

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**

Wednesday 26 April 2023 at 7.00pm



**Roberto Bria
CHIEF EXECUTIVE OFFICER**

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. SERVICE TO COUNTRY ACKNOWLEDGEMENT

The City of Holdfast Bay would like to acknowledge all personnel who have served in the Australian forces and services, including volunteers, for our country.

4. 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.

5. APOLOGIES

5.1 Apologies Received – Councillor Smedley, Councillor Lonie

5.2 Absent

6. ITEMS PRESENTED TO COUNCIL

7. 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.

8. CONFIRMATION OF MINUTES

That the minutes of the Ordinary Meeting of Council held on 11 April 2023 be taken as read and confirmed.

9. PUBLIC PRESENTATIONS

9.1 Petitions - Nil

9.2 Presentations - Nil

9.3 Deputations - Nil

10. QUESTIONS BY MEMBERS

10.1 Without Notice

10.2 On Notice - Nil

11. MEMBER'S ACTIVITY REPORTS

11.1 Mayor's Activity Report – 1 January to 31 March 2023 (Report No: 130/23)

12. MOTIONS ON NOTICE

12.1 Motion on Notice – Guidelines for Council Led Order of Australia Submissions – Councillor Venning (Report No: 136/23)

13. ADJOURNED MATTERS - Nil**14. REPORTS OF MANAGEMENT COMMITTEES AND SUBSIDIARIES**

14.1 Minutes – Jetty Road Mainstreet Committee – 5 April 2023
(Report No: 128/23)

14.2 Minutes – Alwyndor Management Committee – 13 and 23 February 2023
(Report No: 131/23)

14.3 Minutes – Executive Committee – 11 April 2023 (Report No: 134/23)

15. REPORTS BY OFFICERS

15.1 Items in Brief (Report No: 132/23)

15.2 Budget and Annual Business Plan Update – as at 31 March 2023
(Report No: 139/23)

15.3 Glenelg Oval and Margaret Messenger Reserve Community Engagement Summary (Report No: 133/23)

15.4 Glenelg Oval Working Party (Report No: 125/23)

15.5 Dog Registration Fees for 2023/24 (Report No: 138/23)

15.6 Western Adelaide Tourism Alliance – Tourism Destination Action Plan 2024
(Report No: 135/23)

15.7 Consideration of Adoption of Behavioural Support Policy
(Report No: 129/23)

15.8 Appointment of Independent Member to Audit and Risk Committee
(Report No: 137/23)

16. RESOLUTIONS SUBJECT TO FORMAL MOTIONS

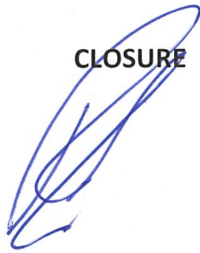
Presented for the information of Members is a listing of resolutions subject to formal resolutions, for Council and all Standing Committees, to adjourn or lay on the table items of Council business, for the current term of Council.

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

18. ITEMS IN CONFIDENCE**18.1 Former Buffalo Site Design (Report No: 140/23)**

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:

- k. tenders for the supply of goods, the provision of services or the carrying out of works.

19. CLOSUREA handwritten signature in blue ink, consisting of a large, stylized 'R' followed by a series of loops and a final flourish.

ROBERTO BRIA
CHIEF EXECUTIVE OFFICER

Item No: 11.1

Subject: **MAYOR'S ACTIVITY REPORT – 1 JANUARY TO 31 MARCH 2023**

Date: 26 April 2023

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

SUMMARY

Presented for the information of Members is the Activity Report for the Mayor for 1 January to 31 March 2023.

After noting the report any items of interest can be discussed, if required with leave of the meeting.

RECOMMENDATION

That the Mayor's Activity Report for 1 January to 31 March 2023 be received and noted.

REPORT

Date	Activity	Location
17/01/23	Elected Member Mandatory Training – Module 2 – Civic	Brighton Civic Centre, Brighton
19/01/23	Mens Tour Down Under 2023 Stage 1 Race Start	Jetty Road, Brighton
19/01/23	Brighton Jetty Sculptures 2023	Brighton Surf Lifesaving Club
22/01/23	Surf Lifesaving SA Junior Carnival Championships	Glenelg Beach and Foreshore
23/01/23	Meeting with General Manager, Community and Business re upcoming Minister meeting	Microsoft Teams
24/01/23	Chief Executive Officer and Mayor Council Agenda discussion	Microsoft Teams
24/01/23	Pre-Council Workshop – Electric Vehicle Update	Glenelg Town Hall, Glenelg
24/01/23	Council Meeting	Glenelg Town Hall, Glenelg
24/01/23	Council wrap-up video	Glenelg Beach, Glenelg
25/01/23	The Hon. Zoe Bettison MP tour of Tiati Wanganthi Kumangka	Glenelg Town Hall, Glenelg
25/01/23	Meeting with The Hon. Joe Szakacs MP	Hope Street, Glenelg
26/01/23	Australia Day Ceremony	Glenelg Foreshore
31/01/23	Chief Executive Officer and Mayor weekly catchup	Phone call

Date	Activity	Location
31/01/23	Elected Member Mandatory Training – Module 4 – Strategy and Finance	Brighton Civic Centre, Brighton
01/02/23	Mayoral Catchup – Holdfast, Onkaparinga and Mitcham	Jetty Road, Brighton
01/02/23	Jetty Road Mainstreet Committee Meeting	Glenelg Town Hall, Glenelg
05/02/23	Marilyn Jetty Swim	Brighton Beach
05/02/23	Brighton Jetty Classic	Brighton Beach and Foreshore
07/02/23	Council Workshop – Annual Business Plan	Brighton Civic Centre, Brighton
08/02/23	ABC Interview	Phone call
08/02/23	Meeting with General Manager, Community and Business re Brighton Jetty Sculptures	Brighton Civic Centre, Brighton
10/02/23	Meeting with Councillor Smedley	The Organik Store and Café, Glenelg South
13/02/23	Chief Executive Officer and Mayor weekly catchup	Phone call
14/02/23	Chief Executive Officer and Mayor Council Agenda discussion	Brighton Civic Centre, Brighton
14/02/23	Meeting with Justin Scripps	Glenelg Football Club
14/02/23	Pre-Council Workshop – Tram Eol	Glenelg Town Hall, Glenelg
14/02/23	Council Meeting	Glenelg Town Hall, Glenelg
15/02/23	Council wrap-up video	Moseley Square, Glenelg
15/02/23	South Australian Youth Forum Discussion	Via Zoom
16/02/23	FOGO discussion with Shani Wood and Councillor Hawkvelt from TTG Council	Via Zoom
17/02/23	Coast Protection Board Meeting 497	Waymouth Street, Adelaide
18/02/23	Glenelg Beach Asia Street Food event	Glenelg Beach and Foreshore
20/02/23	Chief Executive Officer and Mayor weekly catchup	Via phone
20/02/23	Radio Italiana 531am interview	Studio – Hindmarsh
21/02/23	Meeting with General Manager, Assets and Delivery re Patawilya Grove	Corner Moseley Street and Patawilya Grove
21/02/23	Executive Committee Meeting Independent Person EOI	Brighton Civic Centre, Brighton
21/02/23	Workshop - Alinea Group and Public Realm Project Updates	Brighton Civic Centre, Brighton
23/02/23	St Mary's Memorial School visit	Milton Street, Glenelg
24/02/23	Meeting with The Hon. Louise Miller – Frost MP	ANZAC Highway, Glenelg East
24/02/23	Ceremonial Sunset Event	Moseley Square, Glenelg Beach
26/02/23	Dover Square Tennis Club Lighting and Courts 3 & 4 Rebuild Official Opening	Broadway, South Brighton
26/02/23	5AA Interview	Phone call
27/02/23	Chief Executive Officer and Mayor weekly catchup	Phone call
27/02/23	Jetty Road Mainstreet Committee Nominations Evaluation Meeting	Brighton Civic Centre

Date	Activity	Location
28/02/23	St Peter's Woodlands School visit	Council Chambers, Glenelg Town Hall
01/03/23	Brighton Primary School visit	Hihet Avenue, Brighton
01/03/23	Jetty Road Mainstreet Committee Meeting	Glenelg Town Hall, Glenelg
06/03/23	Chief Executive Officer and Mayor weekly catch-up	Phone call
06/03/23	Elected Member Mandatory Training – Module 3 – Legal	Brighton Civic Centre, Brighton
08/03/23	International Women's Day Breakfast	Government House, Adelaide
09/03/23	Jasmine Eramiha, Sacred Heart Student	Phone call
13/03/23	South Australian Jockey Club Adelaide Cup	Morphettville Racecourse
14/03/23	Chief Executive Officer and Mayor Council Agenda catchup	Brighton Civic Centre, Brighton
14/03/23	Executive Committee Meeting	Glenelg Town Hall, Glenelg
14/03/23	Council Meeting	Glenelg Town Hall, Glenelg
15/03/23	Council wrap-up video	St Peter's Woodlands, Glenelg
15/03/23	ABC Interview	Phone call
16/03/23	Coast FM Interview	Studio
16/03/23	FOGO Comms	Brighton Civic Centre, Brighton
20/03/23	Chief Executive Officer and Mayor weekly catchup	Phone call
21/03/23	Meeting with Mark Rawson	Mediterranean Café, Glenelg South
21/03/23	Workshop - Annual Business Plan, includes Jetty Road Mainstreet Committee	Brighton Civic Centre, Brighton
22/03/23	Mayoral Mandatory Training – Principal Member Leadership Program	Marion Civic Centre, Sturt
23/03/23	Meeting with Andrew Taplin	Cibo, Glenelg
23/03/23	Meeting with David Elms re Glenelg Jetty	Glenelg Jetty, Glenelg
23/03/23	State/Local Government Economic Partnership Civic Function	Adelaide Town Hall, Adelaide
24/03/23	State/Local Government Economic Partnership Forum	Adelaide Convention Centre, Adelaide
25/03/23	Seacliff Tennis Club Presentation Night	Seacliff Tennis Clubrooms
27/03/23	Chief Executive Officer and Mayor weekly catchup	Phone call
27/03/23	Meeting with Councillor Fleming	Jetty Road, Brighton
28/03/23	Chief Executive Officer and Mayor Council Agenda meeting	Brighton Civic Centre, Brighton
28/03/23	Pre-Council Workshop - Annual Business Plan 2023/24 – Events Budget – Workshop 4	Glenelg Town Hall, Glenelg
28/03/23	Council Meeting	Glenelg Town Hall, Glenelg
28/03/23	Amplified Beauty Official Opening	Glenelg Town Hall, Glenelg
29/03/23	Council wrap-up video	Glenelg Beach, Glenelg
31/03/23	Coast Protection Board Meeting 498	Waymouth Street, Adelaide

Item No: 12.1

Subject: **MOTION ON NOTICE – GUIDELINES FOR COUNCIL LED ORDER OF AUSTRALIA SUBMISSIONS – COUNCILLOR VENNING**

Date: 26 April 2023

PROPOSED MOTION

Councillor Venning proposed the following motion:

That:

1. Administration draft nomination guidelines, assessment criteria and selection process for Council led Order of Australia submissions; and
 2. A report and draft guidelines to be returned to Council within three months.
-

BACKGROUND

The Order of Australia recognises Australians who have demonstrated outstanding service or exceptional achievement. A Council led nomination is a chance to recognise a member of the Holdfast Bay community for their hard work, service and dedication and as such, rigour should be applied to a nomination, affording careful consideration to how Council assesses and selects each respective nomination to ensure the appropriateness of a submission made to the Governor General of the Commonwealth of Australia.

Establishing draft nomination guidelines, assessment criteria and selection process for Council led Order of Australia submissions would support decision making when considering all nominations brought forward for assessment into the future.

Item No: 14.1

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 5 APRIL 2023**

Date: 26 April 2023

Written By: General Manager, Community and Business

General Manager: Community and Business, Ms M Lock

SUMMARY

The Minutes of the Jetty Road Mainstreet Committee meeting held 5 April 2023 are attached and presented for Council's information.

Jetty Road Mainstreet Committee Agenda, 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 Jetty Road Mainstreet Committee of 5 April 2023.

STRATEGIC PLAN

Building an economy and community that is inclusive, diverse, sustainable and resilient.

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

The Jetty Road Mainstreet Committee (JRMCC) 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 meetings of JPMC held on 5 April 2023 are provided for Members' information.

Refer Attachment 1

BUDGET

Not applicable

LIFE CYCLE COSTS

Not applicable

Attachment 1



CITY OF HOLDFAST BAY

Minutes of the meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Mayor's Parlour Glenelg Town Hall on Wednesday 5 April 2023 at 6:00pm

PRESENT

Elected Members:

Mayor A Wilson

Councillor A Kane

Councillor R Abley (via virtual connection)

Community Representatives:

Attitudes Boutique, Ms G Martin

Beach Burrito, Mr A Warren

Chatime, Mr A Chhoy

Cibo Espresso, Mr T Beatrice

Echelon Studio – Architecture and Design, Mr C Morley

Glenelg Finance, Mr D Murphy

Ikos Holdings Trust, Mr A Fotopoulos

Royal Copenhagen Glenelg and Brighton, Ms S Smith

Yo-Chi, Ms B Millard

Staff:

Chief Executive Officer, Mr R Bria

General Manager, Community & Business, Ms M Lock

Manager, City Activation, Ms R Forrest

Jetty Road Development Coordinator, Ms A Klingberg

Team Leader, Events, Mr H Covill

1. OPENING

The General Manager Community and Business declared the meeting open at 6:00 pm.

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.

Leave of the Meeting

The Chair sought leave of the meeting to move Item 3 in the Agenda to be considered at the end of the meeting.

Leave of the meeting was granted.

4. APOLOGIES

4.1 Apologies Received: Nil

4.2 Absent: Nil

5. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

6. CONFIRMATION OF MINUTES**Motion**

That the minutes of the Jetty Road Mainstreet Committee held on 1 March 2023 to be taken as read and confirmed.

Moved A Warren, Seconded G Martin

Carried

7. QUESTIONS BY MEMBERS

7.1 **Without Notice:** Nil

7.2 **With Notice:** Nil

8. PRESENTATION: Nil**9. REPORTS/ITEMS OF BUSINESS****Leave of the Meeting**

The Chair sought leave of the meeting to move Item 9.1 in the Agenda to be considered at the end of the meeting.

Leave of the meeting was granted.

9.2 Monthly Finance Report

(Report No: 111/23)

This report provides an update on the Jetty Road Mainstreet income and expenditure as at 28 February 2023.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved T Beatrice, Seconded Councilor Kane

Carried

9.3 Marketing Update (Report No: 112/23)

This report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee aligned to the 2022/2023 Marketing Plan and initiatives associated to the delivery of the Jetty Road Glenelg Retail Strategy 2018-2022.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved D Murphy, Seconded T Beatrice

Carried

9.4 Jetty Road Events Update (Report No: 113/23)

Jetty Road Mainstreet Committee (JRMCC) in partnership with the City of Holdfast Bay are responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan. This report provides an overview of recent and upcoming events.

A Fotopoulos joined the meeting at 6.38pm

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved G Martin, Seconded C Morley

Carried

Item 9.1 on the Agenda was considered after Item 9.4, as per leave of the meeting granted.

9.1 New Committee Welcome (Report No: 110/23)

The Jetty Road Mainstreet Committee (JRMCC) comprises of up to 13 persons who are a mix of the Jetty Road Mainstreet Precinct business owners, commercial property owners (nine persons) and Elected Members of Council (two persons) and if the committee wishes to do so, independent members (two persons).

The JRMCC is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*. The committee is established to advise Council on enhancing and promoting the Precinct as a vibrant shopping, leisure and recreation area with year round appeal to residents and visitors. A copy of the JRMCC Terms of Reference and the City of Holdfast Bay Code of Practice Meeting Procedures has been provided to new committee members.

Motion

That the Jetty Road Mainstreet Committee:

- 1. Notes this report.**
- 2. Appoints Ms G Martin as Chair and Mr A Warren as Deputy Chair for the current term until 31 March 2025**

Moved T Beatrice, Seconded Councillor Abley

Carried

Item Withdrawn

At the request of the Chair at the time of this meeting, Item 3 **Appointment of Presiding Member** was withdrawn from the Jetty Road Mainstreet Committee Agenda.

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

REPORTS/ITEMS OF BUSINESS:

- Mr A Warren asked a question around the proposed Glenelg Film Festival event, Administration provided a response.
- Ms G Martin on behalf of JRMC thanked all committee members from the previous term for their efforts and commitment.

11. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 3 May 2023 at the Glenelg Town Hall.

12. CLOSURE

The meeting closed at 6.58pm.

CONFIRMED: Wednesday 3 May 2023

CHAIR

Item No: 14.2

Subject: **MINUTES - ALWYNDOR MANAGEMENT COMMITTEE – 13 AND 23 FEBRUARY 2023**

Date: 26 April 2023

Written By: General Manager, Alwyndor

General Manager: Alwyndor, Ms B Davidson-Park

SUMMARY

The minutes of the Special Alwyndor Management Committee meeting held on 13 February 2023 and the minutes of the Alwyndor Management Committee meeting held on 23 February 2023 are provided for information.

RECOMMENDATION

That Council:

1. **notes the minutes of the Special Alwyndor Management Committee meeting held on 13 February 2023; and**
2. **notes the minutes of the Alwyndor Management Committee meeting held on 23 February 2023 be noted; and**

RETAIN IN CONFIDENCE - Section 91(7) Order

3. **That having considered Attachment 1 and Attachment 2 to Report No: 131/23 Minutes – Special Alwyndor Management Committee - 13 February 2023 and Minutes – Alwyndor Management Committee - 23 February 2023 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 the Attachments be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.**
-

STRATEGIC PLAN

Enabling the people in our communities to live healthy, engaged and fulfilling lives.

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

REPORT

The minutes of the Alwyndor Management Committee meetings held on 13 and 23 February 2023 are attached for Members' information.

Refer Attachments 1, 2 and 3

BUDGET

Not applicable

LIFE CYCLE COSTS

Not applicable

Attachment 3



CITY OF HOLDFAST BAY

Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held in the Alwyndor Boardroom, 52 Dunrobin Road, Hove on Thursday 23 February 2023 at 6.30pm.

PRESENT

Elected Members

Councillor Susan Lonie
Councillor Robert Snewin (Teams)

Independent Members

Mr Kim Cheater- Chair
Ms Julie Bonnici
Prof Judy Searle (Teams)
Prof Lorraine Sheppard
Ms Trudy Sutton
Mr Kevin Whitford

Staff

Chief Executive Officer – Mr Roberto Bria (Teams)
General Manager Alwyndor – Ms Beth Davidson-Park
Manager, Community Connections – Ms Molly Salt
Manager, Residential Services – Ms Natasha Stone
Manager, Finance – Mr Damian Capurro
Manager, People and Culture, Ms Lisa Hall
Executive Assistant – Ms Bronwyn Taylor

1. OPENING

The Chairperson declared the meeting opened at 6.37pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chair 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
Ms Joanne Cottle

4. DECLARATION OF INTEREST

Committee members were reminded to declare any interest before each item.
Register of Interests: Attachment 1

5. CONFIRMATION OF MINUTES

Chair advised the minutes of the Special meeting of 13 February 2023 will be circulated separately for review.

Motion

That the Public and Confidential minutes of the Alwyndor Management Committee held on 15 December 2022 be taken as read and confirmed.

Moved by Cr Susan Lonie, Seconded by Mr Kevin Whitford

Carried

6. REVIEW OF ACTION ITEMS

6.1 Action Items

General Manager advised that confidential Action item 44 - CAD information for Finance report - was not actioned as some additional work was required and will be included in the March 2023 AMC agenda.

Action item 4 did not have due date but TBA. General Manager noted this is not preferred but a date is not available at this time.

6.2 Annual Work Plan

Noted

7. GENERAL MANAGER REPORT

7.1 General Manager Report (Report No: 01/23)

7.1.1 COVID-19 Impacts update

Noted

7.1.2 Tots at Dots Intergenerational Playgroup

Noted

7.1.3 Compliance Master – Audit Software

Noted.

Motion:

That the Alwyndor Management Committee:

- 1. Note the update regarding COVID-19 impacts and responses.**

2. Notes the return of the intergenerational playgroup Tots at Dots.
3. Notes the update regarding Compliance Master audit software.

Moved by Ms Trudy Sutton, Seconded by Ms Julie Bonnici

Carried

8. GENERAL MANAGER REPORT – CONFIDENTIAL

8.1 General Manager Report – Confidential (Report No: 02/23)

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 Reports and Attachments to Report No: 02/23 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: 02/23 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 by Prof Lorraine Sheppard, Seconded by Mr Kevin Whitford

Carried

RETAIN IN CONFIDENCE - Section 91(7) Order

1. That having considered Agenda Item 8.1 General Manager's Report (Report No: 02/23) 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 Attachments and Minutes be retained in confidence for a period of 3 years and that this order be reviewed every 12 months.

Moved by Cr Susan Lonie, Seconded by Ms Julie Bonnici

Carried

7.58pm Cr Susan Lonie and Prof Lorraine Sheppard left meeting

8 FINANCE REPORT – CONFIDENTIAL**8.2 Finance Report – Confidential (Report No:03/23)****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 Reports and Attachments to Report No: 30/2022 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: 30/22 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 by Mr Kevin Whitford, Seconded by Ms Trudy Sutton

Carried

8.00pm Cr Susan Lonie and Prof Lorraine Sheppard returned to meeting

RETAIN IN CONFIDENCE - Section 91(7) Order

3. That having considered Agenda Item 8.1 Finance Report (Report No: 03/23) 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 Attachments and Minutes be retained in confidence for a period of 3 years and that this order be reviewed every 12 months.

Moved by Cr Susan Lonie, Seconded by Ms Trudy Sutton

Carried

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

9.1 Care Management and Package Management Update (Tabled)

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 Reports and Attachments to Care Management and Package Management Update 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 the: Care Management and Package Management Update 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 by Mr Kevin Whitford, Seconded by Ms Trudy Sutton

Carried

8.30pm Ms Trudy Sutton left meeting

8.32pm Ms Trudy Sutton returned to meeting

8.35pm Ms Julie Bonnici left meeting

8.37pm Ms Julie Bonnici returned to meeting

Motion:

RETAIN IN CONFIDENCE - Section 91(7) Order

1. That having considered Agenda Item 9.1 Care Management and Package Management Update 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 Attachments and Minutes be retained in confidence for a period of 3 years and that this order be reviewed every 12 months.

Moved by Cr Susan Lonie, Seconded by Mr Kevin Whitford

Carried

9.2 Planning Day Workshop

The workshop scheduled to be held on 18 March 2023 has been deferred given the resignation of the Manager Finance.

Action: General Manager to propose a revised date and approach as a part of the March 2023 AMC meeting.

9.3 Departure of Manager Finance

The Chair on behalf of the Committee acknowledged and thanked Damian for his excellent work as Manager Finance and all wished him well for the future.

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Alwyndor Management Committee will be held on **Thursday 30 March 2023** in the Boardroom Alwyndor, 52 Dunrobin Road, Hove or via Audio-visual telecommunications (to be advised).

11. CLOSURE

The meeting closed at 8.55pm.

CONFIRMED 30 March 2023

CHAIRPERSON

Item No: 14.3

Subject: **MINUTES – EXECUTIVE COMMITTEE – 11 APRIL 2023**

Date: 26 April 2023

Written By: Executive Assistant, Strategy and Corporate

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The minutes of the meeting of the Executive Committee held 11 April 2023 are presented to Council for information.

RECOMMENDATION

That Council notes the minutes of the meeting of the Executive Committee of 11 April 2023.

STRATEGIC PLAN

Statutory requirement

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Government Act 1999

BACKGROUND

Council established an Executive Committee pursuant to Section 41 of the *Local Government Act 1999* with responsibility for undertaking the annual performance appraisal of the Chief Executive Officer to:

- recommend to Council the form and process of the Chief Executive Officer's annual performance appraisal;
- undertake the annual performance appraisal; and
- provide a report and to make recommendations to Council on any matters arising from the annual performance appraisal.

The Executive Committee's authority extends to making recommendations to Council and does not have any authority to make decisions in relation to the Chief Executive Officer's employment arrangements.

REPORT

The minutes of the meeting of the Executive Committee held on 11 April 2023 are attached for Members' information.

Refer Attachment 1

BUDGET

Not applicable

LIFE CYCLE COSTS

Not applicable

Attachment 1



Minutes of the meeting of the Executive Committee of the City of Holdfast Bay held in the Council Chamber, Glenelg Town, Moseley Square, Glenelg on Tuesday 11 April 2023 at 5:00pm.

PRESENT

Members

Chairman – Mayor A Wilson
Deputy Mayor – C Lindop
Councillor M O’Donohue
Councillor J Fleming
Councillor B Patton
Councillor S Lonie

Independent Qualified Person

Ms C Molitor

Staff

General Manager, Strategy and Corporate – P Jackson

1. OPENING

The Chairman declared the meeting open at 5.06pm.

2. APOLOGIES

- 2.1 Apologies Received
- 2.2 Absent

3. DECLARATION OF INTEREST

Members were reminded to declare their interest before each item.

4. CONFIRMATION OF MINUTES

- 4.1 Confirmation of Minutes – 28 February 2023

Motion

That the minutes of the Executive Committee meeting held on 28 February 2023 be taken as read and confirmed.

Moved by Councillor Lindop, Seconded by Councillor Patton

Carried

4.2 Confirmation of Special Minutes – 14 March 2023

Motion

That the minutes of the Special Executive Committee meeting held on 14 March 2023 be taken as read and confirmed.

Moved by Councillor O'Donohue, Seconded by Councillor Patton

Carried

Councillor Lonie joined the meeting at 5.12pm.

5. REPORTS BY OFFICERS

5.1 Performance Review Process – Chief Executive Officer (Report No: 116/23)

Motion – Exclusion of the Public – Section 90(3)(a) Order

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* the Executive Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager, Strategy and Corporate and Staff minute taker in attendance at the meeting in order to consider Report No: 116/23 Performance Review Process – Chief Executive Officer in confidence.**
- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* the Executive Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 116/23 Performance Review Process – Chief Executive Officer on the following grounds:**
 - a. pursuant to section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to Report No: 116/23 Performance Review Process – Chief Executive Officer is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), being Chief Executive Officer, Mr Roberto Bria, in that details of his performance will be discussed, which are sensitive and are details only known to those who have participated in the discussion.**
- 3. The Executive 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 Councillor Lonie, Seconded Councillor O'Donohue

Carried

The Executive Committee is charged with the responsibility for undertaking the annual performance review of the Chief Executive Officer (CEO).

This report outlines the process and performance criteria to be used to undertake the 2022/23 review of the CEO. It also recommends a review of the process and criteria for the 2023/24 review, in consultation with the CEO.

Motion

The Executive Committee advises Council it:

1. confirms the process and criteria to be undertaken for the 2022/23 performance review of the Chief Executive Officer;
2. will undertake a review of the process and criteria for the 2023/24 performance review of the Chief Executive Officer, in consultation with the Chief Executive Officer; and

RETAIN IN CONFIDENCE - Section 91(7) Order

3. That having considered Agenda Item 5.1 116/23 Performance Review Process – Chief Executive Officer in confidence under section 90(2) and (3)(a) of the *Local Government Act 1999*, the Executive Committee, pursuant to section 91(7) of that Act orders that the report and attachment be retained in confidence for a period of 24 months and this order be reviewed every 12 months.

Moved Councillor Lonie, Seconded Councillor Patton

Carried

6. **URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING - Nil**

7. **CLOSURE**

The Meeting closed at 5.38 pm.

CONFIRMED **Day and date**

MAYOR

Item No: 15.1

Subject: **ITEMS IN BRIEF**

Date: 26 April 2023

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: 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. **Privately Owned Personal Mobility Devices**
 2. **2022/23 Local Government Association Workers Compensation Scheme Awards**
 3. **Illumination Request – Coronation of Their Majesties – 6 May 2023**
 4. **Somerton Bowling Club**
-

REPORT

1. Privately Owned Personal Mobility Devices

The Mayor received correspondence from the Minister for Police, Emergency Services and Correctional Services, the Hon. Joe Szakacs MP advising that the State Government is reviewing the use of privately-owned personal mobility devices on roads and in public areas. These include:

- E-scooters;
- Electric skateboards;
- Single-wheel self-balancing devices; and
- Segways

Refer Attachment 1

Currently, only fleet-operated e-scooters are approved for use. Since the introduction of trials in March 2019, there has been a significant increase in their popularity. The State Government is now seeking feedback on extending beyond the trial phase and permitting personal mobility devices in public areas.

The engagement does not include e-bikes, as these are already legal and do not require new or additional regulation.

A discussion paper and the engagement details can be found on the YourSay website: <https://yoursay.sa.gov.au/personal-mobility-device-use>. Feedback closes on 21 May 2023. The Local Government Association does not intend to make a formal submission on behalf of all councils.

2. 2022/23 Local Government Association Workers Compensation Scheme Awards

At the Local Government Association of South Australia Ordinary General Meeting, held on 14 Friday 2023, the Mayor accepted on behalf of the City of Holdfast Bay a Merit Award for the development and implementation of the “Any Time Mate” wellbeing program, tailored for Field Services (Depot). The concept was derived from an Australia-wide program titled “TradeMutts” which had people wear coloured hi-viz shirts as a conversation starter for blue collar workers who were dealing with professional or personal difficulties.

To assist with engagement, the interested Field Services staff took ownership to name their program “Any Time Mate”. The program was officially launched on 3 August 2022 with a breakfast and keynote speaker.

A copy of the letter received from the Local Government Association congratulating Council as the winner of the 2022/23 WHS Best Practice Merit Award is provided for members’ information, as well as the Nomination Submission and a collection of photos of the program launch from 3 August 2022.

Refer Attachment 2

3. Illumination Request – Coronation of Their Majesties – 6 May 2023

As part of a nation-wide acknowledgement, the Department of the Premier and Cabinet has invited organisations to participate in illuminating buildings and monuments in purple on the evening of 6 May 2023 for The Coronation of His Majesty King Charles III and The Queen Consort.

The Council will join in the nation-wide acknowledgement by illuminating Michael Herbert Bridge and Chapel Plaza on 6 May 2023.

4. Somerton Bowling Club

The Mayor sent correspondence to the President of the Somerton Bowling Club on 17 April 2023 recognising the club’s ability to make a further payment on their debenture loan, and commended the club on their outstanding success in achieving an unprecedented number of premierships this season.

Refer Attachment 3

Attachment 1



Mayor Amanda Wilson
City of Holdfast Bay
PO Box 19
BRIGHTON SA 5048

By email: mail@holdfast.sa.gov.au

Dear Mayor

The South Australian Government is committed to consulting with privately owned personal mobility device (PMD) users and the broader community on the desirability of moving beyond the current electric scooter (e-scooter) trials and whether to allow ongoing use of PMDs on roads and in other public areas.

A PMD is currently defined in South Australia as an electric personal transporter which includes devices like:

- E-scooters.
- Electric skateboards (e-skateboards).
- Single wheel self-balancing devices.
- Segways.

In South Australia, PMDs are currently not permitted to be used on public infrastructure (public roads and paths) unless approval has been granted by the Minister for Infrastructure and Transport.

Currently, only fleet-operated e-scooters are approved for use in a partnership between local councils and commercial e-scooter fleet operators. Since the introduction of trials in March 2019, there has been a significant increase in the popularity of e-scooters and other PMDs.

The State Government is seeking feedback from the community on this matter through a YourSAy survey and directly by email. The topics for consultation include:

- whether these kinds of devices should be allowed on public infrastructure;
- if allowed, what kinds of devices should be permitted;
- where should they be used;
- how big should they be;
- how fast should they be allowed to travel;
- what rules should apply to riders; and
- whether they should be registered and/or insured.

As an agency, organisation, group or person who has previously engaged with the South Australian Government about PMDs, or might be interested in this consultation, it would be great to hear from you about your views.

The aim is to ensure that any future framework for the use of PMDs, including for private purposes, on public roads and paths is safe for all road users.

While this consultation is open and feedback is considered, approved trials of e-scooters will continue to operate and be monitored by the Department for Infrastructure and Transport in consultation with key trial stakeholders.

Consultation is open until 21 May 2023, and can be accessed at www.yoursay.sa.gov.au/personal-mobility-device-use.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'JS', with a stylized flourish extending to the right.

Hon Joe Szakacs MP

Minister for Police, Emergency Services and Correctional Services

11 April 2023

Attachment 2



14 April 2023

Mr Roberto Bria
Chief Executive Officer
City of Holdfast Bay
PO Box 19
BRIGHTON SA 5048

LGA Workers Compensation Scheme

ABN 26 021 015 866

Level 1

148 Frome Street

Adelaide SA 5000

GPO Box 1693

Adelaide SA 5000

Tel (08) 8235 6460

Fax (08) 8235 6448

www.lgrs.com.au

Dear Roberto,

WHS Best Practice Merit Award 2022/23 – ‘Any Time Mate’

It is with great pleasure that we congratulate you and your Council as the winner of the 2022/23 WHS Best Practice Merit Award.

Thanks to you and your staff for taking the time to submit your nomination.

The amount of \$5,000 will be paid by EFT into your nominated bank account within 14 days.

If you have any queries, please do not hesitate to contact Rizna Farook on 8235 6405 or at rizna.farook@jlta.com.au.

Once again congratulations and should you require any information relating to the Awards Program please contact Stevie Sanders on 8235 6485 or at Stevie.Sanders@jlta.com.au.

Yours sincerely,



Tony Gray

Scheme Manager
LGA Workers Compensation Scheme

T: 8235 6408

E: tony.gray@jlta.com.au

2022/23 LGA Scheme Awards LGAWCS WHS Nomination Form

LGA Workers Compensation Scheme WHS Award

Please tick which award you are nominating for:

<input checked="" type="checkbox"/> LGAWCS WHS Metropolitan Award \$15,000 Prize or \$5,000 Merit	Complete Section 1 & 2
<input type="checkbox"/> LGAWCS WHS Regional Award \$15,000 Prize or \$5,000 Merit	Complete Section 1 & 2

Nomination Criteria & Guide

- Select the Award you are nominating for (select one only). If you wish to apply for more than one Award you will need to complete a separate nomination form for each.
- This form must be completed by the person applying for the award on behalf of the Council or Prescribed Body, and supporting documentation attached.
- Keep your answers to the space provided and complete the required section only.
- Type your responses or print using a ball point pen (black/blue).
- All applicants are to complete contact details below and the media release form on page 9.
- Attach any relevant supporting materials or documentation with your nomination.

Contact Details

Date:	18 October 2022	Member:	City of Holdfast Bay
Title of submission:	"Any Time Mate" Program		
Contact Person's Name:	Sharon Somerville		
Job Title:	Manager People & Culture		
Phone/Mobile Number:	8229 9912	Email Address:	ssomerville@holdfast.sa.gov.au
Postal Address:	24 Jetty Road, Brighton SA 5048		

Please submit your nomination with any supporting material via post or email

Local Government Risk Services (LGRS)

GPO Box 1693, Adelaide, SA 5000 Level 1, 148 Frome Street, Adelaide, SA 5000 LGRSAdmin@jlta.com.au

Further information in relation to judging criteria and previous Award Winners is available to you on the LGRS Member Centre (www.lgrs.com.au)

2022/23 LGA Scheme Awards LGAWCS WHS Nomination Form

LGA Workers Compensation Scheme | WHS Best Practice Section 1

WHS Best Practice

Describe how your organisation demonstrated innovation in the workplace to eliminate or minimise injury risk such as actions implemented 'above and beyond' standard practice. You must use specific examples to support your answer.

Psychiatric injury arising out of the course of employment, which is included in Section 7 of the Return to Work Act 2014, became a primary focus for the City of Holdfast Bay at the beginning of 2022. Overwhelm, resulting in exhaustion and burnout, was being experienced at increasing levels within the workplace, due to the complexities of a global pandemic, and working with individuals, groups and the community that were overwhelmed themselves. This overwhelm resulted in fatigue, as well as personal and/or professional challenges for our staff.

Various strategies were designed and implemented to reduce this risk as well as supporting and valuing the wellbeing and mental health of our staff.

The development and implementation of the "Any Time Mate" wellbeing program was tailored for Field Services (Depot) and began in March 2022. The concept was derived from an Australia-wide program titled "TradeMutts" which had people wear coloured hi-viz shirts as a conversation starter for blue collar workers who were dealing with professional or personal difficulties.

The parameters around the program are:

- Designed as a conversation starter
- Listening only
- Focus is on wellbeing and mental health
- Staff not required to resolve issues – just listen and can relate to own experience – advice not to be provided (not qualified).
- Refer colleagues to appropriate resources (eg EAP, Beyond Blue, Lifeline, Headspace, Domestic Violence Crisis Line)

To assist with engagement, the interested Field Services staff took ownership to name their program - "Any Time Mate". The program was officially launched on 3 August 2022 with a breakfast and keynote speaker.

The development of Holdfast's program started with potentially 6 staff members in Field Services who may buy into the concept. The program has organically grown over the past few months with over 30 staff members now involved – and hopefully more to follow. All participants have been provided with a hi-viz shirt, which contain Holdfast's logos and the title of "Any Time Mate" on the back of each shirt (photos provided).

Regular collective meetings are held which are facilitated by a member of the People & Culture team resulting in conversations of all types with staff supporting each other with their own experiences and helpful advice. Some areas of focus for awareness training or support are:

- Financial planning and income protection
- Mental health first aid training tailored for depot
- Suicide Awareness and Prevention
- Domestic violence awareness session
- Legal session on family related law
- Diversity and Inclusion
- LGBTIQ+ awareness

2022/23 LGA Scheme Awards LGAWCS WHS Nomination Form

LGA Workers Compensation Scheme | WHS Best Practice Section 2

WHS Best Practice: Industry Best Practice where WHS initiatives have contributed to successful outcomes to provide a safe workplace for employees.

Outline any specific examples of how your organisation has contributed to the successful implementation of WHS to improve safety. You may use a specific employee's story or an example. This may also involve workplace modifications or healthy workplace initiatives. Please outline how your initiative is beyond standard best practice for WHS and provide data to support where appropriate. You must use specific examples to support your answer.

It has also been decided to schedule an annual "Any Time Mate" day, which will be held on the same day as "RU OK Day". A breakfast will be held in the depot and a keynote speaker will be engaged. This will ensure that the program remains fresh and in the forefront of the minds of the staff.

Work is currently being undertaken to incorporate the program into the induction process for Field Services to ensure any new staff become part of this cultural initiative, and they are aware of the importance of psychological health and wellbeing.

The future of where this program can evolve to is endless, with Field Services staff driving where it may organically grow. This is a very exciting, simple concept that has been developed between People & Culture and Field Services. It will be very exciting to see where this program goes in the future and it is transferable across other Councils.

2022/23 LGA Scheme Awards LGAWCS WHS Nomination Form


Media Release

I grant permission to the LGAMLS and/or LGAWCS and their agents or employees to use photographs and/or video and audio taken of me. These images may be used in educational, documentary, printed and online materials and commercial materials at the discretion of the LGAMLS and/or LGAWCS. Furthermore, I authorise the use of my image, likeness and voice for all promotion materials and any other purposes deemed appropriate and necessary by the LGAMLS and/or LGAWCS.

I hereby agree to release, defend and hold harmless LGAMLS and/or LGAWCS and their agents or employees, including any firm publishing and/or distributing the finished product in whole or in part, whether on paper, via electronic media, or on websites, from any claim, damages or liability arising from or relating to the use of the photographs/video, including but not limited to the misuse, distortion, blurring, alteration, optical illusion or use in composite form, either intentionally or otherwise, that may occur or be produced in taking, processing, reduction or production of the finished product, its publication, or distribution.

I am 18 years of age or older and have read this release prior to signing below, fully understanding the contents, meaning and impact of this release. I understand that I am free to address any specific questions regarding this release by submitting those questions in writing prior to signing, and I agree that my failure to do so will be interpreted as a free and knowledgeable acceptance of the terms of this release.

I confirm I have appropriate authority to sign this release.

Print Name:	Sharon Somerville		
Signature:		Date:	18 October 2022



“ANY TIME MATE” PROGRAM LAUNCH 3/8/22 CITY OF HOLDFAST BAY



Attachment 3





holdfast.sa.gov.au

Brighton Civic Centre 24 Jetty Road, Brighton SA 5048

PO Box 19 Brighton SA 5048

P 08 8229 9999 F 08 298 4561

Glenelg Customer Service Centre and Library

2 Colley Terrace, Glenelg SA 5045

OFFICE OF THE MAYOR

17 April 2023

Mr Robert Crabbe
President
Somerton Bowling Club

via email: rbcrabbe@directnorthadvisory.com

Dear Robert

Thank you for notifying Council of the Club's ability to make a further payment on the debenture loan.

I was recently made aware of the outstanding success the Somerton Bowling Club has had this year, with many teams reaching the finals and achieving an unprecedented number of premierships.

The strength of the Somerton Bowling Club is a testament to the hard work and passion of the Board of Management, the players and volunteers. Continued success does not come from resting on our laurels.

Congratulations on a fantastic season. I look forward to hearing of more success in the future.

Yours sincerely

Amanda Wilson
Mayor



Item No: 15.2

Subject: **BUDGET AND ANNUAL BUSINESS PLAN UPDATE – AS AT
31 MARCH 2023**

Date: 26 April 2023

Written By: Management Accountant

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

This report covers the third update of Council's 2022/23 budget conducted as of 31 March 2023.

A comprehensive review of Municipal budgets has increased the forecast operating surplus by \$445,750 to a forecast surplus of \$708,910. Major favourable variances accounted for include savings on the cost of borrowings, savings on the cost of the FOGO rollout and additional revenue from development fees and car parking. This has been offset by unfavourable variances in increased legal fees for development appeals and higher diesel costs due to increased fuel prices.

Capital expenditure has increased by \$420,000 to account for funding already approved by Council and expenditure on grant funded projects.

There are currently no changes to the revised budget forecast for Alwyndor.

RECOMMENDATION

That Council:

1. notes the third 2022/23 budget update for Council's Municipal operations including:
 - (a) a movement in the forecast operating result for 2022/23 of \$445,750 from a surplus of \$262,911 to a surplus of \$708,910;
 - (b) an increase in forecast capital expenditure of \$420,000 from \$30.749 million to \$31.169 million;
 - (c) an increase in forecast capital revenue of \$230,000 from \$6.418 million to \$6.648 million;
 - (d) a decrease in forecast net financial liabilities of \$256,000 at 30 June 2023 from \$35.506 million to \$35.250 million.
 2. notes for Alwyndor operations no change to the 2022/23 revised budget forecast.
 3. notes the Annual Business Plan quarterly update for March 2023.
-

STRATEGIC PLAN

This review contributes to achieving the vision in the Strategic Plan of being “South Australia’s most sustainable city” by enabling responsible financial stewardship to ensure the financial sustainability of Council. Sound financial management also supports the delivery of all objectives and aspirations across all focus areas and time horizons.

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Government (Financial Management) Regulations 2011, regulation 9

BACKGROUND

The Local Government (Financial Management) Regulations 2011 require three specific budget performance reports to be prepared and considered by councils including:

1. Budget Update (at least twice per year);
2. Mid-year Budget Review (once per year); and
3. Report on Financial Results (after completion and audit of annual financial statement of previous financial year).

The three reports collectively are intended to provide a comprehensive reporting process that allows Council to track performance against the financial targets it established in its annual budget.

REPORT

The current forecast projections comprise the original budget adopted by Council at its meeting on 28 June 2022, items carried forward from 2021/22 adopted by Council on 23 August 2022 and the first budget update as at 30 September 2022 on 25 October 2022 and the second budget update as at 31 December 2021 adopted by Council on 14 February 2023. Following a review of these budgets a number of proposed variations have been identified.

Positive operational variances have been forecasted including: \$120,000 additional development fee revenue; \$103,000 saving on the implementation of the weekly FOGO collection rollout as, where possible, rollout initiatives were completed in-house; \$101,000 increase in Council’s share of net income from the Southern Region Waste Authority (SRWRA) Joint Venture; and savings of \$120,000 on estimated borrowing costs. The favourable variance on expected borrowing costs is only an issue of timing between financial years as a number of committed major projects will now be completed next year. This is in line with Council’s Treasury Management Policy of new loans being acquired only as required.

These positive variances will be offset by additional expenditure incurred on legal fees for development appeals (\$92,000) and a large water bill received for four years of water on-charges for Bowker Street Oval (\$66,000).

Further details of the amounts and notes along with funding statements for both Council Municipal and Alwyndor operations have been prepared and are attached to this report.

Refer Attachment 1

Commercial Activities

Comparative financial reports to 31 March 2023 have been provided for Council's major commercial activities including Brighton Caravan Park, Partridge House and Partridge Street carpark.

Refer Attachment 2

Financial Indicators

Financial indicators have been prepared including an operating surplus ratio, net financial liabilities ratio and asset sustainability ratio.

The operating surplus ratio is determined by calculating the operating surplus/(deficit) before capital amounts as a percentage of total operating revenue.

The net financial liabilities ratio is determined by calculating total liabilities less financial assets as a percentage of total operating revenue.

Another relevant measure of ability to service debt is the interest cover ratio. The interest cover ratio is measured by calculating net financial interest as a percentage of the total operating revenue. A ratio of 5 per cent indicates that for every \$100 of revenue \$5 is spent in net interest payments. The current interest cover ratio indicates that Council is in a strong financial position to manage debt.

The asset sustainability ratio is determined by calculating capital expenditure on the renewal or replacement of existing assets, excluding new capital expenditure as a percentage of Asset Management Plan required expenditure. This ratio measures the extent to which existing infrastructure and assets are being replaced.

The following tables provide updated forecasts for these and other major ratios for Council, Alwyndor and the consolidated result for both entities at 31 March 2023.

Municipal Funds	Target – from 2022/23 Annual Budget/LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result*	≥ 0	\$389,644 Surplus	\$708,910 Surplus
Operating Ratio**	≥ 0%	0.8%	1.4%
Net Financial Liabilities ratio***	≤ 75%	72%	69%
Interest Cover Ratio****	≤ 5%	1.6%	1.0%
Asset Sustainability Ratio *****	90% -110%	100%	153%

***Operating Result** is the result from total operating income less total operating expenses before asset disposals, amounts received for assets and changes in the valuations of assets.

****Operating Ratio** expresses the operating result as a percentage of total operating income.

*****Net Financial Liabilities Ratio** expresses total liabilities less total financial assets as a percentage of total operating income.

******Interest Cover Ratio** expresses finance costs including interest on borrowings less interest on investments as a percentage of total operating revenue excluding interest on investments.

*******Asset Sustainability Ratio** is defined as net capital expenditure on the renewal and replacement of existing assets expressed as a percentage of the asset management plan required expenditure.

Ratio – Alwyndor Funds	Target – from 2022/23 Annual Budget/LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	≥ 0	(\$281,000) Deficit	(\$308,000) Deficit
Net Financial Liabilities ratio	NA	53%	51%
Asset Sustainability Ratio	90% -110%	30%	56%

Ratio – Consolidated Funds *	Target – from 2022/23 Annual Budget/LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	≥ 0	(\$108,644) Deficit	\$400,910 Surplus
Operating Ratio	$\geq 0\%$	(0.1)%	0.5%
Net Financial Liabilities ratio	$\leq 75\%$	65%	62%
Interest Cover Ratio	$\leq 5\%$	0.6%	0.0%
Asset Sustainability Ratio	90% -110%	82%	140%

*Amounts and ratios include Alwyndor operations.

Additional financial indicators have been identified for Alwyndor operations which give a better measure of financial performance. These measures and indicators have been included in the table overleaf as of 31 March 2023.

Additional Alwyndor Performance Indicators	Target	Actual to 31 March 2023
Cash to total revenue	4.4%	2.2%
Cash Liquidity Level – ability to refund bonds/refundable accommodation deposits (RAD's)	Minimum of \$2.5m	Minimum of \$3.0m
Bed occupancy rate – year-to-date average	98.0%	96.9%
Average direct care funding per resident per day (Aged Care Funding Instrument) to 30 th September 2022	\$187.00	\$193.10
Average direct care funding per resident per day (Australian National Aged Care Classification) from 1 st October 2022	\$187.00	\$215.00
Number of Home Support Packages	435	503
Home Support funding utilisation - the portion of revenue generated from Home Support Packages funds	78.0%	73.7%

Annual Business Plan Quarterly Update

The City of Holdfast Bay has begun to pursue the vision set out in the new Strategic Plan Our Holdfast 2050+ and the three focus areas that support it:

Our Holdfast 2050+ Vision

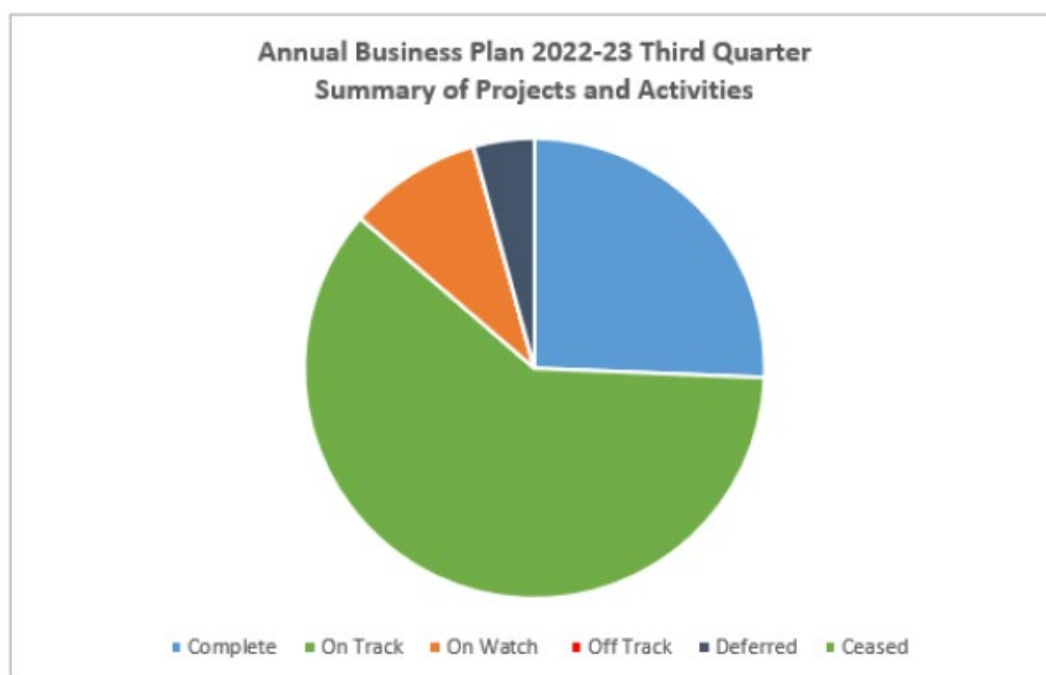
Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city.

To achieve this vision, we have identified three focus areas:

- WELLBEING - Good health and economic success in an environment and a community that supports wellbeing.
- SUSTAINABILITY - A city, economy and community that is resilient and sustainable.
- INNOVATION - A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.

To deliver this Strategic Plan, the *Our Plan for Our Place Annual Business Plan 2022-23* (the Business Plan) outlines specific actions for the year. These actions are aligned to one of the three focus areas. The following provides an overview of progress on projects and significant activities within the Business Plan.

The overwhelming proportion (87%) of projects are 'on track' to be delivered or have been 'completed'. There are 11 projects identified as 'on watch' which means there are circumstances that impact on the successful delivery of the project which are being managed. Five projects have been deferred which means either they have been reassessed and are not required in this year or other activities need to be completed before they can commence. No projects are 'off track'.



Common issues for 'on watch' and 'deferred' projects are the impacts of global supply pressures on the timing of projects and the cost and/or availability of materials and specialised labour.

WELLBEING

Project Title	Status	Notes
Fencing & Lighting - Somerton Tennis Club	On Watch	Waiting on court resurfacing - will be carry forward
Partridge House - Playground Renewal	On Watch	Awaiting broader Partridge House precinct masterplan to ensure playspace is optimally located.
Fordham Reserve - Playground Renewal	On Watch	Carry forward to align with Sturt River Linear Park project construction
Holdfast Bay Bowling and Croquet Club Lighting	On Watch	Will carry forward - awaiting match grant funding

SUSTAINABILITY

Project Title	Status	Notes
Pine Gully Stormwater	On Watch	Construction has commenced - delayed due to wet weather and ground water
Gully Masterplans Implementation	On Watch	Included with the Pine Gully Stormwater project
Street Light LED conversion	On Watch	Project linked with other projects. Contractor programming is subject to change due to external factors.

SUSTAINABILITY (cont'd)

Project Title	Status	Notes
Patawalonga Lock Gate East	On Watch	To be re-scoped and re-tendered following previous unsuccessful tender
Patawalonga Lock Sea Gate West	On Watch	To be re-scoped and re-tendered following previous unsuccessful tender
Glenelg Jetty Structural Repairs	On Watch	Pending discussions with the Department of Infrastructure and Transport
Depot Cleaning Compound	On Watch	Planning underway for alternative storage of machinery/heavy equipment to facilitate compound cleaning.
Greening Diagonal Rd Triangle	On Watch	Engagement completed. Report being prepared for Council.
Walls Renewal Program	Deferred	To be reviewed following open space asset audit which is currently underway
Bollards Renewal Program	Deferred	To be reviewed following open space asset audit which is currently underway
Glenelg Rotunda Roof replacement	Deferred	Additional resourcing may be required given current quotes

INNOVATION

Project Title	Status	Notes
Major Plant & Equipment Purchases - Heavy Vehicles / Other	On Watch	Vehicles have been ordered - there are global supply chain delays for vehicles
Executive / Regulatory / Passenger Vehicles (Plant & Equipment - Car Fleet)	On Watch	Vehicles have been ordered - there are global supply chain delays for vehicles
Glenelg Town Hall - Café - Electrical/Mechanical	Deferred	Availability of contractors and materials are affecting timing and tender prices
Glenelg Library - Paint Ceiling	Deferred	Moved into large library changes project – Planning phase
Partridge House - Paving	Deferred	There are issues around the timely delivery of materials and ensuring the least disruption to the operation of Partridge House

The attached report provides details of each of the projects and their current status.

Refer Attachment 3

BUDGET

The content and recommendation of this report indicates the effect on the budget.

LIFE CYCLE COSTS

The nature and content of this report is such that life cycle costs are not applicable.

Attachment 1





City of Holdfast Bay Municipal Funds Statement as at March 2023

2022 - 2023 Original Budget \$'000	Year to Date				2022 - 2023 Adopted Forecast \$'000	Proposed Forecast Adjustment \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000				
131	120	168	(48)	Cemeteries	131	-	
495	378	387	(9)	Commercial & Club Leases	495	-	
(1,458)	(1,138)	(1,121)	(17)	Council Administration	(1,458)	-	
(917)	(670)	(591)	(79)	Development Services	(935)	28	1
1,730	838	837	-	- FAG/R2R Grants	1,882	-	
(1,825)	(1,550)	(1,597)	47	Financial Services	(1,886)	-	
(10,468)	(7,858)	(7,838)	(20)	Financial Services-Depreciation	(10,468)	-	
(267)	-	-	-	- Financial Services-Employee Leave Provisions	(267)	-	
(830)	(255)	(236)	(19)	Financial Services-Interest on Borrowings	(718)	120	2
101	-	-	-	- Financial Services-SRWRA	101	101	3
38,455	38,889	38,911	(22)	General Rates	38,569	-	
(2,867)	(2,290)	(2,309)	19	Innovation & Technology	(2,867)	-	
(614)	(418)	(451)	33	People & Culture	(614)	(27)	4
(612)	(351)	(378)	26	Public Realm and Urban Design	(578)	-	
(819)	(602)	(591)	(11)	Strategy & Governance	(878)	-	
(1,204)	(828)	(741)	(87)	City Activation	(1,272)	23	5
1,266	969	1,052	(83)	Commercial - Brighton Caravan Park	1,385	50	6
44	37	42	(5)	Commercial - Partridge House	44	-	
(563)	(386)	(402)	16	Communications and Engagement	(563)	-	
(351)	(261)	(251)	(9)	Community and Business Administration	(351)	-	
(887)	(808)	(775)	(34)	Community Events	(937)	(18)	7
892	900	1,286	(386)	Community Safety	982	200	8
(574)	(370)	(375)	5	Community Wellbeing	(578)	-	
(533)	(391)	(431)	40	Customer Service	(533)	(40)	9
-	92	199	(108)	Jetty Road Mainstreet	(93)	-	
(1,518)	(1,053)	(1,019)	(33)	Library Services	(1,518)	-	
(302)	(220)	(217)	(3)	Assets & Delivery Administration	(302)	-	
(1,413)	(807)	(771)	(36)	Engineering & Traffic	(1,518)	-	
(966)	(521)	(358)	(163)	Environmental Services	(921)	125	10
(8,137)	(5,826)	(5,912)	86	Field Services & Depot	(8,282)	(116)	11
(2,036)	(1,358)	(1,326)	(32)	Property Management	(2,095)	-	
(439)	(327)	(324)	(3)	Street Lighting	(569)	-	
(4,072)	(2,744)	(2,707)	(37)	Waste Management	(4,072)	-	
-	-	9	(9)	Net Gain/Loss on Disposal of Assets - non cash item	-	-	
945	-	-	-	- Less full cost attribution - % admin costs capitalised	945	-	
390	11,187	12,168	(981)	=Operating Surplus/(Deficit)	263	446	
-	-	(9)	9	Net Gain/loss on disposal of assets	-	-	
10,468	7,858	7,838	20	Depreciation	10,468	-	
166	-	-	-	- Other Non Cash Items	166	-	
10,634	7,858	7,829	29	Plus Non Cash Items in Operating Surplus/(Deficit)	10,634	-	
11,024	19,045	19,997	(952)	=Funds Generated from Operating Activities	10,897	446	
1,484	3,330	3,841	(510)	Amounts Received for New/Upgraded Assets	4,482	230	12
474	1,124	1,124	-	Proceeds from Disposal of Assets	1,936	-	
1,958	4,455	4,964	(510)	Plus Funds Sourced from Capital Activities	6,418	230	
(9,094)	(4,979)	(4,300)	(679)	Capital Expenditure on Renewal and Replacement	(13,544)	(30)	
(5,721)	(2,883)	(2,758)	(126)	Capital Expenditure on New and Upgraded Assets	(17,205)	(390)	
(14,815)	(7,863)	(7,058)	(805)	Less Total Capital Expenditure	(30,749)	(420)	13
253	251	270	(19)	Plus:Repayments of loan principal by sporting groups	253	-	
253	251	270	(19)	Plus/(less) funds provided (used) by Investing Activities	253	-	
(1,580)	15,888	18,173	(2,286)	= FUNDING SURPLUS/(REQUIREMENT)	(13,181)	256	
-	2,887	2,887	-	Increase/(Decrease) in Cash & Cash Equivalents	-	-	
-	12,327	14,756	(2,429)	Non Cash Changes in Net Current Assets	-	-	
(2,959)	-	-	-	- Less: Proceeds from new borrowings	(14,560)	256	
1,379	674	531	143	Plus: Principal repayments of borrowings	1,379	-	
(1,580)	15,888	18,173	(2,286)	=Funding Application/(Source)	(13,181)	256	

Note 1 – Development Services - \$28,000 favourable

Additional planning fee income received due to an increase in development applications over the first nine months of the financial year (\$120,000) offset by higher legal fees for appeals (\$92,000).

Note 2 – Financial Services – Interest on Borrowings - \$120,000 favourable

Savings on budgeted interest costs due to timing of short-term borrowings.

Note 3 – Financial Services – SRWRA - \$101,000 favourable

Increase in SRWRA 2022/23 forecast surplus.

Note 4 – People & Culture - \$27,000 unfavourable

Additional training, legal and professional services expenditure (\$91,000) offset by higher workers compensation rebate received from the LGA Mutual Liability Scheme (\$64,000).

Note 5 – City Activation - \$5,000 favourable and \$18,000 reallocation

Employment cost savings due to temporary vacancies, \$18,000 of which has been reallocated to Community Events – see note 7.

Note 6 – Commercial - Brighton Caravan Park - \$50,000 favourable

Year to date Caravan Park revenue higher than forecast.

Note 7 – Community Events - \$18,000 reallocation

Reallocation of employment costs – see note 5.

Note 8 – Community Safety - \$200,000 favourable

Higher than forecast revenue for car parking (\$110,000), hoarding fees (\$60,000) and dog and cat management fees (\$30,000).

Note 9 – Customer Service - \$12,000 unfavourable and \$28,000 reallocation

Website upgrade (\$12,000) and reallocation of additional employment costs incurred due to the FOGO rollout (\$28,000) – see note 10.

Note 10 – Environmental Services - \$103,000 favourable and \$28,000 reallocation

Savings on the implementation of the weekly FOGO collection as some rollout initiatives were completed in-house. \$28,000 has been reallocated to Customer Service - see note 9.

Note 11 – Field Services & Depot - \$116,000 unfavourable

Increased diesel costs as a result of high fuel prices (\$50,000) and additional water charges due to the Department of Education recently invoicing four years of water on-charges for Bowker Street Oval (\$66,000).

Note 12 – Amounts Received for New/Upgraded Assets - \$230,000 favourable

Grant funding received for:

- \$200,000 - Contribution from the City of Marion for the Harrow Road, Somerton Park stormwater Gross Pollutant Trap (GPT) capital project. The corresponding expenditure budget has also been increased– see note 13
- \$30,000 - Reimbursement received from the LGA for the purchase of a Mini-Loader as part of the Workers Compensation Scheme Risk Incentive program. The corresponding expenditure budget has also been increased– see note 13

Note 13 – Capital Expenditure - \$420,000 unfavourable

A number of additional capital works budgets are required.

Budget amounts already approved by Council:

- \$150,000 - Traffic Safety Improvements on Partridge Street, Glenelg - resolution C140323/7369
- \$40,000 - Traffic Safety Improvements on King George Avenue, Hove – resolution C140323/7373

Other funded budget increases:

- \$200,000 - Contribution from the City of Marion for the Harrow Road, Somerton Park stormwater Gross Pollutant Trap (GPT) capital project, funded by City of Marion – see note 12
- \$30,000 – Purchase of Mini-Loader, funded by the LGA – see note 12



City of Holdfast Bay

Capital Expenditure Summary by Budget Item to March 2023

2022-23 Original Budget \$'000	Year to Date				Revised Forecast \$'000
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(944)	-	-	-	- Full Cost Attribution	(944)
(806)	(568)	(587)		19 Information Technology	(892)
(989)	(125)	(74)	(51)	Commercial and Economic Enterprises	(2,996)
-	-	(5)		5 Partridge House	-
(85)	(60)	(57)		(3) Brighton Library	(85)
-	(25)	(23)		(2) Sport and Recreation	(562)
(13)	(9)	(12)		2 Depot and Stores	(13)
(1,306)	(1,314)	(1,318)		4 Machinery Operating	(2,670)
(2,322)	(622)	(406)	(216)	Road Construction and Re-seal Program	(2,788)
-	-	-		- Car Park Construction	(100)
(453)	(403)	(301)	(102)	Footpath Program	(453)
(1,200)	(120)	(50)	(70)	Stormwater Drainage Program	(3,707)
-	(161)	(69)	(92)	Traffic Control Construction Program	(161)
(1,122)	(770)	(740)	(30)	Kerb and Water Table Construction Program	(1,360)
(30)	(20)	-		(20) Other Transport - Bus Shelters etc.	(30)
(3,487)	(2,699)	(2,568)	(131)	Reserve Improvements Program	(8,598)
(1,302)	(726)	(637)	(89)	Land, Buildings and Infrastructure Program	(3,439)
(450)	(170)	(137)	(33)	Streetscape Program	(1,261)
(306)	(52)	(39)		(13) Foreshore Improvements Program	(670)
-	(19)	(36)		16 Caravan Park - General	(19)
(14,815)	(7,863)	(7,058)	(805)	Total	(30,749)

Alwyndor Aged Care **Funds Statement as at 31 March 2023**

2022-23 Original Budget \$'000	Year to Date				2022-23 Adopted Forecast \$'000	Note
	Original Budget YTD \$'000	Actual YTD \$'000	Variance \$'000			
5,576	4,148	4,843	(695)	User Charges	6,667	
13,653	10,224	10,655	(431)	Operating Grants and Subsidies	14,447	
445	354	346		8 Investment Income	663	
5,361	3,937	3,831	105	Reimbursements	5,323	
3,993	2,947	3,874	(927)	Other Income	5,355	
29,027	21,610	23,549	(1,939)	Operating Revenue	32,456	1
(20,916)	(15,631)	(16,141)	510	Employee Costs - Salaries & Wages	(21,827)	2
(6,966)	(5,206)	(6,901)	1,695	Materials, Contracts and Other Expenses	(9,470)	3
(68)	(51)	(86)	35	Finance Charges	(123)	
(1,358)	(1,019)	(1,018)	(1)	Depreciation	(1,344)	
(29,308)	(21,907)	(24,146)	2,239	Less Operating Expenditure	(32,764)	
(281)	(297)	(597)	300	=Operating Surplus/(Deficit)	(308)	4
0	0	(31)	31	Net gain/(loss) on disposal of investments	(16)	
0	0	489	(489)	Net gain/(loss) on Fair Value movement on investments	479	
(281)	(297)	(139)	(158)	=Net Surplus/(Deficit)	155	
1,358	1,019	1,018		1 Depreciation	1,344	
		31	(31)	Net gain/(loss) on disposal of investments		
		(489)	489	Net gain/(loss) on Fair Value movement on investments		
193	144	98	46	Provisions	354	
1,551	1,164	659	505	Plus Non Cash Items in Operating Surplus/(Deficit)	1,698	
1,269	867	520	347	=Funds Generated from Operating Activities	1,390	
(524)	(743)	(794)	51	Capital Expenditure on New and Upgraded Assets	(1,106)	
(524)	(743)	(794)	51	Less Total Capital Expenditure	(1,106)	
745	124	(274)	398	= Funding SURPLUS/(REQUIREMENT)	284	
Funded by						
745	124	(274)	398	Increase/(Decrease) in Cash & Cash Equivalents	284	
745	124	(274)	398	=Funding Application/(Source)	284	

Alwyndor - Notes March 2023

1 Operating Revenue

Operating Revenue is favourable by \$1,939k. This is mainly due to Support at Home client growth remaining strong and exceeding monthly targets.

Residential experienced higher government funding (ACFI up to 30 September 2022 and the new funding model AN-ACC from 1 October 2022 for permanent residents). Occupancy levels have continued to be strong.

COVID-19 grant income of \$257k has been offset by higher costs in Residential.

2 Employee Costs – Salaries & Wages

The variance in employee costs (\$510k unfavourable) is comprised of:

- Residential – additional carers in response to higher acuity residents (offset by higher government funding (ACFI / AN-ACC) as part of Operating Revenue) and staff COVID-19 payments (offset by COVID-19 Grant Income as part of Operating Revenue)
- Wage increases, consistent with Enterprise Agreement, are higher than the 2% assumed in the budget noting the national wage increase and associated workforce market forces at 4.6%.

3 Materials, Contracts and other Expenses

The \$1,695k YTD increase is attributed to:

- Extraordinary contract labour costs incurred with the introduction and implementation of the new catering model
- Additional brokered services in Support at Home which are recovered as part of Operating Revenue.

4 Operating Deficit

March 2023 YTD

The \$597K Operating Deficit, after allowing for depreciation and capital expenditure, has led to a funding deficit of \$274K as at March YTD. This will be funded by Alwyndor's existing cash reserves.

Attachment 2



BRIGHTON CARAVAN PARK

Financial Results	Actual \$ 01/07/21 to 31/03/22	Actual \$ 01/07/22 to 31/03/23
Revenue From Cabins and Sites	\$1,034,268	\$1,244,346
Occupancy Rates	Actual % 01/07/21 to 28/02/2022	Actual % 01/07/22 to 28/02/2023
Accommodation Type		
Cabins	86%	89%
Sites	68%	79%
Average Total	77%	84%

PARTRIDGE STREET CAR PARK

Financial Results	Actual \$ 01/07/21 to 31/03/22	Actual \$ 01/07/22 to 31/03/23
Income & Expenditure		
Car Parking Revenue	\$97,484	\$101,559
Operational Costs	\$89,873	\$88,396
Net Result	\$7,611	\$13,163
Car Park Usage	Actual No. 01/07/21 to 31/03/22	Actual No. 01/07/22 to 31/03/23
Car Park		
Eastern Car Park - No. of Transactions	84,022 *	99,623
Western Car Park - No. of Transactions	92,671	98,110
Total No. of Transactions	176,693	197,733

* Recorded numbers are low due to vehicle detection loop equipment error. Issue fixed 29.11.2021.

PARTRIDGE HOUSE

Financial Results	Actual \$ 01/07/21 to 31/03/22	Actual \$ 01/07/22 to 31/03/23
Income & Expenditure		
Functions and Room Hire Revenue	\$178,684	\$174,353
Operational Costs	\$145,397	\$129,607
Net Result	\$33,287	\$44,746
Number of Events	Actual No. 01/07/21 to 31/03/22	Actual No. 01/07/22 to 31/03/23
Event Type		
Wedding	20	19
Funeral	112	78
Community Function	183	221
Other Events	73	64
Total Number of Events	388	382

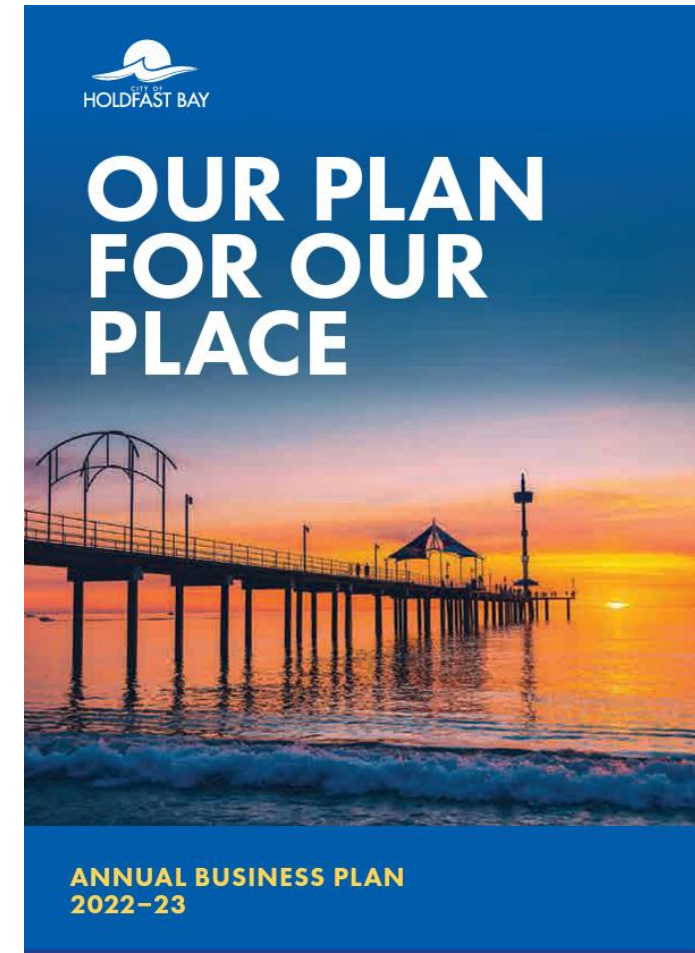
Attachment 3



Annual Business Plan 2022 – 23

Quarterly Status Report

As at March 2023



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SUSTAINABILITY.....	9
Roads Reseal Program.....	14
INNOVATION	16

OVERVIEW

The City of Holdfast Bay has begun to pursue the vision set out in the new Strategic Plan *Our Holdfast 2050+* and the three focus areas that support it:

Our Holdfast 2050+ Vision

***Protecting our heritage and beautiful coast, while creating
a welcoming and healthy place for all in South Australia's most sustainable city.***

To achieve this vision, we have identified three focus areas:

- **WELLBEING - Good health and economic success in an environment and a community that supports wellbeing.**
- **SUSTAINABILITY - A city, economy and community that is resilient and sustainable.**
- **INNOVATION - A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.**

To deliver this Strategic Plan, the *Our Plan for Our Place Annual Business Plan 2022-23* (the Business Plan) outlines specific actions for the year. This report captures progress against the Business plan.

The overwhelming proportion (87%) of projects are 'on track' to be delivered or have been 'completed'. There are 11 projects identified as 'on watch' which means there are circumstances that impact on the successful delivery of the project which are being managed. Five projects have been deferred which means either they have been reassessed and are not required in this year or other activities need to be completed before they can progress. No projects are 'off track'.

The following page provides an overview of progress in all focus areas.



Overall Summary		%
Complete	30	26%
On Track	71	61%
On Watch	11	9%
Off Track	0	0%
Deferred	5	4%
Ceased	0	0%
Total	117	100%



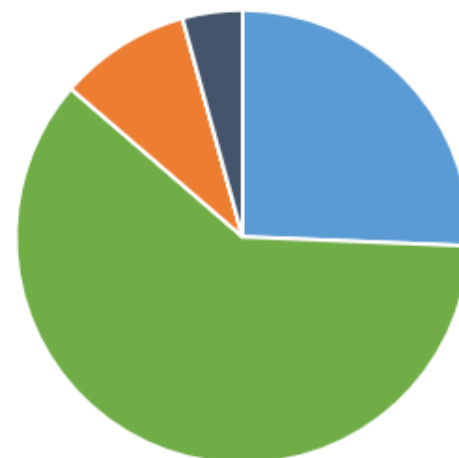
WELLBEING

Wellbeing Summary	
Complete	15
On Track	21
On Watch	1
Off Track	0
Deferred	0
Ceased	0

Annual Business Plan - Quarterly Status Report

As at 31 March 2023

Annual Business Plan 2022-23 Third Quarter
Summary of Projects and Activities



■ Complete ■ On Track ■ On Watch ■ Off Track ■ Deferred ■ Ceased



SUSTAINABILITY

Sustainability Summary	
Complete	12
On Track	38
On Watch	8
Off Track	0
Deferred	2
Ceased	0



INNOVATION

Innovation Summary	
Complete	3
On Track	12
On Watch	2
Off Track	0
Deferred	3
Ceased	0

WELLBEING

Project Title	Status	Notes
Fencing & Lighting - Somerton Tennis Club	On Watch	Waiting on court resurfacing - will be carry forward
Partridge House - Playground Renewal	On Watch	Awaiting broader Partridge House precinct masterplan to ensure playspace is optimally located.
Fordham Reserve - Playground Renewal	On Watch	Carry forward to align with Sturt River Linear Park project construction
Holdfast Bay Bowling and Croquet Club Lighting	On Watch	Will carry forward - awaiting match grant funding

SUSTAINABILITY

Project Title	Status	Notes
Pine Gully Stormwater	On Watch	Construction has commenced - delayed due to wet weather and ground water
Gully Masterplans Implementation	On Watch	Included with the Pine Gully Storm water project
Street Light LED conversion	On Watch	Project linked with other projects. Contractor programming is subject to change due to external factors.
Patawalonga Lock Gate East	On Watch	To be re-scoped and re-tendered following previous unsuccessful tender
Patawalonga Lock Sea Gate West	On Watch	To be re-scoped and re-tendered following previous unsuccessful tender
Glenelg Jetty Structural Repairs	On Watch	Pending discussions with the Department of Infrastructure and Transport
Depot Cleaning Compound	On Watch	Planning underway for alternative storage of machinery/heavy equipment to facilitate compound cleaning.
Greening Diagonal Rd Triangle	On Watch	Engagement completed. Report being prepared for Council.
Walls Renewal Program	Deferred	To be reviewed following open space asset audit which is currently underway
Bollards Renewal Program	Deferred	To be reviewed following open space asset audit which is currently underway
Glenelg Rotunda Roof replacement	Deferred	Additional resourcing may be required given current quotes

INNOVATION

Project Title	Status	Notes
Major Plant & Equipment Purchases - Heavy Vehicles / Other	On Watch	Vehicles have been ordered - there are global supply chain delays for vehicles
Executive / Regulatory / Passenger Vehicles (Plant & Equipment - Car Fleet)	On Watch	Vehicles have been ordered - there are global supply chain delays for vehicles
Glenelg Town Hall - Café - Electrical/Mechanical	Deferred	Availability of contractors and materials are affecting timing and tender prices
Glenelg Library - Paint Ceiling	Deferred	Moved into large library changes project – Planning phase
Partridge House - Paving	Deferred	There are issues around the timely delivery of materials and ensuring the least disruption to the operation of Partridge House

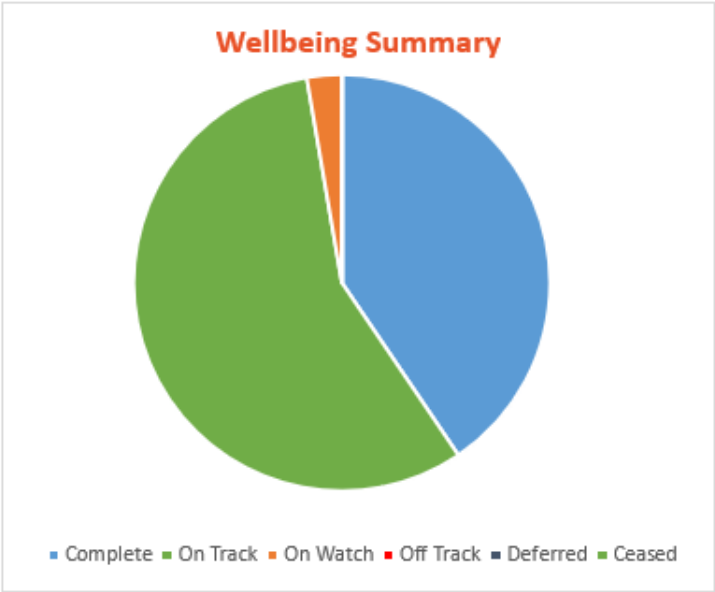
WELLBEING



WELLBEING

Good health and economic success in an environment and a community that supports wellbeing.

Annual Business Plan - Wellbeing - Status Report
As at 31 March 2023



Wellbeing Summary		
Complete	15	41%
On Track	21	57%
On Watch	1	3%
Off Track	0	0%
Deferred	0	0%
Ceased	0	0%
Total	37	

Wellbeing - Carry Forward Projects


<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>3rd ¼ Status</i>	<i>3rd ¼ Rating</i>	<i>3rd ¼ Notes</i>
Playspace - Bowker St Oval - Equipment/Softfall/Surfaces	Bill Blyth	Dec-22	Mar-23	Not Started	On Track	●	
Stone Wall Improvements - Various Reserves	Mathew Walsh	Jul-22	Aug-22	4. Closure	Complete	●	
Kauri Parade Precinct Public Toilet	Mathew Walsh	May-22	Dec-22	3. Delivery	Complete	●	
Brighton Oval - Rotary Club Shed	Mathew Walsh	Jul-22	Dec-22	4. Closure	Complete	●	
Buffalo Site - Amenity Improvements	Matthew Rechner	Jul-22	Jun-23	1. Planning	On Track	●	
Lookout Decking - Kingston Park Cliff Face	Matthew Rechner	Jul-22	Jun-23	1. Planning	On Track	●	
Reserve Improvements Program - East of Brighton	Matthew Rechner	Jul-22	Aug-22	5. DLP	Complete	●	
Jetty Rd Glenelg - M'plan - Stg 1 Construction	Matthew Rechner	Jul-22	Jun-23	5. DLP	Complete	●	

Wellbeing - Capital and Other Projects





<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>3rd ¼ Status</i>	<i>3rd ¼ Rating</i>	<i>3rd ¼ Notes</i>
Seating Replacement Program	Bill Blyth	Aug-22	Dec-22	Various Projects	On Track	●	
Sporting Structures - Bike Rails - various	Bill Blyth	Nov-22	Jan-23	4. Closure	Complete	●	
Coastal Shower Replacement Program	Bill Blyth	Sep-22	Dec-22	3. Delivery	On Track	●	
Drink Fountain and Dog Bowl Replacement	Bill Blyth	Nov-22	Feb-23	3. Delivery	On Track	●	
Somerton Park Yacht Club Refurbishment	Mathew Walsh			4. Closure	Complete	●	
Holdfast Bay Bowling Club - Toilets	Mathew Walsh		Jun-23	3. Delivery	On Track	●	
Council Depot - Paint Lunchroom/Offices	Mathew Walsh	Aug-22	Sep-22	4. Closure	Complete	●	
Helmsdale Tennis Clubrooms - External paint	Mathew Walsh	Jul-22	Jun-22	4. Closure	Complete	●	

Brighton Oval - Dog Training Centre - Fence	Mathew Walsh	Aug-22	Aug-22	4. Closure	Complete	●	Attachment 3
Seacliff Youth Centre - Sthrn Hall Roofing	Mathew Walsh	Aug-22	May-23	4. Closure	Complete	●	
Brighton Table Tennis Clubrooms - Gutter	Mathew Walsh		Jun-23	4. Closure	Complete	●	
Somerton Bowling Club Roof Replacement	Mathew Walsh	Aug-22	Jun-23	2. Procurement	On Track	●	
Fencing & Lighting - Somerton Tennis Club	Matthew Rechner	Jul-22	Jun-23	1. Planning	On Track	●	
Dovar Square - Playground Renewal	Matthew Rechner	Jul-22	Jun-23	1. Planning	On Track	●	
Paringa Park - Playground Renewal	Matthew Rechner	TBA	TBA	Not Started	On Track	●	
Partridge House - Playground Renewal	Matthew Rechner	TBA	TBA	Not Started	On Track	●	
Holdfast Bay Bowling and Croquet Club Lighting	Matthew Rechner	Jul-22	Jun-23	1. Planning	On Track	●	
Seacliff Hockey Club Netting (LRCl Phase 2)	Matthew Rechner	Jul-22	Aug-22	5. DLP	Complete	●	
Dover Square Pathway, Tennis Court & Bike Rail	Matthew Rechner	Jul-22	Jun-23	3. Delivery	On Track	●	
Pathway Refurbishment Program	Matthew Rechner	Jul-22	Apr-23	3. Delivery	On Track	●	
Playspace - John Miller Reserve	Matthew Rechner	Jul-22	Apr-22	5. DLP	Complete	●	
Helmsdale Tennis Court	Matthew Rechner	Jul-22	Jun-23	3. Delivery	On Track	●	
Seacliff Toilets	Matthew Rechner	Jul-22	Jun-23	3. Delivery	On Track	●	
Jetty Rd Glenelg - M'plan - Stg 1 Detailed Design	Matthew Rechner	Jul-22	TBA	4. Closure	On Track	●	

Wellbeing - New Initiatives

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>3rd ¼ Status</i>	<i>3rd ¼ Rating</i>	<i>3rd ¼ Notes</i>
Beach Showers & Taps Audit	James Mitchell	Jul-22	Jun-23	4. Closure	Complete		

Wellbeing - Carry Forward Plus 2022-23 Budget Projects

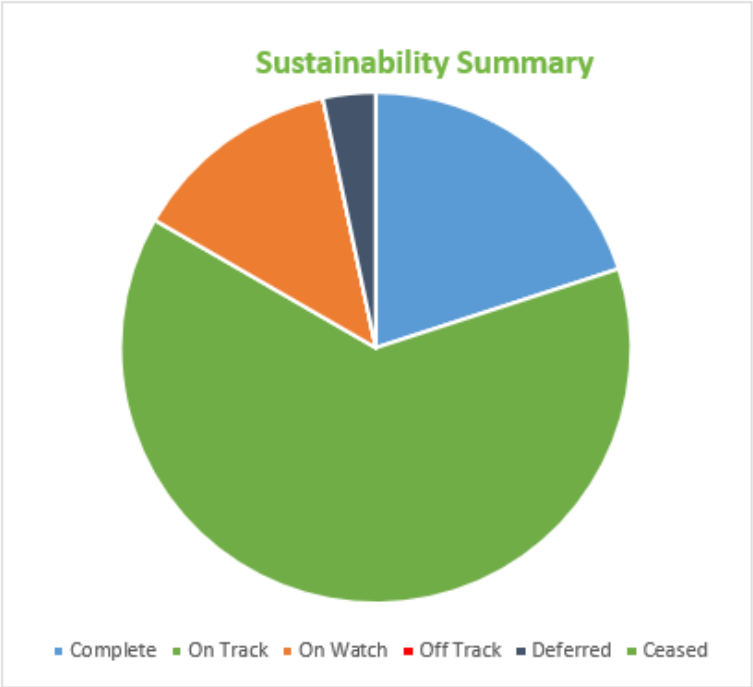
<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>3rd ¼ Status</i>	<i>3rd ¼ Rating</i>	<i>3rd ¼ Notes</i>
Fordham Reserve - Playground Renewal	Matthew Rechner	TBA	TBA	Not Started	On Watch		Carry forward to align with Sturt River Linear Park project
Glenelg Oval Stage 3 and 4	Matthew Rechner	Jul-22	Jun-23	2. Procurement	On Track		
Seacliff Plaza Upgrade	Matthew Rechner	Jul-22	Jun-23	1. Planning	On Track		
Jetty Rd Glenelg - M'plan - Stg 2 Detailed Design	Matthew Rechner	Jul-22	Jun-23	1. Planning	On Track		



SUSTAINABILITY
















A city, economy and community that is resilient and sustainable.

Annual Business Plan - Sustainability - Status Report
As at 31 March 2023



Sustainability Summary		
Complete	12	20%
On Track	38	63%
On Watch	8	13%
Off Track	0	0%
Deferred	2	3%
Ceased	0	0%
Total	60	

Sustainability - Carry Forward Projects

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>3rd ¼ Status</i>	<i>3rd ¼ Rating</i>	<i>2nd ¼ Notes</i>
Carpark Construction / Renewal Program	James Mitchell	Jul-22	Jun-23	Various Projects	On Track		
Pine Gully Stormwater	James Mitchell	Aug-22	Mar-23	3. Delivery	On Watch		Construction has commenced - delayed due to wet weather and ground water
CCTV Glenelg (LRCI Phase 2)	Mathew Walsh	Dec-21	Jan-23	3. Delivery	On Track		
Public Reserve Lighting	Mathew Walsh	Jan-22	Dec-22	4. Closure	Complete		
FOGO Capital Implementation	James Mitchell	Jun-21	Jul-23	3. Delivery	On Track		
Street Light LED conversion	Mathew Walsh	Jul-22	Apr-23	3. Delivery	On Watch		Project linked with other projects. Contractor programming is subject to change due to external factors.
Renewable energy - Solar systems/energy monitoring	Mathew Walsh	Dec-21	Mar-23	3. Delivery	On Track		
Kingston House - Shed	Mathew Walsh			4. Closure	Complete		
Jetty Rd, Brighton - Lighting Masterplan	James Mitchell	Jul-21	Jun-23	3. Delivery	On Track		
Broadway Toilets Replacement	Mathew Walsh			4. Closure	Complete		
Ringwood - Timber Replacements	Mathew Walsh			4. Closure	Complete		
Greening Seacliff	James Mitchell	Jun-22	Dec-22	3. Delivery	On Track		
Seacliff \$100k Project - Trees	James Mitchell	Jun-22	Dec-22	3. Delivery	On Track		
Art Deco Heritage Review	Anthony Marroncelli	Jul-22	Mar-23	3. Delivery	On Track		
Kingston Park - Kiosk	Matthew Rechner	Jul-22	Jun-23	3. Delivery	On Track		

Sustainability - Capital and Other Projects

Attachment 3

Title	Officer	Start Date	End Date	Project Stage	3rd ¼ Status	3rd ¼ Rating	3rd ¼ Notes
Stormwater Pipes/Pits Renewal Program	James Mitchell	Jul-22	Jun-23	Various Projects	On Track		
Electrical and Lighting Renewal	Mathew Walsh	Jul-22	Aug-22	5. DLP	Complete		
Fences Renewal Program	James Mitchell	Aug-22	Jun-23	Various Projects	On Track		
Pathways Renewal Program	James Mitchell	Aug-22	Jun-23	Various Projects	On Track		
Pathway - Edith Butler Pier	James Mitchell	Aug-22	Jun-23	1. Planning	On Track		
Gate - Bowker St Oval	Bill Blyth	Sep-22	Mar-23	2. Procurement	On Track		
Walls Renewal Program	James Mitchell	Aug-22	Jun-23	Various Projects	Deferred		To be reviewed following open space asset audit which is currently underway
Bin Replacement Program	Bill Blyth	Sep-22	Dec-22	4. Closure	Complete		
Bollards Renewal Program	Bill Blyth	Oct-22	Jan-23	Not Started	On Track		To be reviewed following open space asset audit which is currently underway
CCTV Installations - Various Locations	Mathew Walsh	Aug-22	Mar-23	2. Procurement	On Track		
Street lighting replacements (SAPN and Reserves)	Mathew Walsh	Jul-22	May-23	3. Delivery	On Track		
Patawalonga Lock Gate East	Mathew Walsh	Jul-22	Aug-23	2. Procurement	On Watch		To be re-scoped and re-tendered following previous unsuccessful tender
Patawalonga Lock Sea Gate West	Mathew Walsh	Jul-22	Aug-23	2. Procurement	On Watch		To be re-scoped and re-tendered following previous unsuccessful tender
Glenelg Jetty Structural Repairs	James Mitchell	Sep-22	Jun-23	1. Planning	On Watch		Pending discussions with the Department of Infrastructure and Transport
Accelerated Footpath Program	Bill Blyth	Aug-22	Sep-22	3. Delivery	On Track		
Footpaths Renewal Program	James Mitchell	Jul-22	Mar-23	3. Delivery	On Track		

Broadway Kiosk - Int/Ext - Finishes	Mathew Walsh	Jul-22	May-23	3. Delivery	On Track	●	Attachment 3
Glenelg Town Hall - Refurbishment	Mathew Walsh		Jun-23	1. Planning	On Track	●	
Bay Discovery Centre - Drain Trays	Mathew Walsh	Jun-22	Jun-22	4. Closure	Complete	●	
Brighton Civic Centre -insulate 1st floor	Mathew Walsh	Jul-22	Jul-23	4. Closure	Complete	●	
Glenelg Town Hall - Gallery Doors	Mathew Walsh	Jul-22	Jun-22	4. Closure	Complete	●	
Glenelg Foreshore Toilets - Partition/Refurb	Mathew Walsh	Aug-22	Jan-23	4. Closure	Complete	●	
Broadway Toilets Exeloo	Mathew Walsh	May-22	May-23	2. Procurement	On Track	●	
Beachouse Toilets - refurbish	Mathew Walsh	Aug-22	Jan-23	2. Procurement	On Track	●	
Glenelg Rotunda Roof replacement	Mathew Walsh	Aug-22	Jun-23	1. Planning	Deferred	●	Additional resourcing may be required given current quotes
Beachouse - Exterior lighting	Mathew Walsh	Jul-22	Jun-23	1. Planning	On Track	●	
Depot Cleaning Compound	Bill Blyth	Jul-22	Jun-23	1. Planning	On Watch	●	Planning is underway with identification of an alternative place for storage of machinery and other heavy equipment to facilitate compound cleaning.
Glenelg Town Hall Boomers Fit Out	Mathew Walsh	Aug-22	Jul-23	4. Closure	Complete	●	
Bowker Oval - Kitchen fit out- EHO	Mathew Walsh	Sep-22	Aug-23	2. Procurement	On Track	●	
Brighton Caravan Park Retaining Wall (LRCI Phase 3)	Matthew Rechner	Jul-22	Jan-23	4. Closure	Complete	●	
Wigley Reserve lighting	Matthew Rechner	Jul-22	Jun-23	3. Delivery	On Track	●	

Sustainability - New Initiatives

Attachment 3

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>3rd ¼ Status</i>	<i>3rd ¼ Rating</i>	<i>3rd ¼ Notes</i>
Urban Forest Maintenance	James Mitchell	Aug-22	May-23	3. Delivery	On Track	●	
Stormwater Data Collection	James Mitchell	Jul-22	Jun-22	3. Delivery	On Track	●	
Resilient Asset Management Project (RAMP)	James Mitchell	Jul-22	Jun-23	3. Delivery	On Track	●	
Electric Vehicle Transition Plan	James Mitchell	Jul-22	Mar-23	3. Delivery	On Track	●	
Gordon St/Augusta St Roundabout Landscaping	Bill Blyth	Jul-22	Jun-23	1. Planning	On Track	●	
Greening Diagonal Rd Triangle	Matthew Rechner	Oct-22	Jun-23	1. Planning	On Watch	●	Engagement completed. Report being prepared for Council.
Greening Brighton/Hove Railway Corridor	James Mitchell	Jul-22	Jun-23	1. Planning	On Track	●	

Sustainability - Carry Forward plus 2022-23 Budget Projects

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>Due Date</i>	<i>Project Stage</i>	<i>3rd ¼ Status</i>	<i>3rd ¼ Rating</i>	<i>3rd ¼ Notes</i>
Roads Reseal Program	James Mitchell	Jul-22	Jun-23	Various Projects	On Track	●	Program commenced in January, likely completion in April. Note - details of the Roads Reseal Program are shown in a separate table.
Stormwater Management Plan Implementation (as per AMP)	James Mitchell	Jul-22	Jun-23	Various Projects	On Track	●	
Brighton Caravan Park - Stage 2 redevelopment	Matthew Rechner	Jul-22	Jun-23	2. Procurement	On Track	●	
Sturt Creek Linear Park Design	Matthew Rechner	Jul-22	Jun-23	3. Delivery	On Track	●	
Kerbing & Water Table Renewal Program	James Mitchell	Jul-22	Jun-23	Various Projects	On Track	●	
Gully Masterplans Implementation	James Mitchell	Jul-22	Jun-23	3. Delivery	On Watch	●	Included with the Pine Gully Storm water project
Glenelg Town Hall - BDC - Structure	Mathew Walsh		Jul-23	3. Delivery	On Track	●	

Roads Reseal Program

The Roads Reseal Program for 2022-23 includes the sections of road in the table below.

Road	From	To	Suburb
Indra Terrace	Alfreda Street	Yester Avenue	Brighton
Indra Terrace	Yester Avenue	Dunluce Avenue	Brighton
Keelara Street	Brighton Road	Torr Avenue	Brighton
Mortimer Terrace	Wahroonga Avenue	Bennett Street	Brighton
Sexton Road	Rudford Street	Hastings Road	Brighton
Tarcoola Street	Fulton Street	Ross Street	Brighton
Tarcoola Street	Oraston Avenue	Fulton Street	Brighton
Torr Avenue	Brighton Road	Alfreda Street	Brighton
Volues Lane	Voules Street	End	Brighton
Voules Sreet	Brighton Road	Slow point	Brighton
Wenlock Street	Jetty Road	Hartley Road	Brighton
Giles Avenue	Moseley Street	East End	Glenelg
Lymington Street	Moseley Street	St Johns Row	Glenelg
Percival Street	South End	College Street	Glenelg
Soal Street	Jetty Road	Augusta Street	Glenelg
Maxwell Terrace	Fortrose Street	Malcolm Street	Glenelg East
Maxwell Terrace	Buttrose Street	Council Boundary	Glenelg East
Maxwell Terrace	Wyatt Street	Buttrose Street	Glenelg East
Blackburn Avenue	Tapleys Hill Road	Leak Avenue	Glenelg North
Blackburn Avenue	Leak Avenue	Davey Avenue	Glenelg North
Gosse Avenue	Davey Avenue	Goldworthy Crescent	Glenelg North
Newhaven Avenue	Adelphi Terrace	Tod Street	Glenelg North
Downing Street	Esplanade	Cross Street	Hove
Downing Street	Cross Street	King George Avenue	Hove
Winchester Avenue	Stopford Road	Lascelles Avenue	Hove
Winchester Avenue	Lascelles Avenue	Sunshine Avenue	Hove
MacPherson Street	Caroona Avenue	Brighton Road	Hove
Railway Terrace	Caroona Avenue	Illawara Avenue	Hove
Railway Terrace	Illawara Avenue	Seventh Avenue	Hove
Singleton Road	Kauri Parade	Bandon Terrace	Kingston Park

Road	From	To	Suburb
Singleton Road	Bandon Terrace	Cygnets Terrace	Kingston Park
Strickland Road	Burnham Road	Cameron Avenue	Kingston Park
Maitland Terrace	Brighton Road	Acacia Street	Seacliff
Maitland Terrace	Acacia Street	Yacca Road	Seacliff
Pine Avenue	Brighton Road	Acacia Street	Seacliff
Pine Avenue	Yacca Road	Kauri Parade	Seacliff
Pine Avenue	Acacia Street	Yacca Road	Seacliff
Waratah Street	Maitland Terrace	Pine Avenue	Seacliff
Yacca Road	Wheatland Street	Maitland Terrace	Seacliff
Broadway	Brighton Road	Margate Street	South Brighton
High Street	Stephenson Avenue	Mills Street	South Brighton
High Street	Mills Street	Seacombe Road	South Brighton
Mills Street	Brighton Road	Surf Street	South Brighton
Mills Street	Surf Street	High Street	South Brighton
Stewart Street	Stephenson Avenue	Rowe Street	South Brighton



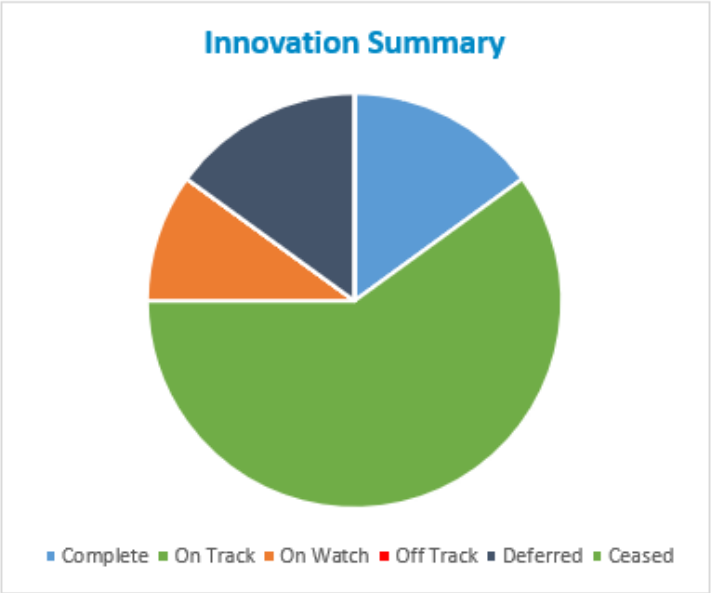
Annual Business Plan - Innovation - Status Report

As at 31 March 2023





INNOVATION

A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.







Innovation Summary		
Complete	3	15%
On Track	12	60%
On Watch	2	10%
Off Track	0	0%
Deferred	3	15%
Ceased	0	0%
Total	20	

Innovation - Carry Forward Capital Projects




<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>3rd % Status</i>	<i>3rd % Rating</i>	<i>3rd % Notes</i>
Traffic Safety Improvements	James Mitchell	Jul-22	Jun-23	Various Projects	On Track		
PLEC and Aerial Bundled Cable Investigations	James Mitchell	Jul-22	Mar-23	3. Delivery	On Track		

Innovation - Capital and Other Projects

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>3rd % Status</i>	<i>3rd % Rating</i>	<i>3rd % Notes</i>
Sign Replacement Program	Bill Blyth	Sep-22	Dec-22	Various Projects	On Track		
Glenelg Town Hall - Café - Electrical/Mechanical	Mathew Walsh		Jun-23	Not Started	Deferred		Availability of contractors and materials are effecting timing and tender prices
Glenelg Library - Paint Ceiling	Mathew Walsh		Jun-23	Not Started	Deferred		Moved into large library changes project – Planning phase
Partridge House - Paving	Mathew Walsh	Jul-22		1. Planning	Deferred		There are issues around the timely delivery of materials and ensuring the least disruption to the operation of Partridge House
Bowker Oval Clubrooms - Switchboard	Mathew Walsh	Aug-22	Jun-23	3. Delivery	On Track		
Partridge House - internal toilets refurb	Mathew Walsh	Aug-22	Jun-23	4. Closure	Complete		
Bus Stops Renewal Program	James Mitchell	Jul-22	Jun-23	Various Projects	On Track		
Plant & Equipment - Depot / Stores	James Mitchell	Jul-22	Jun-23	2. Procurement	On Track		
ICT Replacement Program	Robert Zanin	Jul-22	Jun-23	2. Procurement	On Track		
Brighton Caravan Park - Renewal Program	Matthew Rechner	Jul-22	Jan-23	1. Planning	On Track		
Partridge House - Plant & Equipment	Regan Forrest	Jul-23	Mar-23	4. Closure	Complete		

Library Books Purchases	Tania Paull	Jul-22	Jul-23	2. Procurement	On Track		Attachment 3
Library Books Purchases - Reading Group	Tania Paull	Jul-22	Jul-23	2. Procurement	On Track		
Kingston Park Stages 4 & 6 - Detailed Design	Matthew Rechner	Jul-22	Jun-23	1. Planning	On Track		
Caravan Pk - Cabins	Regan Forrest	Jul-22	Aug-22	4. Closure	Complete		

Innovation - Carry Forward plus 2022 -23 Budget Projects

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>3rd ¼ Status</i>	<i>3rd ¼ Rating</i>	<i>3rd ¼ Notes</i>
Major Plant & Equipment Purchases - Heavy Vehicles / Other	James Mitchell	Jul-22	Jun-23	3. Delivery	On Watch		Vehicles have been ordered - there is global supply chain delays for vehicles
Executive / Regulatory / Passenger Vehicles (Plant & Equipment - Car Fleet)	James Mitchell	Jul-22	Jun-23	3. Delivery	On Watch		Vehicles have been ordered - there is global supply chain delays for vehicles
Business Transformation Program	Robert Zanin	Jul-22	Jun-23	3. Delivery	On Track		

Item No: 15.3

Subject: **GLENELG OVAL MASTERPLAN – STAGES 3 & 4 INCLUDING RESULTS OF MARGARET MESSENGER RESERVE COMMUNITY ENGAGEMENT**

Date: 26 April 2023

Written By: Project Manager, Public Realm and Urban Design

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

A review of project costs has been undertaken for the Glenelg Oval Masterplan Stages 3 & 4. This review has been based on 75% designs to provide more accurate costs. Since the original project pricing was undertaken, there has been significant escalation in cost of materials, supplies and labour. Additional site investigations and concept detail also revealed further project costs that were not initially identified in the original budget, such as the requirement for power upgrades, the need for a new borewell and additional footing design and construction for behind goal netting. Without reducing the project scope and key obligations of the funding agreement with the State Government, an additional budget allocation of \$880,000 is required to complete the delivery of the community infrastructure aspects of Stages 3 and 4 of the Masterplan. It is recommended that Council include the additional allocation in the draft 2023/24 Annual Business Plan and Budget.

A key deliverable of the Masterplan is a new Glenelg Oval Playspace and Margaret Messenger Reserve Fitness Hub. The community were invited to provide their feedback on the proposed designs from 14 February to 6 March 2023. The results of this engagement have now been evaluated, and based on the feedback and responses, equipment options have been selected. This report includes the result of the community engagement.

RECOMMENDATION

That Council:

1. **approves an additional budget of \$880,000 to be included in the draft 2023/24 Annual Business Plan and Budget for Stages 3 and 4 of Glenelg Oval Masterplan community infrastructure; and**
 2. **notes the Community Engagement Finding Report regarding the Glenelg Oval Playspace and Margaret Messenger Reserve fitness equipment.**
-

STRATEGIC PLAN

Wellbeing – Establish community hubs that integrate community support, recreational and commercial services in multi-purposes spaces.

Wellbeing – Increase participation rates in community engagements across all age groups, particularly under-represented demographics such as children and young people by using methods that are appealing and appropriate.

COUNCIL POLICY

Community Consultation and Engagement Policy.

STATUTORY PROVISIONS

Not applicable

BACKGROUND

A Council workshop was held on 21 February 2023 to provide a project update on the delivery of the Glenelg Oval Masterplan Stages 3 and 4. These stages primarily focus on the delivery of improved and renewed community infrastructure on the eastern and north-eastern side of the oval. This includes new public toilets, including a DDA compliant toilet, upgraded amenities to Margaret Messenger Reserve, and new DDA pathways linking the new toilets with the other precinct amenities. In addition, new terraced spectator viewing areas are also being included to improve the game day experience for spectators of football and cricket.

In this workshop, the current budget position was discussed and since initial cost estimations were undertaken in 2019, the cost to deliver the remaining community infrastructure within the project scope has increased beyond the current budget. Without reducing the project scope and key obligations of the funding agreement with the State Government, an additional contribution of \$880,000 is required in 2023/24 to deliver Stages 3 and 4 of the Glenelg Oval Masterplan.

As part of the Glenelg Oval Masterplan Stages 3 and 4, a playspace and fitness hub were included in the project scope within the north-east corner of the Glenelg Oval and Margaret Messenger Reserve precinct. The playspace and fitness stations are funded from the current budget allocation and is not subject to the request for additional funding.

After undertaking an open tender process in January 2023, requesting suppliers provide three design options, including costings for supply and install for the play and fitness equipment, tenders were evaluated and awarded to ForPark Australia in February 2023. ForPark Australia provided the best fit for purpose and value for money play and fitness equipment for the locations and design constraints specified for the two locations.

On award of the tender to ForPark Australia, the three designs for both play and fitness equipment formed the basis of the community engagement to seek feedback and identify a preferred design option. The options were presented within an online survey questionnaire and feedback through

the community engagement process via YourHoldfast website. The community was also invited to attend an onsite drop-in session on 21 February 2023 at Margaret Messenger Reserve.

REPORT

Glenelg Oval Masterplan Stages 3 and 4 update

The delivery of Stages 3 and 4 of the Glenelg Oval Masterplan is well underway and has already delivered a number of outcomes for the community and Glenelg Football Club including:

- Demolition of former St John's building
- Indented on-street parking access on Williams Avenue
- Installation of new football goal posts
- LED scoreboard for football, cricket and special events
- Behind goal netting and southern boundary fence and gates
- New borewell for oval and Margaret Messenger Reserve irrigation.

Within the remaining scope of Stages 3 and 4 of the Masterplan, the following project deliverables are among those still being finalised and awaiting access to the oval at the conclusion of the 2023 SANFL season.

These deliverables include:

- Community recreation infrastructure including new playspace and fitness stations.
- New public toilets including DDA facilities.
- Upgrades to Margaret Messenger Reserve including irrigated turf, landscaping, new basketball area.
- Construction of 15 (12 turf, three hard) new practice wickets replacing the existing facility.
- Upgrades to irrigation and power supplies to service the new practice wickets, bore and caretakers' facility.
- Improved spectator amenities including DDA accessible paths and viewing, terraced seating.
- New caretakers' building and improved pedestrian access to oval.
- Williams Avenue oval entrance upgrades and improved pedestrian access.

At the 75% detailed design stage, the remaining project deliverables were re-priced by quantity surveyors to provide an updated project costing prior to tendering the remaining works.

Since the original project pricing was undertaken, there has been significant escalation in cost of materials, supplies and labour. Additional site investigations and concept detail also revealed further project costs that were not initially identified in the original budget such as the requirement for power upgrades, the need for a new borewell and additional footing design and construction for behind goal netting. The 75% designs also provide more accurate costs in regard to material selections which are only estimated at previous hold points.

As such, the additional cost associated with the delivery of the community infrastructure component of the Masterplan is \$880,000. The additional cost associated with Glenelg Football Club infrastructure is approximately \$550,000 and includes a new game day food and beverage facility and additional spectator viewing areas at the southern end of the oval. These items are still to be finalised and discussed with the Glenelg Football Club and their implementation has been deferred.

With regard to the 2023/24 financial year, the additional \$880,000 required will enable the tendering of the bulk of the works mentioned previously and will ensure that a large component of the works can be undertaken during the construction window of September 2023 – April 2024. This is in keeping with State Government funding timelines and the seasonal access restrictions of the oval.

Due to long lead times for certain items, Administration tendered for the playspace and fitness equipment for Margaret Messenger Reserve and subsequently undertook community consultation to gain community feedback on preferred designs.

Community Engagement for playspace and fitness stations

The community were invited to participate in the community engagement by filling out the online survey form, providing a formal submission in writing via post, email or by phone and by attending the onsite drop-in session and discuss the designs and plans with Council staff.

During the 21 day consultation period, a variety of tools and methods were used to promote the consultation including:

- Email notification to over 8,000 YourHoldfast project page subscribers;
- Engagement project post to City of Holdfast Bay Facebook page;
- News article on City of Holdfast Bay website home page (also reaches media outlets);
- Holdfast News article;
- Glenelg Primary School newsletter promoting the project and engagement opportunity;
- Letterbox drop to 350 surrounding residents;
- Corflute signs on Margaret Messenger Reserve fence including QR code linking to the survey.

Council staff also provided a briefing of the proposed works to Ms Margaret Messenger and she was delighted to hear of the upgrades being planned for the Reserve named in her honour. In addition to the fitness equipment being provided as part of this project, the general upgrades to Margaret Messenger Reserve to be undertaken include: the renewal of the existing 3:3 basketball court, new irrigated turf, landscaping, seating, barbecue and shelter. The existing memorial park bench located in the north-eastern corner of the reserve will be retained.

The project consultation engagement website was visited 745 times by 622 visitors. 33 people provided feedback via the online engagement survey. Written submissions were received from six community members via email.

Overall, the project received a positive response. Comments received were relating to a wide range of design elements of the project. In consideration of the consultation results and feedback from the engagement undertaken, it is proposed that Administration proceed to the procurement phase with the following considerations from feedback:

Glenelg Oval Playspace

- provision of shelter/seating;
- provision of more rubbish bins; and
- provision of DDA/sensory play equipment.

Margaret Messenger Reserve

- provision of well-maintained irrigated turf for playing on and cool environment;
- provision of upgrading 3:3 basketball court to include south shooting goal at full height;
- provision of mini soccer goals; and
- provision of more rubbish bins and dog bag dispensers.

The results of this engagement demonstrated strong support for the project. Administration will proceed to the next project phase of procuring the equipment from ForPark Australia in readiness for installation as the project progresses later in 2023.

The engagement summary results are provided in Attachment 1.

Refer Attachment 1

The preferred design options for the Glenelg Oval Playspace and Margaret Messenger Reserve fitness equipment are provided in Attachment 2.

Refer Attachment 2

Next Steps

Site works at Margaret Messenger Reserve won't commence for some months yet, based on the scheduling of other works occurring, however the civil and landscape works associated with the playspace area will commence in late September at the conclusion of the 2023 SANFL season.

In the meantime, Council staff will upload the Engagement Findings Report to the Margaret Messenger Reserve project page and provide a response back to participants engaged through community consultation. The project team will advise ForPark Australia on the design options selected by the community and enable them to order this equipment in readiness for installation.

BUDGET

An additional \$880,000 is required to undertake the remaining scope of community infrastructure as associated aspects of the Glenelg Oval Masterplan. This amount is in addition to the \$967,000 that was previously allocated, including grant funding.

No additional project budget is required to undertake the playspace or Margaret Messenger Reserve upgrades as these are included within the existing allocated project budget.

Additional project funding was also allocated from the Glenelg Oval Masterplan budget to enable the general upgrades to Margaret Messenger Reserve to be undertaken, including the renewal of the existing 3:3 basketball court, new irrigated turf, landscaping, seating, barbecue and shelter.

LIFE CYCLE COSTS

Not applicable at this stage. Life cycle costs will need to be considered following construction and installation of all play and fitness equipment and ancillary assets.

Attachment 1



Your Holdfast

Report Type: Community Engagement Findings
Project Name: Margaret Messenger Reserve
Date Range: 14-02-2023 - 07-03-2023

Overview

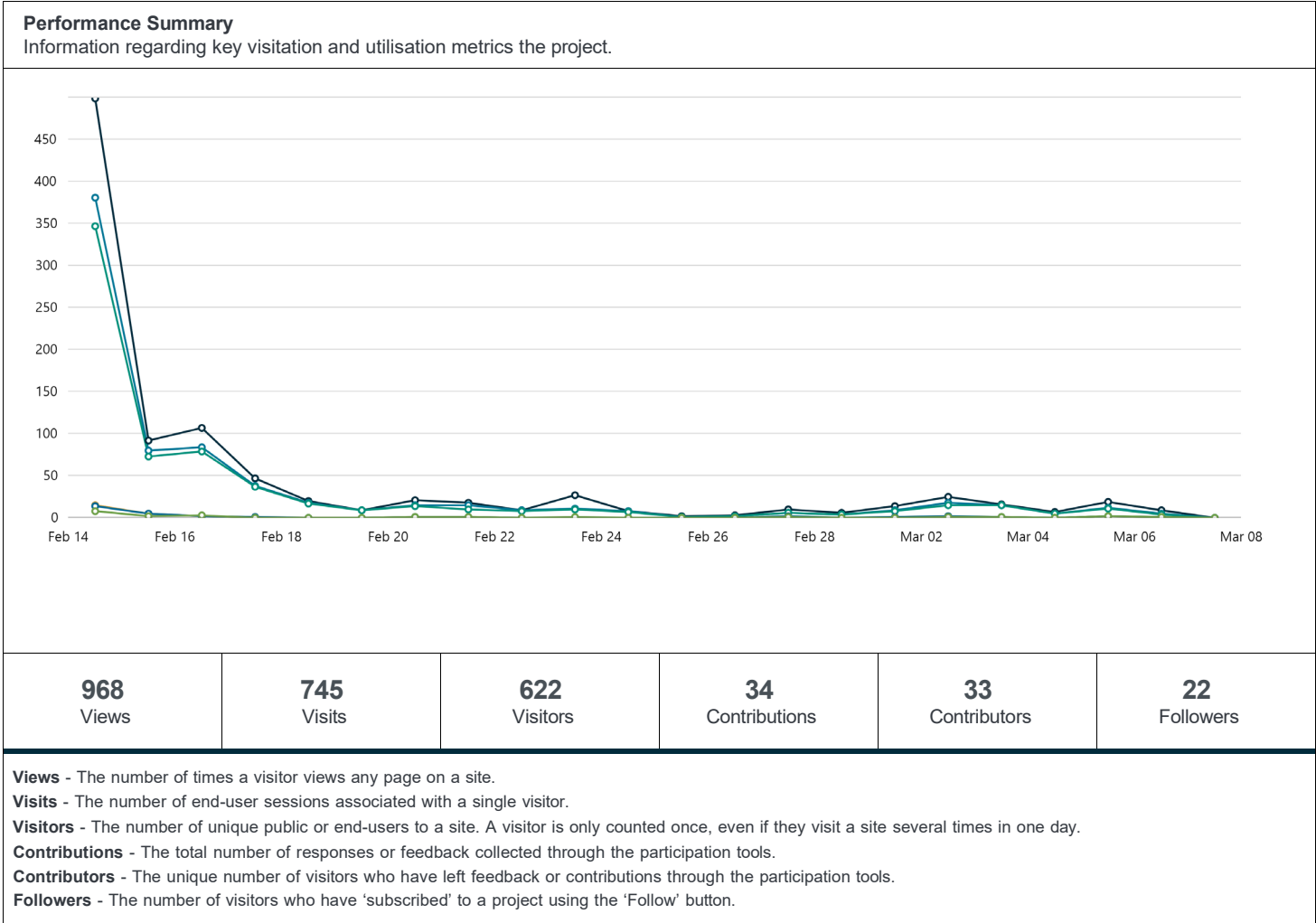
On 14 Tuesday February 2023, Council commenced public engagement on the proposed concept design for the Margaret Messenger Reserve Fitness Hub and Glenelg Oval Playspace. Council asked the community to provide their feedback on the;

- new play equipment
- new fitness equipment
- options for the grassed area of the reserve

Three options for the Fitness hub and play space were presented to the community for their feedback.



This report provides the interactions and engagement levels and findings from the engagement qualitative data (the comments) to support the council report and recommendations.



Engagement of project



Participation

Information regarding how people have participated in your projects and activities.

Contributions by Activity			
Contributions by Activity is a breakdown of contributions across each tool			
Activity	Contributions		%
 Form	28	<div><div></div></div>	82.35%
 Q&A	6	<div><div></div></div>	17.65%

Top Activities			
Top Activities is the top 5 tools that received the highest contributions			
 Activity	Page Name	Contributions	Contributors
Form	Margaret Messenger Reserve	28	28
 Question and Answer	Margaret Messenger Reserve	6	5

Projects

The current number and status of the project (e.g. engagement websites)

Engagement Time		Top Visited Pages			
		Summary information for the top five most visited Pages.			
		Page Name	Visitation %	Visits	Visitors
		Margaret Messenger Reserve	100%	745	622

0

Days

18

Hours

2

Minutes

Feb 14 2023

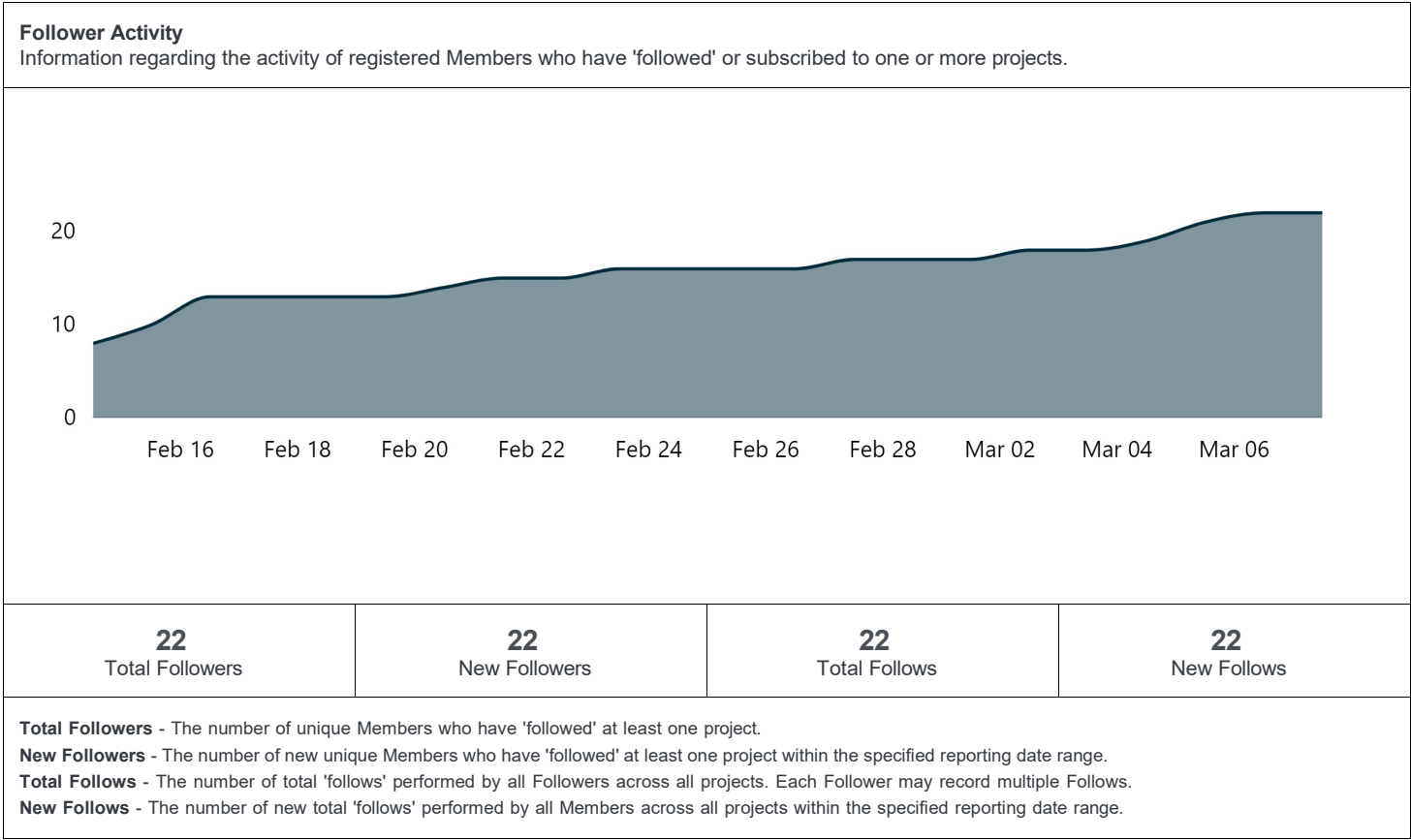
Peak Visitation Date

Tuesday

Peak Visitation Day

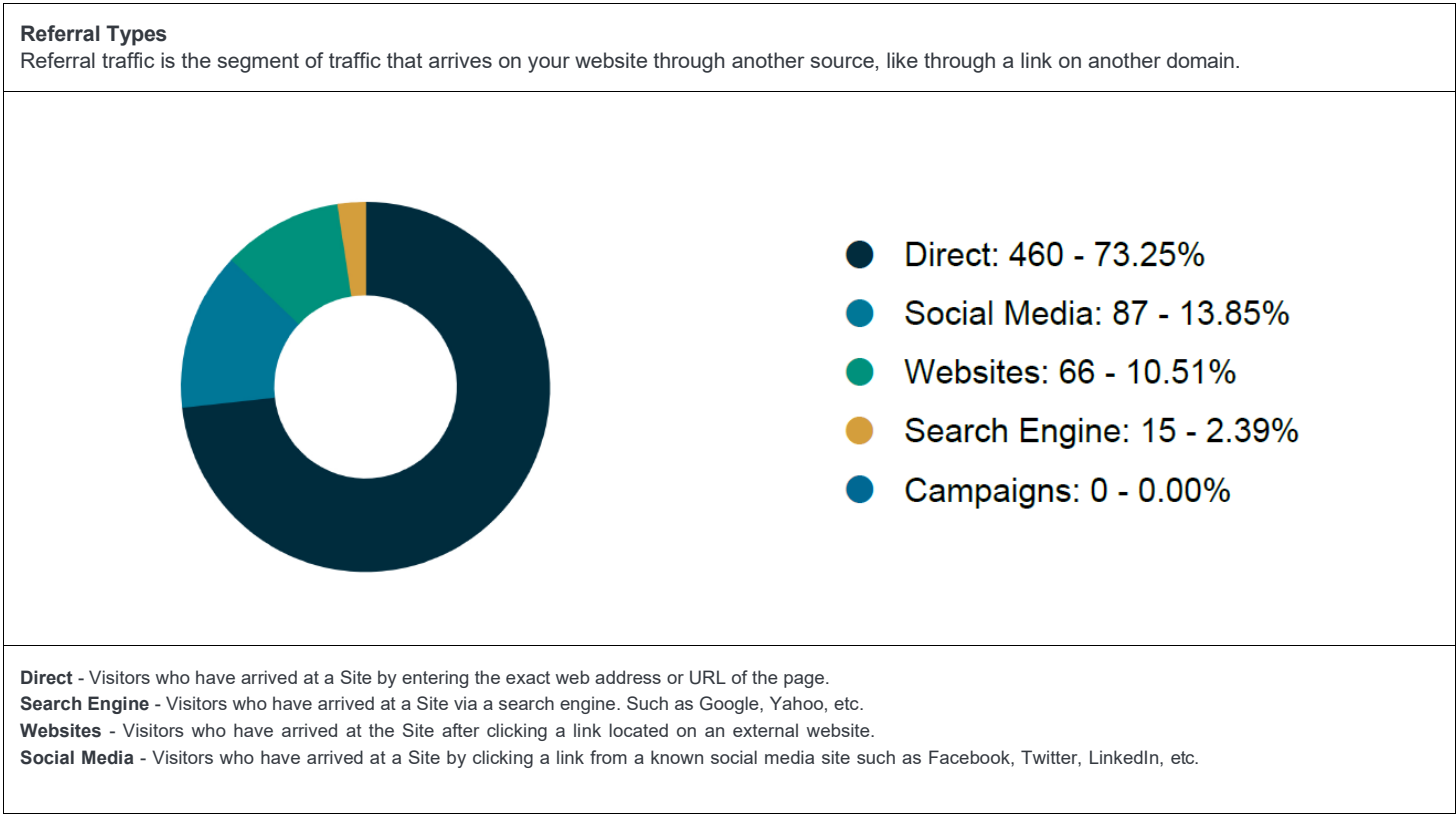
People

Information regarding who has participated in the project and activities.



Acquisition

Information regarding the method by which visitors arrived to the site.

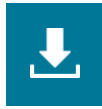


Downloads

Information regarding downloads, the total set of unique documents downloaded, total downloads of all files, and your top downloads.



10
Total Documents



395
Total Downloads

Top Downloads

Top file downloads, ordered by the number of downloads.

File Title	File Type	Downloads
Glenelg Oval Playspace & Margaret Messenger Reserve Fitness Node.pdf	PDF	383
Open-Space-Strategy_v11FA_digital.pdf	PDF	12

Your Holdfast

Report Type: Community Engagement Findings
Project Name: Margaret Messenger Reserve
Date Range: 14-02-2023 - 06-03-2023

Feedback Form Results

Margaret Messenger Reserve

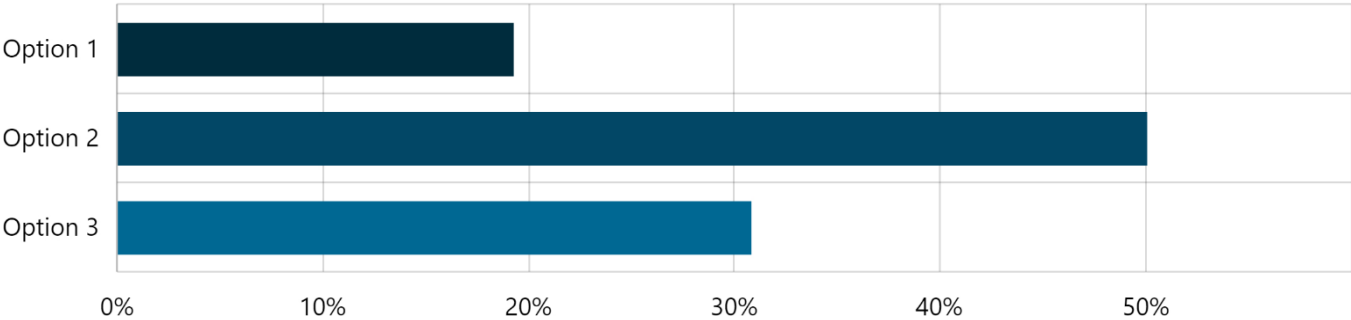
28Contributors

28Contributions

Contribution Summary

1. Please select the play equipment option you would like to see at Glenelg Oval

Multi Choice | Skipped: 2 | Answered: 26 (92.9%)



Answer choices	Percent	Count
Option 1	19.23%	5
Option 2	50.00%	13
Option 3	30.77%	8
Total	100.00%	26

2. Is there anything about option 1 that you would like to change?

Three participants provided answers

- I actually like them all
- Please provide shade
- Replace rubber softfall with alternative as much as possible, other than the inclined web it’s not really required, if that. As soon as it deteriorates it releases all the embedded ‘recycled’ nasties. Our little kids then crawl in it and lick hands etc.

3. Is there anything about option 2 that you would like to change?

Five participants provided answers

- My daughter's suggestion is to put the smaller double slide from option 3 onto this playspace for the younger or less daring kids. Otherwise she really likes this one as option 3 is very similar to what Glenelg Primary already has onsite
- The hideous colour scheme
- I think you should reconsider the music items and incorporate some motion item ie. tramp/swing
- As a parent of 2 children with physical disabilities there needs to be easy access to the top of the slides. I would prefer a ramp and those climbing nets are awful for kids with disabilities. At the very least a ladder with handles

5. In-ground trampoline instead of orbs

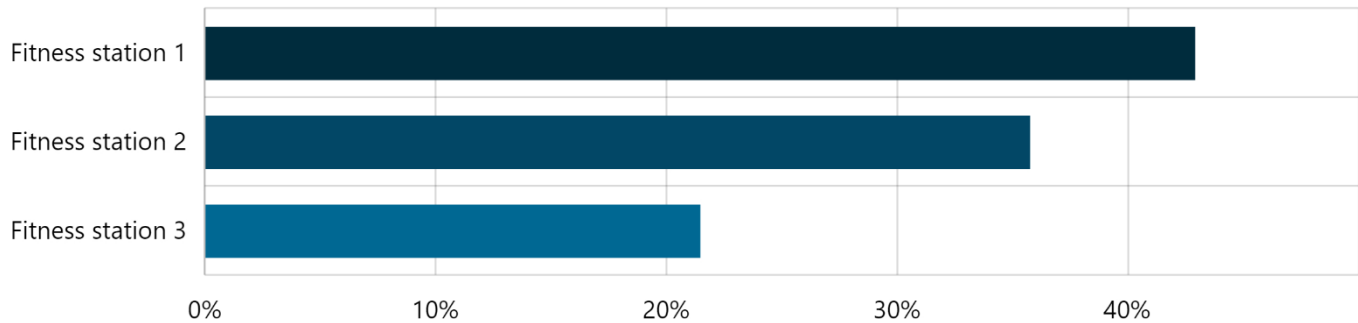
4. Is there anything about option 3 that you would like to change?

Three participants provided answers

1. Increase the amount of SHADE available.
2. The middle connecting section of the playground should take inspiration from Option 1
3. Closed tunnel slide change to open. Would be nice to have a nature playground.

5. What fitness equipment would you like to see at Margaret Messenger Reserve?

Multi Choice | Skipped: 0 | Answered: 28 (100%)



Answer choices	Percent	Count
Fitness station 1	42.86%	12
Fitness station 2	35.71%	10
Fitness station 3	21.43%	6
Total	100.00%	28

7. Is there anything about option 1 that you would like to change?

Five participants provided answers

1. I don't really mind.
2. More leg exercises
3. No, all options are great though
4. Chin up Bar + Dips Bars = the most essential and useful parts!!
5. I would prefer a sit up board instead of a butterfly press

8. Is there anything about option 2 that you would like to change?

Four participants provided answers

1. Ensure there is shade, appropriate instructions for use
2. No, I think it has a good all body range that maximises machine use
3. I would include the plyo box jump and/or step up
4. I support option 2 as it is listed in the description - did anyone test this?

9. Is there anything about option 3 that you would like to change?

No participants provided a response.

10. Do you have any suggestions for the grassed area of the reserve?

25 participants provided on line feedback

1. New fencing around Margaret messenger reserve
2. The Stanley St Reserve in Glengowrie has a few permanent pieces in their grassed area which is multi use - a 'soccer goal' and a cricket stump. On the other hand having the space large enough that a yoga or tai chi class could fit on there would also be great!
3. "A play equipment for dogs.
4. Like a big concrete pipe. Or something to jump over.
5. Suggest the inclusion of a soccer goal. Also would like to see automatic watering system once the new grass is in so that the grass section remains grassed. (not like the current situation!)
6. Please ensure the turf area and walls that look out over the oval are able to be sat on when Glenelg Home games are on.
7. Good access paths for those with mobility differences. Inclusion of AAC communication boards. Consideration of shelter hubs for spectators or those seeking a quieter space
8. Cold water station
9. Shaded area
10. I think the smaller of the two turf areas could have some mounding to do some passive play.
11. Accessible paths for wheelchair/pram users please
12. Keep it grassed!
13. a soft play area aimed for children under 3.
14. That there is space for dogs to run and if there could be shaded parts - thank you
15. A hidden fairy garden
16. It would be great to have a little scooter pump track around the edge.
17. "Love the grass area for the reserve.
18. Some little soccer goals each side would be welcomed.
19. Thicker grass (can it be maintained by the Glenelg oval as their grass is lovely to enjoy).
20. A drinking fountain to refill water bottles.
21. Our children love playing ball games there.
22. I'd love to see a back-to-back basketball/netball court like the City of Marion have installed at the Hendrie Street Reserve
23. Don't have playground options 1 or 3. Noise making instruments are just going to drive the local residents crazy. Not everyone respects the time of day they use them, plus shift workers trying to sleep at odd hours. Take the noise making gear out of the equation.
24. the two public tennis courts have no seating for viewing or being in shade. It would be great if at the Northern end of the tennis courts outside of the fencing/Southern end of reserve there is some bench seating installed with a shelter and a water bubbler or access to drinking water in the reserve
25. "the next page should have another section for 'why do you visit' i take the kids there (4 yo and 2yo)..."

11. Other comments

Six participants provided answers

1. Hopefully replacement of cyclone fencing and barb wire down Rugless Tce. Will the public toilets be open 24/7?
2. Please consider having a bench in both sections so that parents nursing babies or grandparents can sit & safely supervise the children on the equipment. Please also consider the bins and the emptying schedule being that these areas are going to be heavily
3. Thank you for what you are about to do!
4. Look forward to using these facilities with the grandchildren.
5. How will this area be blocked off or secured for home Glenelg games? Or will it be accessible for children during SANFL games?
6. Thanks for all you do!

Drop in session summary

17 participants attended

One drop-in session was held on site between 3pm-4.30pm Tuesday 21 February. During the session community members had the opportunity to speak to Council staff about the redevelopment of the playspace and fitness hub and to fill in a survey. Adults and children could choose to participate in placing stickers next to pictures of potential playspace items and fitness equipment that they would like to see included in the redeveloped site.

Seventeen (17) people attended the drop-in session, they had seen the plans online and or completed the survey, turning up to chat about additional issues such as the memorial plaque and the bench location as well as irrigation and the following themes were identified:

Glenelg Oval Playspace

- Provision of natural shade trees
- Provision of seating
- Provision of rubbish bins
- Provision of DDA/sensory play equipment
- Provision of Nature Play style play equipment
- Consideration of not providing tunnel slides

Margaret Messenger Reserve

- Provision of well-maintained irrigated turf for playing on and cool environment
- Provision of upgrading 3x3 basketball court to include south shooting goal at full height (adjustable height if feasible)
- Provision of mini soccer goals
- Provision of balance beam within fitness station
- Provision of children bike track
- Provision of rubbish bins and dog bag dispensers

Emails and written feedback

Six (6) email written feedback responses were received with the same requests/themes as outlined above from comments collated from the drop-in session.

Summary of Feedback

In summary there is four (4) clear areas of feedback;

1. Oval Playspace – **equipment**
2. Oval Playspace – **surrounds**
3. MM Reserve Fitness Hub – **equipment**
4. MM Reserve Fitness Hub – **surrounds** (grassed area)

The Oval Playspace - **equipment** “option 2” was a clear favorite being selected for 50% of all votes equating to 13 of the 26 votes. No specific trends were noted regarding specific play equipment selection other than the random colour schemes used in the model example images used for community engagement, in which will upon ordering the equipment will be colour specific to the Glenelg black/yellow theme. DDA accessibility to the playspace where low level and accessible sensory play boards will also be designed and provided as part of the play equipment, this will be immediately adjacent the DDA oval viewing area.

The Oval Playspace – **surrounds** area of feedback included such trends of including shade, seating, rubbish bins and a drinking fountain, all of which will be integrated into the upgrade of the playspace surrounds. Also included is DDA accessible access ramps to the oval viewing area and surrounds.

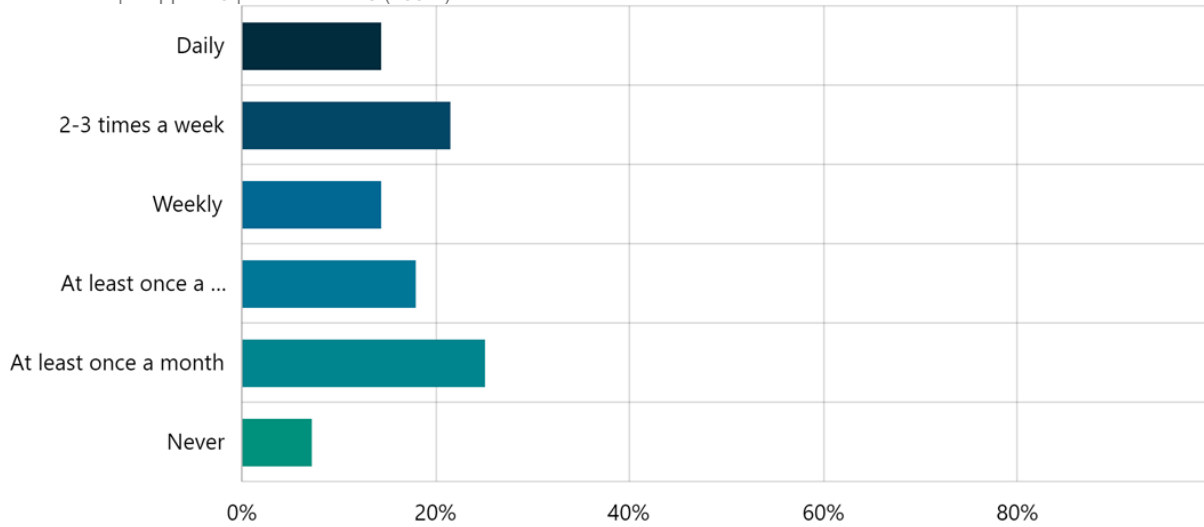
The MM Reserve Fitness Hub – **equipment** options selection was a close running between option 1 (42% 12 votes) and option 2 (35% 10 votes). With only two votes separating options 1 and 2, the specific itemized customer provided feedback for each of these options was analysed, comments provided isolated option 2 as actually fulfilling more of the fitness equipment needs than that of the option 1 voters. Therefore option 2 is the clear choice for the fitness equipment selection.

The MM Reserve Fitness Hub – **surrounds** area of feedback included such things as ensuring adequate irrigation is installed and quality turf be utilized for the grassed areas. The surrounds feedback also included such things as seating, all access linking paths, rubbish bins, mini soccer goals and the upgrade of the existing 3x3 basketball court and a drinking fountain, all of which will be integrated into the upgrade of the Margaret Messenger Reserve.

Demographic Information

How often do you visit Glenelg Oval/Margaret Messenger?

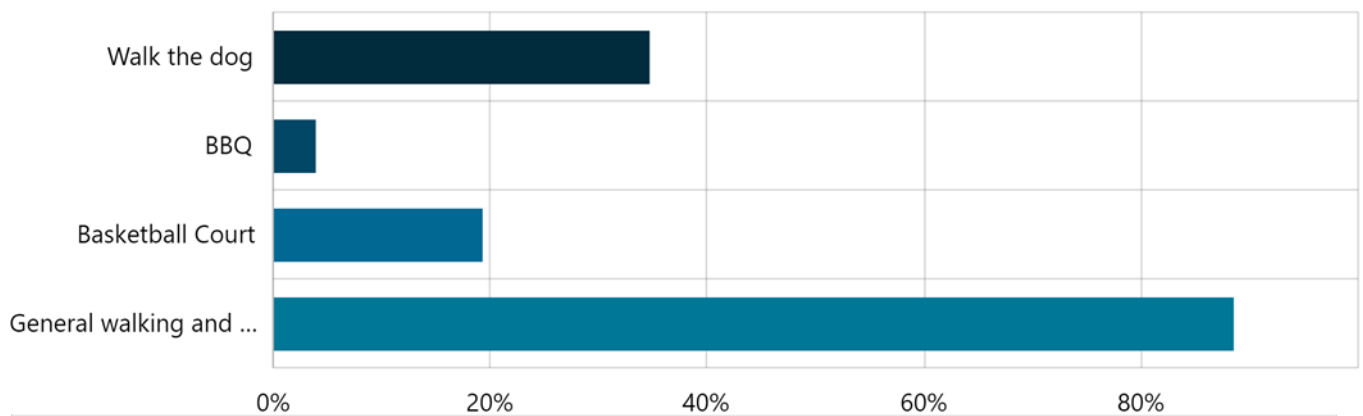
Select Box | Skipped: 0 | Answered: 28 (100%)



Answer choices	Percent	Count
Daily	14.29%	4
2-3 times a week	21.43%	6
Weekly	14.29%	4
At least once a fortnight	17.86%	5
At least once a month	25.00%	7
Never	7.14%	2
Total	100.00%	28

For what purpose do you visit Margaret Messenger Reserve/Glenelg Oval? (tick all that apply)

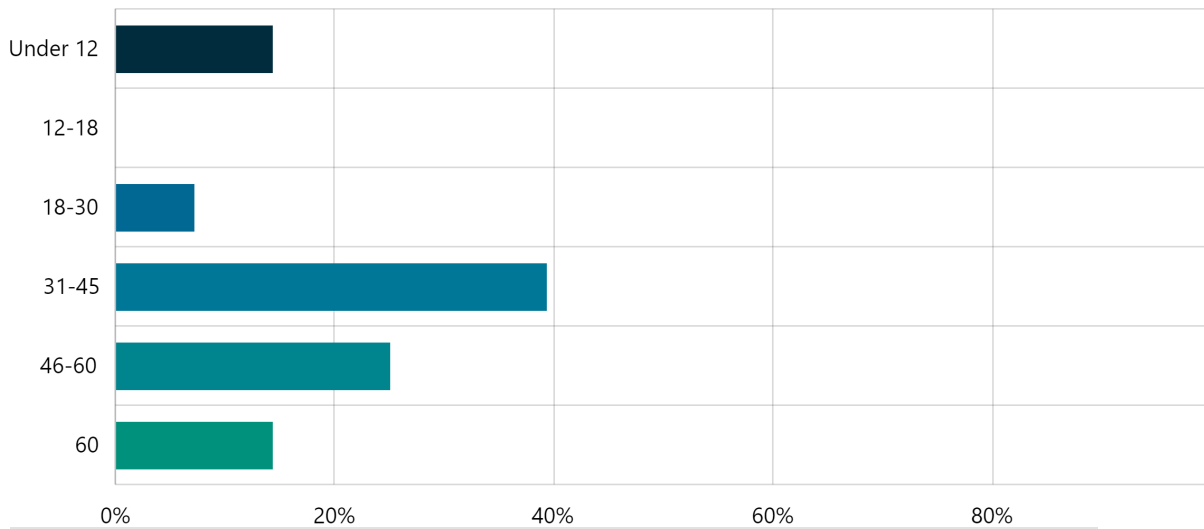
Multi Choice | Skipped: 2 | Answered: 26 (92.9%)



Answer choices	Percent	Count
Walk the dog	34.62%	9
BBQ	3.85%	1
Basketball Court	19.23%	5
General walking and exercise	88.46%	23

Age range

Select Box | Skipped: 0 | Answered: 28 (100%)



Answer choices	Percent	Count
Under 12	14.29%	4
12-18	0%	0
18-30	7.14%	2
31-45	39.29%	11
46-60	25.00%	7
60	14.29%	4
Total	100.00%	28

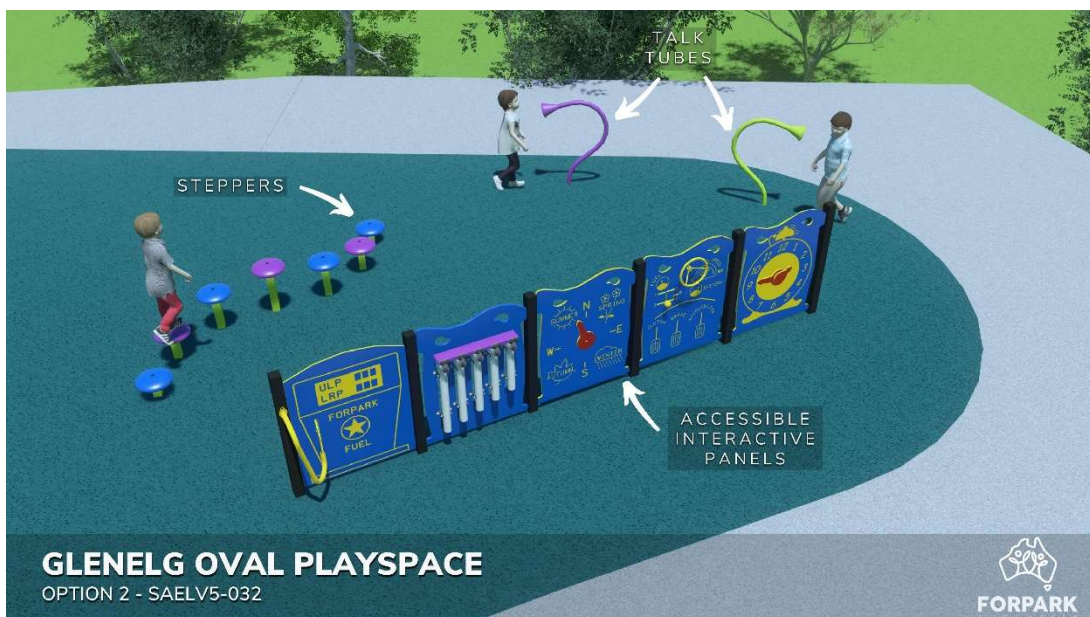
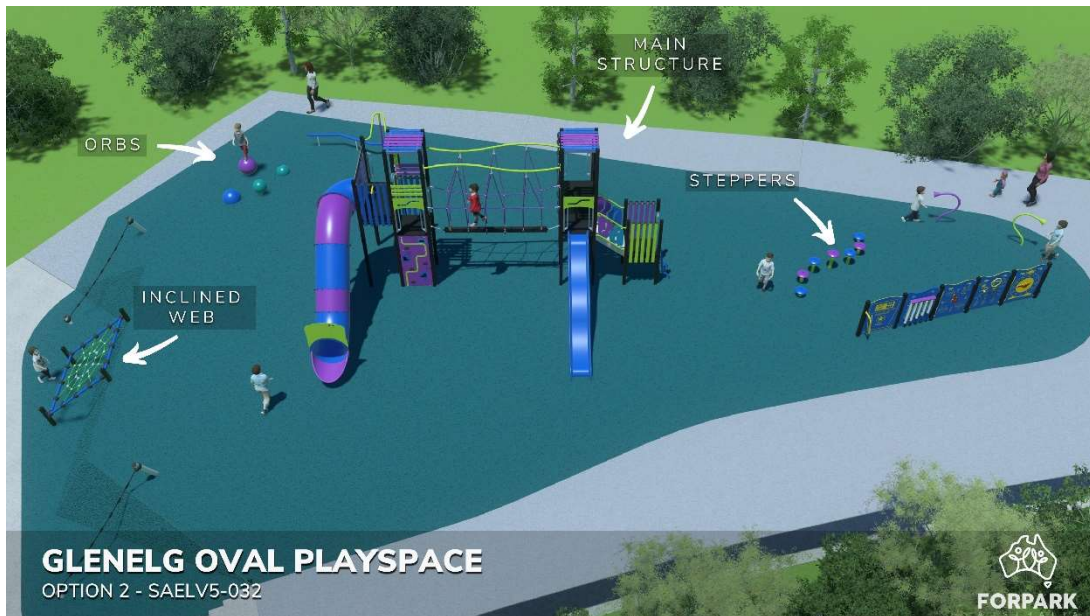
Attachment 2



Glenelg Oval – Playspace Equipment

Option 2 equipment includes;

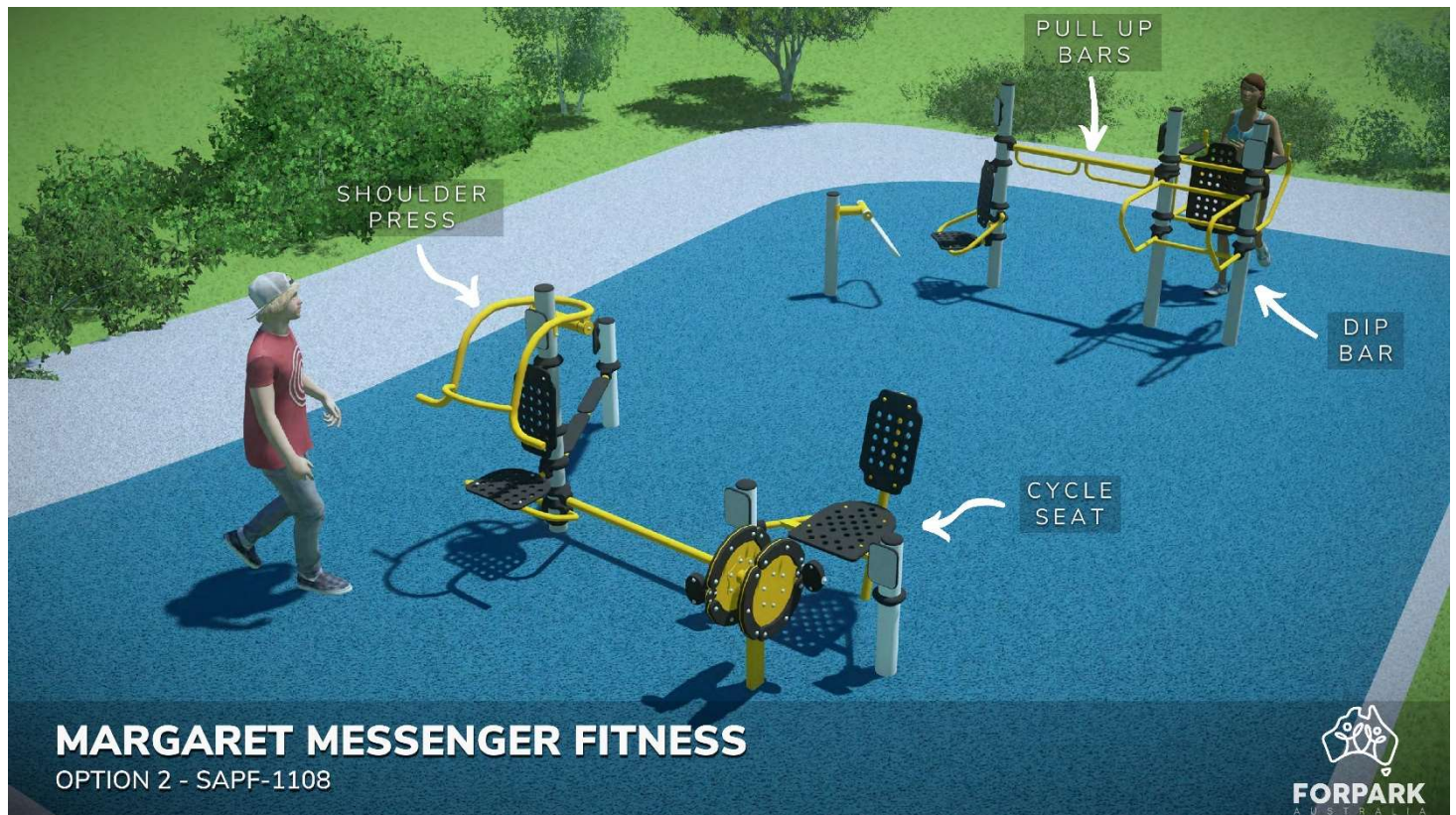
2x towers, Tunnel slide, Wave slide, Plank bridge, Rock wall, Fire pole, Half arch web, Accessible interactive panels, Steppers, Orbs, Talk tubes, Balance beam, Elevated ropes, Inclined web climber and rubber softfall



Margaret Messenger Reserve - Fitness Hub Equipment

Option 2 equipment includes;

Pull up bar, Push up bar, Dip bar, Shoulder press, Cycle seat, Leg press, Leg lift, Step up & rubber softfall



Item No: 15.4

Subject: **GLENELG FOOTBALL CLUB WORKING GROUP**

Date: 26 April 2023

Written By: Chief Executive Officer

Chief Executive Officer: Mr R Bria

SUMMARY

In May 2019 Council endorsed the formation of a working group (Motion C28052019/1487) to work with the Glenelg Football Club on its continued financial support and liaise with the club in relation to the Glenelg Oval Masterplan.

It is recommended that a Working Group be formed with the primary purpose to review the financial support arrangements for the Glenelg Football Club and that two Elected Members be appointed to the Group.

RECOMMENDATION

That Council:

1. **establishes a Glenelg Football Club Working Group with the primary purpose of reviewing the financial support arrangements provided to the Glenelg Football Club and that its objectives will only be advisory and consultative and report back to Council with any recommendations for Council consideration.**
 2. **appoints Councillor _____ and Councillor _____ as the Elected Member representatives on the Glenelg Football Club Working Group until November 2023.**
-

STRATEGIC PLAN

Wellbeing: Establish community hubs that integrate community support, recreational, and commercial services in multi-purpose spaces.

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

In May 2019 Council endorsed the formation of a working group (Motion C28052019/1487) whose primary purpose was to work with the Glenelg Football Club to:

- optimise its financial relationship with Council;
- work with all stakeholders to consider Council's vision for Glenelg Oval and Glenelg Football Club's place in that vision; and
- investigate opportunities for the benefit of the community, Council and Club.

The Working Group's objectives were only advisory and consultative and reported back to Council with any recommendations for Council to consider.

The Working Group was comprised of up to eight members with equal numbers from the Club and Council. Members from City of Holdfast Bay included both Council and Administration.

The Elected Members that were appointed to the Working Group were Councillor Rebecca Abley and Councillor John Smedley and the late Mikki Bouchee.

REPORT

Council resolved on the 14 December 2021 the following motion C141221/2502:

1. *That Council notes the report and affirms its commitment to the long-term sustainability of the Glenelg Football Club.*
2. *That the Glenelg Football Club continue to not be charged interest on existing borrowings up to 31 October 2023.*
3. *That the Glenelg Football Club annual lease be maintained at \$40,000 pa (including GST) up to 31 October 2023.*
4. *That a review of these arrangements be undertaken at least six months prior to the 31 October 2023.*

Administration is proposing to commence the review of the items in the motion above with the Glenelg Football Club and it is recommended that a Working Group similar to the one formed in the last Council term be formed for the primary purpose of reviewing the financial support arrangements that have been provided to the Glenelg Football Club. This would incorporate the new lease arrangements that need to be put in place by 31 October 2023.

As before, the Working Group's objectives will only be advisory and consultative and will report back to Council with any recommendations for Council to consider. As the primary purpose is to review the financial support arrangements it is recommended that two Councillors be appointed to the Working Group with Administration representation until the review of the financial arrangements is complete (November 2023). The CEO will appoint administrative officers to the Working Group based on skills required.

In discussions with the Club they are envisaging having financial expertise from the Board as well as Administrative representation.

BUDGET

There are no sitting fees applicable to this Working Group.

LIFE CYCLE COSTS

Not applicable

Item No: 15.5

Subject: **DOG REGISTRATION FEES FOR 2023/24**

Date: 26 April 2023

Written By: Manager, Community Safety

General Manager: Business and Community, Ms M Lock

SUMMARY

Dog registration fees for the City of Holdfast Bay provide the funding for administration of the *Dog and Cat Management Act 1995* ("Act"). The costs associated with administering this Act typically increase annually; therefore, for Council to work towards a cost – neutral position, this report seeks endorsement for a price increase to dog registration fees to meet the increasing costs and extra management activities.

RECOMMENDATION

That Council endorses the recommended changes to the annual dog registration fees for the 2023/24 financial year.

STRATEGIC PLAN

Council's statutory compliance requirements under the *Dog and Cat Management Act 1995*, ensure community safety and enhanced amenities in residential and public areas in relation to dog and cat management.

COUNCIL POLICY

Dog and Cat Management Plan 2022-2026

STATUTORY PROVISIONS

Dog and Cat Management Act 1995 ("Act")
Local Government Act 1999

BACKGROUND

Dog registration fees for the City of Holdfast Bay provide funding for the administration of the *Dog and Cat Management Act 1995* ("Act") across the City. This includes following up on registrations; collecting wandering dogs and returning to their owners or impounding; investigating dog attacks and other complaints; and managing dogs on beaches in reserves and public places. The provision of facilities for dogs, including a temporary holding facility for found dogs, dog bag dispensers and water points are also part of this service.

The costs of providing these services increase annually due to inflation and higher demands for expanded services. In principle, the cost of administering and providing the dog management service and facilities should be covered by the revenue from dog registration fees and any expiations paid.

It is now proposed that the 2023 / 2024 dog registration fees are increased to meet these increasing costs.

REPORT

Under the Dog and Cat Management Regulations, Council has the ability to set their own dog registration fees.

On 22 February 2022, Council approved a plan to increase dog registration fees by \$5.00 for non-standard dog. Fees were initially set for 'non-standard' dogs and then discounted to reward registration compliance, as per the Act and to support concession holders. A non-standard dog is a dog where the owner has not complied with the legislative requirements to de-sex and microchip their dog.

A standard dog is compliant with microchipping and desexing requirements and receives a 50% discount. Most of our residents own a 'standard' dog.

Concession holders receive an additional 50% discount. These discounts are agreed state-wide across councils.

The fee comparison for 2021/22 and 2022/23 is outlined in the below table.

Registration types	2021/22	2022/23
Non-standard	\$95.00	\$100.00
Non-standard and trained	\$73.00	\$90.00
Standard (microchipped and desexed)	\$48.00	\$50.00
Standard and trained	\$41.00	\$45.00
Puppy (under 6 months old)	n/a	\$50.00
Puppy trained (under 6 months old)	n/a	\$45.00
Concession Holders	50% of applicable registration fee	50% of applicable registration fee
Assistance dog	\$0.00	\$0.00
Assistance dog in training	\$0.00	\$0.00
Late registration fee	\$20.00	\$20.00

Current Registration Revenue and Associated Expenditure

In 2022/23 (financial year), Council registered 5,158 dogs within the City. Forecast total revenue for 2023/24 is estimated at \$190,000. This includes registration revenue of \$180,000 with the fee increase and fines/recoverables of \$10,000.

Forecast expenditure for 2023/24 is estimated at over \$240,000, meaning that the current service will run at an operating loss even with the fee increase.

Dog management is a key service within the City of Holdfast Bay. The urbanised nature of Council's residential areas and the popularity of the beaches means that the demands on Community Safety Officers is increasing and fees need to increase to keep up with these demands and rising costs, in particular the animal detention facility service. These facilities have historically invoiced per animal impounded, but in 2022 was changed to a yearly standard fee based on previous usage which has increased Council's impounding budget from \$20,000 to \$35,000.

Dog & Cat Management Board Contributions

Under the *Dog and Cat Management Act 1995*, Council must contribute a percentage of the monies collected from dog registrations to the Dog and Cat Management Board. This contribution is 24%.

Proposed Registration Fee Structure

To better match revenue to costs, it is proposed to increase the **non-standard dog** registration fee by \$5.00 per year for the next three years.

As many of our residents have a standard dog, the fee will be discounted by 50%. This will increase the registration fee by \$2.50. Concession holders will only pay an additional \$1.25 for the year. With the high inflation rate and compounding effect of not increasing fees, we believe the fee increase is modest and is below CPI.

The table below shows the fee structure for each option.

Registration types	2022/23	2023/24
Non-standard	\$100.00	\$105.00
Non-standard and trained	\$90.00	**Removed
Standard (microchipped and desexed)	\$50.00	\$52.50
Standard and trained	\$45.00	\$47.50
Puppy (under 6 months old)	\$50.00	\$52.50
Puppy trained (under 6 months old)	\$45.00	*Removed
Assistance dog	\$0.00	\$0.00
Assistance dog in training	\$0.00	\$0.00
Late registration fee	\$20.00	\$20.00

Rebates		
Concession card holder rebate	50% of applicable registration fee	50% of applicable registration fee but not late fee
New registrations lodged in June	\$0.00	\$0.00
Full Refund for deceased dog 1 Jul -30 Sep with written request / evidence		

Business registration		
1 dog	\$100.00	\$105.00
2 dogs	\$200.00	\$210.00
3 dogs	\$300.00	\$315.00
4 dogs	\$400.00	\$420.00
5 to 10 dogs	\$500.00	\$525.00
11 to 20 dogs	\$1,000.00	\$1,050.00
21 to 30 dogs	\$1,500.00	\$1,600.00
Over 30 dogs	\$2,000.00	\$2,100.00

* When the Act was changed in 2018, the Dog and Cat Management Board removed the training discount because it was an unregulated industry and 'trained' meant different things. The only training a puppy (under 6 months) could achieve is attending puppy pre-school. Ticking this box in DACO means that dog receives a discount for life. Many councils offer a trained discount for attending pet dog training, which is usually at least 1-2 years of training. These dogs return upon command, walk on a loose leash and so on. Therefore, we are not offering a training discount for puppies (or other dogs) attending puppy preschool.

** The non-standard dog is a non-compliant dog (the owner has not fulfilled their legislation requirements) and should not be rewarded with discounts therefore this fee has been removed.

To better align our fees with nearby councils, it is recommended by the Dog and Cat Management Board to reduce our categories as training is no longer recognised as concession for a rebate.

BUDGET

Based on forecast registrations for 2023/24, there will be an operating loss however this figure cannot be calculated accurately until enterprise bargaining agreements are finalised.

LIFE CYCLE COSTS

The costs need to be reviewed annually and will be influenced by demands on Community Safety Officers.

Item No: 15.6

Subject: **WESTERN ADELAIDE TOURISM ALLIANCE – TOURISM DESTINATION ACTION PLAN 2024**

Date: 26 April 2023

Written By: Tourism Development Coordinator

General Manager: Community and Business, Ms M Lock

SUMMARY

The Western Regional Tourism Destination Action Plan (WR TDAP) 2016-2020 has come to the end of its operative life. It has been updated by the Western Adelaide Tourism Alliance as the Tourism Destination Action Plan (WATA TDAP) 2024. The updated TDAP is presented for endorsement.

RECOMMENDATION

That Council endorses the draft Western Adelaide Tourism Alliance Tourism Destination Action Plan 2024, subject to minor amendments of formatting and or of a minor technical nature in conjunction with other member councils.

STRATEGIC PLAN

Sustainability: socially responsive, sustainable and innovative economic development
Innovation: develop and implement creative ideas to solve our problems, enhance our city and strengthen our competitive advantage.

Building Western Adelaide 2021-2024 - Western Adelaide Regional Economic Development Strategy and Action Plan.

COUNCIL POLICY

City of Holdfast Bay Tourism Recovery Plan 2023.

STATUTORY PROVISIONS

Not applicable

BACKGROUND

In 2015, the Chief Executive Officers and key staff from the Cities of Charles Sturt, Holdfast Bay, Port Adelaide Enfield and West Torrens signed a Memorandum of Understanding (MOU) to create an Economic Development (Tourism) Alliance encouraging regional collaboration and cooperative Economic Development (Tourism).

One of the key actions was the development of the Western Region Tourism Development Action Plan (WR TDAP) 2016-2020. This aimed to increase visitation and tourism expenditure in the Western Adelaide region, encourage growth in local employment and strengthen the cooperative relationship between the four Cities. Over the last seven years the TDAP 2016-2020 has guided all four councils through the Covid-19 pandemic, engaged local businesses and enhanced relationships with key Government stakeholders.

Since its implementation in February 2017, the WR TDAP 2016-2020 action plan has delivered the following achievements:

- Creation of the Adelaide Beaches website: (www.adelaidebeaches.com.au), to promote all there is to see and do in the Western Adelaide region. The site was refreshed and relaunched in November 2022.
- Quarterly Western Adelaide networking events hosted by each Council.
- Engagement with South Australian Tourism Commission (SATC) to promote the Western Region and the cruise ship opportunities (prior to the Covid-19 pandemic).
- Promotion of Adelaide Airport to strengthen recognition of the Western Region.
- A Regional Round Table session to identify the best ways to support the recovery of the visitor sector during and after the pandemic.
- Facilitation of workshops and seminars to support the recovery and growth of visitor sector businesses.

Updating the WR TDAP 2016-2020 was deferred until 2022, given the strategic uncertainty created by Covid. During this time, the City of Holdfast Bay Tourism Recovery Plan was developed as an interim strategy.

Since Covid, much of the tourism landscape has changed. However, with state and international borders now open and unrestricted, visitors in large numbers are able to travel freely once more. As we enjoy this post-covid scenario, a revised TDAP is necessary to ensure a more resilient and agile visitor sector moving forward.

The Western Adelaide Tourism Alliance (WATA) has now prepared an updated Tourism Destination Action Plan 2024 to increase visitation and guide the growth of the visitor economy of the Western Adelaide region.

REPORT

With enthusiasm for projected growth in visitor numbers and expenditure within the Western Adelaide region during the next two years, the new TDAP 2024 will support the visitor economy of the Western Adelaide region until the end of 2024.

The WATA TDAP 2024 is supported by the administration of all four councils and is a natural progression of the previous plan's objectives and actions. The WATA TDAP 2024 is being presented to all councils concurrently as an update, highlighting the evolution of the alliance between the four Cities. The Alliance has and continues to provide a coordinated and collaborative approach to support and grow the visitor economy of the Western Adelaide region.

Refer Attachment 1

The WATA TDAP 2024 recognises the benefits of a collaborative regional approach to market and promote Western Adelaide as a region, whilst further developing tourism products and initiatives. The intent of the Plan is to provide an updated strategic approach and action plan to guide the growth and development of the visitor sector in the Western Adelaide region.

The action plan's vision is to position the Western Adelaide region as a must-visit destination for all visitors travelling to Adelaide, around South Australia and locals.

The key objectives to guide the action plan include the following:

- Increase Western Adelaide's regional profile within the tourism industry and State Government;
- Further extend relationships key stakeholders and Government bodies;
- Improve tourism research and statistic building for the Western Adelaide region;
- Advocate for tourism businesses within the Western Adelaide region;
- Recognise gaps in the market and assist local businesses with business and product development; and
- Destination marketing and development.

Other key aims of the plan include:

- Developing a business case to facilitate a new Western Adelaide tourism bus route which follows the Adelaide Beaches coastline linking Outer Harbour to Glenelg;
- Attracting or delivering a new major event for the Western Adelaide region, which benefits local tourism businesses, all four Councils and their communities; and
- Fostering relationships between Kaurna people, government agencies and local tour companies; with an aim to create and promote Aboriginal tourism products and experiences within the Western Adelaide region.

The goals and objectives within the new TDAP 2024 will be monitored by quantifiable data shared between all councils, reported on a quarterly basis to all councils and reviewed annually.

Following the endorsement of the WATA TDAP 2024 by the four Western Adelaide Region councils, the Action Plan will be uploaded to each council's website, shared with the visitor sector's key stakeholders and businesses, and promoted at the next visitor sector event in June 2023.

Customer Service and Community Implications

The WATA TDAP 2024 will deliver multiple positive benefits to the visitor sector, local businesses, and the community across the Western Adelaide region. A healthy local visitor economy with a range of job opportunities greatly encourages the creation of healthy communities and facilitates positive social impacts.

The WATA TDAP 2024 has been developed utilising the feedback that was provided from local businesspeople and entrepreneurs as part of the Business Climate Survey 2022 and the workshops undertaken to inform the Economic Development Strategy currently under development. This was combined with industry engagement and feedback that is provided at the quarterly Western Adelaide Visitor Networking events.

Conclusion

The draft Western Adelaide Tourism Alliance Tourism Destination Action Plan 2024 sets out our vision to position the Western Adelaide region as a must visit destination for all visitors travelling to Adelaide, around South Australia and locals. It will support the growth of the local visitor economy delivering an increase in local jobs and visitor numbers. The implementation of the action plan will be driven by regional collaboration through the Western Adelaide Tourism Alliance.

BUDGET

The costs of implementation of the WATA TDAP 2024 are shared across the four participating councils. The City of Holdfast Bay's contribution is within the existing allocation to the Tourism Development budget.

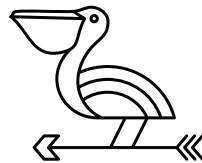
The City of Holdfast Bay has over one million visitors on average each year and the local visitor economy is worth over \$250 million. At a Western Adelaide region level, the visitor sector employs 7,365 people and contributes \$1.2 billion to the region's visitor economy.

LIFE CYCLE COSTS

Not applicable

Attachment 1





Western Adelaide Tourism Alliance Tourism Destination Action Plan 2024

Prepared by: Western Adelaide Tourism Alliance Committee Members, August 2022.



Traditional Owners

This tourism plan acknowledges and respects that all tourism activity and development takes place on lands traditionally owned by South Australia's Kurna peoples and encourages Indigenous communities to be a part of the current and anticipated South Australian tourism success.

Message from Council CEOs

In 2015, the Chief Executive Officers and key staff from the Cities of Charles Sturt, Holdfast Bay, Port Adelaide Enfield and West Torrens signed a Memorandum of Understanding (MOU) to create a tourism alliance encouraging regional collaboration and cooperative economic development.

One of the key actions was the development of the Western Adelaide Tourism Alliance (WATA) Tourism Destination Action Plan (TDAP) 2016 - 2020. This aims to increase visitation and tourism expenditure in the Western Adelaide region, which in turn will encourage growth in local employment and strengthen the cooperative relationship between the four cities.

The TDAP recognised the benefits of a collaborative regional approach to promote and develop tourism products and initiatives. The intent of this plan was to provide an updated strategic approach and action plan to guide the growth and development of the visitor sector of the Western Adelaide region.

Due to the COVID-19 pandemic, much of the tourism landscape has changed since 2020. However, with state and international borders now open and unrestricted, visitors in large numbers are able to travel freely once more. As we start to enjoy this post-COVID scenario, a revised TDAP is necessary to ensure a more resilient and agile visitor sector moving forward.

With enthusiasm for projected growth in visitor numbers and expenditure within the Western Adelaide region during the next 2 years, this new TDAP will support the visitor economy of until the end of 2024.

Paul Sutton
CEO - City of Charles Sturt



Roberto Bria
CEO - City of Holdfast Bay



Mark Withers
CEO - City of Port Adelaide Enfield



Terry Buss ASM
CEO - City of West Torrens



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Executive summary

The Western Region Tourism Development Action Plan (TDAP) 2024 identifies and promotes key tourism assets and experiences, e.g. beaches, vibrant public places, leisure activities, heritage and cultural places, nature and wildlife, museums, art galleries and eateries.

The TDAP aims to increase visitation and tourism expenditure in the western region, which encourages growth in local employment whilst improving the connectivity between the four cities.

The new TDAP 2024 follows from the TDAP 2020 launched in 2016, which has now reached the end of its life cycle. It will continue the strategic direction for the destination management and marketing of the Western Adelaide region. The TDAP was due to be updated during 2020 but was delayed due to the COVID-19 pandemic. The 2024 time horizon has been retained to keep in alignment with relevant state and federal strategies.

The vision for this Plan is to position the Western Adelaide region as a must-visit destination for all visitors travelling to Adelaide and around South Australia. The primary goal is to capitalise on increasing visitation, leading to higher economic gains and increasing sustainable tourism jobs within the region. Measurable objectives will be put in place that will support the achievement of these primary goals and overall vision.

Regional issues identified in the TDAP 2020 which are still relevant in 2022 include:

- Lack of centralised resources and funding to market the region.
- Low awareness level of the range of experiences that the region offers.
- Lack of understanding of the visitor economy and importance.
- Lack of centralised communication.
- Varying levels of maintaining infrastructure.

By setting realistic goals this Plan, once implemented, will enhance the visitor economy of the Western Adelaide region by:

- Ensuring confident and consistent marketing activities to drive targeted demand.
- Setting a framework for industry stakeholders to better communicate and collaborate, creating an engaged and informed professional community.
- Improving our understanding of the current state of the visitor economy within the region, our target markets, product gaps and opportunities.
- Ensuring that the visitor economy is still regarded by all stakeholders in each municipality as a critical, sustainable economic driver for the region.

Developing new and innovative products and experiences and refreshing existing ones will attract first time and repeat visitors. To attract visitors, several attributes of South Australia have been identified that are particularly important for Western Adelaide:

- Good food, wine, breweries and distillery offerings, distinctive dining and fresh regional produce.
- Coastal and beach experiences including the Cruise Market (aligned with the SATC Cruise Ship Action Plan 2025).
- History and heritage / arts and culture are a substantial opportunity for Western Adelaide; this Plan is aligned with the new SATC Arts and Cultural Tourism Strategy 2025.
- Availability of 4 - 5-star (premium) accommodation.
- Unique experiences not offered anywhere else.
- Fostering current and new events that can drive tourism demand to the region.
- Aboriginal tourism product and experience and multiculturalism align current and future products and experiences with the new SATC Aboriginal Tourism Action Plan 2025.



Setting the scene

Western Adelaide – a metropolitan, regional tourism destination

The Western Adelaide region has a solid history-based tourism industry, with Port Adelaide home to some of South Australia's most notable heritage transport and marine assets, and Glenelg the proclamation site for South Australia. The region boasts a pristine 22-kilometre coastline and three lake/river systems offering an extensive array of water-based and related activities and tours to nature and aquatic experience seekers.

Inland, the region is home to a collective of high-quality sporting and shopping precincts and major transport and travel gateways, including Adelaide Airport, Outer Harbor Passenger Terminal (cruise market) and the Adelaide Parklands Terminal (rail).

To add to this, the region is a multicultural melting pot of dining experiences for all occasions and traveller tastebuds. Some of Adelaide's best restaurants are dotted along the coastline, inner western suburbia, Henley Beach Road and Henley Square.

Western Adelaide Tourism Alliance (WATA)

The Western Adelaide Tourism Alliance (WATA) comprises the four metropolitan councils that geographically encapsulate the main coastline and inner western suburbia of Adelaide: the Cities of Holdfast Bay, Charles Sturt, West Torrens and Port Adelaide Enfield.

Since 2015, the four councils have been committed to working collaboratively on key economic projects to develop opportunities to benefit the Western Adelaide communities. Between the four councils, the WATA brings together people with extensive knowledge and experience in tourism, business, economic development and communications.

What is the WATA Tourism Destination Action Plan (TDAP)?

The Western Adelaide Councils recognise the importance of tourism within their planning frameworks, and the TDAP 2024 articulates the shared vision and links to the State and Commonwealth plans for growing the visitor economy. The visitor economy encompasses tourism's contribution to employment, investment, infrastructure development, exports, provision of temporary labour and social vibrancy. This is the second TDAP that the WATA have prepared.

Results of the WATA TDAP 2020 and the effects of the COVID-19 pandemic

Within the TDAP 2020, the WATA committee agreed to the following objectives:

1. Increase awareness of the region.
2. Increase visitor numbers, expenditure and repeat visitation.
3. Improve dispersal and participation of key tourism assets.
4. Increase the number of sustainable tourism jobs.
5. Increase infrastructure investment.
6. Build on existing unique features.
7. Identify unique experiences, events, and products.
8. Influence policy and legislation to benefit the tourism industry.

In December 2019, tourism within the Western Adelaide region directly employed 9,945 people, supported 4,421 businesses, and tourism expenditure was valued at \$677million (Remplan 2019). Within four months, the COVID-19 pandemic took hold of Australia, impacting businesses, and our community, closing state, territory and international borders.

Throughout 2020, Australia's tourism industry suffered many setbacks as a result of these barriers and it is currently in a rebuilding phase. Considering that we are still enduring the effects of the COVID-19 pandemic, it is an uncertain time to create any plan other than a recovery strategy to achieve pre-pandemic successes.

The South Australian visitor economy has seen a severe reduction because of the COVID-19 crisis of 2020. While we have already seen significant drops when comparing the current results (year to December 2021 figures from TRA) to the 2019 calendar year, there has been a resurgence in visitor numbers and spending, particularly since the re-opening of interstate borders and with international travellers slowly coming back to Australia.

The SATC reports that over the last three years:

- 2020 was challenging, with steep declines in visitation by April (decreased by 55%) and a slow recovery through to December.
- 2021 saw mixed results, with a more robust performance from January to May, falling back with restrictions reimposed in June and July.
- 2022 has seen a meaningful recovery, with April, May and June reporting results that can be reasonably described as “comparable to pre-COVID-19”. May, in particular, was very strong, recording the best results since the pandemic began, and exceeding pre-COVID-19 levels for the first time. Adelaide had the highest occupancy result of any Australian or New Zealand (NZ) city at 79% occupancy. In comparison, across 14 capital cities across Australia and NZ, Sydney was seventh and Melbourne eleventh in comparison.

National, state and local priorities

This plan aligns with the South Australian Tourism Commission (SATC) Visitor Economy Sector Plan 2030 whilst referencing and aligning specific strategies and tactics with several complementary strategies, including Tourism Australia’s THRIVE 2030 plan, Building Western Adelaide Strategy and participating council strategic plans.

Federal

Tourism Australia released the new THRIVE 2030: The Re-Imagined Visitor Economy Strategy in March 2022, the first official tourism strategy to be written during the pandemic. They have set the target of returning the industry to its pre-COVID levels of visitor expenditure by 2024. Achieving this is likely to rely more heavily on domestic visitor expenditure prior to COVID. This equates to total visitor expenditure of \$166 billion by 2024, working towards \$230 billion by 2030 and one million tourism jobs.

South Australia

The South Australian Tourism Commission had set 2030 targets for visitor expenditure and jobs before COVID-19 in the State Visitor Economy Sector Plan 2030. The tourism plan sets a bold ambition to grow South Australia’s visitor economy to \$12.8 billion and increase tourism-related jobs to 52,000. To return to pre-COVID levels, the State’s visitor economy needs to reach \$8.1 billion and 36,000 jobs by 2024. Other relevant state tourism strategies considered within this TDAP are:

- SATC – Aboriginal Tourism Action Plan 2025
- SATC – Cruise Ship Action Plan 2025
- SATC – Arts & Cultural Tourism Strategy 2025.

Adelaide

Traditionally, Adelaide’s visitor economy is worth 56% of the State’s overall visitor expenditure. Due to Adelaide’s reliance on international travellers, the results for visitation and expenditure have decreased considerably. The trend shows that the South Australian regions currently make up 57% of the State’s overall visitor economy and Adelaide the remaining 43%. However, with the international market building again, it is expected that Adelaide’s visitor expenditure will rise accordingly. Adelaide would need to generate \$4.6 billion in visitor expenditure by 2024 to recover from the pandemic.

From the SATC presentation at the WATA Workshop in November 2021 – with the target for SA being \$12.8billion by 2030, Adelaide needs to increase visitor expenditure to \$7.2billion. However, the Tourism Research Australia (TRA) regional profile for Adelaide (March 2022) shows Adelaide’s estimated visitor expenditure target is \$8.1billion, which is 63% of the overall visitor economy for SA. By 2025, visitor expenditure is estimated to reach \$5.9billion (an increase of 22% from 2020). The estimated value of Adelaide’s visitor economy by 2030 has been set at \$7.7billion, which will be 60% of the State’s overall result and an increase of 31% from 2025.

Western Adelaide

Like the rest of South Australia, the Western Adelaide region’s tourism results before the onset of COVID-19 were hitting high levels. The visitor economy was supporting 4,421 local businesses, 9,945 tourism related jobs. Total visitor expenditure had reached \$677million across the region, which will be the benchmark for the region’s visitor economy to achieve by 2024.

Aside from the TDAP 2020, the four Councils also have their plans and strategies for economic and tourism development, which have helped shape this updated TDAP 2024.

- City of Holdfast Bay – Tourism Recovery Plan 2023 / Economic Activation Plan 2023.
- City of Charles Sturt – Economic Development Strategy 2022–26.
- City of West Torrens – Economic Development Plan 2025.
- City of Port Adelaide Enfield – Economic Development & Tourism Strategy 2026 (currently in draft, to be endorsed January 2023).



2024 strategic focus - primary aims

<i>Aims to achieve by 2024 and beyond</i>
1. To further establish the WATA as the leading tourism body for the Western Adelaide region, increase the brand awareness of Adelaide Beaches and gain industry acceptance of Western Adelaide as both an important tourism destination and region within South Australia.
2. Increasing tourism visitation numbers, overnight stays, and day trips within the Western Adelaide region to help restore the visitor economy to beyond pre-COVID-19 levels for the Western Adelaide region; 552,430 visitors, \$677million in visitor expenditure, 3.307million overnight stays and 9,945 jobs by 2024. (TRA NVS and IVS 2016-2019).
3. The WATA to improve its profile with the South Australian Tourism Commission (SATC), the Tourism Industry Council of South Australia (TiCSA) and Tourism Australia (TA) through increased communication and collaboration.
4. After recovering to pre-COVID-19 levels or better by 2024; the Western Adelaide region's overall visitor economy reaches the 2030 aspirational goal of \$1.3billion based on Adelaide's predicted results from the State's Visitor Economy Sector Plan 2030. The long-term aim is to increase the number of tourism businesses and related jobs within the Western Adelaide region.
5. Work with State Government agencies and the Adelaide Economic Development Agency (AEDA) to increase Adelaide's visitor economy to \$4.6billion by 2024 and the 2030 aspirational expenditure goal of \$7.7billion, set in the State's Visitor Economy Sector Plan 2030.

- | |
|--|
| 6. Work with the SATC, TiCSA and TA to help increase the South Australian Visitor Economy to \$8.1billion by 2024 and the 2030 aspirational expenditure goal of \$12.8billion. |
| 7. Work with Government agencies and private enterprise to develop a business case to create and open a new Western Adelaide Tourism Bus Route, which follows the Adelaide Beaches coastline from Glenelg to Outer Harbor. |
| 8. Attract or deliver a new Major Event for the Western Adelaide region, which benefits local tourism businesses, all four Councils and their communities. |
| 9. Foster relationships between the Kaurna people, government agencies and local tour companies; with an aim to create and promote Aboriginal tourism products and / or experiences within the Western Adelaide region. |



Vision:

To position Western Adelaide as a must-visit destination for all visitors travelling to Adelaide, around South Australia and locals.

Primary goal:

To maximise tourism visitation and expenditure in the Western Adelaide region beyond pre-COVID-19 levels, while increasing sustainable tourism jobs.

Objectives:

Although current tourism results for South Australia are very positive, and the expectation for constant improvement within the industry is high, there is still quite a lot of uncertainty about how tourism will trend over the next two years. With this in mind, the WATA committee has kept all goals and objectives for the next two years simple and achievable. Aligned to State and Federal strategies, this TDAP will set both short-term and long-term objectives that are based on recovery from the COVID-19 pandemic.

In 2015 the WATA committee agreed to set eight objectives as part of the TDAP 2020. Six years on, those objectives are still relevant to the Western Adelaide region and form the framework for how the region will successfully navigate its way past the effects of COVID-19. The WATA committee have utilised the essence of those eight objectives to set five new objectives with short-term/long-term goals.

Objective 1: Increase Western Adelaide's regional profile within the tourism industry and State Government.

Although the WATA classes Western Adelaide as a tourism region, and for many decades has been marketed as a tourism destination, it is not formally recognised by the tourism industry or various government agencies as a tourism "region". By raising the awareness of Western Adelaide as a tourism region, the WATA committee aims to gain further traction with the SATC and Tourism Australia to have higher inclusion in marketing campaigns, industry engagement and destination development. Western Adelaide's visitor economy was worth \$677million as of December 2019, more significant than any other individual tourism region in the State i.e., the Fleurieu Peninsula, Barossa, or Kangaroo Island. Western Adelaide is a major player in the State's overall visitor economy and should be recognised as such.

Objectives to achieve	Actions	Timeframe	Stakeholders Responsible
1.1 Use Adelaide Beaches branding to market Western Adelaide as one of Adelaide's premier tourism destinations and recognisable as a tourism region within South Australia.	<ul style="list-style-type: none"> Organise new Adelaide Beaches marketing and promotional materials. Include promotion of ATDW to local businesses and event organisers. Launch brand via WATA workshop. Each Council utilise branding where possible. Adelaide Beaches brand inclusion within marketing SATC collateral. Build on current relationships and organise regular meetings with key stakeholders. WATA also to establish a seat at the table for SATC regional meetings. 	<ul style="list-style-type: none"> Second week Nov 2022. Nov workshop Ongoing Second week Nov 2022 Ongoing 	<ul style="list-style-type: none"> WATA WATA, SATC WATA, SATC WATA, SATC WATA, Council CEOs/ mayors, SATC

1.2 Increase communication and collaboration with all relevant tourism and economic development agencies; the SATC, TiCSA, Tourism Australia (TA), AEDA, Regional Development Australia (RDA), Adelaide Hills, Fleurieu and Kangaroo Island.	<ul style="list-style-type: none"> • Initiate presentations to promote the region and present new initiatives to SATC staff. • Foster the creation of a Metro Tourism Group with regular meetings. • Seek LGA advice and assistance to foster tourism collaborations. • Refine the subscription process for the Adelaide Beaches mail list and increase the database. • Create new tourism update information EDM. 	<ul style="list-style-type: none"> • Ongoing – First meeting in December 2022. • Start December 2022 – ongoing • January 2023. • January 2023 • October 2022 	<ul style="list-style-type: none"> • WATA, SATC. • WATA, SATC, Council CEO/Mayor • WATA, SATC, TiCSA, AEDA, DEW, RDAAHFKI. • WATA, LGA • WATA
1.3 Draft a new Marketing Plan 2022-24 that includes familiarisation trips within the region for the promotion of tourism products and experiences, industry engagement, workshops and training.	<ul style="list-style-type: none"> • Review the previous WATA draft marketing plan (2018-2019), include review of "Live in the West" proposal prepared by Super Assembly and update / adapt content to create the new plan (2022-24). • Further develop "Dive into the West" campaign and content on the Adelaide Beaches website. • Use updated statistics and tourism market knowledge to establish regional target markets. • Liaise with the SATC Marketing team to align the new plan to outline State trends and future campaigns. • Finalise the marketing budget for the 2023-24 financial year. • Assign budget commitments to market and promote the region. 	<ul style="list-style-type: none"> • September – October 2022 • October – November 2022 • September 2022 – January 2023 • September – October 2022 • September – October 2022 • November 2022 	<ul style="list-style-type: none"> • WATA • WATA, TRA, SATC, TA, AEDA. • WATA, TRA, SATC, TA, AEDA. • WATA • WATA • WATA
1.4 Build the regional profile of Western Adelaide to a point where it is considered to be and is recognised as a tourism region within South Australia.	<ul style="list-style-type: none"> • Create a business case for WATA regional representation at State and National trade events i.e. Australian Tourism Exchange, TiCSA SA Tourism Conference. • Identify businesses that could partner with WATA to attend major trade events. • WATA attends trade events. • Western Adelaide region included within travel company / wholesaler itineraries. • Top 10 businesses promotion and leads through the website. 	<ul style="list-style-type: none"> • November 2022 – January 2023. • November 2022 – January 2023. • 2024 • 2024 • November – December 2022 	<ul style="list-style-type: none"> • WATA, SATC, TiCSA, TA. • WATA, SATC, TA • WATA • WATA, SATC, TA • WATA



Objective 2: Improve tourism research and statistic building for the Western Adelaide region

All four Councils within the WATA use different companies and programs to determine up-to-date information and statistics concerning tourism and economic development. The SATC relies on Tourism Research Australia (TRA) and Deloitte Australia (The Value of Tourism) for their statistics and research information requirements. As a rule, the tourism industry recognises TRA as the primary source of tourism statistics and results.

Unfortunately, it is currently impossible to obtain up-to-date statistics or results for the Western Adelaide region because of the way that TRA drills down available information, considering Western Adelaide is not defined as a South Australian tourism region. The WATA committee recognises that information sharing (statistics and results) between the four Councils needs to be improved.

Objectives to achieve	Actions	Timeframe	Stakeholders responsible
2.1 Improved sharing of all types of statistical results/information other than those recorded by Tourism Research Australia (TRA) i.e. REM-PLAN, Spendmapp, ABS, Localis, McGregor Tan and others.	<ul style="list-style-type: none">• All 4 councils utilise all current data and statistical systems they currently use to gather new tourism information and results for the Western Adelaide region.• Share data between councils and request regional tourism statistics/information from key stakeholders and tourism providers where possible.• Compile data and statistics for a regional report, from the various datasets and communicate to local tourism businesses and government agencies.• Provide targeted snapshots of relevant statistics to tourism businesses to inform their own promotional strategies.	<ul style="list-style-type: none">• September – October 2022• November 2022• April – May 2023• April – May 2023	<ul style="list-style-type: none">• WATA• WATA• WATA• WATA
2.2 The WATA will liaise with TRA to attempt to access fresh new statistical information and future results for the Western Adelaide region.	<ul style="list-style-type: none">• Liaise with TRA to advise of the possibilities of WATA gaining the regional tourism data it requires.• If possible, work with TRA to set up future reporting needs.	<ul style="list-style-type: none">• October 2022• October 2022	<ul style="list-style-type: none">• WATA, TR, SATC• WATA, TR

<p>2.3 Create an annual WATA update/report for all four Councils and industry stakeholders, including overall visitor numbers, total visitor expenditure, overnight stays, day trips, jobs, ATDW registrations, new products/businesses, industry news and government updates including grant opportunities.</p>	<ul style="list-style-type: none"> • WATA to create internal quarterly updates and reports, which will be used to create the annual update/report. • WATA to conduct an annual survey with local tourism businesses (Survey Monkey) to collect information and industry sentiment. • Produce an annual update for industry stakeholders and a report for the four councils. 	<ul style="list-style-type: none"> • First quarterly edition - October 2022 • May 2023 • May – June 2023 	<ul style="list-style-type: none"> • WATA • WATA • WATA
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Objective 3: Advocacy for tourism businesses

Tourism businesses within the region need to view the WATA as the leading Western Adelaide tourism body, and their conduit to local, state and federal government bodies and agencies. The WATA can achieve this by offering business advice, including business and product development, training workshops, industry updates and navigating tourism funding opportunities when available. By being recognised as the designated tourism body for the region, the WATA can advocate for the local tourism businesses and help create positive changes and opportunities for the future.

Objectives to achieve	Actions	Timeframe	Stakeholders responsible
3.1 WATA to represent and promote the Western Adelaide region (including the local tourism businesses) to local, state and federal government agencies.	<ul style="list-style-type: none">• Organise familiarisation trips for SATC, TiCSA and TA staff, showcasing the region and local businesses.• Run four Western Adelaide regional workshop/networking events per year.• Work with local tourism businesses to improve overall communication with government bodies.	<ul style="list-style-type: none">• Ongoing• Ongoing• Ongoing	<ul style="list-style-type: none">• WATA, SATC, TA, TiCSA.• WATA• WATA
3.2 Liaise with the four councils within the WATA on behalf of local tourism businesses regarding regulatory information and red-tape reduction.	<ul style="list-style-type: none">• Assist with permit applications, grant funding applications / information / opportunities, infrastructure requirements / upgrades.• Assist local businesses with new product development and business opportunities.• Develop a Business friendly council toolkit for local tourism businesses to access. As an example, review District Council of Yankalilla's events toolkit.	<ul style="list-style-type: none">• Ongoing• Ongoing• September – December 2022.	<ul style="list-style-type: none">• WATA• WATA• WATA, Events SA, SATC, TiCSA.
3.3 Promote and enhance the profile of the WATA to local tourism businesses, as the main tourism body for the Western Adelaide region.	<ul style="list-style-type: none">• Develop reputation within the region for providing quality business and product development support.• Build relationships with local tourism businesses and provide them with regular updates.• Encourage local tourism businesses to contact the WATA for business/product development advice and assistance.• Create a two-way reporting system between the WATA and local tourism businesses; disseminate information, problem solving, industry sentiment, change to market trends and governmental advocating.	<ul style="list-style-type: none">• Ongoing• Ongoing• September 2022 – ongoing.• September 2022 – ongoing.	<ul style="list-style-type: none">• WATA• WATA• WATA• WATA



Objective 4: Business and Product Development

The committee members of the WATA have strong backgrounds in tourism and economic development, design, marketing and communications. Therefore, as a group, the WATA can offer local tourism businesses excellent advice and training, helping them improve and look towards the future with enthusiasm and confidence.

By increasing the collaboration and communication with the SATC and Tourism Australia, the WATA can promote regional tourism businesses and new product offerings. A new Business and Product Audit is required for the entire region. Gathering this type of research is imperative for the WATA to start planning for the region's future. By understanding what businesses have survived the pandemic and what businesses/products the Western Adelaide region has lost and gained, we can identify the gaps in the market and start planning towards filling them. Having a suite of new and improved tourism products to help market the Western Adelaide region, as well as enhancing the existing businesses throughout Western Adelaide, will make the region more robust and resilient.

Objectives to achieve	Actions	Timeframe	Stakeholders responsible
4.1 Region-wide Business and Product Audit.	<ul style="list-style-type: none"> • WATA to undertake a Regional Business and Product Audit to determine what Western Adelaide now offers, what gaps are now present and any opportunities to develop new niche products. • Produce a short report for the four Councils and SATC. • Regional Business and Product audits to be updated every 12 months. 	<ul style="list-style-type: none"> • October – December 2022 • February/March 2023 • Jan 2024 	<ul style="list-style-type: none"> • WATA, SATC • WATA • WATA
4.2 Build on existing regionally unique features and identify/celebrate niche experiences, events and products.	<ul style="list-style-type: none"> • Work with the SATC Destination Development and Marketing teams to encourage local tourism businesses to expand their product offerings, create new products to fill in the gaps, or develop niche offerings. • Provide local tourism businesses easy access to business and product development advice and training opportunities. • Develop a brand hero statement; update Western Adelaide regional tourism 'hero' list and promote top ten through the Adelaide Beaches website blogs and news reports. • Update the unique selling points for the Western Adelaide region and promote and increase market knowledge. Include as part of the marketing plan draft. • Develop a tourism business 'tool kit' to help local businesses develop and improve their offerings. • Facilitate the development of Aboriginal tourism products and experiences within the Western Adelaide region. Work with Kurna Elders and representatives and businesses to liaise with government bodies to help provide assistance with business and product development, grant funding opportunities, marketing and promotion. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • September – October 2022 • October – November 2022 • September – December 2022 • November 2022 – December 2024 	<ul style="list-style-type: none"> • WATA, SATC • WATA, SATC, TiCSA. • WATA, SATC • WATA, SATC • WATA, SATC, Events SA, TiCSA, AEDA, TA. • WATA, SATC, TA, AEDA, Kurna Elders and representatives.



<p>4.3 Foster existing and attract new tourism businesses to the Western Adelaide area, by developing a regional 'new product pitch' document, outlining how good it is to have a tourism business in the Western Adelaide region and the various opportunities.</p>	<ul style="list-style-type: none"> • To increase overall regional product and experience offerings, WATA to promote the need for and facilitate the development of two new products or experiences per council area. • Using the information gained from the Regional Business and Product Audit, the WATA will develop a New Product Pitch (NPP) document that can be utilised by local tourism businesses, the four Councils and the SATC. • Promote the NPP document to local tourism businesses and government agencies through; communications, familiarisation trips, workshops and networking events. 	<ul style="list-style-type: none"> • December 2022 – December 2024. • December 2022 – February 2023. • March 2023 – ongoing. 	<ul style="list-style-type: none"> • WATA, SATC, TiCSA, AEDA. • WATA, SATC • WATA, SATC, TA.
<p>4.4 Encourage more entries to the SA Tourism Awards and help tourism businesses with accreditation.</p>	<ul style="list-style-type: none"> • Hold a regional workshop (around March 2023) to promote the TiCSA 2023 South Australian Tourism Awards, which includes; information on category guidelines, how to enter, judging expectations, access to advice and assistance throughout the application process. • Liaise with local tourism businesses that enter, offering advice and assistance where possible. • Promote finalists and winners through communications and the Adelaide Beaches website. 	<ul style="list-style-type: none"> • February – March 2023 • March – August 2023 • October – December 2023 	<ul style="list-style-type: none"> • WATA, TiCSA, SATC. • WATA, TiCSA • WATA

4.5 Liaise with and lobby State Government bodies and speak with transport companies to develop a plan to create a dedicated tourism bus route that takes in the Adelaide Beaches coastline and our western suburbs.	<ul style="list-style-type: none"> • WATA to facilitate meetings with stakeholders to develop ideas and create a business case for a new tourism bus route that connects Glenelg to Outer Harbor along the Adelaide Beaches coastline. • WATA to liaise with relevant government departments and consult with transport companies to develop a concept / pilot service. • WATA to lobby all key stakeholders to get the project approved and in operation. • New Western Adelaide tourism bus route organised, funded and running. 	<ul style="list-style-type: none"> • December 2022 – May 2023 • December 2022 – May 2023 • May 2023 – ongoing • May 2023 – December 2024 	<ul style="list-style-type: none"> • WATA, Council CEOs / mayors, DPTI, SATC. • WATA, Council CEOs/ mayors, DTI, SATC, Adelaide Metro, Link SA • WATA, Council CEOs/ mayors, DTI, SATC, Adelaide Metro, Link SA • As above.
4.6 Attract or develop a regional major event that will benefit all four councils.	<ul style="list-style-type: none"> • Examine current and new events exploring regional benefits, including sponsorship. • WATA to work with events teams from the four Councils to develop concepts for a new major event for the region. • WATA to liaise with Events SA to further develop the concept and seek grant funding and sponsorship opportunities. • Schedule and undertake the new major event. • Create an event overview report outlining statistics, economic results, visitor numbers, visitor sentiment and feedback. This can be given to the four Councils and used for required reporting for grant funding achieved. 	<ul style="list-style-type: none"> • November 2022 – February 2023 • November 2022 – February 2023 • November 2022 – February 2023 • February – March 2023 • March 2023 – December 2024 	<ul style="list-style-type: none"> • WATA • WATA, Events SA, SATC • WATA, Events SA, SATC, RDAAHFKI. • WATA, Events SA. • WATA, Events SA.



Objective 5: Destination Marketing and Development

Before the COVID-19 pandemic, the WATA was quite confident about the target markets for the Western Adelaide region. Ongoing market research and analysis is undertaken to ensure WATA reaches our target markets. The WATA need to market the Western Adelaide region as a tourism destination for South Australia, not just if you are visiting Adelaide.

Due to the pandemic, all tourism markets have gone through change. Most compromised has been the international market, followed by interstate travellers. The intrastate market has become the life force of the State's visitor economy. However, as part of the recovery process, the tourism markets are in a phase of constant change, as travel opportunities still open up.

5.1 WATA to undertake new research to redefine the current personas of the region's target market and update them.	<ul style="list-style-type: none">• WATA to undertake a research study to redefine and update the current target market personas, working in conjunction with the SATC Marketing team.• Work with and leverage the research that the SATC and Tourism Australia have undertaken to learn more about the 'new' tourism world we currently are living in. What are the SATC's expectations for the domestic and International tourism markets over the next 2-5 years?	<ul style="list-style-type: none">• September 2022 – March 2023• September 2022 – March 2023	<ul style="list-style-type: none">• WATA, SATC• WATA, SATC, TA.
5.2 Launch and roll-out new Adelaide Beaches brand.	<ul style="list-style-type: none">• WATA (City of West Torrens) will hold a workshop/ networking event in November 2022; a new branding presentation and Adelaide Beaches website launch.• On the back of the re-brand and updated website WATA will use the new branding and website as marketing tools within the 12 month Marketing Plan (2022-23).• All new marketing collateral to use new branding.• Digitise / animate the pelican brand logo.• Generating blogs, stories and trails.	<ul style="list-style-type: none">• November 2022• November 2022 – ongoing• Ongoing• September 2022 – December 2024• September 2022 – ongoing	<ul style="list-style-type: none">• WATA, Super Assembly, JABA.• WATA• WATA• WATA• WATA

5.3 Continue to work with local tourism businesses and event organisers to utilise the Australian Tourism Data Warehouse (ATDW).	<ul style="list-style-type: none"> • WATA to promote the benefits of updating/creating a page for a business or event on the ATDW. • Assist businesses and event organisers to navigate the ATDW and create or maintain a page. • Work with the ATDW and SATC staff to regularly update the number of registered pages for the region. 	<ul style="list-style-type: none"> • October 2022 – ongoing. • October 2022 – ongoing. • October 2022 – ongoing. 	<ul style="list-style-type: none"> • WATA, SATC, ATDW. • WATA, SATC, ATDW. • WATA, SATC, ATDW.
5.4 All four councils in the alliance to include Adelaide Beaches branding in marketing, events and communications.	<ul style="list-style-type: none"> • WATA committee members to work with the four councils (i.e. city activation / communications) to maximise usage of the Adelaide Beaches branding. 	<ul style="list-style-type: none"> • Oct 2022 – ongoing. 	<ul style="list-style-type: none"> • WATA, SATC
5.5 Seek grant funding for destination and marketing development.	<ul style="list-style-type: none"> • As part of developing the new Marketing Plan, look at projects for either 2022-23 or 2023-24 FY that may require outside funding to be completed. • WATA to keep track of funding opportunities that may be appropriate for future marketing projects. • Apply for funding where possible. • Street banners and signage upgrades throughout the region. 	<ul style="list-style-type: none"> • November 2022 – February 2023 • November 2022 – ongoing • Ongoing • December 2022 – July 2023 	<ul style="list-style-type: none"> • WATA • WATA, SATC, Events SA, RDAAHFKI, DEW. • WATA • WATA



5.6 Customer service and tourism product training for all regional VIC or VIO staff and volunteers within the Western Adelaide region.	<ul style="list-style-type: none"> • Ongoing training for all customer service volunteers at the Glenelg VIO, Port Adelaide VIC, COCS Library. • Use the new product and experience audit to update the volunteers and set best practice examples of how to 'sell' the region to tourists. • Promote the ideal of the Western Adelaide region being a major tourism destination within the state. • Create an Adelaide Beaches first, Adelaide and regions second ethos within the minds of the volunteers. 	<ul style="list-style-type: none"> • December 2022 – ongoing • December 2022 – February 2023 • December 2022 – ongoing • December 2022 – ongoing 	<ul style="list-style-type: none"> • WATA • WATA • WATA • WATA
5.7 The WATA works towards setting some aspirational goals for marketing the region.	<ul style="list-style-type: none"> • Investigate / create business case for selling advertising on the Adelaide Beaches website (possibly making it cost-neutral or profitable to run in the future). • Increasing marketing collateral, attending trade events both local and national, and increasing digital marketing (social media). • TV commercials / radio spots. • Adelaide Beaches calendar. • A3 tear off map(s). 	<ul style="list-style-type: none"> • December 2022 – October 2023 • Dec 2022 – Oct 2023 • Dec 2022 – October 2023 • Dec 2022 – Oct 2023 • Dec 2022 – Oct 2023 	<ul style="list-style-type: none"> • WATA • WATA • WATA • WATA • WATA
5.8 Enter the South Australian Tourism Awards in the destination marketing category in the next 2 to 4 years.	<ul style="list-style-type: none"> • Create a plan to look at what is involved in applying for a SA Tourism Award (Destination Marketing) in the next 2-4 years. • WATA to work towards gaining all necessary information and statistics required to make an application. • Apply for the award. 	<ul style="list-style-type: none"> • March – June 2023 • June 2023 – March 2024 • February 2025 	<ul style="list-style-type: none"> • WATA, TiCSA • WATA, TiCSA • WATA, TiCSA

Appendix

South Australian Tourism Commission – Strategies and plans

South Australian Visitor Economy Sector Plan 2030

The 2030 Visitor Economy Sector Plan will push the industry towards contributing \$12.8b in visitor expenditure and 51,000 jobs by 2030. The visitor economy is a super growth sector and is now a key contributor to the economic prosperity of our state. Since the development of the SA Tourism Plan 2020 in 2013, the SA visitor economy has grown 2.5 times faster than the overall economy. The plan outlines a series of pillars as the focus of industry development, which include;

1. Marketing
2. Experience and supply development
3. Collaboration
4. Industry capability
5. Leisure and business events
6. Promoting the value of tourism.

Factors that are driving growth in visitation;

- Exceptional food and beverage experiences
- Immersive nature and wildlife experiences
- Events and festivals
- Road trips
- History / heritage and Aboriginal experiences.

The six strategic pillars (in relation to Western Adelaide region)

1. Marketing
 - Most consistent theme to emerge was marketing and driving consumer demand.
 - Primary target market for SA remains the high-yielding experience seeker across our international and interstate markets.
 - Intrastate represents half of the visitor expenditure and is a more loosely defined target market as it requires all South Australians to engage with their own state and the barriers to visitation are far lower.

- Consistent and effective promotion of South Australia will be achieved through a range of methods including traditional media, social media and digital platforms as well as emerging marketing platforms that will be developed over the coming decade.
- Effectively target high-yielding travellers.
- Communicate SA's key brand pillars.
- Maximise dispersal and expenditure by providing and promoting compelling itineraries.
- Encourage visitors to promote and advocate for SA through social media and word of mouth.
- Align product promotion with product development.

2. Experience and supply development

- 'Hero experiences' that offer unique, world-class, highly appealing visitor experiences have a transformative effect on the surrounding area, pulling in high value visitors who are more engaged with the destination, extending length of stay and increasing overall yield.
- It is essential that accommodation operators deliver superior services and unique value-adds.
- Connectivity and linkages between individual experiences to create clusters is also a priority.
- Support the development of unique and appealing experiences.
- Upgrade and refresh quality of accommodation to match consumer expectations and create immersive experiential accommodation options.

3. Collaboration

- There are many levels at which working together can benefit the visitor economy.
- It is critical that complementary experiences are well integrated to allow for a seamless customer experience. Cross-promotion of experiences allows for a higher level of visitor satisfaction and will drive increased yield.
- Regular and constructive partnering between operators, key industry bodies and government.
- Encourage and create opportunities for cross-promotion within regions linking experiences and providing recommendations to maximise visitor engagement.

- Drive growth by optimising the experience of international students and their families in SA through partnerships with educational institutions.

4. Industry capability

- It is essential that there is a high level of capability to ensure both business sustainability and high-quality experiences and service.
- Industry requires ongoing development in a broad range of areas, including; ongoing business training, digital skills enhancement, customer service standards, and tailoring experiences to emerging markets.
- Ensure Visitor Economy businesses have access to, and engage with, tools and technologies to maximise their professionalism and profitability.
- Ensure industry has access to strong training and development programs to assist in filling skill gaps.
- Ensure continued strong take up of listings on the ATDW with a focus on commissionable product.

5. Leisure and business events

- Events and festivals in ADL and regional SA are important drivers of visitation.
- Business events, including conferences, exhibitions and incentives, also have a key role, particularly for ADL and adjacent regions. Pre and post touring of these high-spending visitors is a distinct opportunity.
- Need to further develop Major Events, as well as attracting investment and increased sponsorship.
- Use business and leisure events to smooth seasonality.
- Maximise the opportunities that events and festivals offer to the local region, maximise the value of existing vents through cross-promotion.

6. Promote the value of tourism

- Tourism and the broader visitor economy, has a key role in driving real jobs and economic growth across SA.
- Community endorsement of the Visitor Economy will allow for a range of stakeholders, including local government, to invest with confidence.
- A higher profile for the visitor economy will also attract young people to pursue a career in the tourism sector, driving new ideas, skills and enthusiasm that industry needs to achieve our ambitious goals.
- Educate the community about the breadth of the visitor economy and the delivery of businesses that benefit.
- Engage locals and visitors to be ambassadors for the state.



SATC – Aboriginal Tourism Action Plan 2025

For the purpose of this Plan Aboriginal tourism is defined as the act of participating in a tour, experience or activity that involves interaction with Aboriginal and Torres Strait Islander people, community, site or artefact (including retail purchases), in a manner that is appropriate, respectful, and true to the Aboriginal culture, heritage and traditions being presented. It is recommended that where Aboriginal culture is the product, Aboriginal people determine its content and interpretation.

Total trip spend for visitors to South Australia who undertook an Aboriginal Experience peaked at \$275M pre-COVID and decreased to \$146M by September 2020 due to the border closures to International travellers.

Aboriginal tourism businesses can be defined as being:

- Wholly owned and operated by Aboriginal people.
- Operated in partnership with non-Aboriginal people and have the ongoing consent of the appropriate Aboriginal people.
- Those businesses that are owned and/or managed by Aboriginal people, as well as those non-Aboriginal businesses that deliver true Aboriginal cultural experiences (developed by way of joint ventures or collaborative marketing).

Neighbouring Aboriginal language groups to the Kurna people; Narangga (Yorke Peninsula), Ngadjuri (Mid North / Southern Flinders), Ngarrindjeri (Murray River / Coorong), Nukunu (Upper Spencer Gulf), Peramangk (Barossa).

Four key objectives (with reference to the Western Adelaide region)

1. Encourage investment in new, and enhance existing, Aboriginal tourism products, experiences and activation of natural assets.
- Provide tourism advice and support in developing new products and experiences with domestic and International appeal.
 - Seek and communicate funding opportunities for Aboriginal tourism businesses to deliver projects.
 - Encourage and facilitate business and investment.

2. Provide industry capability building opportunities for new and existing Aboriginal tourism operators and ensure quality service, products and experiences are delivered to visitors.

- Provide industry tools and resources toolkit to engage new and existing Aboriginal tourism operators.

3. Foster strong partnerships and build meaningful relationships between community groups, private investors and local, state and federal governments.

- Engage in regular meetings with key federal, state and local government stakeholders to ensure Aboriginal tourism operators and projects are considered and prioritised.

4. Promote and market Aboriginal tourism to South Australia's key domestic and international markets.

- Develop and implement a new marketing plan to promote South Australia's Aboriginal tourism products and experiences through digital and social media platforms.



SATC – Cruise Ship Action Plan 2025

The South Australian Tourism Commission (SATC) will be focused on the safe resumption of the cruise industry for our state. We will be focused on encouraging investment in new cruise infrastructure, increasing regional dispersal and ensuring our services, products and experiences are safely delivered to meet expectations of cruise lines, passengers, regional destinations and local communities.

To achieve this, we need to:

- Promote South Australian ports and anchorages as a safe destination choice.
- Ensure quality service, products and experiences are delivered to meet expectations of cruise lines and passengers.
- Encourage investment in new products, experiences and cruise destination infrastructure.
- Increase cruise line and passenger expenditure in South Australia.
- Increase safe regional dispersal from cruise lines and passengers when they visit our state.

Having an appealing range of products and experiences for cruise lines to build unique itineraries supporting regional dispersal, has reinforced South Australia's reputation as a 'must see' destination as many of South Australia's tourism experiences are located within a day trip from the respective port or anchorage.

Port Adelaide Passenger Terminal at Outer Harbor (Adelaide)

The recently refurbished Port Adelaide Passenger Terminal, funded by the SATC and Flinders Ports, is part of the Outer Harbor shipping facility, with four berth options at the wharf for visiting cruise ships. Passengers have many transportation options; the train station is ideally located 100 metres from the passenger terminal which offers a service into the city for shopping or there are many shore excursion options available in and around Adelaide, Adelaide Hills, Barossa and McLaren Vale.

- The SATC have highlighted a primary need to develop an Adelaide Beaches Tourist Bus Route from Outer Harbor to Glenelg, to enhance the product offerings and services to the Cruise Ship market.

Five key objectives (with reference to the Western Adelaide region)

1. Promote South Australian ports and anchorages as a safe and highly appealing cruise destination.
 - Develop new and innovative opportunities for cruise line itinerary planners and inbound tour operators for shore excursion programs.
 - Develop new products and experiences that will assist to drive demand and attract new itineraries to South Australia.
2. Ensure quality service, products and experiences are delivered to meet expectations of cruise lines and passengers.
 - Work with cruise lines and Inbound Tour Operators (ITOs) to ensure the best products and experiences are included in shore excursion programs and are being offered to passengers.
3. Encourage investment in new products, experiences and destination infrastructure.
 - Share research and insights into growth opportunities and future infrastructure requirements to partners and industry stakeholders.
 - Encourage investment into new and existing infrastructure by government and the private sector.
 - Work with the Department for Infrastructure and Transport (DIT) to ensure cruise industry requirements are represented and captured in the 50 Year Port Strategy development.
 - Identify new destinations and required infrastructure to facilitate cruise ship visits.
4. Increase cruise line and passenger expenditure in South Australia.
 - Provide tools, resources and opportunities for tourism operators to participate in and engage with the cruise industry and visiting cruise passengers.
5. Increase safe regional dispersal from cruise lines and passengers when they visit our state.
 - Promote South Australian shore excursion products and experiences to ITOs and cruise lines, highlighting COVID safe management plans.
 - Increase the number of regional products and experiences involved in for shore excursion programs for cruise lines.

SATC – Arts and Cultural Tourism Strategy 2025

Arts and cultural tourism is an important part of the South Australian visitor experience and is vital to the South Australian visitor economy contributing \$1.4 billion of the overall \$8.1 billion visitor economy and supporting 7,500 jobs pre-COVID.

While the language used within the arts and cultural and tourism sectors can differ, the intention of both industries is in alignment. That is, to deliver and share exceptional experiences that are inclusive, authentic and enrich people's lives. The value of the arts and cultural sector is not just measured in economic terms but also in terms of its greater contributions to society.

Arts and cultural festivals and events are an important element of the tourism sector, as together with broader destination marketing, they drive visitation and encourage people to stay longer, spend more and explore further.

This strategy defines arts and cultural tourism to cover the following key pillars;

- Aboriginal cultural experiences
- performing arts and live music
- galleries, libraries, archives and museums
- festivals and events
- heritage experiences
- outdoor and public art.

Across all categories, international visitors have traditionally had the highest engagement across all arts and cultural experience types. Considering the domestic market alone, interstate visitors have a greater interest in museums, galleries and art studios, while intrastate and day trips visitors are more likely to attend theatre, concerts, or other performing arts.

Aboriginal cultural experiences resonate more strongly with the international market with 32 per cent of international arts and cultural tourism visitors undertaking this activity compared to the domestic market where uptake was 1 per cent or less. This market is important to this strategy in the long term once border restrictions are eased and international travel resumes.

Consumer research has identified South Australian experiences with high visitor appeal are the State's exceptional food and wine offerings, immersive nature and wildlife experiences, as well as festivals and events, and Aboriginal and heritage experiences.

Eight key objectives

1. To grow arts and cultural visitor spend to \$1.4 billion by 2025.
2. To continue and strengthen the promotion of arts and cultural tourism.
3. To motivate and promote year-round enjoyment of arts and culture by all visitors.
4. To empower the sector to deliver world-leading arts and cultural tourism offerings.
5. To champion Aboriginal arts and culture among all visitors.
6. To measure, value and amplify the holistic contribution that arts and cultural tourism delivers to South Australia.
7. To support the arts and cultural sector to create, promote and deliver authentic, sustainable and accessible visitor experiences that reflect and celebrate the State's cultural identity.
8. To support the South Australian visitor economy 2030 targets of 16,000 jobs and \$12.8 billion in visitor spend.

Strategic Priorities (with reference to the Western Adelaide region)

Marketing

- Showcase the State's diverse year-round arts and cultural program including authentic Aboriginal cultural tourism experiences. A key part of this year-round promotion is shining the light on the State's urban and regional festivals and stand-alone cultural events program.
- Expand arts and cultural tourism targeting to include international students and their families and business event and conference visitors.

Experience and supply development

- Package and include arts and cultural tourism offerings into travel distribution intermediaries (e.g. travel agents, wholesalers, online tourism aggregators like booking.com) so they can sell these experiences to more travellers.

- Leverage existing resources, such as the tourism industry development fund to develop new products in arts and cultural tourism.
- Collaborate with Aboriginal cultural representatives and stakeholders to grow and develop arts and cultural tourism experiences including through the Aboriginal Art and Cultures Centre (Lot Fourteen).

Collaboration

- Collaborate across and within all levels of government (federal, state and local) to ensure government strategy and investment are aligned as much as possible.
- Use increased collaboration to identify current and future areas of need for strategic initiatives, training or sector development. This can be achieved via cooperation with organisations such as industry associations.
- Support collaboration with and between metropolitan and regional councils as well as with those providing artistic experiences to further enable and deliver quality arts and cultural tourism offerings at the local level.

Industry Capability

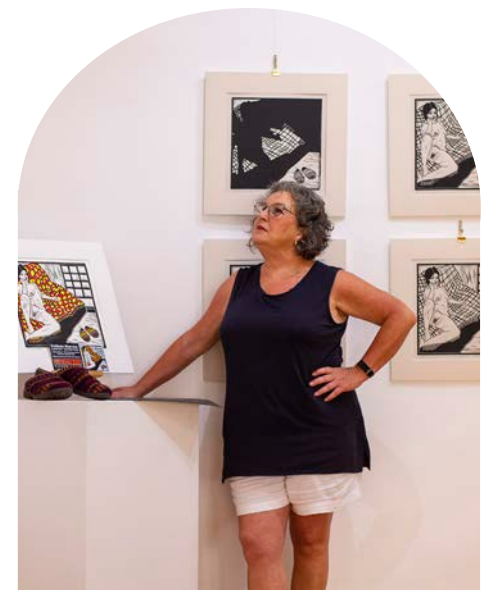
- Provide training, upskilling and support for arts and cultural operators and enable them to access existing SATC toolkits, webinars and training across marketing, distribution, and product development.
- Review government product development programs for Aboriginal tourism businesses and develop new cross-government approach.
- Foster Aboriginal tourism business development with the support of organisations such as Indigenous Business Australia, the National Indigenous Australians Agency and Regional Development Australia, and harness opportunities around new developments, such as the Aboriginal Art and Cultures Centre.
- Continue to support funding and create incentives for product development, collaboration, innovation, and creativity.

Festivals and Events

- Enable the sector to deliver unique and premiere experiences that motivate year-round visitation to the state.
- Actively working with the sector to identify and invest in new opportunities for strategic growth.
- Optimise how visitors attending iconic Adelaide-based festivals, events, and major institutions discover smaller local and regionally based Arts and Cultural offerings.
- Support the creation, development and expansion of regional arts and cultural events via the SATC's South Australian Regional Events Fund.
- Continue to foster growth of new events and the amplification and increased frequency of existing arts and cultural festivals and events based on consumer demand.

Promoting the value of arts and cultural tourism

- Continue to measure and report on travel expenditure where trips have an arts and culture component.
- Champion the value of Aboriginal cultural experiences for visitors, communities, and society.



Growing Our Heritage Future – 10 year strategy for heritage tourism in SA

Growing heritage tourism will support diverse and economically sustainable destinations. It will foster value and appreciation for our fascinating past and the future's unwritten possibilities. This strategy aims to increase the value of heritage tourism to the state's visitor economy from \$1B to \$1.58B by 2030.

When visitors seek true connections to the people and places they visit, heritage deepens that experience because it reveals what makes South Australia special. The Western Adelaide region can support Heritage Tourism by aligning the TDAP to the following actions within this strategy;

- Proactively develop outstanding heritage experiences.
- 1.4 Invest in developing Aboriginal heritage tourism to transform the South Australian visitor experience.
- 2.1 Collaborate and establish innovative partnerships to increase capacity and opportunities for heritage tourism initiatives in regional areas.
- 3.2 Encourage accessible, adaptive reuse of heritage, including sites and places, for tourism activities.
- 3.4 Leverage the expertise of storytellers, cultural knowledge custodians, historians and other heritage disciplines to enrich visitor experiences of special places and sites.

Related strategy metrics

South Australian Visitor Economy Sector Plan 2030

- Total tourism expenditure – \$8.1billion (DEC 2019) / \$10billion (DEC 2025) / \$12.8billion (DEC 2030)
- Total tourism jobs – 40,500 (JUN 2019) / 45,000 (DEC 2025) / 52,000 (DEC 2030)
- Leisure events expenditure – \$383million (DEC 2019) / \$546million (DEC 2025) / \$750million (DEC 2030)

South Australian Regional Visitor Strategy 2025

- Regional visitor expenditure – \$3.6billion (DEC 2019) / \$4.0billion (DEC 2025)

Growing Our Heritage Future 2030

- Heritage tourism expenditure – \$1billion (DEC 2019) / \$1.58billion (DEC 2030)

Tourism Australia – Thrive 2030 Strategy: 'The Re-Imagined Visitor Economy'

Targets

- Interim – \$166billion by 2024 (domestic \$120billion / international \$46billion)
- Long term – \$230billion by 2030 (domestic \$149billion / international \$81billion)
- One million tourism jobs

The 3 Thrive 2030 phases

- Recovery phase (2022-2024) – Maintain efforts on recovery as the Australian economy continues to open up and international markets return. Focus on rebuilding the visitor economy by driving domestic and targeted international visitation, and addressing priority supply issues including workforce shortages, destination development, and improved data. Achieve pre-COVID levels of visitor expenditure by the end of 2024 (\$166billion).
- Consolidation phase (2025-2027) – Maintain consistent growth.
- Acceleration phase (2028-2030) – Achieve total visitor expenditure of between \$195billion and \$270billion by 2030, with a target figure of \$270billion.

Phase 1: Recovery 2022-2024

Rebuild Australia's visitor economy to the pre-COVID level of \$166billion by 2024, then work towards the aspirational target of \$270billion by 2030.

Actions pertaining to Western Adelaide region include the following:

Priority 1 – Comprehensive collaboration

Governments (at all levels) and industry collaborate across and within stakeholder groups to deliver the strategy and grow a stronger and more resilient visitor economy.

- Action 1.6: Ensure that the visitor economy is considered and integrated into state and local crisis management and recovery plans.

Priority 2 – Improve data and insights

Produce relevant, robust and timely data and insights that underpin business improvements, industry growth and investor confidence.

- Action 2.5: Implement a visitor expenditure target specifically for regional Australia to help drive and monitor visitor economy growth in regional Australia.

Priority 3 – Grow a secure and resilient workforce

The sector has a world-class workforce with the right skills to address visitor needs and grow the sector's competitiveness, while maintaining a stable supply pipeline that can withstand changing market forces.

- Action 3.2: As a priority, develop a visitor economy workforce and skills strategy in response to ongoing workforce pressures exacerbated by the COVID-19 pandemic.
- Action 3.3: Encourage local job creation through business start-up and self-employment advisory services. Support tourism and hospitality employers to develop long-lasting workforce solutions.
- Action 3.8: Promote the visitor economy as an attractive career choice including through incentives and awards to promote best practice by employers.
- Action 3.9: Develop Aboriginal and Torres Strait Islander training programs – develop new products or experiences in the sector. Promote access to the \$10million National Indigenous Tourism Mentoring Program.

Priority 4 – Embrace leading-edge business practices

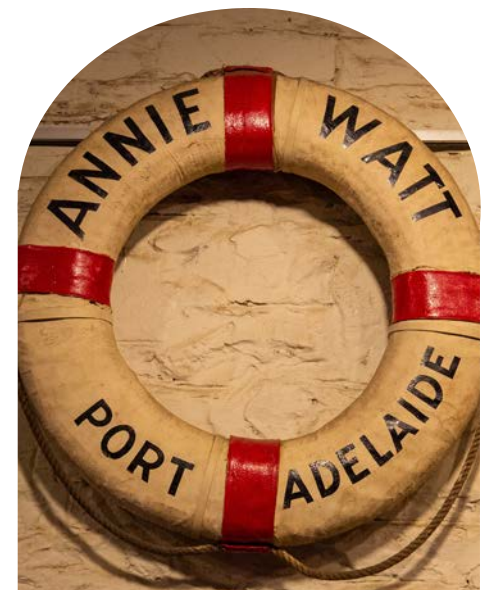
Improve business capability to create competitive, resilient, and sustainable businesses which deliver high quality products and services. Optimise uptake of technology to improve service delivery and business efficiency.

- Action 4.1: Build business capability programs that help drive product innovation, diversification and product quality to deliver world-class visitor experiences including micro-credentialing and accreditation for tour guiding.
- Action 4.3: Encourage businesses to implement resilience and crisis management plans.
- Action 4.5: Develop, promote, and encourage businesses to improve quality through industry-led programs and celebrate exceptional visitor economy businesses.

Priority 5 – Enhance visitor infrastructure

Deliver the right amount and quality of infrastructure to satisfy visitor needs, including accessibility requirements, and ensure it is developed and managed sustainably.

- Action 5.3: Develop assets, infrastructure and experiences that are accessible to all people, regardless of physical limitations, disability or age.
- Action 5.4: Prioritise new destination development through use of holistic destination plans, community and stakeholder collaboration, and streamlined regulatory approvals.
- Action 5.7: Identify and deliver improved visitor assets and resources at culturally significant sites.
- Action 5.12: Work collaboratively to address barriers to maximising the contribution from the cruise sector and managing associated community concern. Grow the Cruise market – converting cruise participation into domestic spend.



Priority 6 – Build markets and attract visitors

Attract high-value visitors through coordinated, innovative, focussed, and personalised visitor attraction strategies that are targeted at a re-balanced mix of domestic and international markets.

- Action 6.3: Encourage Australians to spend on the domestic visitor economy as they would overseas, including through targeted offerings and marketing. Apply behavioural economic research to develop product and marketing approaches to attract greater domestic visitation and spend.

Priority 7 – Grow unique and high-quality products, including Aboriginal and Torres Strait Islander experiences.

Provide high-quality products and services that leverage Australia's competitive advantage such as our natural, built, and cultural attributes, including our Aboriginal and Torres Strait Islander cultures, vibrant cities, and authentic regions.

- Action 7.1: Expand target market offerings including for high yield / luxury visitors and business travellers.
- Action 7.3: Support return of events, including business, cultural and arts, regional, and major events, and implement an annual coordinated calendar of events to encourage new and return visitors. Incorporate creative / cultural assets into destination marketing to maximise contribution of the creative economy. Establish new mass participation events.
- Action 7.4: Cities develop and offer compelling differentiated offerings for both the domestic and international markets to revitalise visitation.
- Action 7.5: Grow and develop high-quality products and experiences around unique Australian locations, including approaches which integrate sustainable nature tourism with economic opportunities for Traditional Owners, and capitalising on emerging tourism trends such as Geo-tourism.
- Action 7.6: Develop new and expand existing Aboriginal and Torres Strait Islander owned and operated tourism enterprises.
- Action 7.7: Enhance the visitor experience through use and availability of technology.

Glossary

ABS – Australian Bureau of Statistics

ADL – Adelaide

AEDA – Adelaide Economic Development Agency

ATDW – Australian Tourism Data Warehouse

CBD – Central Business District

DTI – Department of Transport and Infrastructure

DEW – Department of Environment and Water

EA – Ecotourism Australia

EDM – Electronic Direct Mail

RDAAHFKI – Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island

SA – South Australia

SATC – South Australian Tourism Commission

TiCSA – Tourism Industry Council South Australian

TA – Tourism Australia

TDAP – Tourism Destination Action Plan

TRA – Tourism Research Australia

VIC – Visitor Information Centre (accredited)

VIO – Visitor Information Outlet

WATA – Western Adelaide Tourism Alliance



Item No: 15.7

Subject: **CONSIDERATION OF ADOPTION OF BEHAVIOURAL SUPPORT POLICY**

Date: 26 April 2023

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

SUMMARY

Section 75F of the *Local Government Act 1999* commenced operation on 17 November 2022. This section requires all councils to consider, within six months after the conclusion of each periodic election, whether it should adopt a Behavioural Support Policy (or policies) to support appropriate behaviour by members of the Council.

A Behavioural Support Policy may specify direction relating to behaviours, set out guidelines relating to compliance with the directions of the Behavioural Standards for Council Members and include any other matter relating to the behaviour of Council Members considered appropriate by the Council.

As this is the first time this provision has been in operation following a periodic election, the obligation is for Council to consider whether (or not) it will adopt a Behavioural Support Policy (or policies).

RECOMMENDATION

That Council:

1. receives and notes the report; and
2. in accordance with section 75F of the *Local Government Act 1999* a Behavioural Support Policy be prepared and returned to Council for endorsement for public consultation purposes prior to adoption.

Or

1. receives and notes the report; and
 2. having considered the requirements of section 75F of the *Local Government Act 1999* a Behavioural Support Policy not be adopted at this time.
-

STRATEGIC PLAN

Statutory compliance

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Government Act 1999

Local Government (Transitional Provisions) Conduct) Amendment Regulations 2022

Behavioural Standards for Council Members

LGA's Model Behavioural Management Framework

BACKGROUND

A major component of the Local Government Reform, which commenced on 17 November 2022 was the Behavioural Management Framework. This incorporates:

- The legislative framework within which all Council Members must operate;
- The Behavioural Standards for Council Members, determined by the Minister for Local Government (developed in consultation with the Local Government Sector), which applies to all Council Members in South Australia (section 75E, *Local Government Act 1999*);

Refer Attachment 1

- The mandatory Behavioural Management Policy relating to the management of behaviour of Council Members and adopted pursuant to section 262B of the *Local Government Act 1999*. To support this requirement new *Local Government (Transitional Provisions) (Conduct) Amendment Regulations 2022* deem the LGA's Model Behavioural Management Policy as each council's Behavioural Management Policy until each council subsequently adopts its own policy; and

Refer Attachment 2

- Optional Behavioural Support Policy (or policies), designed to support appropriate behaviour by Council Members and adopted pursuant to section 75F of the *Local Government Act 1999*.

REPORT

The commencement of section 75F – Council Behavioural Support Policies of the *Local Government Act 1999* on 17 November 2022 provides the ability for councils to adopt a behavioural support policy (or policies), to support appropriate behaviour by members of the Council. A behavioural support policy may specify direction relating to behaviours, set out guidelines relating to compliance with those directions and include any other matter relating to the behaviour of Council Members considered appropriate by the Council.

Section 75F provides the following in relation to the content of behavioural support policies:

(2) *A behavioural support policy may –*

- a) specify directions relating to behaviour that must be observed by members of the Council; and*
- b) set out guidelines relating to compliance by members with the behavioural standards and directions under paragraph (a); and*

- c) include any other matter relating to behaviour of members considered appropriate by the council.*

(3) A behavioural support policy –

- a) must not be inconsistent with the behavioural standards; and*
- b) must comply with any requirement specified by the behavioural standards.*

Whilst Council is not obligated to adopt a behavioural support policy, the initial obligation to be addressed by Council, is set out within section 75F (7), which provides:

(7) A council must, within 6 months after the conclusion of each period election –

- a) in the case of a council that has 1 or more behavioural support policies in effect under this section – review the operation of the behavioural support policies and consider whether it should adopt additional behavioural support policies; or*
- b) in any other case – consider whether it should adopt behavioural support policies.*

Information on the Electoral Commission of SA website relating to lodgement of campaign donations returns indicates that the conclusion of the 2022 periodic election was Friday 18 November 2022. This means that councils must consider whether (or not) to adopt a Behavioural Support Policy (or policies) by 18 May 2023.

The obligation is not to have adopted a Behavioural Support Policy within that timeframe, rather for Council to turn its mind and determine whether to do so. The process for developing a Behavioural Support Policy may occur following this consideration and subsequent decision. It is important to note that before a council adopts a Behavioural Support Policy, public consultation must be undertaken in relation to the policy.

The Local Government Association (LGA) has prepared a Model Behavioural Support Policy (Model Policy) to assist councils with considering whether a policy should be adopted. The Model Policy provides an example of the kind of matters that may be included within such a policy but requires each council to consider and customise the document based on decisions regarding what is deemed necessary/appropriate to support member behaviour.

Refer Attachment 3

To develop and adopt a Behavioural Support Policy, it is recommended that an information/briefing session be convened to bring together members of Council to discuss and collaborate on ways to work together effectively. The information/briefing session can serve as a platform for brainstorming, sharing ideas and aligning perspectives on the desired outcomes of the policy. Following the session, the Office of the Chief Executive Officer will prepare a draft policy, taking into consideration the views and concerns of Elected Members, with a draft policy to be presented to Council prior to undertaking public consultation to gather feedback from the community and stakeholders.

Where a council adopts a Behavioural Support Policy, a member of the Council must comply with the policy. Any breach of a Behavioural Support Policy would be managed in accordance with Council's Behavioural Management Policy.

Behavioural Support Policies must not be inconsistent with the Behavioural Standards for Council Members.

A decision from Council to not proceed with the adoption of a Behavioural Support Policy at this time does not preclude Council from determining to adopt a Behavioural Support Policy at any time throughout the term of the Council.

BUDGET

Costs are unknown at this stage, but at this time are expected to be met within existing budgetary allocations.

LIFE CYCLE COSTS

Not applicable

Attachment 1



LOCAL GOVERNMENT ACT 1999
SECTION 75E OF THE LOCAL GOVERNMENT ACT 1999
Behavioural Standards for Council Members

The Behavioural Standards for Council Members (Behavioural Standards) are established by the Minister for Local Government pursuant to section 75E of the *Local Government Act 1999* (the Act). These Behavioural Standards form part of the conduct management framework for council members under the Act.

Statement of Intent

Upon election, council members in South Australia undertake to faithfully and impartially fulfil the duties of office in the public interest, to the best of their judgment and abilities and in accordance with the Act. Council members are required to act with integrity, serve the overall public interest and provide community leadership and guidance.

The community expects council members to put personal differences aside, to focus on the work of the council and to engage with each other and council employees in a mature and professional manner.

Behavioural Standards

These Behavioural Standards set out minimum standards of behaviour that are expected of all council members in the performance of their official functions and duties. The Behavioural Standards are mandatory rules, with which council members must comply.

Adherence to the Behavioural Standards is essential to upholding the principles of good governance in councils.

Councils may adopt Behavioural Support Policies which, amongst other things, may include additional matters relating to behaviour that must be observed by council members. A breach of these Behavioural Standards or a council's Behavioural Support Policy:

- will be dealt with in accordance with the council's Behavioural Management Policy; and
- may be referred to the Behavioural Standards Panel in accordance with section 262Q of the Act.

Council members must comply with the provisions of these Behavioural Standards in carrying out their functions as public officials. It is the personal responsibility of Council members to ensure that they are familiar with, and comply with, these Standards at all times.

These Behavioural Standards are in addition to, and do not derogate from, other standards of conduct and behaviour that are expected of council members under the Act, or other legislative requirements. Conduct that constitutes, or is likely to constitute, a breach of the integrity provisions contained in the Act, maladministration, or which is criminal in nature, is dealt with through alternative mechanisms.

These Behavioural Standards are designed to ensure council members act in a manner consistent with community expectations and form the basis of behaviour management for council members.

Constructive and effective relationships between council members, council employees and the community are essential to building and maintaining community trust and successful governance in the local government sector.

Council members must:**1. General behaviour**

- 1.1 Show commitment and discharge duties conscientiously.
- 1.2 Act in a way that generates community trust and confidence in the Council.
- 1.3 Act in a manner that is consistent with the Council's role as a representative, informed and responsible decision maker, in the interests of its community.
- 1.4 Act in a reasonable, just, respectful and non-discriminatory way.
- 1.5 When making public comments, including comments to the media, on Council decisions and Council matters, show respect for others and clearly indicate their views are personal and are not those of the Council.

2. Responsibilities as a member of Council

- 2.1 Comply with all applicable Council policies, codes, procedures, guidelines and resolutions.
- 2.2 Take all reasonable steps to provide accurate information to the community and the Council.
- 2.3 Take all reasonable steps to ensure that the community and the Council are not knowingly misled.
- 2.4 Take all reasonable and appropriate steps to correct the public record in circumstances where the Member becomes aware that they have unintentionally misled the community or the Council.
- 2.5 Act in a manner consistent with their roles, as defined in section 59 of the Act.
- 2.6 In the case of the Principal Member of a Council, act in a manner consistent with their additional roles, as defined in section 58 of the Act.
- 2.7 Use the processes and resources of Council appropriately and in the public interest.

3. Relationship with fellow Council Members

- 3.1 Establish and maintain relationships of respect, trust, collaboration, and cooperation with all Council members.
- 3.2 Not bully other Council members.
- 3.3 Not sexually harass other Council members.

4. Relationship with Council employees

- 4.1 Establish and maintain relationships of respect, trust, collaboration, and cooperation with all Council employees.
- 4.2 Not bully Council employees.
- 4.3 Not sexually harass Council employees.

Definitions

For the purposes of these Behavioural Standards, a Council's Behavioural Support Policy (if adopted) and a Council's Behavioural Management Policy, the following definitions apply:

An elected member will be considered to **bully** other Council members or Council employees if:
the Council member either, as an individual Council member or as a member of a group:

- a) repeatedly behaves unreasonably towards another Council member, or employee; and
- b) the behaviour could reasonably be considered to be distressing, victimising, threatening or humiliating.

Note -

If this behaviour adversely affects the health and safety of another council member or council employee, it must be addressed under section 75G of the Act and may be referred to the Behavioural Standards Panel as ‘serious misbehaviour’ under sections 262E and 262Q of the Act.

An elected member will be considered to *sexually harass* other Council members or Council employees if:

the Council member either, as an individual Council member or as a member of a group:

- a) makes an unwelcome sexual advance, or an unwelcome request for sexual favours, to another Council member, or employee (the person harassed); or
- b) engages in other unwelcome conduct of a sexual nature in relation to the person harassed, in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated, or intimidated.

Note -

If this behaviour adversely affects the health and safety of another council member or council employee, it must be addressed under section 75G of the Act and may be referred to the Behavioural Standards Panel as ‘serious misbehaviour’ under sections 262E and 262Q of the Act.

Conduct of a sexual nature includes making a statement of a sexual nature to a person, or in the presence of a person, whether the statement is made orally or in writing.

Council employees include volunteers, persons gaining work experience and contractors.

The following behaviour **does not** constitute a breach of these Standards:

- robust debate carried out in a **respectful** manner between Council Members; or
- A reasonable direction given by the Presiding Member at a council meeting, council committee meeting or other council-related meeting (such as a working group or an information or briefing session); or
- A reasonable direction carried out by the Council CEO/responsible person pursuant to section 75G of the Act in relation to the behaviour of a Council Member that poses a risk to the health or safety of a council employee.

Requirement applying to behavioural management policies of councils

Behavioural management policies of councils must provide for a Behavioural Standards Panel contact officer. Councils must appoint a person as the contact officer for matters referred to the Behavioural Standards Panel. The contact officer is responsible for the provision of information to and receipt of notice from the Behavioural Standards Panel.

Commencement

The Behavioural Standards come into operation on the day on which it is published in the Gazette.

Dated: 3 November 2022

HON GEOFF BROCK MP
Minister for Local Government

LOCAL GOVERNMENT ACT 1999
DETERMINATION UNDER SECTIONS 72A(2) AND 119A(2)
Register of Gifts and Benefits

For the purposes of sections 72A(2) and 119A(2) of the *Local Government Act 1999*, I, Geoffrey Graeme Brock, **Minister for Local Government** in the State of South Australia, hereby **DETERMINE** the amount of \$50.

This determination will come into operation on the day on which section 36 of the *Statutes Amendment (Local Government Review) Act 2021* comes into operation.

Dated: 3 November 2022

HON GEOFF BROCK MP
Minister for Local Government

LOCAL GOVERNMENT ACT 1999
SCHEDULE 3 CLAUSE 2(A1) OF THE LOCAL GOVERNMENT ACT 1999
REGULATION 9 OF THE LOCAL GOVERNMENT (GENERAL) REGULATIONS 2013

Determination of Form of Returns—Register of Interests for Members and Officers of a Council

I, Geoffrey Graeme Brock, **Minister for Local Government** in the State of South Australia, under Schedule 3 clause 2(a1) of the *Local Government Act 1999* (the Act) and Regulation 9 of the *Local Government (General) Regulations 2013* (the Regulations), hereby **DETERMINE**:

- the form of the return in Annexure 1 as the form for a primary return under section 65 of the Act;
- the form of the return in Annexure 2 as the form for an ordinary return under section 66 of the Act;
- the form of the return in Annexure 3 as the form for a primary return under regulation 9(5) of the Regulations;
- the form of the return in Annexure 4 as the form for an ordinary return under regulation 9(6) of the Regulations

Dated: 3 November 2022

HON GEOFF BROCK MP
Minister for Local Government

Attachment 2



Model Behavioural Management Policy

August 2022



This model policy was developed in preparation for the commencement of the Behavioural Management Framework as part of the implementation of the Statutes Amendment (Local Government Review) Act 2021 and associated changes to the Local Government Act 1999 and endorsed by the LGA Board on 23 August 2022.

This resource has been prepared by the Local Government Association of SA (LGA) to assist councils with implementation of legislative changes arising from Local Government Reforms, incorporating advice from Norman Waterhouse Lawyers, for the guidance of and use by member councils.

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Foreword

This model policy document has been developed to assist councils with the implementation of reforms associated with behavioural management for council members, arising from the *Statutes Amendment (Local Government Review) Act 2021*.

All councils must adopt a Behavioural Management Policy relating to the management of behaviour of council members, including the process for receipt and management of a complaint received regarding the conduct of a council member.

Section 262B of the *Local Government Act 1999* (the Local Government Act) sets out a range of matters that must be included within the policy and requires that council review the operation of the Behavioural Management Policy within 12 months after the conclusion of each periodic election.

Legal Framework

There are four components to the Elected Member Behavioural Management Framework (BMF).

- Part 1 The legislative framework within which all council members must operate.
- Part 2 The Behavioural Standards for Council Members, determined by the Minister for Local Government (developed in consultation with the local government sector), which apply to all council members in South Australia.
- Part 3 The mandatory *Behavioural Management Policy* relating to the management of behaviour of council members and adopted pursuant to section 262B of the Local Government Act.
- Part 4 Optional *Behavioural Support Policy* (or policies), designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the Local Government Act.

In addition, the Behavioural Standards Panel, an independent statutory authority comprising three members with powers to impose sanctions on council members who breach legislative and policy requirements has been established¹ to assess and deal with matters referred to it.

LGA Mutual Liability Scheme and LGA Workers Compensation Scheme

In managing matters within the scope of the Behavioural Management Framework, councils must also adhere to the Local Government Association Mutual Liability Scheme (LGAMLS) and/or the Local Government Association Workers Compensation Scheme (LGAWCS) Rules. Where an incident, circumstance or matter occurs which may give rise to a claim, councils must provide notice to the LGAMLS and/or LGAWCS in accordance with the LGAMLS & LGAWCS Scheme Rules. The provision of early notice allows for adequate risk management and prevention strategies to be put in place so as to absolutely minimise risk.

¹ Chapter 13, Part A1—Member Behaviour, Division 2—Behavioural Standards Panel, *Local Government Act 1999*

Commencement of Behavioural Management Framework

The provisions relevant to the Behavioural Management Framework are intended to commence immediately following the 2022 council periodic elections. At this time, the Behavioural Standards for Council Members will replace the former Code of Conduct for Council Members. At the same time, the investigative and disciplinary powers of the Behavioural Standards Panel will commence.

To support councils' compliance with the Behavioural Management Framework requirements, transitional provisions will be enacted which will deem the LGA's Model Policy as *the* Behavioural Management Policy for each council. At any time afterwards, councils can review their Behavioural Management Policy and determine any changes it may wish to make to the document.

The LGA Model Behavioural Management Policy was developed in consultation with Local Government Risk Services, the Office of Local Government and the LGA's *Legal Connect* partners, Norman Waterhouse Lawyers. The Model Policy sets the framework which is consistent with the legislative requirements. However, there are a range of matters within the Policy that councils may wish to customise to meet requirements specific to each council when consideration is given to changes to the Policy.

The LGA Model Behavioural Management Policy reflects the changes to the role of the principal member of council, set out in section 58 of the *Local Government Act 1999*. Consistent with the increased leadership obligations, the Policy assigns responsibility for the management of complaints to the Mayor (except in circumstances where the complaint relates to the conduct of the Mayor). Councils may determine and appoint an alternative person to be responsible for managing any complaints received in accordance with this Policy.

Councils are required to consider the adoption of a Behavioural Support Policy (or policies)² and the LGA has developed a model Behavioural Support Policy to assist with that consideration. Behavioural Support Policies are intended to support appropriate behaviours by members of the council and will assist with meeting obligations relating to leadership and positive and constructive working relationships as set out in sections 58 and 59 of the *Local Government Act*.

² Section 75F(7) of the *Local Government Act 1999* requires councils, within six months after the conclusion of each periodic election to review the operation of existing Behavioural Support Policies, or consider whether it should adopt a Behavioural Support Policy.

Behavioural Management Policy

Responsibility	Chief Executive Officer
Effective date	From the day on which section 147(6) of the Statutes Amendment (Local Government Review) Act 2021 comes into operation
Next review date	Refer to regulation 16 of the <i>Local Government (Transitional Provisions) (Conduct) Amendment Regulations 2022</i>
Applicable Legislation	Local Government Act 1999 s262B <i>Local Government (Transitional Provisions) (Conduct) Amendment Regulations 2022</i>

1. Purpose

This Policy has been prepared and adopted pursuant to section 262B of the *Local Government Act 1999* (the Local Government Act).

This Behavioural Management Policy forms part of the Behavioural Management Framework for council members and sets out the approach to the management of complaints about the behaviour of council members. It sets out the process to be adopted where there has been an alleged breach of the Behavioural Standards for Council Members, this Behavioural Management Policy and/or any Behavioural Support Policy adopted by the Council (***the behavioural requirements***).

2. Glossary

Behavioural Management Framework – comprises four components:

- The legislative framework within which all council members must operate;
- The Behavioural Standards for Council Members, determined by the Minister for Local Government, which apply to all council members in South Australia;
- The mandatory Behavioural Management Policy (this document) relating to the management of behaviour of council members and adopted pursuant to section 262B of the Local Government Act;
- Optional Behavioural Support Policy (or policies) designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the Local Government Act.

behavioural requirements – in this document refers collectively and individually to the Behavioural Standards for Council Members, the Behavioural Management Policy and any Behavioural Support Policies adopted by the Council.

Behavioural Standards for Council Members – established by the Minister for Local Government, and published as a notice in the SA Government Gazette, specifying standards of behaviour to be observed by members of councils; and providing for any other matter relating to behaviour of members of councils.

frivolous – includes without limitation, a matter of little weight or importance, or lacking in seriousness.

misbehaviour – is defined in section 262E of the *Local Government Act 1999* as:

- (a) A failure by a member of a council to comply with a requirement of the council under section 262C(1); or
- (b) A failure by a member of a council to comply with a provision of, or a requirement under, the council's behavioural management policy; or
- (c) A failure by a member of a council to comply with an agreement reached following mediation, conciliation, arbitration or other dispute or conflict resolution conducted in relation to a complaint under Division 1

person responsible for managing the complaint means, subject to any resolution of the Council to the contrary –

1. the Mayor;
2. if the complaint relates to or involves the Mayor, the Deputy Mayor;
3. if the complaint relates to or involves the Mayor and Deputy Mayor, another council member appointed by Council.

repeated misbehaviour – is defined in section 262E of the *Local Government Act 1999* as a second or subsequent failure by a member of a council to comply with Chapter 5 Part 4 Division 2 (Ch 5- Members of council, Pt 4-Member integrity and behaviour, Div 2-Member behaviour)

serious misbehaviour – is defined in section 262E of the *Local Government Act 1999* as a failure by a member of a council to comply with section 75G (Health and safety duties)

trivial – includes without limitation, a matter of little worth or importance; that is trifling; or insignificant.

vexatious – includes a matter raised without reasonable grounds or for the predominate purpose of causing annoyance, delay or detriment, or achieve another wrongful purpose

3. Principles

Nothing in this Policy is intended to prevent council members from seeking to resolve disputes and complaints in a proactive, positive and courteous manner before they are escalated.

The following principles will apply:

- Where a council member considers there has been behaviour that is inconsistent with the **behavioural requirements** is, a council member may, in appropriate circumstances, seek to respectfully and constructively raise this issue with the member concerned, without the need to lodge a complaint under this Policy;
- If a matter proceeds to a complaint, all council members will continue to comply with the procedures set out in this Policy and support the person responsible for managing the complaint;
- a consistent approach to the assessment, investigation and resolution of complaints will be adopted to facilitate timely and efficient resolution and minimisation of costs;

- Where required, Council may engage the assistance of skilled advisors and support persons in the assessment, investigation and resolution of complaints and avoid adopting an unreasonably legalistic approach.
- ongoing training and relevant resources will be provided to all council members to ensure they have the skills and knowledge necessary to perform their role in accordance with the **behavioural requirements** and the *Local Government Act 1999*.
- training and relevant support will be provided to persons with specific obligations under this Policy to facilitate the management, reporting and resolution of complaints alleging a breach of the **behavioural requirements**.

Council will manage complaints under this Policy with as little formality and technicality and with as much expedition as the requirements of the matter and the Local Government Act allow and with proper consideration of the matter. Council is not bound by rules of evidence but will inform itself in the manner considered most appropriate given the nature of the complaint.

4. The Complaint Management Process

This Policy sets out the procedures for dealing with an allegation of a breach of the **behavioural requirements** applying to council members. These procedures do not apply to complaints about council employees or the council as a whole.

A complaint made in accordance with this Policy must be lodged within 6 months of the behaviour that is inconsistent with the **behavioural requirements** occurring. A decision may be made to accept a complaint lodged more than 6 months after the behaviour that is inconsistent with the **behavioural requirements** occurring on a case-by-case basis, at the discretion of the person responsible for managing the complaint.

Community members can lodge a complaint with the Council in accordance with this Policy but cannot lodge a complaint directly with the Behavioural Standards Panel.

4.1. Dispute versus Complaint

It is important to distinguish between a dispute and a complaint. A dispute is generally a difference of opinion or disagreement between two parties. It may involve a heated discussion or some other unsatisfactory exchange between parties but may not amount to conduct inconsistent with the **behavioural requirements**. Ideally disputes will be handled directly by the parties involved and will not escalate to a complaint requiring action (even informal action) under this Policy. The Mayor (or another person) may play a role in facilitating a resolution to a dispute.

This Policy is intended to deal with matters where conduct is alleged to have been inconsistent with the **behavioural requirements**, rather than where members of council have differences of opinion, even when robustly put.

4.2. Confidentiality

Complaints made in accordance with this Policy will be managed on a confidential basis until such a time as they are required to be reported to Council in a public meeting in accordance with this Policy or are otherwise lawfully made public or disclosed.

Access to information relating to complaints and information about complaints will be limited to parties to the complaint and individuals with a responsibility within the complaint handling process or as otherwise provided for within this Policy³.

A person who has access to information about a complaint (including the complainant and the person complained about) must not directly, or indirectly disclose to any person (including to a council member) that information except:

- For the purpose of dealing with the complaint
- Where required by law
- For the purpose of obtaining legal advice or legal representation, or medical or psychological assistance from a medical practitioner, psychologist or counsellor
- Where the disclosure is made to an external party, investigating the complaint, or mediator/conciliator engaged in accordance with this Policy
- Where the information has been made public in accordance with this Policy or this Policy otherwise authorises or requires the disclosure of the information.

This is not to be confused with formal consideration at a Council Meeting of any matter arising from application of this Policy. Items presented to Council must be assessed on a case-by-case basis in accordance with the requirements of section 90 of the *Local Government Act 1999*.

A complainant may request their identity be kept confidential from the person complained about. This does not constitute an anonymous complaint. The person responsible for managing the complaint will consider such requests on a case-by-case basis, having regard to any applicable legal requirements.

4.3. Stages of Action

This Policy has three distinct stages to the approach that will be taken to address complaints about the behaviour of Council Members:

- Part 1: Informal Action: Where the matter can be resolved directly between the parties.
- Part 2: Formal Action: Where the matter cannot be resolved using informal action and a formal process of consideration is required.
- Part 3: Referrals to the Behavioural Standards Panel: the circumstance under which the Mayor, the Council or other authorised person(s) will make a referral.

4.4. Part 1: Informal action

Council encourages informal resolution of concerns regarding behaviour alleged to be contrary to the **behavioural requirements**. A person may therefore consider raising the matter directly with the council member concerned.

Alternatively, a person may raise their concern with the Mayor on an informal basis. If the concerns relate to or involve the Mayor the person may raise the matter with the Deputy Mayor (if appointed) or

³ There are circumstances in the *Work Health and Safety Act 2012* where information must be disclosed, for example where the health and safety of an employee is at risk.

other council member appointed by the Council as the person responsible for managing complaints under this Policy.

If the Mayor or person responsible for managing the complaint considers that access to resources to support impacted parties and facilitate early resolution of the matter should be provided, the Mayor or person responsible for managing the complaint will request the CEO to facilitate access to relevant resources. The CEO will not refuse any reasonable request for resources made in accordance with this Policy.

4.4.1. Record keeping

Where the Mayor or person responsible for managing the complaint addresses the matter through informal action, a record should be made setting out:

- Details of the complainant
- Details of the person complained about
- A summary of the matter
- A summary of actions taken in response
- Details of agreed actions (if any)

If informal action does not successfully resolve the matter, the record may be made available to an investigation process as provided for under this Policy or to the Behavioural Standards Panel.

4.5. Part 2: Formal action

This Part sets out the process for formal action in response to a complaint regarding the behaviour of council members and addresses the manner in which a complaint will be:

- Received
- Assessed
- Investigated
- Resolved
- Recorded

A complaint made under the Behavioural Management Policy must:

- be received in writing. Subject to an alternative resolution of the Council, a complaint should be marked with “Confidential Council Member Complaint” and forwarded to the relevant email or physical address as published on the Council’s website.
- Provide the name of the council member who has allegedly breached the **behavioural requirements**, the name and contact details of the complainant, the name and contact details of the person submitting the complaint (if different to the complainant) and the name and contact details of any witnesses or other persons able to provide information about the complaint.
- Be specific (including identifying the **behavioural requirements** the complainant alleges have been breached)

- Provide as much supporting evidence as possible to assist an investigation, including the grounds and circumstances of the complaint (e.g. where, when, impact of the behaviour, actions taken to try to resolve the issue, relevant records or documents)
- Identify the outcome being sought
- Be lodged within six (6) months of the alleged conduct occurring on the basis that it is important to address alleged breaches of **behavioural requirements** in a timely manner (with discretion provided to the person responsible for managing the complaint to allow a longer time limit to apply in particular cases. This will be assessed on a case-by-case basis).

4.5.1. Receipt of a Complaint

This step is an administrative process undertaken by the CEO or delegate:

- receipt
- initial acknowledgement
- record keeping; and
- allocation of the matter to the person responsible for managing the complaint.

The CEO or delegate does not undertake an assessment of the merits of the complaint.

Receipt of the complaint will be acknowledged within 2 business days or as soon as reasonably practicable and a copy of this Policy will be provided to the person making the complaint.

The complaint should be directed to the person responsible for managing the complaint in accordance with this Policy.

A complainant may withdraw their complaint at any stage.

4.5.2. Initial complaint assessment

An initial assessment is not an investigation or adjudication of a complaint and no findings as to the merits of the complaint will be made at this stage.

Step 1

The person responsible for managing the complaint will undertake an assessment of it to determine whether the content of the complaint relates to the **behavioural requirements** and whether the conduct occurred in the context of the council member carrying out their official functions and duties.

In undertaking the assessment, the person responsible for managing the complaint will have regard to the following matters⁴:

- the person that is making the complaint (or on whose behalf the complaint has been made) has a sufficient interest in the matter
- the complaint is trivial, frivolous or vexatious or not made in good faith

⁴ The person responsible for managing the complaint will also have regard to whether the council has obligations to report the matter to either the Local Government Association Mutual Liability Scheme (LGAMLS) or the Local Government Association Workers Compensation Scheme (LGAWCS), pursuant to the Rules of those Schemes and council's agreement with those bodies.

- the complaint has been lodged with another authority
- the subject matter of the complaint has been or is already being investigated by the Council or another body
- it is unnecessary or unjustifiable for the Council to deal with the complaint
- the council has dealt with the complaint adequately.

Step 2

If the person responsible for managing the complaint considers the matter warrants further consideration, the person complained about should be advised that a complaint has been received and is undergoing an initial assessment in accordance with this Policy. They should be provided a summary of the matter, at a sufficient level of detail, to understand the nature of the allegations and enable them to provide a preliminary response. This may be achieved by a discussion between the person responsible for managing the complaint and the person complained about, taking into account the principles of this Policy. The person complained about may have a support person present during any discussions.

The person complained about should be given a reasonable opportunity, but no more than ten business days, to provide a response to support the initial assessment. The person responsible for managing the complaint may provide a longer period of time for provision of a response at their discretion. The person responsible for managing the complaint should have regard to any response provided in determining the action resulting from the initial assessment.

Action from initial assessment

The person responsible for managing the complaint will determine what action will result from the initial assessment. A matter may proceed to formal consideration under this Policy, unless there are grounds to take one of the following actions pursuant to section 262B(2)(b):

- refusing to deal with the complaint⁵
- determining to take no further action
- referring to an alternative resolution mechanism or to propose training for relevant parties (e.g. facilitated discussion, provision of training, mediation, arbitration, conflict resolution, etc.)
- referring the matter to another body or agency (e.g., the Ombudsman SA or the Behavioural Standards Panel)

The outcome of the initial assessment will be advised to the complainant and person complained about in writing as far as is permitted by law.

Refusing to deal with the complaint/Determining to take no further action

Where the person responsible for managing the complaint makes a decision not to proceed with formal consideration of the matter the following steps should be taken:

⁵ Section 270(4a)(a)(i) of the *Local Government Act 1999* precludes a review of a decision to refuse to deal with the complaint

- the complainant must be provided written reasons explaining the decision⁶
- the person complained about should be provided with a brief summary of the complaint and the reasons for not proceeding.
- A record of these steps and the decision not to proceed should be made.

Whilst a matter may not proceed, the person responsible for managing the complaint may discuss the issues informally with the parties and identify strategies to build skills, facilitate positive relationship development and reduce the likelihood of repeat occurrences.

Decision to refer to alternative resolution mechanism:

The person responsible for managing the complaint may form the view that the optimal way to deal with the complaint is to implement an alternative resolution mechanism such as facilitated discussion, mediation, arbitration, conflict resolution or training.

The person responsible for managing the complaint should discuss the use of a proposed alternative resolution mechanism with the complainant and the person complained about to determine whether there is support for this approach.

If so, the person responsible for managing the complaint should request the CEO take steps to facilitate access to appropriate internal or external support (not being for the purposes of obtaining legal advice) for parties to the complaint. The CEO will not refuse any reasonable request for resources made in accordance with this Policy.

The complainant and the person complained about should be provided written confirmation of the alternative resolution mechanism to be used for the purposes of resolving the complaint.

Decision to refer to another body or agency

Where the person responsible for managing the complaint makes a decision to refer the matter to another body or agency the person will follow any direction from that body or agency regarding what information is to be provided to the complainant and the elected member complained about regarding the referral.

Decision to proceed to formal consideration:

Where the person responsible for managing the complaint makes a decision to proceed to formal consideration the following steps should be taken:

- the person complained about should be provided with a copy of this Policy, contact details of the person responsible for managing the complaint and a summary document setting out:
 - the specific provision(s) of the ***behavioural requirements*** alleged to have been breached; and
 - the circumstances where this breach is alleged to have occurred.

In circumstances where the complainant has not requested their identity be kept confidential, a copy of the complaint may be provided in full.

⁶ Section 262D, *Local Government Act 1999*

- the complainant should be advised of the decision to proceed and the contact details of the person responsible for managing the complaint.

4.5.3. Formal consideration

Where a decision to formally consider the complaint has been made the person responsible for managing the complaint will determine how to proceed:

- The person responsible for managing the complaint may determine that they are the appropriate person to formally consider the complaint; or
- The person responsible for managing the complaint may determine to engage a third party to formally consider the complaint, for example:
 - an investigator who will report to the person responsible for managing the complaint; or
 - an external service provider with skills relevant to the matter who will report to the person responsible for managing the complaint.

If the person responsible for managing the complaint determines a third party should be engaged, they will request the CEO to facilitate engagement of an appropriate service provider. The CEO will not refuse any reasonable request for resources made in accordance with this Policy.

The person responsible for managing the complaint will advise both the complainant and the person complained about that they are able to have a support person accompany them during discussions relating to the complaint.

It is the expectation of Council that both the complainant and the person complained about will cooperate with any such process to consider the complaint and, if requested, participate in meetings in a timely manner.

Failure by the elected member complained about to comply with this requirement may be taken into account when considering the actions to be taken under section 262B(2)(e) of the Local Government Act and may constitute grounds for referral to the Behavioural Standards Panel for misbehaviour.

Further consideration by the person responsible for managing the complaint (or the third party engaged), may (at the discretion of that person) involve:

- explore the complaint with the complainant and the person who is the subject of the complaint
- speaking with other persons who have been nominated by the parties to have observed the behaviour
- speaking directly with witnesses to the conduct complained about
- requesting the provision of information or documents relevant to the investigation, which may include access to audio or video recordings of meetings.

During the formal consideration of a matter appropriate records should be kept by the person responsible for managing the complaint.

4.5.4. Report

The person responsible for managing the complaint (or the third party engaged) should ensure a report is prepared summarising the matter and setting out their findings, conclusions and recommendations. The report should set out:

- Allegations made in the complaint
- Summary of evidence to which the investigation had regard
- Findings
- Conclusions
- Recommendations

A report will generally include a recommended action for the parties to consider and/or participate in such as, but not limited to the imposition of sanctions as per the Local Government Act:

- discussions with parties to the complaint to seek agreement
- formal mediation if not already undertaken
- Conciliation
- Arbitration
- Education and further training

A copy of the draft report should be provided to the parties to the complaint who should be given a reasonable opportunity, but no more than ten business days, to make submissions in relation to the draft report. The person responsible for managing the complaint (or the third party engaged) may provide a longer period of time for lodgement of submissions to the draft report at their discretion. The person responsible for managing the complaint (or the third party engaged) should have regard to any submissions made in preparing a final report.

Outcome – No breach found

Where the finding is that no breach of the **behavioural requirements** has occurred a final report should be prepared by the person responsible for managing the complaint (or third party engaged) and provided to the complainant and the person complained about.

The complaint will remain confidential in accordance with the requirements of this Policy, except at the request of the person complained about. If such a request is made, a copy of the final report will be tabled⁷ at the next practicable Council meeting. If no such request is received, no further action will be taken.

⁷ Note that the complainants identity may need to be redacted.

Outcome – agreed actions (breach found)

Where the finding is that a breach of the **behavioural requirements** has occurred and the complainant and the person complained about⁸ agree to a path for resolution, that agreement will be documented including matters such as:

- actions to be undertaken
- responsibility for completing actions
- timeframes for completion of actions
- what will occur if there is a repeat of the behaviours complained about
- monitoring arrangements for completion of actions
- what will occur if the actions aren't completed
- confirmation that the matter is considered resolved

The agreement reached will be made in writing, including a commitment by parties to the complaint to abide by the agreement (which may be by electronic means). A copy of the agreement will be retained by each party and a copy held in Council records.

The complaint will remain confidential in accordance with the requirements of this Policy except at the request of the person complained about. If such a request is made, a copy of the final report will be tabled⁹ at the next practicable Council meeting.. The matter must be reported in the Council's Annual Report which must contain the information required by the regulations.¹⁰

Outcome – no agreed action (breach found)

Where the finding is that a breach of the **behavioural requirements** has occurred and the parties to the complaint have failed to reach agreement as to the resolution of the matter a final report should be presented to Council for determination. The person responsible for managing the complaint should request the CEO to include the final report in the Council Agenda as soon as practicable.

4.5.5. Actions of Council

Where the parties are not able to agree on an approach to resolve the matter, the matter will be provided to Council for determine the actions to be taken which may include:

- taking no further action
- passing a censure motion in respect of the member;
- requiring the member to issue a public apology (in a manner determined by the Council)
- requiring the member to undertake a specified course of training or instruction;

⁸ Where the conduct complained about is not raised by the person directly affected by the conduct it will usually be appropriate to discuss the proposed resolution with that person prior to finalising agreement. This is intended to apply in a circumstance where the 'victim' is not the complainant to provide them a reasonable opportunity to have input into the resolution.

⁹ Note that the complainants identity may need to be redacted.

¹⁰ Schedule 4(1)(d), *Local Government Act 1999*

- removal or suspension from one or more offices held in the member's capacity as a member of the Council or by virtue of being a member of the Council – but not the office of Member of the Council;

If Council determines to take action, a report on the matter must be considered at a meeting open to the public¹¹.

Where Council determines to take no further action, the complainant will be advised of this along with reasons, which may include:

- the ground that, having regard to all the circumstances of the case, it is unnecessary or unjustifiable for the council to deal with or continue to deal with the complaint;
- the ground that the subject matter of the complaint has been or is already being investigated, whether by the council or another person or body; or
- the ground that the council has dealt with the complaint adequately.

In making a determination under section 262C(1) Council should be reasonably prescriptive about the manner and time periods in which the action must be completed. Section 262E defines a failure to comply with a requirement of the council under 262C(1) as 'misbehaviour' which may result in a referral to the Behavioural Standards Panel.

The matter must be reported in the Council's Annual Report which must contain the information required by the regulations.¹²

4.6. Behavioural Standards Panel

The Behavioural Standards Panel is an independent statutory authority consisting of three members and has powers to impose sanctions on council members who breach the **behavioural requirements**.

In accordance with section 262Q of the *Local Government Act 1999* a complaint alleging misbehaviour, repeated misbehaviour or serious misbehaviour may be made to the Panel by certain persons as set out below. The Panel's jurisdiction arises in the circumstances set out below:

Legislative definition	Plain language explanation
<p><i>misbehaviour</i> means—</p> <ol style="list-style-type: none"> a failure by a member of a council to comply with a requirement of the council under section 262C(1); or a failure by a member of a council to comply with a provision of, or a requirement under, the council's behavioural management policy; or a failure by a member of a council to 	<p>Misbehaviour means:</p> <ol style="list-style-type: none"> a council member fails to take the action required by council; or a council member fails to comply with this policy; or

¹¹ Section 262C(2), *Local Government Act 1999*

¹² Schedule 4(1)(d), *Local Government Act 1999*

comply with an agreement reached following mediation, conciliation, arbitration or other dispute or conflict resolution conducted in relation to a complaint under Division 1;	(c) a council member fails to comply with an agreement reached pursuant to this policy
repeated misbehaviour means a second or subsequent failure by a member of a council to comply with Chapter 5 Part 4 Division 2;	A second or subsequent breach of the behavioural requirements
serious misbehaviour means a failure by a member of a council to comply with section 75G.	A breach of health and safety duties (including sexual harassment) as set out in section 75G of the <i>Local Government Act 1999</i>

A complaint alleging misbehaviour, repeated misbehaviour or serious misbehaviour by a member of council may be referred to the Panel by¹³:

- A resolution of the council;
- the Mayor; or
- at least 3 members of the council
- Responsible person under 75G – direction not to attend meeting.

Behavioural Standards Panel Contact Officer

Council must appoint a person as the contact officer for matters referred to the Behavioural Standards Panel. The contact officer is responsible for the provision of information to and receipt of notice from the Behavioural Standards Panel.

5. Responsibilities

The Mayor, Deputy Mayor (if appointed) or other council member appointed by the council as the person responsible for managing complaints is responsible under this Policy to:

- Perform the tasks bestowed upon the person responsible for dealing with a complaint pursuant to this Policy
- In consultation with the CEO, facilitate access to resources to support impacted parties and resolve the concerns raised in a timely manner prior to the matter becoming serious, or escalating to a formal complaint.
- In consultation with the CEO, engage external resources to assist with investigation and resolution of matters.

The CEO (or delegate) is responsible under this Policy to:

¹³ Section 262Q, *Local Government Act 1999*

- manage the administrative receipt, acknowledgement, record keeping and allocation of a complaint lodged in accordance with this Policy
- facilitate access to external resources to support the resolution of complaints lodged in accordance with this Policy.

The Behavioural Standards Panel Contact Officer (appointed by the council) is responsible under this Policy to:

- comply with any lawful request of the Panel for information related to a matter under consideration.
- Receive and respond to notices relating to matters under consideration by the Panel.

Where the Behavioural Standards Panel Contact Officer is not the CEO, the Contact Officer should keep the CEO informed of the status of matters under consideration by the Panel.

6. Related Legislation

Independent Commission Against Corruption Act 2012

Local Government Act 1999

Ombudsman Act 1972

Public Interest Disclosure Act 2018

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Adelaide SA 5000

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Attachment 3



Model Behavioural Support Policy

March 2023



This model policy was developed in preparation for the commencement of the Behavioural Management Framework as part of the implementation of the Statutes Amendment (Local Government Review) Act 2021 and associated changes to the Local Government Act 1999.

This resource has been prepared by the Local Government Association of SA (LGA) to assist councils with implementation of legislative changes arising from Local Government Reforms for the guidance of and use by member councils.

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Foreword

This model policy document has been developed to assist councils with the implementation of reforms associated with behavioural management for council members, arising from the *Statutes Amendment (Local Government Review) Act 2021*.

Behavioural support policies are intended to support appropriate behaviour by members of the council. A behavioural support policy may specify direction relating to behaviours that must be observed by council members, set out guidelines relating to compliance with those directions and include any other matter relating to the behaviour of council members considered appropriate by the council. Where a council adopts a behavioural support policy, a member of the council must comply with the policy.

Whilst councils are not obligated to adopt a behavioural support policy (or policies), consideration must be given as to whether a behavioural support policy (or policies) will be adopted within six (6) months after the conclusion of each periodic election. Importantly, the policy itself does not need to be adopted within this six month timeframe, the obligation is for councils to consider whether it wishes to adopt such a policy. The process for developing and adopting a behavioural support policy may occur following this consideration.

In future years, councils with a behavioural support policy (or policies) in place, must also review the operation of those policies and consider whether additional behavioural support policies should be adopted.

Legal Framework

There are four components to the Elected Member Behavioural Management Framework (BMF).

- Part 1 The legislative framework within which all council members must operate.
- Part 2 The Behavioural Standards for Council Members, determined by the Minister for Local Government (developed in consultation with the local government sector), which apply to all council members in South Australia.
- Part 3 The mandatory *Behavioural Management Policy* relating to the management of behaviour of council members and adopted pursuant to section 262B of the Local Government Act.
- Part 4 Optional *Behavioural Support Policy* (or policies), designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the Local Government Act.

In addition, the Behavioural Standards Panel, an independent statutory authority comprising three members with powers to impose sanctions on council members who breach legislative and policy requirements has been established¹ to assess and deal with matters referred to it.

¹ Chapter 13, Part A1—Member Behaviour, Division 2—Behavioural Standards Panel, *Local Government Act 1999*

LGA Mutual Liability Scheme and LGA Workers Compensation Scheme

In managing matters within the scope of the BMF, councils must also adhere to the Local Government Association Mutual Liability Scheme (LGAMLS) and/or the Local Government Association Workers Compensation Scheme (LGAWCS) Rules. Where an incident, circumstance or matter occurs which may give rise to a claim, councils must provide notice to the LGAMLS and/or LGAWCS in accordance with the LGAMLS & LGAWCS Scheme Rules.

LGA Model Policy

The option to adopt a Behavioural Support Policies arises as a consequence of the commencement of the new section **75F—Council behavioural support policies** in the *Local Government Act 1999* (the Local Government Act). Section 75F commenced operation on 17 November 2022 and provides the following:

75F—Council behavioural support policies

- (1) A council may prepare and adopt policies designed to support appropriate behaviour by members of the council (*behavioural support policies*).
- (2) A behavioural support policy may—
 - (a) specify directions relating to behaviour that must be observed by members of the council; and
 - (b) set out guidelines relating to compliance by members with the behavioural standards and directions under paragraph (a); and
 - (c) include any other matter relating to behaviour of members considered appropriate by the council.
- (3) A behavioural support policy—
 - (a) must not be inconsistent with the behavioural standards; and
 - (b) must comply with any requirement specified by the behavioural standards.
- (4) A member of a council must comply with the council's behavioural support policies.
- (5) A council may from time to time alter a behavioural support policy, or substitute a new policy.
- (6) Before a council—
 - (a) adopts a behavioural support policy; or
 - (b) alters, or substitutes, a behavioural support policy,the council must undertake public consultation on the behavioural support policy, alteration or substituted policy (as the case may be).
- (7) A council must, within 6 months after the conclusion of each periodic election—
 - (a) in the case of a council that has 1 or more behavioural support policies in effect under this section—review the operation of the behavioural support policies and consider whether it should adopt additional behavioural support policies; or
 - (b) in any other case—consider whether it should adopt behavioural support policies.

A Model Behavioural Support Policy is set out on the following pages and is intended to provide an example of the matters that may be contained within such a policy. It is provided as a guide and councils should consider and customise the content of the policy as appropriate.

Where relevant examples/drafting notes are included in the document to assist with customisation. These should be deleted prior to finalisation. Example text and drafting notes are formatted with a border, like this:

DRAFTING NOTE: *The values set out below are the LGA Values and are provided as an example. Councils should consider and determine the values to be included within this section of the policy.*

Where specific customisation of text is required within the Behavioural Support Policy this has been highlighted in yellow, **like this**, for ease of identification.

Before adopting (or altering) a behavioural support policy, councils must undertake public consultation.

Appendix 1 to this document provides a template council report, to support councils with considering adoption of a behavioural support policy.

Behavioural Support Policy

Strategic Reference	
File reference	
Responsibility	
Revision Number	
Effective date	
Last revised date	
Minutes reference	
Next review date	
Applicable Legislation	Local Government Act 1999 s75F
Related Policies	Behavioural Management Policy
Related Procedures	

1. Preamble

This policy has been prepared and adopted by **[insert name of Council]** pursuant to section 75F of the *Local Government Act 1999* (the Local Government Act). This policy forms part of the Behavioural Management Framework for council members.

Section 75F(2) provides that a Behavioural Support Policy may:

- Specify directions relating to behaviour that must be observed by members of the council; and
- Set out guidelines relating to compliance by members with the Behavioural Standards for Council Members and directions under clause a. above; and
- include any other matter relating to behaviour of council members considered appropriate by the council.

Section 75F(3) provides that a Behavioural Support Policy:

- must not be inconsistent with the Behavioural Standards for Council Members; and
- must comply with any requirements specified by the behavioural standards.

2. Introduction

Council members in South Australia have an obligation to serve the best interests of the people within the community they represent and to discharge their duties conscientiously, to the best of their ability, and for public, not private, benefit at all times.

To serve the community well, council members must work together constructively as a Council. This, in turn will foster community confidence and trust in local government.

Council members will make every endeavour to ensure that they have current knowledge of both statutory requirements and the required standards of practice relevant to their position.

3. Policy Statement

We, the council members of **[insert name of Council]** commit to the following values and supporting behaviours:

DRAFTING NOTE: The values set out below are the LGA Values and are provided as an example. Councils should consider and determine the values to be included within this section of the policy.

1. **Value & Respect** – We engage with each other respectfully in robust debate. We listen to others' views and speak to the issue and not the person/s.
2. **Optimism** – We are positive, constructive and creative in our problem solving. We are open minded and are willing to learn from each other and from the staff input.
3. **Integrity** – We are well prepared and stay focused on agreed strategic priorities. We uphold decisions of Council. Where it is not a unanimous decision, we respectfully communicate the decision to others.
4. **Connected** – We ensure we provide a safe, supportive environment where people thrive, are listened to and communication is open and transparent.
5. **Excellence** – We value leading toward clear strategic and inspiring goals and implement outcomes that benefit the community as a whole.

4. Council member commitments

To support our shared values and behaviours, we, the council members of **[insert name of Council]** agree:

1. That as the currently elected custodians, entrusted to oversee the affairs of **[insert name of Council]**, we have a duty to put the interests of the community before our own interests.
2. As most council members will serve at least a four-year term on council together, it is important to spend time focused on building and maintaining positive and constructive relationships and participate in workshops and undertake training.
3. To fulfill our duties, we will establish and maintain relationships of respect, trust, confidentiality, collaboration, and cooperation with other council members and the employees of council.
4. As a democratic tier of the government in South Australia we acknowledge our role in representing a wide diversity of viewpoints within the community. We:
 - a) recognise that it is appropriate and important for a range of views to be expressed at council meetings.

- b) accept we are likely to disagree at times as part of robust debate, but we will always show respect in our differences.
 - c) undertake, when we disagree, that we will do this respectfully. In particular, we undertake, when disagreeing with others, that we will focus on the merits of the argument and not make personal or derogatory remarks about other council members or council employees.
- 5. At council meetings we will engage with each other in a respectful and civilised manner, and we will exercise care in expressing views regarding the conduct of other council members and council employees.
 - 6. The Presiding Member has the primary role in maintaining good order at council meetings. However, all council members will responsibly lead in demonstrating and supporting constructive and positive behaviour in effective decision making at council.
 - 7. When engaging and communicating with council administration we will do so in accordance with the requirements of the CEO and relevant legislation, recognising the separation of powers between Council Members and the CEO and the importance of working together constructively to achieve outcomes for the community.

To support the undertakings made above, the council members of **[insert name of Council]** additionally commit to participating in activities to monitor and review the shared values and behaviours throughout the term of Council.

5. Other matters relating to the behaviour of Council Members

We, the council members of **[insert name of Council]** consider it appropriate and agree that all council members will act in accordance with the following specific obligations:

DRAFTING NOTE: The information set out below is by way of example. Section 75F(2)(c) provides that a behavioural support policy may “include any other matters relating to behaviour of members considered appropriate by the council”. This section of the policy is where those other matters should be incorporated. Councils should discuss and determine “other matters relating to the behaviour of members” it considers appropriate for inclusion within this section of the policy and then modify the text in this section accordingly. In determining ‘other matters relating to behaviour’ councils should avoid duplicating matters already provided for within the Local Government Act.

5.1 Media

- 1. Council members may express their individual personal views through the media. When this occurs, it needs to be clear that any such comment is a personal view and does not represent the position of Council.
- 2. If council members choose to express dissent in the media, they should address the policy issues and refrain from making personal criticism of other council members or council staff. Any such commentary should not include any remarks that could reasonably be construed as being derogatory, defamatory or insulting to any person.

3. Council members may link and disseminate key information from official Council social media platforms in messaging to the community but should refrain from changing or interpreting the information.
4. For clarity, this policy does not attempt to prevent robust political debate in the media on political issues. This policy does set rules on how views should be expressed.

5.2 Communication and engagement

1. Council members, as representatives of Council, will communicate and engage with the community on Council's key directions, providing factual information on the challenges and opportunities respectfully and in accordance with resolutions of Council.

6. Further Information

This policy is available to be downloaded, free of charge, from Council's website:

www.xxxx.sa.gov.au. A printed copy may be purchased on request from the Council office.

Appendix 1 – Template council report

Consideration of adoption of Behavioural Support Policy (s.75F *Local Government Act 1999*)

Subject: Consideration of adoption of Behavioural Support Policy (s.75F *Local Government Act 1999*)

Author:

Date:

Attachment: LGA Model Behavioural Support Policy

RECOMMENDATION

That:

1. The report be received.
2. *The matter is for Council to determine, resolution options are provided in section 4 of this report.*

1. EXECUTIVE SUMMARY

New section 75F of the *Local Government Act 1999* (the *Local Government Act*) commenced operation on 17 November 2022. This section requires all councils to consider, within six months after the conclusion of each periodic election, whether it should adopt a behavioural support policy (or policies) to support appropriate behaviour by members of the council.

A behavioural support policy may specify direction relating to behaviours, set out guidelines relating to compliance with the Behavioural Standards for Council Members (the Behavioural Standards) and those directions and include any other matter relating to the behaviour of council members considered appropriate by the council.

Behavioural support policies must not be inconsistent with the Behavioural Standards.

Where a council adopts a behavioural support policy, a member of the council must comply with the policy. Any breach of a behavioural support policy would be managed in accordance with the councils Behavioural Management Policy.

The LGA has prepared a Model Behavioural Support Policy to assist councils with considering whether to adopt such a policy. The Model Policy is intended as guidance and requires customisation by each council if a decision is made to adopt a behavioural support policy.

This report provides council with a copy of the Model Policy and seeks a decision as to whether council wishes to adopt a behavioural support policy.

2. BACKGROUND

Behavioural Management Framework

A major component of the local government reforms which commenced on 17 November 2022 was the Behavioural Management Framework. This incorporates:

- The legislative framework within which all council members must operate.
- The Behavioural Standards for Council Members, determined by the Minister for Local Government (developed in consultation with the local government sector), which apply to all council members in South Australia (section 75E, Local Government Act).
- The mandatory Behavioural Management Policy relating to the management of behaviour of council members and adopted pursuant to section 262B of the Local Government Act.
- Optional Behavioural Support Policy (or policies), designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the Local Government Act.

In addition, the Behavioural Standards Panel, an independent statutory authority comprising three members with powers to impose sanctions on council members who breach legislative and policy requirements has been established to assess and deal with matters referred to it.

In relation to the mandatory Behavioural Management Policy, transitional regulations were made which deemed the LGA Model Behavioural Management Policy as the applicable policy for all councils, until such time as the council adopts its own policy. Council must, prior to 10 November 2023, adopt a Behavioural Management Policy.

In relation to the Behavioural Support Policy, section 75F provides the ability for councils to adopt a behavioural support policy (or policies), to support appropriate behaviour by members of the council. A behavioural support policy may specify direction relating to behaviours, set out guidelines relating to compliance with those directions and include any other matter relating to the behaviour of council members considered appropriate by the council. Where a council adopts a behavioural support policy, a member of the council must comply with the policy.

Whilst Council is not obligated to adopt a behavioural support policy, it must, within six months after the conclusion of each periodic election:

- if the council has one or more behavioural support policies in effect, review the operation of those policies and consider whether additional behavioural support policies should be adopted; or
- consider whether it should adopt behavioural support policies.

As this is the first time this provision has been in operation following a periodic election, the obligation is for council to consider whether it will adopt a behavioural support policy (or policies). Before a council may adopt a behavioural support policy it must undertake public consultation on the policy.

Training Standards for Council Members

Section 80A of the Local Government Act and Regulation 8AA of the *Local Government (General) Regulations 2013* (the General Regulations), set out the legal requirements for training and development for council members.

In preparation for the 2022 Local Government Elections and in response to reforms arising from the passage of the *Statutes Amendment (Local Government Review) Act 2021*, the LGA Training Standards for Council Members (the Training Standard) were revised to include additional, mandatory training requirements for all council members.

A key inclusion in the revised Training Standards, consistent with the changes made to roles of members (section 58 and 59, Local Government Act) is the requirement for completion of Leadership Training by all council members. In response to this change, the CEO is required to arrange a workshop that may include (and not be limited to):

- An opportunity to build connections (between council members and council members with CEO/key staff).
- Identify shared values and aspirations for delivering outcomes for the community.
- Provide an overview of existing strategic priorities, plans and strategies of Council.
- Establish effective working relationships and team culture in the context of defined roles and responsibilities.

The content of this workshop is likely to be relevant to, and inform the development of, a behavioural support policy.

3. DISCUSSION

The commencement of section 75F—Council behavioural support policies of the Local Government Act on 17 November requires council to consider whether it wishes to adopt a behavioural support policy. As previously noted, behavioural support policies are not mandatory, but councils may wish to provide further guidance to council members to support appropriate behaviour.

Section 75F provides the following in relation to the content of behavioural support policies:

- (2) A behavioural support policy may—
 - (a) specify directions relating to behaviour that must be observed by members of the council; and
 - (b) set out guidelines relating to compliance by members with the behavioural standards and directions under paragraph (a); and
 - (c) include any other matter relating to behaviour of members considered appropriate by the council.
- (3) A behavioural support policy—
 - (a) must not be inconsistent with the behavioural standards; and
 - (b) must comply with any requirement specified by the behavioural standards.

The initial obligation to be addressed by council is set out within section 75F (7), which provides:

- (7) A council must, within 6 months after the conclusion of each periodic election—
- (a) in the case of a council that has 1 or more behavioural support policies in effect under this section—review the operation of the behavioural support policies and consider whether it should adopt additional behavioural support policies; or
 - (b) in any other case—consider whether it should adopt behavioural support policies.

Information on the Electoral Commission SA website relating to lodgement of campaign donation returns indicates that the conclusion of the 2022 periodic elections was Friday 18 November 2022. This means that councils must consider, within six months of that date (i.e., by 18 May 2023), whether or not it should adopt a behavioural support policy (or policies).

The obligation is not to have adopted a behavioural support policy within that timeframe, rather for council to turn its mind to and determine whether it will do so. The process for developing a behavioural support policy may occur following this consideration and subsequent decision. It is important to note that before a council adopts a behavioural support policy, public consultation must be undertaken in relation to the policy.

The Local Government Association (LGA) has prepared a Model Behavioural Support Policy (Model Policy) to assist councils with considering whether a policy should be adopted. The Model Policy provides an example of the kind of matters that may be included within such a policy but requires each council to consider and customise the document based on decisions regarding what is deemed necessary/appropriate to support member behaviour.

A copy of the Model Policy is provided as Attachment 1 to this report.

Having regard to the purpose of a behavioural support policy, council must now consider whether it wishes to develop and adopt such a policy. Should council wish to do so, the following is an outline of a process that could be applied to assist council with the development of a behavioural support policy:

DRAFTING NOTE: Determine what process is most appropriate/relevant to your council and insert here – for example:

- Convene an information/briefing session to discuss matters relating to the way council members wish to work together, with a view to identifying content for inclusion in the behavioural support policy
- CEO to prepare a draft Behavioural Support Policy and present to council for endorsement for public consultation purposes
- Undertake public consultation
- Following consultation:
 - * convene an information/briefing session to share consultation feedback and seek input on changes to the draft Behavioural Support Policy
 - * CEO to prepare a final Behavioural Support Policy and present to council for adoption.

A decision from council to not proceed with the adoption of a behavioural support policy at this time does not preclude council from determining to adopt a behavioural support policy at any time throughout the term of council.

The revised Training Standard includes a requirement for a ‘Mid-term Leadership Refresher’ which is intended to include:

- A mid-term council workshop to support the maintenance of effective working relationships amongst council members and with CEO/key staff
- Legal and financial responsibilities
- Effective council meetings and procedures.

This mid-term workshop could provide a structured opportunity to review and determine whether council wishes to put in place a behavioural support policy to provide additional support to council member behaviours.

4. OPTIONS

Resolution options are set out below:

Option 1 – support adoption of a behavioural support policy

That:

1. The report be received.
2. In accordance with section 75F of the *Local Government Act 1999* a behavioural support policy be prepared and returned to council for endorsement for public consultation purposes prior to adoption.

Option 2 – not support adoption of a behavioural support policy

That:

1. The report be received.
2. Having considered the requirements of section 75F of the *Local Government Act 1999* a behavioural support policy not be adopted at this time.

Council is asked to determine its preference in relation to the adoption (or not) of a behavioural support policy.



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Item No: 15.8

Subject: **APPOINTMENT OF INDEPENDENT MEMBER TO AUDIT AND RISK COMMITTEE**

Date: 26 April 2023

Written By: Executive Assistant, Strategy and Corporate

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The term of Independent Member, Mr Sean Tu expires on 12 May 2023 and Mr Tu had indicated that he was not going to re-apply for membership.

Council has received expressions of interest for the vacant position. Following a review of the candidates, the selection panel recommends an appointment.

RECOMMENDATION

That Council:

1. **appoints Corinne Garrett to Council's Audit and Risk Committee for a term of three years commencing on 13 May 2023 and expiring on 12 May 2026; and**
 2. **records its appreciation to Mr Tu for his valuable service on the Audit and Risk Committee since 2017.**
-

STRATEGIC PLAN

Statutory compliance

COUNCIL POLICY

Audit and Risk Committee Terms of Reference

STATUTORY PROVISIONS

Section 126 *Local Government Act 1999*

BACKGROUND

The Audit and Risk Committee's Terms of Reference provide for a membership of five persons with the majority being independent members.

At its meeting on 13 December 2022, Council appointed Councillors Bob Snewin and John Smedley to the Audit and Risk Committee for the term of Council.

The term of independent member, Mr Sean Tu expires on 12 May 2023 and Mr Tu had indicated that he was not going to re-apply for membership.

REPORT

Advertisements inviting expressions of interest (Eols) were displayed on the Australian Institute of Company Directors website and Council's website with a re-post to the LinkedIn page from Friday 27 January to Friday 27 February 2023.

Seventeen submissions were received by the closing date.

A panel comprising of Audit and Risk Committee member Councillor Smedley, Chief Executive Officer, Mr Roberto Bria, and Chair, Alwyndor Management Committee, Mr Kim Cheater reviewed the expressions of interest received.

The Panel now recommends the appointment of Corinne Garrett for a term of three years commencing on 13 May 2023 and expiring on 12 May 2026.

Ms Garrett is a consultant providing advice on financial, governance, administration and strategic issues. She is currently the Chair of the City of Prospect Audit Committee and has also been a member of City of Onkaparinga and Eastern Region Authority Water Audit Committees. Ms Garrett has prior experience working within Local Government and has also been a member of industry group Boards. A copy of Corinne Garrett's resume can be provided upon request.

It is appropriate that Mr Tu's valuable contribution to the Audit and Risk Committee over six years be recognised. Mr Tu was originally appointed to the Audit Committee in January 2017 and was re-appointed for another three-year term expiring in May 2023. His service has been greatly appreciated by the Audit and Risk Committee.

BUDGET

This report does not have any budget implications. Sitting fees payable to independent members of the Audit and Risk Committee are provided for in the annual budgets.

LIFE CYCLE COSTS

Not applicable