9	Monday 20 May	Execution of contracts and commencement of operator.

2. **Thank you letter from Brighton Jetty Sculptures Committee**

A letter from the Brighton Jetty Sculptures Committee has been received thanking the City of Holdfast Bay for our continued support, participation and involvement in the 2019 Patritti Brighton Jetty Sculptures Exhibition.

Refer Attachment 1

Throughout the 12 days of the Event, an estimated 180,000 people have attended and the 2019 resulted in the highest number of entries (205) comprising of 111 indoor and 94 outdoor sculptures.

3. Contract Appointment Outside the Procurement Policy: Rod Hook and Associates - Jetty Road Glenelg Masterplan Detailed Designs Stages 1 and 2

Jensen Plus and team are currently undertaking the detailed design for implementation of Stages 1 and 2 of the Jetty Road Glenelg Masterplan – Chapel Street Plaza and Moseley Square Integration. Their contract includes the provisions of concepts, detailed designs and documentation for construction. Project funds have been set aside for stakeholder engagement with the affected businesses, property owners and residents within the project area. However, due to the complexity and significance of this project it has been determined that additional and specialised project advocate services is required.

The services of Rod Hook and Associates (RHA) was brought to the attention of the project team for their work with the City of Unley's King William Street upgrade project and their positive results with the media, stakeholder engagement and project management outcomes. Staff undertook a brief desktop review and were unable to find a comparable service offering that suited the needs of the project. For these reasons, Rod Hook and Associates have been engaged to undertake the project advocacy and additional stakeholder management services. The Chief Executive Officer endorsed contracting their services through an alternative procurement process due to their profile and experience within South Australia to provide advice and advocacy on significant infrastructure projects.

The services of this engagement will be complementary to those being undertaken by Council staff and Jensen Plus. In the first instance, the role of RHA will be to assist with stakeholder engagement for Chapel Street Plaza and Moseley Square Integration (Moseley / Jetty / Colley corner). RHA will also provide services to deliver the council's vision for Jetty Road, including:

- Advice regarding how to stage and deliver the project so works are undertaken in a way that minimises impacts to traders and the community.
- Communication and consultation services including assistance in developing public material, talking to traders, planning and delivering community consultation events, and media liaison.
- Advice and documentation to help council's procurement team secure and manage contractors to undertake required works in ways that reduce the impacts to stakeholders
- Lobbying services aimed at State and Federal governments to encourage them to invest in the project, including writing submissions, organising meetings and preparing financial proposals.
- Liaison with Elected Members and Senior Leadership Team to provide strategic advice regarding the project.



C/- 11 Vale Road
Seacliff Park, 5049

27 February, 2019

Her Worship the Mayor, Amanda Wilson
City of Holdfast Bay

Dear Amanda

On behalf of our Committee, I would like to thank the City of Holdfast Bay for their continued support, participation and involvement in the 2019 Patritti Brighton Jetty Sculptures Exhibition having just completed our 12th year of Exhibition exceeding all expectations.

Throughout the 12 days of the Event, an estimated 180,000 people including local residents, a large number of retirement village resident groups, families, school groups (both primary and secondary), interstate and international visitors flocked to Brighton to view the exhibits, enjoy our beautiful coast line and partake of the local cuisine.

2019 resulted in the highest number of entries (205) comprising of 111 indoor and 94 outdoor sculptures. During the Exhibition individual pieces were sold with a total value of approximately \$110,000. A special thank you must go to your Council for its purchase of the 'Gyre' sculpture which I am sure will provide a focal point within the coastal park walk of Holdfast Bay.

The Exhibition continues to raise substantial funds for the Brighton Surf Life Saving Club enabling them to continue their important work in patrolling our local beach, assisting with first aid and providing a safer environment for the broader community. The BSLSC President, Chris Parsons has said that 'funds raised this year would go towards providing

electricity and the internet to the Patrol Tower recently built on the Brighton so that equipment such as a camera can be installed that will be linked to the Surf Life Saving State Radio Room for greater coverage in emergencies. Some of the funds will also go towards the Be Active Swim Program, a free community program to teach people how to swim in open waters.'

Broad community awareness ensures the success of the Exhibition, its promotion and the exposure it received through various media outlets which highlights the special features of the City of Holdfast Bay. Mention must be made of the Depot Staff and Council Officers who once again did a fantastic job.

We look forward to the City of Holdfast Bay being part of our Event in the future.

On a personal note please accept our sincere thanks for your support with our Exhibition.

Kind regards

Glen Millar, OAM
Chairperson
Brighton Jetty Sculptures Committee

Item No: **14.2**

Subject: **JETTY ROAD MAINSTREET COMMITTEE GOVERNANCE MODEL
BUSINESS CASE**

Date: 12 March 2019

Written By: Jetty Road Development Coordinator

General Manager: Community Services, Ms M Lock

SUMMARY

The Jetty Road Mainstreet Committee (JRM) is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*. The JRM conducted a Special Meeting on 20 June 2018 to workshop alternative governance models with a facilitator and external subject matter experts. At its 4 July 2018 meeting the JRM recommended to Council their preferred governance model of an Incorporated Association established under the Associations Incorporation Act 1985.

At the 3 October 2018 JRM meeting the Committee agreed to prepare a business case on their preferred model to present to Administration. At the 7 November 2018 JRM meeting the JRM appointed Premier Retail Marketing and Peter McNabb and Associates to prepare a business case that was endorsed by the JRM at their 5 December 2018 meeting. The Incorporated Association Business Case was presented by Mark Faulkner, Chair of JRM and David West of Premier Retail Marketing at the 26 February 2019 Council Workshop.

RECOMMENDATION

That Council agrees to initiate a process of implementing:

1. that the JRM become an Incorporated Association;

OR

2. that the JRM become a Council subsidiary established pursuant to section 42 of the LG Act;

OR

3. that the JRM Section 41 Committee – retain as per status quo.

COMMUNITY PLAN

Economy: Supporting and growing local business

Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The JRMC 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 was provided to the Committee that provided an overview of the options:

- a. Section 41 Committee – retain as per status quo;
- b. Section 41 Committee that enjoys delegated authority to make decisions on behalf of the Council;
- c. Incorporated association established under the *Associations Incorporation Act 1985* (“the AI Act”);
- d. Council subsidiary established pursuant to section 42 of the LG Act

At its 4 July 2018 Committee meeting the JRMC recommended to Council their preferred governance model of an Incorporated Association established under the Associations Incorporation Act 1985.

At the 7 November 2018 JRMC meeting the JRMC appointed Premier Retail Marketing and Peter McNabb and Associates to prepare a business case that was endorsed by the JRMC at their 5 December 2018 meeting.

REPORT

The Incorporated Association Business Case was presented by the Chair and David West of Premier Retail Marketing at the 26 February 2019 Council Workshop. Administration now seek endorsement on the next steps.

Refer Attachment 1

During the workshop the following key topics were discussed;

Selection process for committee members

Council raised concerns in regards to the selection process for appointing new committee members and the potential for landlord influence to play a role during the voting process. It was raised that individual retailers may feel obliged to vote a particular way for individuals to appease their landlords. The business case outlines the following;

3. The Operation of Business Associations and their Management Committees (P4)

A Government department in each state sets out a rules framework that these business associations need to address including issues such as membership; the process of general and special meetings of the association; quorum and voting arrangements at meetings; the process of electing a committee; the general duties of committee members and how often committee meetings must be held; and the financial matters to be considered by the association including the keeping and inspection of financial records and the preparation and submission of financial statements.

At the workshop David West advised this would be outlined in the Incorporated Association Rules. This is also reflected in the business case:

5. Application of the Independent Business Association Management Approach to Jetty Road

Governance Arrangements

Once the new association is established, its members would elect the committee or board to oversee the running of the program. This would occur at the first general meeting of the Association. The committee also could include a (voting or non-voting) Councillor from Holdfast Bay Council. This would need to be included in the rules for the Association and agreed by members at the time of incorporation.

Trader engagement

Council questioned the ratio of businesses who voted and whether this was a true reflection of the consensus of the street for the preferred model. It was presented that sixty six (66) businesses and property owners or 22% of the 305 occupied premises (at the time) in the Jetty Road separate rate area responded to the survey and 85% percent of those (56 businesses) were in favour of the new incorporated association model.

Preferred model rationale

Questions were raised on why this model was preferred over the subsidiary model. It was presented that this model would allow for increased trader engagement with the mainstreet committee and allow more autonomy for the mainstreet committee to be fluid and flexible to respond to changing market conditions when it came to expenditure of funds, rather than having to rely on slower council approval processes.

David West confirmed that the topic of independence arose during the consultation on the Jetty Road Glenelg Retail Strategy. Mark Faulkner, Chair JRMC addressed council during the workshop and highlighted that the need for independence also arose during the Jetty Road Tram Track Upgrade during May 2017 when the JRMC would have liked to have more involvement and consultation during the decision making and planning of this project.

Increased administration costs

Council questioned whether the business case presented accurately reflected the true administration costs that would be incurred by the association and that the figure of \$25,000 seemed low.

The business case outlines associated administration costs of \$25,000:

5. Application of the Independent Business Association Management Approach to Jetty Road

Financial Arrangements (P 11)

To obtain an estimate of what these expenses might amount to, an analysis was undertaken of the administration expenses of the Camberwell special levy program in Melbourne. This example was used because the special rate there raises \$506,000 per annum (close to the \$565,000 raised for Jetty Road) and the program incurs expenditure for a centre coordinator, office accommodation and other administrative expenses similar to those that would be expected for Jetty Road.

The total 2018-19 budget for administration expenses in the Camberwell (Vic) program is approximately \$110,000 or 22% of the amount raised by the special rate. This proportion allocated to administration is much less than the 27% in the current Jetty Road program.

To cover increased administration costs the business case advises the following on page 12:

This would be achieved either by reducing the amount currently spent on other items in the Jetty Road budget or generating additional revenue from other sources.

The areas where it is considered cost reductions in the order of at least \$25,000 could be made to the current program include:

- the current contribution to the Christmas Pageant Community Event
- the contribution to the Street Party and the Tour Down Under

As an alternative, additional revenue could be generated for the Jetty Road program under a business association approach through:

- Annual voluntary contributions from properties in Glenelg that are just outside the separate rate area and see a benefit in contributing to the program
- Corporate sponsorships for particular events or activities in the program

BUDGET

The JRMC 2018/19 budget has been approved by Council without consideration of the proposed changes for a new governance model

LIFE CYCLE COSTS

The JRMC need to consider budget implications associated with establishing a new governance model.

Draft

Jetty Road Governance

The Business Case for a Business Association

November 2018

Prepared for the
Jetty Road Mainstreet Committee

Authored by:

Peter McNabb

David West

Peter McNabb & Assoc



Premier Retail Marketing

P R E M I E R
retail marketing

1. Executive Summary

KEY POINTS:

- A new management approach will engage more traders and guide Jetty Road forward to meet future challenges.
- More than 20% of Jetty Road traders/property owners responded to the recent survey.
- 85% preferred the Business Association approach as did all of the current business members of the Jetty Road Mainstreet Committee.
- Businesses and property owners must be involved in the new approach.

Mainstreets and City centres across the world have moved to a professional and more nimble management approach that involves property owners and traders in developing business plans and implementing them. Over 90% of the marketing and business development programs in Australia funded by a separate rate levy are run by independent business associations. Excellent outcomes have been achieved over a long period of time when the business sector is actively engaged in the management of their city centre or mainstreet.

The Council's engagement policy aims to empower the local community to be more actively involved in decision making and partnership opportunities. An independent management approach will provide businesses with a meaningful opportunity to guide Jetty Road forward to meet future challenges.

Investing over \$550,000 each year in marketing, promotion and events to benefit small businesses and improve property values over time, businesses and property owners have a say in the expenditure of these funds and ensure that management is accountable and transparent. Reporting against measurable goals is also a high priority. 85% of businesses that responded to November survey supported the business association approach as did all of the current business members of the current Jetty Road Mainstreet Committee.

Links with Council will be maintained through a funding agreement that specifies the roles and responsibilities of both the Business Association and Council. A Councillor Representative on the Committee also can sustain the connection.

It is recognised that additional time and effort will be required by the business representatives on the new Association Committee to make the new arrangement work. . These business representatives also must have the necessary professional skills to be capable of managing the program effectively. This needs to be covered through the recruitment of Committee members with particular skills.

There will be additional administrative costs up to \$25,000 a year with this approach. These can be covered by reductions in some items of the current program and/or additional revenue obtained through voluntary contributions from businesses outside the separate rate area and/or corporate sponsorships. It is considered that reductions could be made in the current levy funding allocated to activities such as the Christmas Pageant. Additional revenue will add to the range of activities undertaken in the marketing program. The net result will be no increase in the separate rate.

2. Current Mainstreet Separate/Special Rate Levy Management Examples

KEY POINTS:

- Business associations have managed mainstreets all over the world for over 20 years.
- Victoria has a significant number of mainstreets and association management examples.

The current management of coordinated marketing and business development programs in strip shopping centres or town centres funded by separate rate/special levies is undertaken across Australia primarily by independent incorporated business associations through **funding agreements** with local councils.

More than 90% of these programs are managed in this way. Victoria has the largest number of any of the state where business association committees run 64 (96%) of the 67 special levy programs in the state, as illustrated below:

- Eleven programs in the City of Banyule;
- Eight programs in the City of Boroondara;
- Five programs in each of the City of Stonnington and Mornington Peninsula Shire;
- Four programs in the City of Moonee Valley;
- Three programs in each of the Cities of Port Phillip, Glen Eira, Darebin, and Whittlesea as well as the Shire of Nillumbik;
- Two programs in each of the Cities of Moreland, Brimbank, Manningham and Whitehorse;
- One program in each of the Cities of Ballarat, Kingston, Maroondah, Mildura Monash, Swan Hill, and Yarra as well as the Shire of Yarra Ranges.

Over 85% of these programs have been in operation for more than 15 years with formal renewals of each levy required every three to six years. Given this intense scrutiny of the effectiveness of the programs, **business association management has demonstrated over this long period of time to be a successful and resilient approach** to coordinating and delivering marketing and business development initiatives to a diverse range of mainstreets across the state.

South Australia has the next largest number of levy programs. Business association committees run 11 or 85% of the 13 special levy programs in the state, as illustrated below:

- Five programs in the City of Unley;
- Two programs in Mount Barker District Council;
- One program in each of Adelaide Hills, Gawler, Norwood and Salisbury;

In addition the Onkaparinga Council area has 14 business association programs that rely on grants and member contributions without a formal levy. Queensland, New South Wales and Western Australia also have a range of business associations or chambers of commerce including Wanneroo, Beaufort Street, Subiaco, Newtown and Newcastle.

In New Zealand the Auckland Council supports many independent business associations including Glen Eden, Papkura, Parnell, Ponsonby, Uptown, Pukekoe and many more. Many of these are in business improvement district areas and a similar management approach is replicated in over 3000 mainstreets, high streets, City centres and small towns worldwide.

With the proven track record of so many independent business associations in the management of special levy programs, it is argued that this approach should be established at Jetty Road Glenelg for the administration of its separate rate. The following report builds on this background information to present a business case for this recommendation.

3. The Operation of Business Associations and their Management Committees

KEY POINTS:

- Business Associations must state their purpose and abide by governance rules.
- The Association works closely with Council through a funding agreement.
- The mainstreet manager plays a key role in developing and implementing plans.
- The Association must engage strong, committed and pro-active business members and property owners.

Business associations responsible for the administration of special levy programs across Australia operate as incorporated associations under the relevant Associations Incorporation legislation in each state. The legislation outlines the process for a business group to become incorporated and sets out various governance requirements including:

- The development of a statement of **purposes** for the organisation
- The development of a set of **rules**

A Government department in each state sets out a rules framework that these business associations need to address including issues such as membership; the process of general and special meetings of the association; quorum and voting arrangements at meetings; the process of electing a committee; the general duties of committee members and how often committee meetings must be held; and the financial matters to be considered by the association including the keeping and inspection of financial records and the preparation and submission of financial statements.

Business associations running special levy programs generally set out the purposes and roles of their association to include:

- Representing the views of their business community
- Facilitating a shared vision for the mainstreet
- Providing a central point of contact for the local council, businesses and other organisations
- Advocating and lobbying the local council and other stakeholders
- Providing the structure to deliver and facilitate activities to improve and activate the centre
- Providing key marketing, promotional, business development and communication activities in an integrated way
- Building relationships among the business community and with the local council, other Government organisations and community groups
- Complying with the requirements of the Associations incorporation legislation in their state and the relevant local council

The activities of the association normally cover:

- The development of a funding agreement with the local council relating to the use and management of the special levy funds in accordance with the rating policy that generates these funds, outlining the roles and responsibilities of both the association and the local council.
- An annual election by association members of a committee or board of management at the association's annual general meeting (AGM) with a specified number of executive officers (e.g., President, Vice President, Secretary and Treasurer) and an agreed number of other general committee members. Membership on the committee is usually restricted to association members. This generally means that business operators or property owners in the designated area where the levy applies. In a few instances, the association through its rules provides for elected members or council staff to be on the committee to maintain a strong connection with the council. In some instances, the council representatives do not have voting rights. Some associations where a council is not represented formally on the committee, invite council officers and other Government and community representatives to attend committee meetings on an as needs basis.
- Regular committee meetings to direct, monitor and evaluate the association's activities. The tasks usually involve the development of an annual business plan and budget which is submitted to the local council for approval in keeping with the funding agreement, the appointment or continuation of a mainstreet manager or marketing coordinator, the overseeing of the association's annual program of activities in line with the agreed budget and generally implemented by the mainstreet manager and other contractors; and an ongoing evaluation of the effectiveness of the program.
- General association meetings from time to time with all members to discuss the current and future programs.
- Production of progress reports and financial records for both the committee and local council in accordance with the funding agreement.
- Regular briefings of local council staff and elected members by the committee executive and the mainstreet manager/marketing coordinator.
- An AGM to outline the activities and achievements of the association for the previous year, plans for the next year, and the financial statements as well as to elect the committee members for the coming year.

Most associations do not have separate dedicated offices or office equipment. They rely on committee members, particularly the president, secretary and treasurer, as well as the mainstreet manager to organise reports, emails etc. from their own offices and to have committee and other meetings in local cafes and restaurants or their own business premises in the centre.

The mainstreet manager or marketing coordinator plays a key role in assisting the work of the association committee and in marketing and promoting the centre.

The key tasks include:

- Working with the committee in developing an annual business plan and budget including a detailed marketing and business development program
- Implementing the marketing program through various promotional events, media advertising, and social media
- Implementing a business development program through the organisation of business networking opportunities, business training, and hands-on assistance to business operators in the centre
- Communicating with businesses and property owners throughout the centre via email, meetings, newsletters, and face-to-face discussions
- Organising evaluations of levy program activities and business surveys to capture feedback
- Assisting the committee in its liaison with council staff and elected members
- Preparing progress reports for the committee and council in relation to the funding agreement
- Assisting the committee with other administrative tasks

The main administrative tasks for the association cover:

- Preparing business plans, budgets, and reports
- Engaging the mainstreet manager/marketing coordinator on a contract or employee basis and monitoring performance
- Organising and responding to correspondence
- Obtaining insurance to cover the association's activities
- Paying bills
- Preparing regular financial reports and, if required, organising an annual audit of the association's accounts

Committee members including the president generally are not paid for their services. The mainstreet manager or marketing coordinator is normally employed on a contract basis with a specified hourly rate or agreed financial package, although a few are engaged as employees of the business association. Many business associations with separate rate/special levies have been working effectively with these arrangements for over 20 years.

The “best practice” ingredients of their success are:

- Strong, committed and pro-active business members and property owners on the association committee who have a range of skills and work well together;
- An innovative and hard-working mainstreet manager;
- Regular communication by the association committee and mainstreet manager through face-to-face visits, emails, social media etc. with all businesses in the centre;
- Accountability and transparency by committee members of the association's income and expenditure through good financial records and their availability to association members on request;
- Performance measures that are monitored after events and throughout the year;
- An exciting marketing and business development program targeted to meet the needs of businesses in the centre;
- A supportive and helpful local council with good working relationships with the association committee and mainstreet manager, and little interference in the day-to-day running of the association's program;
- Adherence by both the business association and the local council to the provisions in the separate rate levy funding agreement, particularly in the preparation and submission of business plans, budgets and financial reports

The Jetty Road Mainstreet Committee has a reasonable understanding of the skills, time and effort required to undertake these necessary governance arrangements to make an independent business association approach work. It is keen to learn more through this report and is committed to best practice to ensure that future management of the levy program under a business association approach can be effectively implemented.

4. Benefits and Costs of an Independent Business Association Management Approach

KEY POINTS:

- The Association model can unlock a higher level of business engagement.
- The Committee members will be elected by the business community.
- The Association will have the ability to raise additional funds outside the levy program to reduce overall costs associated with the program.

From the experiences of the more than 80 Australian special levy programs run by independent incorporated business associations and similar organisations overseas, the benefits of this approach include:

- Business rather than government leadership of the program enabling businesses in a centre to take greater control over their destiny;
- Independence from a council or other government organisation;
- An elected association committee (by business members of the association) rather than a committee of business people (who may or may not be members of the association) appointed by the local council;
- Direct business control over how the levy money is spent;
- Reduction or elimination of Council influence and direction on how the levy money is spent including Council use of the levy money for promotion, public works or maintenance not supported or authorised by the business community;
- Business capacity building – the opportunity provided by this approach to develop and improve the leadership, management and communication skills of businesses in the centre;
- Greater business involvement in the program as more business people tend to volunteer to be part of a business association rather than a government-run organisation;
- Greater opportunity for independent advocacy of a centre where a council-organised program may not be able to advocate in certain controversial issues due to the range of its constituents;
- Capacity to fund raise and generate resources through multiple revenue streams including voluntary contributions from businesses outside the levy area, corporate sponsorships and partnerships compared with most council-managed programs that receive only public dollars. This provides greater flexibility and resilience for the program whereas a council-led program may be in greater jeopardy of receiving less external funding due to lack of diversification in times of political pressure or shortfalls in tax dollars;
- A stronger track record of business associations engaging with a wide variety of stakeholders in managing the program, typically leading to more innovative thinking and programming. Council programs tend to be internally focused on decision-making which can limit the diversity of opinion and insight;

- Less risk of shifts in the program's priorities which under council control can lead to major changes as a result of elections or other political decisions;

Under an independent business association program, the majority of the expenditure (typically 60-80%) will continue to relate to marketing and business development expenses that benefit businesses and attract more customers.

The expenses of the mainstreet manager and/or marketing coordinator(s) may be slightly higher if those people are expected to undertake tasks currently performed by council staff whose salary and expenses related to the program are not paid for out of the levy funds. However, from the experience elsewhere, with an independent business association, the mainstreet manager is able to attract corporate sponsorship or other commercial partnership arrangements that would offset these additional costs, resulting in some cases with the mainstreet manager becoming cost neutral to the business association.

The one area where the costs of the program will increase under a business association arrangement is in general administration if the local council program has not taken these expenses out of the special levy revenue but has accounted for them in more generic line items within the council budget. The expenses in question relate to accounting, audit, insurance, secretarial services (preparation of meeting agenda, reports, minutes, etc.) and office accommodation. From the experience in other centres, these costs can represent 3-5% of the total costs of the program.

To reduce this amount, some business associations do not pay for separate office accommodation, but use local business offices, cafes and restaurants for meetings or to undertake other work at no cost to the association. Similarly, many associations have an elected secretary and treasurer who undertake the association's secretarial and financial management tasks at little or no cost to the program.

In the situation where the business association pays for these administrative services, it is recognised upfront as the costs of running a professional organisation. The trade-off may be small reduction in the levy program's marketing budget. Alternatively, the association may pursue additional revenue to offset the extra administrative costs. This may be achieved through voluntary contributions from businesses outside the levy area, corporate sponsorships or other partnership arrangements.

Through this report the Jetty Road Management Committee will have a better understanding of both the benefits and likely costs of an independent business association management approach. It will need to be committed to ensuring that any additional costs do not result in an increase in the levy on properties, but are covered through increased revenue from other sources or reductions in expenditure in other parts of the levy program.

5. Application of the Independent Business Association Management Approach to Jetty Road

KEY POINTS:

- The Business Association would take the lead role in managing the levy program.
- A funding agreement between Council and the Association would be developed.
- The Association would develop an annual business plan and budget.
- Transparency and accountability are critical to a successful program.

The application of the independent business association management approach to the Jetty Road levy program is discussed in terms of the governance and financial arrangements.

Governance Arrangements

Under an independent business association approach, a new Jetty Road Mainstreet Business Association would take over from Council in the lead role of managing the levy program. Businesses and property owners in Jetty Road would need to establish this association as an incorporated association under the South Australian *Associations Incorporation Act 1985*.

Once the new association is established, its members would elect the committee or board to oversee the running of the program. This would occur at the first general meeting of the Association. The committee also could include a (voting or non-voting) Councillor from Holdfast Bay Council. This would need to be included in the rules for the Association and agreed by members at the time of incorporation.

Through the committee, the Association would develop and approve a **funding agreement** with Council in relation to the use of the levy funds collected by Council. The agreement would set out the roles and responsibilities of each party.

To fulfil its obligations, the Association would develop a **business plan and budget** outlining for each year the income to be received from the levy and any other sources as well as a breakdown of expenditure. These documents would be submitted to Council for overall approval.

Following approval of the business plan and budget, Council would forward the levy income to the Association on a quarterly or other agreed basis. The Association Committee would be solely responsible for all expenditure of these funds. This would require the Treasurer to open a separate bank account and to pay all bills related to levy fund expenses.

The Treasurer also would prepare regular financial statements detailing income and expenditure for consideration at Committee meetings. To ensure full transparency and accountability, these statements would be made available to any Association member (i.e., a business or property owner in Jetty Road) on request.

An independent audit of the financial records would be undertaken on an annual basis and presented at the Association's AGM for consideration by members as well as submitted to Council. Other financial reports would be prepared for Council at agreed intervals throughout the year in line with the funding agreement.

The Association would be responsible for any office accommodation, equipment and supplies that it considers necessary to administer the levy program. Under an agreement with Council, the Association's office could be established within existing municipal offices. Alternatively, it could be organised, if required, in business premises in Jetty Road under an agreement with the business or property owner.

The Association also would need to organise appropriate public liability insurance particularly in relation to promotional events that it organises as well as insurance for Committee members.

The employment of the development and events coordinator(s) would be transferred from Council to the Association. The Association would become solely responsible for the terms of employment including the role and tasks to be performed as well as the termination provisions. The person(s) selected by the Association Committee to fill this role(s) would be engaged as an employee of the Association or on a contract basis, and would work solely on tasks for the Association.

Regular communication and engagement with members about the levy program would be an important priority of the new Jetty Road Business Association. This would occur through emails, newsletters, and social media posts to businesses in the separate rate area as well as regular public meetings or workshops organised by the Committee. The development coordinator would continue to play a critical role in this through face-to-face discussions with businesses in the street as well as responses to issues raised through phone calls and emails.

Transparency and accountability are key ingredients to a successful program, and both the Committee and development coordinator need to ensure that members of the Association are up to date with what is happening in and proposed for the street and that their issues and concerns are being addressed.

Financial Arrangements

Under the business association approach, the Committee would be responsible for managing the financial arrangements relating to the implementation of the separate rate funds. This section of the report outlines how the transition from the current arrangements could occur.

The 2018-19 Jetty Road budget, managed by Council, specifies the following income and expenses (including the surplus from previous years):

Jetty Road Mainstreet Budget 2018-19

Revenue	2018-19 Budget (\$)
General Rates Raised	564,539
Other Income	4,200
<i>Total Revenue</i>	<i>566,739</i>
Expenses	
Employee costs	149,371
Sponsorships	12,500
Professional Services	4,500
Event Management	69,388
Marketing	129,994
Retail Strategy Implementation	40,000
Food & Drink	3,250
Office Expenses	1,750
Directory Board	2,500
Christmas Decorations	42,515
Christmas Pageant	35,717
Winter Wonderland	74,421
Tour Down Under	50,000

November Street Party	30,000
<i>Total Expenses</i>	<i>645,906</i>
Net Profit (Loss)*	(77,167)

* The 2018-19 Budget includes carry forward amount from 2017-18 of \$77,187.

Source: Holdfast Bay City Council

27% of the revenue obtained for the program is spent on administration. This includes employee costs and office expenses. The employee costs of \$149,371 cover:

- Salaries, wages, superannuation for the Jetty Road Development Co-ordinator - \$106,524
- 40% of the salaries, wages, superannuation for the Events Assistant - \$31,944
- Workers compensation insurance - \$6,903
- Ad hoc wages of Depot staff for various events in Jetty Road - \$4,000

The office expenses of \$1,750 for the year cover:

- Mobile phone expenses - \$1,000
- Printing and stationery supplies - \$750

Other administration expenses for items such as office accommodation for the Development Coordinator and Events Assistant, secretarial services, financial management and auditing of the program's accounts, and public liability insurance are not charged to the levy program. They are covered within line items of the administration budget for Council as a whole.

The change to a business association management approach at Jetty Road would require all of the administrative expenses outlined above to be included within the levy budget unless Council agreed to continue to pay for some expenses or the Jetty Road Business Association decided to make other arrangements, as outlined in previous sections of this report, so as not to incur these expenses.

To obtain an estimate of what these expenses might amount to, an analysis was undertaken of the administration expenses of the Camberwell special levy program in Melbourne. This example was used because the special rate there raises \$506,000 per annum (close to the \$565,000 raised for Jetty Road) and the program incurs expenditure for a centre coordinator, office accommodation and other administrative expenses similar to those that would be expected for Jetty Road.

The total 2018-19 budget for administration expenses in the Camberwell (Vic) program is approximately \$110,000 or 22% of the amount raised by the special rate. This proportion allocated to administration is much less than the 27% in the current Jetty Road program.

A breakdown of that expenditure is detailed below:

Camberwell Business Association Administration Expenses

Administrative Item	2018-19 Budget (\$)
----------------------------	----------------------------

Centre Coordinator fees	95,000
Office accommodation	5,500
Office telephone, Internet, web hosting, domain registration, mobile phone for coordinator,	1,800
Bank fees, licences, etc.	500
Accounting & secretarial expenses	4,500
Audit	1,500
Insurance (directors, public liability, office)	1,400
Total expenses	110,000

The Camberwell Business Association employs the centre coordinator on a contract basis with a fixed monthly fee to cover the 30 hours a week spent on the program. Kerry Daly is employed as a contractor as she and her husband undertake other work in their property company. As a contractor, she is responsible for her own expenses on items such as workers compensation insurance and superannuation.

The annual cost for office accommodation is quite low. The Association has been able to negotiate the use of a community room in a commercial shopping complex in the Camberwell centre. Under the terms of the planning permit, this space in the complex cannot be leased for retail purposes, and hence the overall rent is very reasonable. The Association's cost also is low because the space and rent are shared with the Association's bookkeeper.

Using the Camberwell example and following discussions with the Jetty Road Mainstreet Committee, it is estimated that the maximum annual amount of additional general administrative expenses for the Jetty Road program under a business association approach would be in the order \$25,000. This is a conservatively high estimate being \$9,000 above the \$16,000 currently spent on these items in the Camberwell program.

A breakdown of those additional administrative expenses is outlined in the following table:

Administrative Item	2018-19 Budget (\$)
Office accommodation	11,000
Office telephone, Internet, web hosting, domain registration, mobile phone for coordinator, printing and stationery	2,500
Bank fees, licences, etc.	500
Accounting & secretarial expenses	5,000
Audit	2,500
Insurances(directors, public liability, office)	2,000
Miscellaneous	1,500
Total expenses	25,000

The aim of the Jetty Road Mainstreet Committee and the wider business community is to cover these additional expenses without increasing the separate rate. This would be achieved either by reducing the amount currently spent on other items in the Jetty Road budget or generating additional revenue from other sources.

The areas where it is considered cost reductions in the order of at least \$25,000 could be made to the current program include:

- The current contribution to the Christmas Pageant Community Event
- The contribution to the Street Party and the Tour Down Under

As an alternative, additional revenue could be generated for the Jetty Road program under a business association approach through:

- Annual voluntary contributions from properties in Glenelg that are just outside the separate rate area and see a benefit in contributing to the program
- Corporate sponsorships for particular events or activities in the program

The Swan Hill Inc. program in Victoria makes use of voluntary contributions from businesses adjacent to the special rate area. Approximately \$10,000 is received annually from businesses in New South Wales that are over the Murray River but linked to the Swan Hill District. The amount paid by each business is comparable to what a similar property in Swan Hill would contribute to the special rate. The business association manages the transactions by sending out an invoice to each business and ensuring that it receives payment.

A similar arrangement could be put in place for the Jetty Road program. It is estimated that there are approximately 10-20 businesses close to Jetty Road not paying the separate rate that would see benefits in being a part of the program. These businesses include operations such as the Glenelg Marina, Anzac Road or Broadway businesses. It is estimated that voluntary contributions from these businesses could achieve additional revenue for the program in the vicinity of \$10,000.

Corporate sponsorships of particular events or activities also could add revenue to the program. Sponsorships could be obtained from corporate partners such as banks, insurance companies or mining companies. These sponsorships could potentially provide a further \$10,000 to the annual income.

A Jetty Road business association approach, therefore, could maintain the entire current marketing program as well as cover its existing and proposed additional administration costs in an effective way without increasing the separate rate. An indication of how this could be achieved is outlined in the following table. Key changes to the current budget are highlighted in red.

Jetty Road Mainstreet – Current and Alternative Association Budgets for 2018-2019

Revenue	2018-19 Budget (\$)	Association Budget (\$) with surplus carry over of \$77,167 for fair comparison	Association Budget (\$) Not including \$77,167 surplus carry over

General Rates Raised	564,539	564,539	564,539
Other Income	4,200	4,200	4,200
<i>+Sponsorship</i>		10,000	10,000
<i>+Additional Income</i>		10,000	10,000
<i>Surplus carry forward</i>	77,167	77,167	0
<i>Total Revenue</i>	645,906	665,906	588,739
Expenses			
Employee costs	149,371	149,371	149,371
<i>+Administration/office costs</i>	0	23,250	23,250
Sponsorships	12,500	12,500	8,000
Professional Services	4,500	4,500	4,500
Event Management	69,388	69,388	56,000
Marketing	129,994	149,994	120,118
Retail Strategy Implementation*	40,000	40,000	40,000
Food & Drink	3,250	3,250	3,250
Office Expenses	1,750	1,750	1,750
Directory Board	2,500	2,500	2,500
Christmas Decorations	42,515	42,515	40,000
Christmas Pageant	35,717	12,467	10,000
Winter Wonderland	74,421	74,421	65,000
Tour Down Under	50,000	50,000	40,000
November Street Party*	30,000	30,000	25,000
<i>Total Expenses</i>	645,906	665,906	588,739
<i>*please note that the surplus allocation was \$40,000 to the Retail Strategy and \$30,000 to the Street Party</i>			

In the proposed new arrangements, \$20,000 of extra income is included in the budget as well as \$23,250 (\$25,000 - \$1,750) of extra administrative costs. To cover these extra administrative costs, \$23,250 has been removed from the Christmas Pageant in line with the Committee view that most of the expenses for the pageant should be covered by Council.

However, if the Association does obtain \$20,000 of additional revenue, as suggested in this budget, it can be used to undertake additional marketing so it has been added to that part of the budget expenditure. This provides an important net gain for the Association.

6. Survey and Interview Responses

The development of this business case involved extensive consultation within a very limited time frame for the project. An information sheet and survey was distributed to businesses and property owners in the Jetty Road separate rate area to assess the level of support for the change in governance arrangements from the Council Committee to an independent business association

approach. Members of the current Jetty Road Mainstreet Committee also were consulted on their views.

David West and Peter McNabb spent over 50 hours conducting face-to-face and telephone interviews talking directly to traders and property owners to answer their questions. Businesses were presented with all four approaches to Jetty Road management (including the current approach) to ensure that all options were understood.

This process involved much more consultation than the previous survey undertaken by Council. From the feedback from businesses, the Council process received a very poor response due to a host of reasons including:

- several businesses were closing or short term (currently 18 vacant shops and pop-ups)
- several new shop owners not being aware of the program and therefore not being able to respond
- 61% (31) said they were aware from the e-news or flyer but only 3 completed the survey
 - 13% (4) thought it related to the Master Plan and did not investigate further
 - 19% (6) assumed that their head office would deal with it
 - 26% (8) said it was too much information causing them not to respond
- 39% (20) said they were not aware or could not recall the information
 - 35% (7) said they did not receive it
- In addition to this, the 22 Bayside Village shops have their own centre management governance in place.
- In some cases traders were aware of the information but did not follow through or complete the survey as they were seeking more explanation before committing themselves.

In contrast, the recent approach by our Premier Retail and McNabb & Associates consultants involving emails as well as personal delivery of the surveys and follow-up discussions ensured a higher level of meaningful engagement. Multiple visits to a business were required to connect with the owner or manager as they were often not onsite at Glenelg.

Business and Property Owner Responses

On the 13th November the information sheet was delivered to all Jetty Road and Moseley Square shopfront businesses and Council followed up with an email on Friday 15th November to all businesses in the separate rate area. Traders were personally contacted between Monday 19th to Friday 23rd November to discuss the various options and to seek their views for the survey.

The information sheet asked traders and property owners if they supported a business association model as detailed below:

- Future management of Jetty Road would be undertaken by an incorporated independent Business Association
- Committee members will be elected at the Annual General Meeting by the business members rather than appointed by Holdfast Bay City Council, as is the current approach
- The Incorporated Association will be guided by the agreed Rules of the Association

- The Association will have independent decision making ability
- A Funding Agreement with Council is required to manage the marketing funds raised by the levy
- The Association must report its budget position and progress to Council during the year
- Alignment with Council directions and plans will be undertaken by the Association
- The Association is responsible for its own insurance, accounting and annual audits
- The Association must manage any employees or contractors carrying out work on their behalf
- The Association will be required to pay for any office space, equipment and technology support not provided by Council
- The business community must show strong leadership, commitment, and good governance for the Association approach to be workable
- The Association can enter into partnerships with Council to deliver special events/projects and lobby Council to undertake further improvements in Jetty Road
- The Association can seek additional grants and corporate sponsorships from Council, Government, private and community organisations

One question was put forward in the survey – “Are you in favour of the above management approach”? YES / NO

Sixty six (66) businesses and property owners or 22% of the 305 occupied premises in the Jetty Road separate rate area responded to the survey. Their responses to the preferred management approach are outlined in the following table:

Business Name	Preferred Approach
The Annex Café	Association
Peter Shearer Menswear	Association
Bay Newsagency	Association
Westpac Glenelg	Association
Mamma Carmela	Association
TSG Glenelg	Association
Zest Café	Association
Glenelg Pharmacy	Association
Bay Junction Florist	Association
Caruso’s Fruit & Veg	Association
CIBO Café	Association
Fassina Liquor	Association
Maios Properties	Association
Enve Hairdresser	Association
Taplin Property	Association
Holdfast Opals	Association
Pure Boutique	Association
Changing Canvas	Association
H&A Café	Association
FEED Jetty Road	Association
Elegance at the Bay	Association
Barbara’s Sew & Knit	Association
ANZ BANK	Association
Grundy’s Shoes	Association
Sakura Sushi	Association
M&S Dry Cleaners	Association
Wlane Fashion	Association

Jetty Road Governance – Business Case November 2018

GU Filmhouse	Association
Fotopolous Property	Association
Hello Harry	Association
Adelaide Exchange Jewellers	Association
Peoples Choice	Association
Cardones Seafood Grill	Association
Extreme Boardriders	Association
Blazae	Association
Glenelg Health Foods	Association
Fishbone Café	Association
Mio Gelato	Association
Fruizberry	Association
Emporium Beauty	Association
Savenio Travel	Association
The Daily Fixx	Association
Carnegie Est Fashion	Association
2B Altered	Association
Black Pepper	Association
Coastal Uggs	Association
Jetty Road Shoe Repair	Association
Ottoman Grill	Association
Reece Bathroom Supplies	Association
Haigh's Chocolates	Association
Mint on Moseley	Association
Mint Function Centre	Association
Frankie Hairdresser	Association
Inner Focus Gym	Association
Wishart Jewellers	Association
Copyfax Stationers	Council Subsidiary
Kathmandu	Council Subsidiary
Property Owner D&S Group	Council Subsidiary
Property Owner John Papatolis	Council Subsidiary
Shades	Council Subsidiary
Waffle King	Council Subsidiary
Bracegirdles Café	Current Section 41 Committee
Goldsmithery	Current Section 41 Committee
JL Stevens Nominees	Current Section 41 Committee
Touche de Paris	Current Section 41 Committee
Gelatissimo	Current Section 41 Committee

Summary of responses:

- 83% (55) preferred the business association approach. Many felt that while Council could appoint members to the JRMC they also had a democratic right and obligation to vote for Board members. They also would like to see representation from the three geographical sectors including the eastern end of Jetty Road as they often were not included.

- 8% (6) preferred a Council subsidiary established under Section 42 of the Local Government Act and used in Rundle Mall. However other businesses were concerned that no traders or levy payers were on the Rundle Mall Board.
- 7% (5) preferred the current Section 41 Committee of Council

For those who were supportive of a business association approach, it was clearly explained to them that businesses would need to step up and be involved if this approach was to be successful. A number of businesses (8) commented that they believe a link with Council in some form would be beneficial as they also invest heavily in Council rates in addition to the levy.

Committee Responses

The consultants discussed the four governance options with the nine business representatives of the current Jetty Road Mainstreet Committee. All of the nine business representatives on the Committee supported the business association approach as long as the administration costs were accounted for without adverse impact on the delivery of the marketing and event program and did not result in an increase in the separate rate. In addition they indicated that members of the new Committee must have the necessary professional skills to be capable of managing the program effectively.

No one supported the Section 41 Committee arrangement.

The reasons indicated by the majority of the Committee for the change to the business association approach are:

- Desire for more business control over the direction and budget expenditure of the program
- Removal of the Council red tape and veto of some proposals which is slowing the progress of the program
- More direction for the role and duties of the Development Coordinator who they would like to have more time allocated to face to face time with businesses on the street
- More opportunity for the Committee to generate additional revenue for the program through voluntary contributions from Glenelg businesses outside the separate rate area and through corporate sponsorships.

Item No: **14.3**

Subject: **JETTY ROAD MAINSTREET COMMITTEE NOMINATIONS**

Date: 12 March 2019

Written By: Jetty Road Development Coordinator

General Manager: Community Services, Ms M Lock

SUMMARY

The Jetty Road Mainstreet Committee (JRMCC) comprises of 11 members who are a mix of the Glenelg Tourism Precinct (Jetty Road, Glenelg) business owners, commercial property owners and Elected Members of Council. Business owners and owners of commercial property within the boundaries of the Jetty Road Glenelg precinct who contribute to the separate rate levy are invited to nominate for a position on the Jetty Road Mainstreet Committee. There were 9 positions available for people who are either a landlord or trader and nominations were open from 21 January to 8 February 2019. The selection panel met in February and this report provides their recommendations for the appointment of the committee members.

RECOMMENDATION

That Council endorse the appointment of the following members to the new Jetty Road Mainstreet Committee:

- **Con Maios, Maios Investments**
 - **Simon Robinson, GU Filmhouse**
 - **Eve Leenearts, Elite Choice Home Improvements**
 - **Lee Boys, Skin Things, The Organik Store and Café on Broadway and Chick N Chips on Broadway**
 - **Gilia Martin, Attitudes Boutique and Lightbox Gift and Home**
 - **Angus Warren, Beach Burrito**
 - **Tony Beatrice, Cibo Espresso**
 - **Nathan Hughes, Short Order Diner**
 - **Adoni Fotopoulos, Ikos Holdings Trust**
 - **Councillor Rebecca Abley**
 - **Councillor William Miller.**
-

COMMUNITY PLAN

Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The JRMC comprises of 11 members who are a mix of the Glenelg Tourism Precinct (Jetty Road, Glenelg) business owners, commercial property owners and Elected Members of Council.

The Jetty Road Mainstreet Committee is established to advise Council on:

- Enhancing and promoting the Precinct as a vibrant shopping, leisure and recreational area with year round appeal to residents and visitors.
- Furthering the economic development of the Precinct and encouraging further retail investment in the Precinct.
- A consistent marketing and brand strategy for the Precinct Initiatives required to operate the Precinct in accordance with the Council's Strategic Management Plans
- The Committee will also maintain communication between the Council, traders, landlords, tourism providers, consumers and residents in the Precinct.

Current Members to 31 March 2019:

- Mr Mark Faulkner, Fawkes and Co - Chairperson
- Mr Con Maios, Maios Group Investments – Deputy Chair
- Mr Adoni Fotopoulos, Ikos Holdings Trust
- Ms Eve Leenearts, Elite Choice Home Improvements
- Ms Elise Fassina, Fassina SA Family Liquor Stores
- Mr Tony Beatrice, Cibo Espresso
- Mr Rocco Caruso, Caruso Fruit and Veg
- Mr Simon Robinson, GU Film House
- Mr Angus Warren, Beach Burrito
- Councillor Rebecca Abley
- Councillor William Miller

REPORT

Business owners and owners of commercial property within the boundaries of the Jetty Road Glenelg precinct who contribute to the separate rate levy were invited to nominate for a position on the Jetty Road Mainstreet Committee. There were 9 positions available for those people who are either a landlord or trader. The term of appointment of all members of the JRMC is subject to

Section 41 of the Local Government Act 1999, coincide with the term of the Council and are for a period not exceeding two years.

The nomination form was placed on the City of Holdfast Bay website and nominations were open from 21 January to 8 February 2019. The mainstreet was notified via the Jetty Road Trader Newsletter, nomination forms were hand delivered to traders and it was promoted on the via @jettyrdglenelg Twitter page.

In mid-February the selection panel comprising of a Perpetual Member of the JRMC, the Mayor and the Chief Executive Officer of Council made an assessment of 21 nominations for the 9 open positions against a skills matrix in terms of the following criteria:

- Retail Business Experience
- Marketing and/or advertising experience
- Retail property management experience
- Experience as a member of board/s of management or mainstreet committee
- Availability to attend committee meetings

The selection panel recommend the following 9 committee nominees:

- Con Maios, Maios Investments
- Simon Robinson, GU Filmhouse
- Eve Leenearts, Elite Choice Home Improvements
- Lee Boys, Skin Things, The Organik Store and Café on Broadway and Chick N Chips on Broadway
- Gilia Martin, Attitudes Boutique and Lightbox Gift and Home
- Angus Warren, Beach Burrito
- Tony Beatrice, Cibo Espresso
- Nathan Hughes, Short Order Diner
- Adoni Fotopoulos, Ikos Holdings Trust
- Councillor Rebecca Abley
- Councillor William Miller

The term of appointment will be until 31 March 2021.

BUDGET

Not applicable

LIFE CYCLE COSTS

Not applicable

Item No: **14.4**

Subject: **ESTABLISHMENT OF A SELECTION PANEL AND PROCESS FOR THE RECRUITMENT OF THE NEW CHIEF EXECUTIVE OFFICER**

Date: 12 March 2019

Written By: General Manager Community Services

Mayor: Mayor, Amanda Wilson

SUMMARY

To establish a selection panel and the recruitment process for the appointment of the Chief Executive Officer (CEO) by utilising the established Executive Committee for this purpose.

RECOMMENDATION

That Council :

- 1. appoint the Executive Committee of Council as the Chief Executive Officer Selection Panel pursuant to S98 (4) of the Local Government Act 1999 for the CEO Recruitment process;**
 - 2. delegate to the Executive Committee the decision to appoint an external recruitment agency to assist Council in the recruitment process;**
 - 3. adopt for the period of the Chief Executive Officer recruitment the additional Terms of References for the Executive Committee to guide the selection process as detailed in Attachment 1 to this report;**
 - 4. approve a budget variation to be included in a future budget review to cover the cost of the Chief Executive Officer recruitment.**
-

COMMUNITY PLAN

Culture : Enabling High Performance
Culture: Supporting Excellent, Efficient Operations

COUNCIL POLICY

Community Consultation and Engagement Policy.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Chief Executive Officer, Justin Lynch has tendered his resignation which will be effective from Thursday 21 March 2019.

Council resolved on the 26 February 2019 to appoint Mr Roberto Bria as the Acting Chief Executive Officer from Friday 22 March 2019 until the vacancy is filled.

REPORT

In accordance with Section 98 of the Local Government Act 1999 Council must take steps to fill the pending vacancy. The requirements of Section 98 are:

98-Appointment procedures

- (1) *If a vacancy occurs or is about to occur in the office of chief executive officer, the council must take steps to fill the vacancy (or the pending vacancy).*
- (2) *The council must appoint a person to act in the position of chief executive officer until a vacancy is filled.*
- (3) *For the purpose of filling a vacancy, the council must invite applications by advertising in a newspaper circulating throughout the State, and may take other action as the council thinks appropriate.*
- (4) *The council must appoint a selection panel to assess applications for the position of chief executive officer, to recommend re-advertisement or other additional steps (if necessary), and to make recommendations to the council on an appointment.*
- (5) *The council makes the appointment to the office of chief executive officer.*
- (6) *This section does not apply in circumstances involving the reappointment of a chief executive officer following the completion of a term of office.*

It is recommended that the Executive Committee of Council be appointed as the Selection Panel for the CEO Recruitment process. The membership of the Executive Committee as resolved by Council on 29 January 2019 was:

- The Mayor
- Deputy Mayor
- Councillor Lonie - Seacliff Ward
- Councillor Snewin - Brighton Ward
- Councillor Smedley - Somerton Ward
- Councillor Abley - Glenelg Ward

To guide the selection process some additional Terms of References have been proposed for the Executive Committee, for the period of the CEO Recruitment process that need to be adopted by Council. The additional proposed Terms of References are included as Attachment 1 to this report.

Refer Attachment 1

The additional delegated functions to the Executive Committee would include:

- Appointment of recruitment agency
- Review and update of CEO Position Description
- Determine the selection criteria for interviewing candidates
- Selection of short listed candidates
- Appoint an interview panel to determine short listed candidates
- Recommend the preferred candidate to Council.

BUDGET

The approximate recruitment costs will be \$20,000 and this amount be included in a future budget review.

LIFE CYCLE COSTS

Nil.

Additional Terms of Reference – Executive Committee (Chief Executive Officer Selection Panel)

The purpose of the Chief Executive Officer (CEO) Selection Panel – (Executive Committee) is to be responsible for the recruitment and selection process for the Chief Executive Officer, to make recommendations to the whole Council (Elected members) on the most meritorious candidate for the position and to ensure that the recruitment and selection process is fair and robust.

The Selection Panel will conduct an assessment process which ensures that applicants' suitability based on merit selection principles, taking into account knowledge, skills, qualifications and experience and potential for future development, is considered against the specific requirements of the vacancy as set out in the selection criteria.

The Executive Committee is delegated the following additional functions for the period until the CEO recruitment is finalised:

- Appointment of recruitment agency
- Review and update of CEO Position Description
- Determine the selection criteria for interviewing candidates
- Selection of short listed candidates
- Appoint an interview panel to determine short listed candidates
- Recommend the preferred candidate to Council

Item No: **14.5**

Subject: **NOMINATION – METROPOLITAN SEASIDE COUNCILS COMMITTEE**

Date: 12 March 2019

Written By: Team Leader Environment & Coast

General Manager: City Assets and Services, Mr H Lacy

SUMMARY

The City of Holdfast Bay is a member of the informal Metropolitan Seaside Councils Committee which assists Council's and State Government by discussing, planning and promoting actions to protect and enhance Adelaide's metropolitan coastline.

Each of Adelaide's metropolitan coastal councils (ie. the Cities of Port Adelaide Enfield, Charles Sturt, Holdfast Bay, Marion, West Torrens, Onkaparinga, Playford and Salisbury) are represented by one elected member and a staff representative.

As an informal stakeholder group, Committee membership is essentially voluntary and the representatives have no formal powers under the Act.

RECOMMENDATION

That Council nominates Councillor _____ to the Metropolitan Seaside Councils Committee.

COMMUNITY PLAN

Environment: Protecting Biodiversity
Environment: Building an environmentally resilient city

COUNCIL POLICY

Not Applicable

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

Council has been asked to nominate an Elected Member as a representative to the Metropolitan Seaside Councils Committee.

Former Councillor Yates was the previous nominee for this role.

REPORT

Although the Metropolitan Seaside Councils' Committee was established by local councils, it is not a formal s41 committee or subsidiary of council and is not a legal entity.

The Metropolitan Seaside Councils Committee is comprised of nominees from the Cities of Port Adelaide Enfield, Charles Sturt, Holdfast Bay, Marion, West Torrens, Onkaparinga, Playford and Salisbury.

The Committee's aim is to:

1. Assist the Member Councils to achieve their respective objectives as identified by creating a collaborative partnering relationship that benefits the needs of the community;
2. Provide a forum for Member Councils to develop a common response to shared concerns, to facilitate collaboration, to source funding to address priority concerns across Council boundaries and to raise the profile of coastal environments.

The City of Holdfast Bay nominates two representatives to the Committee, an elected member and an officer. Meetings are held quarterly and are hosted each year by a different Council.

BUDGET

There is no cost associated with membership of this Committee apart from staff time, which is already budgeted. An elected member attending the Committee's meetings may be able to claim travel expenses.

LIFE CYCLE COSTS

Nil.

Item No: **14.6**

Subject: **COUNCIL MEMBERSHIP - CITIES POWER PARTNERSHIP AND GLOBAL COVENANT OF MAYORS FOR CLIMATE AND ENERGY**

Date: 12 March 2019

Written By: Manager Assets and Facilities

General Manager: City Assets and Services, Mr H Lacy

SUMMARY

At the Council meeting of 29 January 2019 it was requested that Administration prepare a report on Council joining two climate change initiatives being the Climate Councils Cities Power Partnership and the Global Covenant of Mayors for Climate and Energy. A report was required to Council by 12 March 2019.

RECOMMENDATION

That Council approve:

- 1. The City of Holdfast Bay to join the Climate Council's Cities Power Partnership (CPP) in current membership Round 3.**
 - 2. Additional staff resources of 0.2 FTE to support and oversee the CPP membership**
 - 3. Additional funding allocations of:**
 - a) \$35,000 pa (pro rata in 2018/19) within the Operating Budget to cover the costs of participation and to support expanded climate change programs**
 - b) \$50,000 pa (pro rata in 2018/19) within the Capital Program to cover the costs of new projects, facilities and equipment to support the CCP program**
-

COMMUNITY PLAN

Community: Building a healthy, active and resilient community
Community: Fostering an engaged and contributing community
Economy: Harnessing emerging technology
Environment: Protecting Biodiversity
Environment: Building an environmentally resilient city
Environment: Using resource efficiently

Environment: Fostering an environmentally connected community

COUNCIL POLICY

Not Applicable

STATUTORY PROVISIONS

Not Applicable

BACKGROUND

Cities Power Partnership

The Cities Power Partnership runs under the auspices of the Climate Council and is a collaboration of over 100 local councils across Australia who have nominated to join the program which is aimed at supporting and encouraging Councils, cities and towns to commit to implement clean energy solutions. The program is voluntary and free to join. Members of the partnership must commit to undertake five (5) key actions towards implementing clean energy solutions, energy efficiency or energy efficient transport projects.

South Australian councils who are members include Adelaide, Onkaparinga and Adelaide Hills. The Cities Power Partnership shares resources and knowledge between councils so that any one council doesn't need to go it alone in taking steps to reduce its carbon footprint.

Global Covenant of Mayors for Climate and Energy

The Global Covenant of Mayors for Climate and Energy is an international alliance of cities and local governments with a shared long term vision of promoting and supporting voluntary action to combat climate change and to move to a low emission resilient society. It is the broadest global alliance committee for climate leadership, building on a commitment from over 9000 cities and local governments from 127 countries.

The Covenant is signed by the Mayor on behalf of the City and commits the organization to:

- making real, measureable reductions in greenhouse gas emission
- undertaking projects that tackle climate change adaptation and resilience
- increasing organisational and community access to clean and affordable energy.

Progress is measured via reporting on GHG reductions and progress on implementation of key projects.

REPORT

Both the Cities Power Partnership and the Global Covenant of Mayors for Climate and Energy are essentially similar. Both programs are voluntary and free to join. Both involve Council making firm

public commitments to implement programs, projects, community education and monitoring that lead to reduced greenhouse gas emissions and move the City towards a low emission, resilient society. Both programs rely on ongoing public reporting to ensure that Council follows through on its commitments and make real progress.

Details of both programs follows:

Cities Power Partnership (CPP)

The Cities Power Partnership is a free, national program that brings together Australian towns and cities making the switch to clean energy.

The CPP program focuses on supporting and celebrating the emissions reduction successes of local councils across the country. The program aims to connect local councils with shared emissions reduction project interests across the pledge areas of renewable energy, energy efficiency, sustainable transport and community advocacy.

To support councils in their work, CPP is offering increased connectivity for shared learnings, access to an online knowledge hub, monthly webinars, and a web based project analytical tool, an annual summit & awards program and profiling of success stories via their media reach.

Cities Power Partnership partners have 6 months from joining the program to select 5 key actions and then make a public pledge to progress these actions. Actions can range across renewable energy, energy efficiency, transport and advocacy. They must identify a point of contact within council who will liaise with the Climate Council and work to implement their actions. Pledges are submitted by each partner and profiled online.

Partners report on progress against key actions via 6 monthly surveys, following the submission of their 5 pledge items.

Councils are also buddied with two other local councils to share knowledge and discuss progress. The CPP holds an annual conference where progress on delivery of the actions are reported and showcased.

The aim of the program is for council to make tangible progress towards implementing the pledged actions within the nominated timeframe.

The CPP Secretariat has indicated that they would support and invitation Holdfast Bay to join the program in the current membership round (Round 3).

South Australian councils who are members include Adelaide, Onkaparinga and Adelaide Hills.

Further information is available at www.citiespowerpartnership.org.au/power-partners

Global Covenant of Mayors for Climate and Energy

The Global Covenant of Mayors is an ambitious agreement by mayors and other city officials to publically commit to deep GHG emissions reductions by making explicit commitments to initiatives, programs, projects and community education that lead to reductions in greenhouse gas emissions. Council's plans and commitments are made public and reported on annually using newly-standardized greenhouse gas reporting framework that is compatible with international practices.

The Compact of Mayors was launched on 23 September 2014 at the UN Secretary General's Climate Summit in New York City by the C40 – Cities Climate Leadership Group; ICLEI – Local Governments for Sustainability; and UCLG¹ and was endorsed by UN Secretary General's Special Envoy for Cities and Climate Change.

The Global Covenant of Mayors for Climate and Energy is an international alliance of cities and local governments with a shared long term vision of promoting and supporting voluntary action to combat climate change and move to a low emission resilient society. It is the broadest global alliance of Cities and towns in climate leadership, building on commitments of over 9000 cities and local governments from 127 countries.

The Global Covenant of Mayors (GCM) requires Council to commit to measure and report on community wide CO2 emissions whereas the CPP requires Council to commit to CO2 emission targets and actions at an organizational level.

Current Climate Change and Resilience Programs

Council has already made a number of commitments under its Environmental Pillar including:

- reducing in greenhouse gas emissions
- increasing biodiversity and habitat restoration
- reduction in heat island areas
- increasing beach widths and dune restoration
- inclusion of low emission vehicles in Council's fleet and participating in trials of low energy transport solutions (eg Olli Bus)
- installation of solar power systems and LED lighting to reduce energy use in Council operations
- increasing reuse of stormwater, reducing stormwater discharges to the Gulf and reducing local flooding
- participating in Resilient South program to understand the potential impacts of Climate Change on the City and to establish climate change adaptation programs.

¹ United Cities and Local Government UCLG: Compact of Mayors, www.uclg.org/en/node/23789

It is possible therefore that Council could present some or all of these initiatives as commitments under either the Cities Power Partnership or the Global Covenant of Mayors, although many of these commitments are not yet fully funded in Council's Long Term Financial Plan.

Whilst Council has made a number of strong commitments, the amount of resources allocated (both in terms of financial and people resources) is still quite modest. Should Council be minded to join one or both of these programs, it is suggested that joining the Cities Power Partnership might be considered as the first choice in so far as it applies primarily to Council activities (ie it does not incorporate commitments on behalf of the whole community and associated greenhouse gas reductions), gives Council the opportunity to develop and achieve targeted greenhouse gas reductions and energy savings which may underpin future work at a whole of community level and better matches resources with outcomes.

Once Council has success in the CPP program, it could then consider expanding its commitments (including financial and people resources) to support the more sophisticated and expansive Global Covenant of Mayors program.

BUDGET

Currently Council invests about \$45,000 per year (collectively about 0.4 FTE) in staff time to support current climate change and greenhouse gas reduction programs. Capital expenditure is generally focused on LED conversion, water sensitive urban design, beach improvements, biodiversity corridors (including Gullies revegetation) and purchase of low emission vehicles for Council's passenger car fleet. Around \$750,000 capital investment in environmental projects is proposed in 2019/20 (subject to council approval). Other commitments include \$40,000 for additional tree planting, \$35,000 for energy audits, \$40,000 for dune improvements and \$65,000 for environmental strategy.

Council spends around \$8,000 per annum to measure and report on Council's organizational CO2 emissions and carbon footprint. A further \$10,000 to \$15,000 would be required to measure and report on community wide CO2 emissions and carbon footprint.

Should Council wish to participate in the Cities Power Partnership, it is anticipated that additional staff time (currently unbudgeted) of 0.2 FTE or around \$25,000 would be required to support the program, provide project management and support new initiatives. A further \$50,000 of capital expenditure is also anticipated to accelerate the rollout of energy efficiency projects such as solar power or LED conversion.

Should Council wish to participate in the Global Covenant of Mayors program it is anticipated that additional staff time of 0.3FTE (or approx \$35,000) plus additional costs of around \$15,000 pa for monitoring and reporting greenhouse gas and carbon footprint at community level will be required. Council will also likely need to invest further capital expenditure in solar power systems, battery storage and climate change resilience projects. An estimate of around \$100,000 pa is considered appropriate.

The estimated costs of joining each program are summarized as follows:

Item	Environmental Pillar - 2019/20 Forecast spend	Membership Cities Power Partnership	Membership – Global Covenant of Mayors
Current Staff Costs	\$45,000	\$45,000	\$45,000
Additional Staff Costs	\$0	\$25,000	\$35,000
Current Monitoring/Reporting	\$8,000	\$8,000	\$8,000
Additional Monitoring/Reporting	\$0	\$2,000	\$15,000
Operating projects ⁽¹⁾	\$180,000	\$180,000	\$180,000
Total Operating Costs	\$233,000	\$260,000	\$283,000
Proposed Capital Investment ⁽²⁾	\$750,000	\$750,000	\$750,000
Additional Capital Investment ⁽³⁾	\$0	\$50,000	\$100,000
Total Capital Investment	\$750,000	\$800,000	\$850,000

- Notes:
- (1) Additional tree planting, energy audits, dune improvements, environ strategy
 - (2) WSUD, LED conversions, biodiversity improvements, beach improvements
 - (3) Additional solar panels, increased LED conversion, additional WSUD, energy management systems

Currently there is no approved budget to fund membership of either program. Estimated costs do not include attendance at any Program events/conferences either interstate or internationally which would need to be separately funded.

LIFE CYCLE COSTS

No detailed analysis of life cycle costs has been performed for this report, although in the longer term, implementation of solar systems and LED lighting replacements is anticipated to reduce overall energy costs and therefore a positive payback is anticipated, although this is dependent on the initial capital costs, depreciation and operating costs (eg maintenance & cleaning) for new systems.

Item No: **14.7**

Subject: **INTEGRATED TRANSPORT STRATEGY ENGAGEMENT**

Date: 12 March 2019

Written By: Strategic Planner

General Manager: Business Services, Mr R Bria

SUMMARY

An Integrated Transport Strategy is being developed and 2 phases of public engagement will be undertaken. The first phase will seek community and stakeholder views on the issues for transport and movement in the City and the vision for the next 10-20 years. The second phase will seek feedback on the draft strategy informed by community input in phase 1. This report seeks Council endorsement to proceed with the first phase of the proposed engagement.

RECOMMENDATION

- 1. That Council endorse engagement with the community and stakeholders on the issues for an Integrated Transport Strategy.**
 - 2. That Council note the Summary of Engagement Plan referred to in Attachment 1 to this report.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Placemaking: Developing walkable connected neighbourhoods
Placemaking: Housing a diverse population
Community: Building a healthy, active and resilient community
Community: Providing welcoming and accessible facilities
Economy: Making it easier to do business
Economy: Harnessing emerging technology
Economy: Boosting our visitor economy
Environment: Building an environmentally resilient city

COUNCIL POLICY

Community Consultation and Engagement Policy.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Integrated Transport Strategy consultancy will produce a strategy and action plan during 2019 to:

- identify opportunities to improve efficient and safe transport and movement of people and goods within and through the City
- balance the needs of residents, visitors/tourists, commercial and passing travellers
- develop options to increase active and smart travel.

The strategy will consider potential for innovation and advancement in technology and ways to improve movement within and through the City. The strategy will support other plans and strategies of the City of Holdfast Bay and general directions of the State Government where appropriate. The strategy will highlight and identify priorities, opportunities and challenges and possible actions for consideration by Council in its annual operating plans and budgets and longer term financial plans.

Early data collection commenced in September 2018 to develop an understanding of transport and movement in the city and to identify gaps and to collate transport issues raised during other recent engagement activities.

Council Elected Members participated in a workshop on this project on 5 February 2019.

REPORT**Issue identification**

It is proposed to seek input from the community during two periods of community engagement. Input will be sought from the community on the issues for movement into the city, within, and through it, to add to relevant data compiled from various past project engagements, and:

- confirm the key community and stakeholder issues
- identify suggestions for improvements
- collect resident active travel information – a large number of residents responses are valuable.

The initial engagement period on the issues and draft vision is proposed for 3 weeks from mid-March to early April 2019.

Draft Transport Vision

Council's vision as per Our Place 2030 Strategic Plan 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."

From the overall vision, a draft transport vision is to be provided for community and elected members' feedback:

"We plan, deliver and advocate for a sustainable transport network that supports a welcoming, safe, liveable and accessible community for residents, visitors and businesses."

The assumptions underpinning a draft vision and development of the strategy include:

- A strong continuing advocacy role influencing management and development of State roads – and focusing on controlling/ managing what we can control
- Providing evidence of strategies and actions (and relevant research) that lead to particular changes
- Accepting that similar levels of congestion are more than likely to remain part of the Brighton Road experience and seeking to make the environment more people friendly while pursuing actions to limit increases in congestion
- Recognising the interconnectedness of transport options and the associated trade-offs
- Focusing on strategies to assist both residents and visitors to increase active travel and reduce private vehicle use
- Integrating transport and land use to match need with services in a sustainable manner
- Promoting safety and accessibility throughout the transport network within City of Holdfast Bay
- Identifying local business needs for effective and efficient business and freight movements
- Identifying and using smart technologies that will improve transport and movement in the city, both in terms of accessibility and opportunities for key user groups – residents, businesses, visitors, and through-commuters.

Engagement

Community and stakeholder input on the issues and draft vision will be sought by posts in the Messenger, social media, emails to registered Your View users and other groups, and on signage in relevant locations. This will include a survey on how they travel on the Your View webpage and a pin map for comments at locations. Emails, submissions, and 2 open house sessions with staff/consultants will allow other forms of input. The responses from engagement will inform the draft strategy which will then be provided back to elected members, community and stakeholders for feedback.

The draft Integrated Transport Strategy will identify the likely drivers of change, trends and projections, challenges, scenarios/alternatives and options for action.

Recommended strategies, options and actions will require more specific consideration for funding during subsequent annual Council budget cycles and long term financial planning, particularly taking account of changes that may rapidly occur in provision of transport services over the next decade.

A summary of the Engagement Plan and summary of previous engagement findings has been included for your reference.

Refer Attachments 1 and 2

BUDGET

A budget of \$80,000 was allocated for the development of this strategy in 2018/19 Annual Business Plan.

LIFE CYCLE COSTS

This report does not have any direct life cycle cost implications. However, the eventual Strategy will contain transport project options that will have varying levels of cost implications, to be further considered in the future.

INTEGRATED TRANSPORT STRATEGY

Community Engagement Plan Summary

Project Manager: Caroline Chapman (Strategic Planner)

Engagement Period: 19/03/2019– 8/04/2019

<p>1. PROJECT DESCRIPTION BACKGROUND INFORMATION</p> <p>Summarise how this project came about (noting any relevant Council decisions or legislative requirements)</p>	<p>The purpose of the project is to prepare a strategy which integrates land use and transport planning within the City of Holdfast Bay. The aim is to achieve a transport network that better meets the needs of residents, tourists, travelers and commercial users. The project will include options to upgrade infrastructure to support cycling and walking and for managing future car parking demands.</p> <p>Growth in population, transport and economic activity is driving a growth in transport demand in the City of Holdfast Bay. There is a need to plan for transport upgrades that address both near-term concerns about congestion and barriers to pedestrian activity and establishes an achievable and sustainable transport future.</p> <p>Information has initially been gathered from previous engagements on various proposals with our community and from targeted meetings with several stakeholder groups.</p> <p>Information gathering from the wider community and other stakeholders is the next step.</p>
<p>2. STRATEGIC PILLAR</p>	<p>Placemaking</p>
<p>3. PURPOSE OF ENGAGEMENT</p> <p>Why are you going out to Engagement /what are the opportunities to be explored/ what do you want to achieve through engaging? What do you intend to do with the data/ what is the decision to be made?</p>	<p>The team will seek to understand local perceptions, concerns, aspirations and priorities through receiving feedback about transport issues in the community.</p> <p>The purpose of the engagement is to:</p> <ul style="list-style-type: none">• Identify the issues faced by business and community in moving within and through the city and suggestions to address the issues• Develop community understanding about the options and tradeoffs of addressing transport and movement issues• Seek ways of encouraging reduction of use of private vehicles and increasing active travel.
<p>4. CALL TO ACTION</p> <p>in one sentence, what is the instruction to the community. Be specific.</p>	<p>The first stage of engagement will engage specific business and community groups.</p> <p>We are asking: <i>“What are the transport issues in the City, and what would encourage you to walk, cycle and catch public transport rather than drive within the local area?”</i></p> <p>A second stage of engagement is required on the draft strategy and action plan.</p>
<p>5. LEGISLATIVE REQUIREMENTS</p>	<p>There are no legislative requirements to engage on this project.</p>

INTEGRATED TRANSPORT STRATEGY

Summary of Previous Engagements

Project Manager: Caroline Chapman (Strategic Planner)
March 2019

WHAT HAVE WE BEEN TOLD FROM PREVIOUS ENGAGEMENT?

	STRATEGIC PLAN 2016	HOUSING STRATEGY 2017	OPEN SPACE STRATEGY 2018
PARKING	<ul style="list-style-type: none"> • Increase Parking at Jetty Road Glenelg and Brighton • Additional parking for Somerton Park industrial area • More disability parking • Permits are too expensive • Clients cannot get a car park • Negative impact of high costs and metered time 	<ul style="list-style-type: none"> • Kept free of high density development as there is not enough on street parking to support the buildings • Increase density near transport provision of safe parking along Addison Roads and Railway Terrace • Angled parking at Hove • Increased commercial business Jetty Road Brighton making parking difficult 	<ul style="list-style-type: none"> • Too many cars parked out front of houses • Inadequate off street parking when events are on • High Parking Costs • Highest Street Parking to be limited to one side during school pick up • Repton Road need more parking Saturdays and Sundays for kiosk and beach users
STREET TREES & VEGETATION	<ul style="list-style-type: none"> • Low level of maintenance of street trees and weed control • Brighton Road trees are hazardous 	<ul style="list-style-type: none"> • Value vegetation to allow residents to minimize their environmental impact • Areas of concrete to be minimized with vegetation 	<ul style="list-style-type: none"> • Plant trees for shade and chairs underneath where needed • Productive gardens incorporated into natural spaces
TRAFFIC MANAGEMENT	<ul style="list-style-type: none"> • High volumes of traffic and congestion along Brighton Road and Kauri Parade • Traffic Calming in various locations to deter and slow cars • Left turn lane on Edwards Street • Additional traffic lights onto Brighton Road • Roundabouts in Somerton Park • 240 Brighton Rd - Break in the island for north travelling visitors 	<ul style="list-style-type: none"> • High congestion between Jetty road and Anzac Highway • Traffic density increased on Brighton, Moseley, King George and Morphett roads • Increase of density at Minda causing increased congestion • Congestion on Wattle Ave and King George • Other streets too narrow to handle extra traffic in warmer months • Sizes of the streets not designed for high capacity traffic 	<ul style="list-style-type: none"> • Traffic on corner of Jetty Road and Colley Terrace to be avoided • Inadequate roads to handle peak traffic along Moseley, Partridge streets and Brighton Rd • Speed limit along The Broadway in Glenelg South does not deter speeding – traffic calming needed • Glenelg South passing traffic is noisy

INTEGRATED TRANSPORT STRATEGY

PUBLIC TRANSPORT	<ul style="list-style-type: none"> • More seats at tram stops • Additional grade crossing at Hove station and Brighton Road • Free service to connect major stops • Happy with community bus service but increase the use 	<ul style="list-style-type: none"> • Infrequent bus service along Brighton Road 	<ul style="list-style-type: none"> • Distance from public transport too far for elderly to walk to the beach
FOOTPATHS	<ul style="list-style-type: none"> • Maintain footpaths, raised due to tree roots • Improve paths on Jetty Road Glenelg and Brighton • Satisfied with footpaths on Marina Boardwalk but prefer grass over pavers • Maintain Glenelg footpath, currently uneven 	<ul style="list-style-type: none"> • Improvement of lighting for pedestrian safety, people frequently walking on the roads at night to see • Lack of foot traffic to Marina and Jetty Road 	<ul style="list-style-type: none"> • Value foreshore paths – Glenelg, Brighton, Seacliff • Uneven footpaths and trees drop nuts which become a trip hazard along with overhanging street branches and residents gardens

Item No: **14.8**

Subject: **APPOINTMENT TO SOUTHERN REGION WASTE RESOURCE AUTHORITY AUDIT COMMITTEE**

Date: 12 March 2019

Written By: Manager Finance

General Manager: Business Services, Mr R Bria

SUMMARY

The Chief Executive Officer of Southern Region Waste Resource Authority (SRWRA) has written to Council seeking the re-appointment or new appointment of an Audit Committee member for a period of 12 months commencing in March 2018.

SRWRA has an audit committee which includes independent members appointed by each of the three constituent councils. Two of Council's independent Audit Committee members, being Mr John Wood and Mr Sam Spadavecchia have expressed interest in this role. The term of Mr Wood on Councils Audit Committee will expire on 21 March 2019 and we are currently in the process of filling that role.

Mr Spadavecchia's audit committee role with council expires in in January 2021 and given the certainty of his tenure. It is considered appropriate to recommend Mr Sam Spadavecchia for the SRWRA Audit Committee role.

RECOMMENDATION

That:

- 1. Council appoint Mr Sam Spadavecchia to the Southern Region Waste Resource Authority Audit Committee for a term of 12 months;**
 - 2. Ms Vicki Brown be thanked for her long and valuable service to the Southern Region Waste Resource Authority Audit Committee.**
-

COMMUNITY PLAN

Environment: Using resource efficiently
Culture: Being financially accountable
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Local Government Act 1999 (Schedule 2 Part 2)

BACKGROUND

The Southern Region Waste Resource Authority (SRWRA) has established an audit committee comprising an independent member appointed by each of the three constituent councils, being Marion, Onkaparinga and Holdfast Bay, plus one Board Audit Committee member, being the Chairman of SRWRA, Mr Mark Booth.

The City of Holdfast Bay has previously appointed Ms Vicki Brown (a former independent member of Council's Audit Committee) to the SRWRA Audit Committee. Ms Brown's term on the SRWRA Audit Committee expires at the end of February 2019. Ms Brown has been a member of the SRWRA Audit Committee since its inception in 2009. Ms Brown has not been a member of Council's Audit Committee since January 2017.

REPORT

SRWRA is seeking from Council either the re-appointment of Ms Brown as its representative or a new appointment of an Audit Committee member to serve on the SRWRA Audit Committee.

Refer Attachment 1

Currently, each of the other Constituent Councils (Marion and Onkaparinga) has a current independent member from their Audit Committee sitting on the SRWRA Audit Committee. This practice allow for consistency between SRWRA Audit Committee and Council's Audit Committee.

The SRWRA Audit Committee Terms of Reference state:

2. Membership

2.1 *The SRWRA Board will determine the members of the Audit Committee and after the Constituent Councils have approved the members appoint the members for an initial term of two years and thereafter on a rolling basis for a term of either one year or two years.*

2.2 *The Audit Committee shall consist of 4 members, 1 member who is a Board Member of SRWRA and 3 members who are not Board Members or Deputy Members of SRWRA ('independent members') and an additional deputy member who is a Board Member and in the absence of the appointed Board Member will be deemed to be the appointed*

Board Member of the Audit Committee during the absence of the appointed Board Member.

2.3 *Independent member(s) of the Audit Committee must have recent and relevant financial, risk management or internal audit experience but must not be an employee of SRWRA or its Constituent Councils and must not be the Constituent Council's Auditor or SRWRA's Auditor.*

2.4 *SRWRA shall appoint the Presiding Member who must be a member of the Audit Committee.*

Ms Vicki Brown has provided long and valuable service to the SRWRA Audit Committee since its inception however Ms Brown is no longer on Council's Audit Committee and it is recommended that a current member of the Council's Audit Committee be appointed to the SRWRA Audit Committee.

Expressions of interest from Council's Audit Committee independent members were called for at the last audit committee meeting. Two of the current independent members indicated interest in the role, being Mr John Wood and Mr Sam Spadavecchia.

Mr Wood's term on the Audit Committee expires on 23 March 2019 and the position has been advertised. Applicants for his position are currently being considered. Mr Spadavecchia's term on the Council Audit Committee expires in January 2021.

Given the certainty of Mr Spadavecchia's tenure and that the SRWRA role is for 12 months it is considered appropriate to endorse Mr Spadavecchia's nomination. He is a resident of Holdfast Bay, with significant and valuable expertise in risk management, internal audit and financial governance across a variety of business sectors. He is highly qualified and was lead director/partner for risk and internal audit services for Deloitte and Ernst & Young for 13 years where he was responsible for establishing and/or maintaining risk and internal audit functions across the private and public sectors including local government.

At the end of 12 months, interest will again be asked of the current members of the Audit Committee for this role at SRWRA which may provide another member an opportunity to be appointed to the role.

BUDGET

There are no budget costs associated with this report.

LIFE CYCLE COSTS

Not applicable.



Postal Address: P O Box 2414 McLaren Vale SA 5171
Ph: (08) 8327 0304 Fax: (08) 8327 2861
Email: info@srwra.com.au ABN 37 443 975 085

30/01/2019

Mr. Justin Lynch
Chief Executive Officer
City of Holdfast Bay
PO Box 19
Brighton
SA 5048

SRWRA Audit Committee

Dear Justin,

The Authority is seeking the re-appointment or new appointment of an Audit Committee member for a period of twelve months, noting the current term of Vikki Brown will nominally expire at the end of February 2019. Each of the Constituent Councils has an independent member from their own Audit Committee sitting on the SRWRA Audit Committee.

Members of the Audit Committee are normally appointed by the Constituent Councils for a term of twelve months.

The current City of Holdfast Bay Audit Committee member is Vicki Brown who has been a member since the inception of the SRWRA Audit Committee in 2009. I am writing to request consideration that the City of Holdfast Bay either re-appoint Vicki Brown or nominate a new Independent member to the SRWRA Audit Committee.

The next Audit Committee meeting is due to be held on the 16th April 2019.

Kind regards,

A handwritten signature in black ink, appearing to read 'Paul Thorne', is written over a light blue horizontal line.

Paul Thorne
Acting Chief Executive Officer