

Council Chamber - Glenelg Town Hall Moseley Square

12 November 2024 at 7:00pm

Pamela Jackson

**Acting Chief Executive Officer** 



### 1. Opening

The Deputy Mayor will declare the meeting open at 7pm.

## 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.

## 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.

## Apologies

- 5.1 Apologies received Councillor Venning
- 5.2 Absent

## 6. Items Presented to Council

#### 7. Declaration Of Interest

If a 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 22 October 2024 be taken as read and confirmed.

## 9. Public Presentations

- 9.1 Petitions Nil
- 9.2 Presentations Nil

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	9.3	Deputations - Nil							
10.	Questic	ons by Members							
	10.1 Without Notice								
	10.2	On Notice							
		10.2.1 Rate Capping – Councillor Bradshaw (Report No: 372/24)							
11.	Membe	er's Activity Reports - Nil							
12.	Motions on Notice								
	12.1	Fairy Lights Jetty Road Brighton – Councillor Fleming (Report No: 365/24)							
13.	Adjour	Adjourned Matters - Nil							
14.	Report	s of Management Committees and Subsidiaries - Nil							
15.	Report	s by Officers							
	15.1	Items in Brief (Report No: 371/24)							
	15.2	Budget and Annual Business Plan Update – as at 30 September 2024 (Report No: 380/24)							
	15.3	Strategic Plan Review (Report No: 375/24)							
	15.4	Glenelg Primary School Oval Licence (Report No: 376/24)							
	15.5	Appointment of Deputy Mayor (Report No: 374/24)							
	15.6	5.6 Appointment to the Public Art Acquisition Selection Panel (Report No: 378/24)							
	15.7 Nominations – West Beach Trust Board (Report No: 373/24)								
	15.8	Update on Adelaide Coastal Council Network (Report No: 370/24)							
	15.9	Western Adelaide Tourism Alliance – Tourism Destination Action Plan 2024 (Report No: 383/24)							

Resolutions Subject to Formal Motions - Nil

Urgent Business - Subject to the Leave of the Meeting

16.

17.

City of Holdfast Bay



#### 18. Items in Confidence

18.1 Event Activation (Report No: 379/24)

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 considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- b. Information the disclosure of which -
  - would reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
  - ii. would, on balance, be contrary to the public interest.
- 18.2 Beach Activation (Report No: 377/24)

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 considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- commercial information of a confidential nature (not being a trade secret) the disclosure of which —
  - could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
  - ii. would, on balance, be contrary to the public interest;
- tenders for the supply of goods, the provision of services or the carrying out of works.

19. Closure

Pamela Jackson

Acting Chief Executive Officer

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**Item No:** 10.2

Subject: QUESTION ON NOTICE – RATE CAPPING – COUNCILLOR BRADSHAW

## Question

Councillor Bradshaw asked the following question:

Following the Rates Update in Items in Brief 15.1 on 24 September which stated 27% of rate capping applications were successful, could you provide further information on why this is the case and how Council decides on the percentage of the rate cap?

## **Answer** – General Manager, Strategy and Corporate

Pursuant to section 153 (3) and (4) of the *Local Government Act 1999*, Council declares a residential rate cap percentage on an annual basis with their adoption of that year's Rates Declaration report. The Rates cap percentage gives consideration to significant changes in market forces. In the last couple of years the increase from 6% to 10% was attributed to the need to keep pace with the increase in property values, to align with the overall rate revenue increase and the higher rate cap percentage of other councils (some are at 12.5%).

Council's rate capping conditions are included in the Rating Policy. Rate capping for residential properties (subject to certain criteria) recognises that in some circumstances residents have no control over increases in property valuations. Where a significant valuation increase is the result of market forces and not as a result of changing, improving or purchasing the property, the rates levied as a result of that valuation increase can be capped at a level that minimises the impact to a reasonable level.

The residential rate cap does not apply if any of the following conditions arise:

- Improvements are made to the property in excess of \$50,000 in the previous two financial years; or
- Changes in land use, wholly or partially, or
- Changes in zoning, or
- The ownership of the rateable property has changed since 1 July of the previous year, or
- The property is no longer the principal place of residence.

In line with the Rating Policy, ratepayers need to apply for the rebate by lodging the appropriate form. The Rates cap application process is published on council's website, on the Rates notice and in the Rating Policy. A Council review of all rate increases with a letter sent to all owner occupiers who have had an increase in rates greater than the adopted rate cap is not possible at this time as this would result in a significant administrative burden and associated cost .

In a report to Council on 24 September 2024 (311 – Items in Brief: Rates Updated 2024) it was noted that 73% of residential rate capping applications received were unsuccessful as they did

not meet the eligibility requirements outlined above. In the majority of applications received, the general residential rate had not increased by more than the adopted 10% residential rate capping. A small number of the applications were for properties that were not the principal place of residence or had a change in land use from vacant land to residential. Of the 44 successful applicants processed in this current financial year, repayments due to rate capping ranged from \$2-\$199.20 with half below \$100. Council sets aside an allocation for repayments for rate capping applications.

Council is currently not able to automatically apply the residential rate capping assessment to all residential properties due to the difficulties in accurately determining the eligibilty criteria and integrating data from the SA Government Planning Portal with the Council data set. If Council chose to change its policy regarding applying rate capping across all eligible ratepayers there would need to be a significant investment in the development of an automated system.

**Item No:** 12.1

Subject: MOTION ON NOTICE – FAIRY LIGHTS JETTY ROAD BRIGHTON –

COUNCILLOR FLEMING

## **Proposed Motion**

Councillor Fleming proposed the following motion:

- That Administration investigate the cost and feasibility of installing fairy lights in the trees along both sides of Jetty Road, Brighton, from Elm Street and Gurrs Road to the Esplanade, specifically for the Christmas season
- 2. That a report on the findings be presented to Council by the end of November 2024.

## Background

There has been significant feedback and requests from the community to brighten up Jetty Road, Brighton, and create a more festive atmosphere during the holiday season. Despite recent lighting upgrades, the area remains relatively dim at night. The addition of fairy lights/festive lighting could add a seasonal aesthetic appeal for both Christmas and community street events.

#### **Administration Comments:**

Administration conducted an initial assessment of Jetty Road to explore options for festive lighting. Adding fairy lights could enhance the street's visual appeal, creating a welcoming and vibrant atmosphere during the holiday season that aligns with community interest in brightening up the area. A well-considered lighting approach, potentially using mainsconnected lights for durability, could ensure a consistent and high-quality effect. While solar-powered options may be limited, Administration will investigate suitable solutions to maximise visual impact and will present a range of options for Council's consideration in a report by the end of November 2024.

**Item No:** 15.1

Subject: ITEMS IN BRIEF

## **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:

- Glenelg Ice Cream Festival wins a Silver Medal at the 2024 South Australian Tourism Awards
- 2. Baby's Day Out

## Report

 Glenelg Ice Cream Festival wins a Silver Medal at the 2024 South Australian Tourism Awards

The 2024 Glenelg Ice Cream Festival was awarded a silver medal in the Festivals and Events category at the South Australian Tourism Awards, celebrated at a gala dinner on Friday 1 November. It was a competitive field, with nine finalists vying for the top prize in the category.

The South Australian Tourism Awards program, delivered annually by Tourism Industry Council South Australia (TiCSA) with the support of the South Australian Tourism Commission, recognises business excellence and outstanding achievement in the state's tourism industry.

The gold medal winner in this category was Sleep's Hill Tunnel, an immersive experience held during the 2024 Adelaide Fringe. The 2024 Let's Go Caravan, Camping and Outdoor Show took the bronze medal. The Festivals and Events category was supported by Festival City Adelaide.

Western Adelaide was well represented, with medals awarded to Flamboyance Tours (Silver), Bike About Mountain Bike Tours & Hire (Bronze), Port River Cruises (Bronze), Big 4 West Beach Parks (Gold and People's Choice: Accommodation) and the Atura Hotel Adelaide Airport (Bronze).

In addition, Radelaide Tours, a business that has recently launched a Discover Glenelg Walking Tour, took the gold medal in the New Tourism Business category

## 2. Baby's Day Out

Baby's Day Out was held at the Brighton Library on Sunday 3 November 2024 with 300 happy babies and parents enjoying the fun sessions, *Read, Sing, Play and Talk with your baby*, to promote the *Words Grow Minds* Early Years Development partnership with the State Government. The Libraries Board provided a grant of \$5,500 for the Library team to promote early literacy and develop local connections with early years providers for parents, caregivers and their child to assist in bridging the gap in childhood development indicators.

The Library Learning Team coordinated the event which showcased the libraries' Wriggle 'n Rhyme sessions, with many mums and dads performing the actions with their baby, joining new members, borrowing from the collection and launching the sensory book and play kits.

The activities were suited for 0-3 year olds with the library lawn area offering a calm and inviting setting for a mix of local providers, nature play, dance, playgroup, occupational therapist, facepainting and music to introduce parents and caregivers to what is available in the libraries to assist their child's development.

A well supported community event which showcased the library and the collaboration with Field Services and Community Safety teams assisting with setting up the space.

Written By: Executive Assistant to the CEO

A/Chief Executive Officer: Ms P Jackson

Item No: 15.2

Subject: BUDGET AND ANNUAL BUSINESS PLAN UPDATE – AS AT

**30 SEPTEMBER 2024** 

## **Summary**

This report covers the first update of Council's 2024-25 budget conducted as at 30 September 2024.

A comprehensive review of municipal budgets has increased the forecast operating surplus by \$113,002 to a forecast surplus of \$916,558. Major favourable variances accounted for include additional revenue received through the Supplementary Road Grant program offset by an increase in Technology One SaaS fees.

Capital expenditure has increased by \$1,437,000 due to several grant-funded projects including Tarlton Street stormwater upgrades and the Special Local Roads Program and additional project funding required to complete the Somerton Park Tennis Club upgrade. This has been offset by an increase in capital revenue of \$1,323,000.

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

## Recommendation

### **That Council:**

- 1. notes the first 2024-25 budget update for Council's municipal operations including:
  - (a) a movement in the forecast operating result for 2024-25 of \$113,002 from a surplus of \$803,556; to a surplus of \$916,558;
  - (b) an increase in forecast capital expenditure of \$1.437 million from \$39.283 million to \$40.720 million;
  - (c) an increase in forecast capital revenue of \$1.323 million from \$3.207 million to \$4.530 million:
  - (d) a decrease in forecast net financial liabilities of \$499,000 at 30 June 2025 from \$48.889 million to \$48.390 million;
- notes there is no change to the 2024-25 revised budget forecast for Alwyndor operations; and
- 3. notes the Annual Business Plan quarterly update for September 2024.

## **Background**

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

- 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

## **Municipal Operations**

The current adopted budget comprises the original budget and items carried forward from 2023-24. Following a comprehensive review a number of proposed variations have been identified for the first 2024-25 budget update. An overview of the proposed adjustments is provided below.

All amounts in \$000	2024-25 Original Budget	2024-25 Adopted Budget	2024-25 Proposed Forecast Adjustment	2024-25 Proposed Forecast	
Operating revenue	57,712	57,737	516	58,253	1
Operating expenditure	(56,519)	(56,933)	(403)	(57,336)	1
Result from Operational Activities	1,193	804	113	917	
Capital renewal Program (Net)	(9,511)	(13,878)	(482)	(14,360)	1
Capital New and Upgraded Works (Net)	(12,413)	(22,198)	369	(21,829)	<b>↓</b>
Loan Repayments	(2,029)	(2,029)	-	(2,029)	
Loans repaid by community clubs	21	21	500	521	1
Result from Capital Activities	(23,932)	(38,084)	387	(37,697)	
Add back non-cash items	11,831	9,034	-	9,034	
Funding (Requirement)/Surplus	(10,908)	(28,246)	500	(27,746)	

Positive operational variances include: \$200,000 additional car parking revenue, \$182,000 unbudgeted Supplementary Road Grant program revenue and \$76,000 additional funding received for the Commonwealth Financial Assistance Grant.

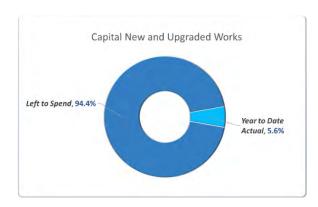
These positive variances will be offset by the increase in the Technology One (computer licensing) contract (\$124,000) and staff costs to support the additional Community Centres which council now manages (\$69,000).

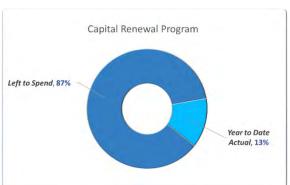
The increase in capital expenditure includes grant-funded projects including Stormwater upgrade works at Tarlton Street and Harrow Road, Glenelg Jetty structural repairs and traffic upgrades at Partridge Street, Glenelg and Colley Terrace and Anzac Highway, Glenelg.

Further details of the proposed budget adjustments and notes along with the municipal funds statement are attached to this report.

See Attachment 1

The following graphs represent the percentage of total capital works financially completed by 30 September 2024. Refer to the Annual Business Plan Quarterly Update below for the detailed progress report on Council's program of works.





#### **Commercial Activities**

Comparative financial reports to 30 September 2024 have been provided for council's major commercial activities including Brighton Caravan Park, Partridge House and Partridge Street carpark.

Refer Attachment 2

#### **Alwyndor Operations**

There are no changes to the Alwyndor budget forecast as approved by Council, a comprehensive budget update was conducted for the quarter ending 30 September 2024.

Details of the major year to date variances, along with amounts and notes, have been prepared and are attached to this report.

Refer Attachment 3

#### **Financial Indicators**

To assist Council in meeting its objectives of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided.

The following tables provide updated forecasts for these and other major ratios for Council, Alwyndor and the consolidated result for both entities at 30 September 2024.

Municipal Funds	Target – from 2024- 25 Annual Budget / LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	<u>≥</u> 0	\$1,192,677 surplus	\$916,558 Surplus
Operating Ratio <sup>1</sup>	<u>&gt;</u> 0%	2.1%	1.6%
Net Financial Liabilities ratio <sup>2</sup>	<u>&lt;</u> 100%	90%	83%
Interest Cover Ratio <sup>3</sup>	<u>&lt;</u> 5%	2.9%	2.9%
Asset Sustainability Ratio <sup>4</sup>	90% -110%	114%	172%

<sup>&</sup>lt;sup>1</sup> **Operating Ratio** expresses the operating result as a percentage of total operating income.

<sup>&</sup>lt;sup>4</sup> **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 2024-25 Annual Budget / LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	<u>&gt;</u> 0	\$577,088 Surplus	\$577,088 Surplus
Net Financial Liabilities ratio	<u>&lt;</u> 100%	36%	33%
Interest Cover Ratio	<u>&lt;</u> 5%	0.2%	0.2%

Ratio – Consolidated Funds*	Target – from 2024-25 Annual Budget / LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	<u>&gt;</u> 0	\$1,769,765 Surplus	\$1,493,646 Surplus
Operating Ratio	<u>&gt;</u> 0%	1.7%	1.4%
Net Financial Liabilities ratio	<u>&lt;</u> 100%	65%	60%
Interest Cover Ratio	<u>&lt;</u> 5%	0.6%	0.6%
Asset Sustainability Ratio	90% -110%	106%	154%

<sup>\*</sup>Amounts and ratios include Alwyndor operations.

<sup>&</sup>lt;sup>2</sup> Net Financial Liabilities Ratio expresses total liabilities less total financial assets as a percentage of total operating income.

<sup>&</sup>lt;sup>3</sup> Interest Cover Ratio expresses finance charges as a percentage of total operating revenue.

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 below as at 30 September 2024.

Additional Alwyndor Performance Indicators	Target	Actual to 30 September 2024
Cash to total revenue	5.0%	81.09%
Cash Liquidity Level – ability to refund bonds/refundable accommodation deposits (RAD's)	Minimum of \$2.8m	\$9.7m
Bed occupancy rate – year–to–date average	98.0%	96.58%
Average direct care funding per resident per day (Aged Care Funding Instrument)	\$272.00	\$272.61
No. of Home Support Packages	559	585
Home Support funding utilisation – the portion of revenue generated from Home Support Package funds.	78.0%	79.0%

## **Annual Business Plan Quarterly Update**

The City of Holdfast Bay is pursuing the Vision set out in the 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.

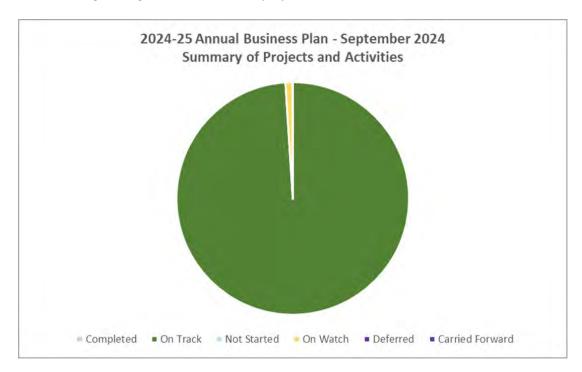
To achieve this vision, we have identified three focus areas:

- 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 2024-25 Annual Business Plan* (the Business Plan) outlines specific actions for the year. These actions are aligned to one of the three focus areas.

There are 98 projects that are 'on track' and one project is identified as being 'on watch'. No projects are 'off track'.

The following chart gives an overview of project status in all focus areas.



The following tables provide more detail on the project that is 'on watch' in the Wellbeing focus area.

## WELLBEING

Project Title	Status	Notes
Kingston Park Stages 4 & 6 - Detailed Design	On Watch	Stages of the project are on hold pending outcome of the Section 23 process

There are no projects On Watch under the Sustainability and Innovation focus areas.

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

Refer Attachment 4

#### **External Grants**

As of 30 September 2024, council has received \$2,103,922 in external grant funding for 2024-25 projects.

The attached table provides the details of our external grant position.

Council will continue to monitor opportunities for grant funding where applicable and suitable.

\*Refer Attachment 5\*\*

## **Budget**

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

## **Life Cycle Costs**

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

## **Strategic Plan**

Statutory compliance

## **Council Policy**

Not applicable

## **Statutory Provisions**

Local Government (Financial Management) Regulations 2011, Regulation 9.

Written By: Management Accountant Lead

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1





## City of Holdfast Bay Municipal Funds Statement as at September 2024

2024 - 2025	V	ar to Da	t o		2024 - 2025	Proposed	
Original	Adopted	ur to bu			Adopted	Forecast	
0.19	7.000.00				7.000,000		
Budget	Forecast	Actual	Variance		Forecast	Adjustment	
\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	Note
245	68	84	(16)	Cemeteries	245	_	
591	155	149		Commercial & Club Leases	591	(13)	1
(1,449)	(384)	(423)		Council Administration	(1,449)	-	
(992)	(201)	(169)	(33)	Development Services	(995)	-	
1,795	1,318	1,505	(187)	FAG/R2R Grants	1,795	258	2
(2,106)	(1,009)	(1,003)	. ,	Financial Services	(2,106)	-	
(11,685)	(2,921)	(2,932)	10	Financial Services-Depreciation	(11,685)	-	
(292)	-	-	- (4)	Financial Services-Employee Leave Provisions	(292)	-	
(1,743) 146	64	65		Financial Services-Interest on Borrowings Financial Services-SRWRA	(1,743) 146	-	
44,718	45,804	45,842		General Rates	44,718	-	
(3,339)	(1,756)	(1,849)	, ,	Innovation & Technology	(3,339)	(124)	3
(735)	(165)	(151)		People & Culture	(735)	(48)	4
(989)	(221)	(198)		Strategy & Governance	(989)	• •	
(1,404)	(284)	(213)	(72)	City Activation	(1,447)	-	
1,461	166	183		Commercial - Brighton Caravan Park	1,461	-	
17	1	6		Commercial - Partridge House	17	-	
(631)	(145)	(141)		Communications and Engagement	(631)	-	
(395) (1,092)	(90)	(84)		Community and Business Administration	(395)	(40)	-
1,132	(217) 183	(220) 477		Community Events Community Safety	(1,092) 1,132	(10) 100	5 6
(634)	(110)	(70)		Community Wellbeing	(662)	(54)	7
(592)	(135)	(149)		Customer Service	(592)	(0-7)	•
0	525	558		Jetty Road Mainstreet	(88)	-	
(1,800)	(440)	(423)	(17)	Library Services	(1,800)	-	
(361)	(82)	(79)		Assets & Delivery Administration	(361)	-	
(1,380)	(288)	(298)		Engineering & Traffic	(1,595)	-	
(846)	(179)	(159)		Environmental Services	(858)	22	8
(9,145)	(2,419)	(2,466)		Field Services & Depot	(9,145)	(47)	•
(2,486) (504)	(400)	(357)		Property Management	(2,486)	(17)	9
(700)	(105) (85)	(96) (82)		Public Realm and Urban Design Street Lighting	(504) (700)	-	
(4,684)	(506)	(520)		Waste Management	(4,684)	-	
1,074	-	(020)		Less full cost attribution - % admin costs capitalised	1,074	_	
,-				•	,-		
1,193	36,139	36,787	(648)	=Operating Surplus/(Deficit)	804	113	
44.005	0.004	0.000	(40)	D	44.005		
11,685	2,921	2,932		Depreciation	11,685	-	
146 11,831	2,921	2,931		Other Non Cash Items  Plus Non Cash Items in Operating Surplus/(Deficit)	146 11,831		
13,023	39,060	39,718		=Funds Generated from Operating Activities	12,634	113	
.0,020	20,000	00,	(555)	, railed constitution operating realistics	.2,001		
-	3,181	3,754	(573)	Amounts Received for New/Upgraded Assets	3,181	1,323	
26	7	50	(43)	Proceeds from Disposal of Assets	26	-	
26	3,187	3,803	(616)	Plus Funds Sourced from Capital Activities	3,207	1,323	10
(9,537)	(2,806)	(1,854)	, ,	Capital Expenditure on Renewal and Replacement	(13,904)	(482)	
(12,413)	(2,299)	(1,410)		Capital Expenditure on New and Upgraded Assets	(25,379)	(955)	
(21,950)	(5,105)	(3,264)	(1,841)	Less Total Capital Expenditure	(39,283)	(1,437)	11
21	8	523	(515)	Plus:Repayments of loan principal by sporting groups	21	500	12
21	8	523 523		Plus/(less) funds provided (used) by Investing Activities	21 21	500	12
		020	(0.0)	Trad/1000/ rando provided (assa) by investing Astivities			
(8,879)	37,150	40,780	(3,629)	= FUNDING SURPLUS/(REQUIREMENT)	(23,421)	499	
	•	*	. , .,	,		-	
				Funded by			
-	774	774		Increase/(Decrease) in Cash & Cash Equivalents	-	-	
-	36,376	36,506		Non Cash Changes in Net Current Assets	2,797	-	
(10,909)	-			Less: Proceeds from new borrowings	(28,247)	499	
2.020	-	3,500		Less: Net Movements from Cash Advance Debentures	2.000	-	
2,029 (8,879)	37,150	40,780		Plus: Principal repayments of borrowings =Funding Application/(Source)	2,029 (23,421)	499	
(0,019)	31,100	40,700	(3,029)	unumg Application/(Jource)	(23,421)	433	

## Note 1 - Commercial & Club Leases - \$13,000 unfavourable

Adjustment for revised lease agreement.

#### Note 2 - FAG/R2R Grants - \$258,000 favourable

Unbudgeted funding received through the Supplementary Road Grant program (\$182,000) and additional funding received for the Commonwealth Financial Assistance Grant (\$76,000).

## Note 3 - Innovation & Technology - \$124,000 unfavourable

Increase in Technology One SaaS fee as per the new contract.

## Note 4 - People & Culture - \$36,000 unfavourable and \$12,000 reallocation

Additional legal and professional services expenditure (\$61,000) offset by higher workers compensation rebate received from the LGA Mutual Liability Scheme (\$25,000).

Reallocation of budget from Environmental Services for training (\$12,000) - see note 8.

#### Note 5 - Community Events - \$10,000 reallocation

Reallocation of budget from Community Wellbeing for the Public Arts and Events Community Donations program – see note 7.

#### Note 6 - Community Safety - \$100,000 favourable

Higher than forecast revenue for car parking (\$200,000), offset by additional employment costs (\$60,000), postage (\$20,000) and security (\$15,000).

## Note 7 - Community Wellbeing - \$64,000 unfavourable and \$10,000 transfer

Extension of the Community Centre Support Officer position which was established after Council took over management of additional Community Centres (\$69,000) offset by forecasted higher Community Centre revenue (\$5,000).

Reallocation of the Public Arts and Events Community Donations budget to Community Events (\$10,000) - see note 5.

#### Note 8 - Environmental Services - \$10,000 favourable and \$12,000 reallocation

Reduction in the Resilient South budget which was double counted in the original budget (\$20,000) offset by increased Waste Education expenditure (\$10,000).

Reallocation of budget to People and Culture for training (\$12,000) – see note 4.

#### Note 9 - Property Management - \$17,000 reallocation

Transfer Glenelg Cricket Club Chairlift new initiative from capital to operational – see note 11.

## Note 10 - Amounts Received for New/Upgraded Assets - \$1,323,000 favourable

Grant funding and contributions for:

- \$927,000 Stormwater upgrade works at Tarlton Street (Department Industry, Science, Energy and Resources)
- \$124,000 Contribution to the Glenelg Jetty structural repairs (Department for Environment and Water)
- \$110,000 Partridge Street, Glenelg Pedestrian Safety and Traffic Calming Measure (Special Local Roads Program)
- \$90,000 Colley Terrace and Anzac Highway, Glenelg Intersection Renewal (Special Local Roads Program)
- \$25,000 Harrow Road Gross Pollutant Trap upgrade (Stormwater Management Authority)
- \$24,000 William Kibby VC Veterans Shed Upgrade (Department of Infrastructure, Transport, Regional Development, Communications and the Arts)
- \$15,000 Contribution to the Holdfast Bay Bowling and Croquet Club's lighting upgrade (Holdfast Bay Bowling and Croquet Club's)
- \$8,000 LGAWCS Risk Incentive funding Library Trolleys

## Note 11 — Capital Expenditure - \$1,323,000 grant funded expenditure, \$131,000 additional expenditure and \$17,000 reallocation

A number of additional capital works budgets are required for existing projects.

Capital expenditure fully funded - \$1,323,000 - refer note 10 for a list of the grant funded projects.

#### Budget reallocation:

• \$17,000 - Transfer Glenelg Cricket Club Chairlift to the operational - see note 9.

### Other budget increases:

- \$111,000 Variations on the Somerton Park Tennis Club upgrade
- \$20,000 Councils annual purchase from the Brighton Jetty Sculpture Festival

#### Note 12 - Repayments of loan principal by sporting groups - \$500,000 favourable

Unbudgeted loan repayment received from Glenelg Football Club as part of the debt forgiveness agreement.

# Attachment 2



BRIGHTON CARAVAN PARK						
Financial Results	Actual \$ 01/07/23 to 30/09/23	Actual \$ 01/07/24 to 30/09/24				
Revenue From Cabins and Sites	\$304,571	\$300,050				
Occupancy Rates	Actual % 01/07/23 to 30/09/23	Actual % 01/07/24 to 30/09/24				
Accommodation Type						
Cabins	78%	81%				
Sites	63%	54%				
Average Total	70%	68%				

PARTRIDGE STREET CAR PARK						
Financial Results	Actual \$ 01/07/23 to 30/09/23	Actual \$ 01/07/24 to 30/09/24				
Income & Expenditure						
Car Parking Revenue	\$28,587	\$28,892				
Operational Costs	\$28,515	\$32,715				
Net Result	\$72	-\$3,823				
Car Park Usage	Actual No. 01/07/23 to 30/09/23	Actual No. 01/07/24 to 30/09/24				
Car Park						
Eastern Car Park - No. of Transactions	26,765	28,020				
Western Car Park - No. of Transactions	34,914	32,065				
Total No. of Transactions	61,679	60,085				

PARTRIDGE HOUSE						
Financial Results Actual \$ Actual \$ 01/07/23 to 30/09/23 01/07/24 to 30/09/24						
Income & Expenditure						
Functions and Room Hire Revenue	\$62,990	\$51,406				
Operational Costs	\$52,967	\$48,927				
Net Result	\$10,023	\$2,479				
Number of Events	Actual No. 01/07/23 to 30/09/23	Actual No. 01/07/24 to 30/09/24				
Event Type						
Wedding	3	3				
Funeral	41	27				
Community Function	87	87				
Other Events	13	18				
Total Number of Events 144 135						

# Attachment 3





## Alwyndor Aged Care Funds Statement as at 30 September 2024

	V	oor to Data		T	
	1	ear to Date			
2024-25					
Original	Adopted	Actual	Variance		
Budget \$'000	Original Budget \$'000	<i>YTD</i> \$'000	\$'000		Note
¥ 000	Ψ 000	Ψ 000	Ψ 000		Note
27,969	6,992	6,555		User Charges	
19,949	4,987	5,126		Operating Grants and Subsidies	
1,122	281	344	, ,	Investment Income	
117	29	19	10	Other Income	
49,157	12,289	12,044	245	Operating Revenue	1
49,137	12,209	12,044	243	Operating Revenue	•
(0.4.005)	(0.704)	(0.445)	(500)	5 4 0 4 0 4 1 0 1 1	
(34,925)	(8,731)	(8,145)		Employee Costs - Salaries & Wages	2 3
(11,803) (104)	(2,951) (26)	(3,121) (17)		Materials, Contracts and Other Expenses Finance Charges	3
(1,748)	(437)	(392)		Depreciation Depreciation	
(1,740)	(401)	(002)	(40)	Depresiation	
(48,580)	(12,145)	(11,675)	(470)	Less Operating Expenditure	
577	144	369	(225)	- =Operating Surplus/(Deficit)	4
			, ,	3	
-	-	(68)		Net gain/(loss) on disposal of investments	
-	-	286	(286)	Net gain/(loss) on Fair Value movement on investments	
577	144	587	(443)	- =Net Surplus/(Deficit)	
3//	177	307	(443)	-Net outplus (Denoit)	
1,748	437	392	45	Depreciation	
-		68		Net gain/(loss) on disposal of investments	
-		(286)	286	Net gain/(loss) on Fair Value movement on investments	
640	160	215		Provisions	
2,388	597	389		Plus Non Cash Items in Operating Surplus/(Deficit)	
2,965	741	976	(235)	_=Funds Generated from Operating Activities	
-	-	-	-	Capital Expenditure on Renewal and Replacement	
(1,733)	(433)	(324)		Capital Expenditure on New and Upgraded Assets	
(1,733)	(433)	(324)	(109)	Less Total Capital Expenditure	
1,232	308	652	(344)	= Funding SURPLUS/(REQUIREMENT)	4
				Funded by	
1,232	308	652	(344)	Increase/(Decrease) in Cash & Cash Equivalents	
1,232	308	652		=Funding Application/(Source)	
.,=0=		302	(311)		

## Alwyndor - Notes September 2024

## 1 Operating Revenue

Operating Revenue is unfavourable by \$245k and attributed to:

- Increase in revenue from clients participating in the Commonwealth Home Support Programme (CHSP).
- Decrease in revenue from Support at Home clients. The main contributing factor is the growth, which is 26.3 home care packages lower than budgeted.
- Additional income recorded for Allied Therapy services.
- Increase in the investment yield from the investment portfolio.

## 2 <u>Employee Costs – Salaries & Wages</u>

The favourable variance in employee costs of \$586k is comprised of:

- Wage increases were budgeted at 4% in our original budget. This adjustment has not yet been implemented, as we are currently in the middle of Enterprise Agreement negotiations.
   As a result, our actual employment costs do not reflect the National Minimum Wage increase of 3.75%.
- The lower number of Support at Home clients has reduced the demand for service delivery, resulting in a strategic decision to delay the recruitment of additional staff for these services.

#### 3 <u>Materials, Contracts and other Expenses</u>

The \$170K YTD unfavourable variance is attributed to:

- Catering service expenses have risen due to an increase in food prices.
- Additional services in in the Commonwealth Home Support Programme which are recovered as part of Operating Revenue.

## 4 Operating Surplus

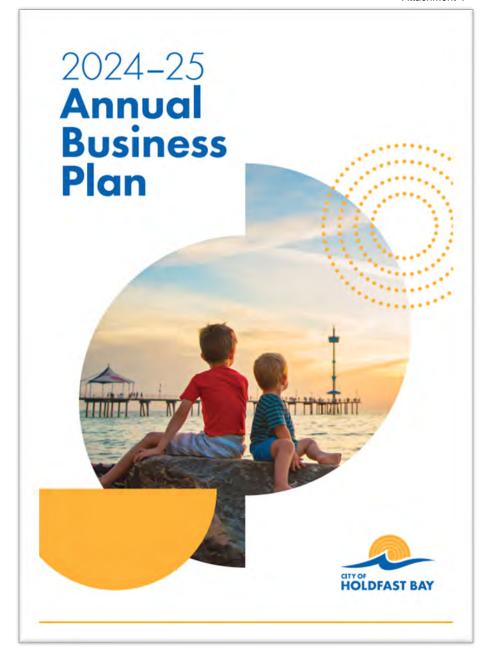
The \$369k Operating Surplus, after allowing for depreciation and capital expenditure, has led to a funding surplus of \$652k as at September YTD.

## Attachment 4





Annual Business Plan 2024 – 25 Quarterly Status Report As at 30 September 2024



contents	
OVERVIEW	. 2
PROJECTS ON WATCH	1
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SUSTAINABILITY	. 8
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NNOVATION	12

Attachment 4

## **OVFRVIFW**

Contents

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 2024-25* (the Business Plan) outlines specific actions for the year. This report captures progress against the Business Plan.

98 projects (99%) are 'on track' and one project (1%) is 'on watch'. No projects are 'off track'.

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



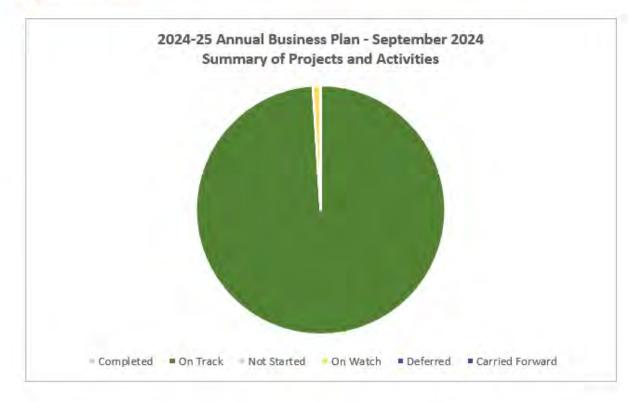


Overall Summary	%	
Completed	0	0%
On Track	98	99%
Not Started	0	0%
On Watch	1	1%
Deferred	0	0%
Carried Forward	0	0%
Total	99	100%



Wellbeing Summary					
Completed	0				
On Track	28				
Not Started	0				
On Watch	1				
Deferred	0				
Carried Forward	0				

## 2024-25 Annual Business Plan - Quarter One Status Report September 2024





## SUSTAINABILITY

Sustainability Summary				
Completed	0			
On Track	55			
Not Started	0			
On Watch	0			
Deferred	0			
Carried Forward	0			



## NNOVATION

Innovation Summary					
Completed	0				
On Track	15				
Not Started	0				
On Watch	0				
Deferred	0				
Carried Forward	0				

PROJECTS ON WATCH
Attachment 4

This table provides detail of the one project that is **on watch** within the Wellbeing focus area.

## **WELLBEING**

Project Title	Status	Notes
Kingston Park Stages 4 & 6 - Detailed Design	On Watch	Stages of the project are on hold pending outcome of the Section 23 process

There are no projects On Watch under the Sustainability and Innovation focus areas.

The following pages provide detail of the projects under each of the three focus areas of Our Holdfast 2050+.

## WELLBEING





Good health and economic success in an environment

## 2024-25 Annual Business Plan - Quarter One Status Report September 2024



Wellbeing Summary		
Completed	0	0%
On Track	28	97%
Not Started	0	0%
On Watch	1	3%
Deferred	0	0%
Carried Forward	0	0%
Total	29	

Wellbeing Projects							Attachment 4
Title	Officer	Start Date	End Date	Project Stage	Q1 Status	Q1 Rating	Q1Notes
Seacliff Plaza Upgrade	Matthew Rechner	01-Jul-24	30-Dec-24	Planning	On Track		
Sturt Creek Linear Park Design	Matthew Rechner	TBD	30-Jun-25	Delivery	On Track		
Holdfast Tennis Club - Court Reconstruction	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Beach access points Glenelg & Somerton Park	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Sutherland Reserve - Renewal	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track		
Holdfast Bay Community Centre - Internal Fitout	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Kingston Park Kiosk	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track		
Ringwood - Timber Replacements	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Brighton Oval - Dog Training Centre	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Brighton Caravan Park - Renewal Program	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track		
Exeloo - Kauri Parade Renewal	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Street Light Conversion Plan	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Cricket Club - Chairlift	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Ringwood Upgrades	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Toilets-Glenelg Foreshore	Mathew Walsh	01-Jul-24	30-Jun-25	Delivery	On Track		
Toilets - Somerton SLSC	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Wilton St House - Improvements	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Angus Neill Reserve Toilet Block	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Oval - Grandstand improvements	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
HFB Community Centre - building renovations	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Air Raid Shelter - Floor/waterprooofing/painting	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Somerton SLSC - structure renewal	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		

<b>Wellbeing Projects</b>	Attachment 4						
Title	Officer	Start Date	End Date	Project Stage	Q1 Status	Q1 Rating	Q1 <i>Notes</i>
Glenelg Oval - Function Centre - repairs	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Bindarra public toilet - design	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Michael Herbert Bridge - lights	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Public Toilets, Patawalonga Lake	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Seacliff-Brighton Yacht Club - Change Room Upgrade	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track	•	
Kingston Park Stages 4 & 6 - Detailed Design	Matthew Rechner	01-Jul-24	30-Jun-25	Delivery	On Watch	•	Stages of the project are on hold pending outcome of the Section 23 process
Sport and Recreation Infrastructure Planning	Matthew Rechner	01-Jul-24	30-Jun-25	Delivery	On Track	•	

## **SUSTAINABILITY**

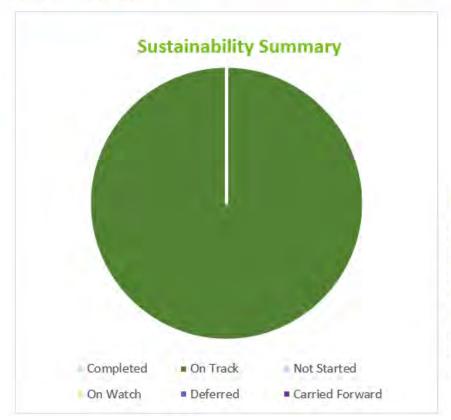




A city, economy and community that is resilient and sustainable

## 2024-25 Annual Business Plan - Quarter One Status Report

September 2024



Sustainability Summa	iry	
Completed	0	0%
On Track	55	100%
Not Started	0	0%
On Watch	0	0%
Deferred	0	0%
Carried Forward	0	0%
Total	55	

Sustainability							
Title	Officer	Start Date	End Date	Project Stage	Q1 Status	Q1 Rating	Q1 Notes
Car Parking Renewals	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Road Reseal Program	James Mitchell	01-Jul-24	30-Jun-25	Delivery	On Track		
Stormwater Management Plan Implementation	James Mitchell	01-Jul-24	30-Jun-25	Delivery	On Track	•	Primary project reporting on is Somerton Park Stormwater
Stormwater Pipes/Pits Renewal	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Traffic Control Program	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Traffic Safety Improvements	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Traffic Safety Improvements on Partridge Street, Glenelg	James Mitchell	01-Jul-24	30-Jun-25	Delivery	On Track	•	
Traffic Safety Improvements on King George Avenue, Hove	James Mitchell	01-Jul-24	30-Jun-25	DLP	On Track		
Kerb & Watertable Program	James Mitchell	01-Jul-24	30-Jun-25	Delivery	On Track		
Seating - Park Bench - Various	Kris Charlton	01-Jul-24	30-Jun-25	Planning	On Track		
Electrical and Lighting - Renewal	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Fences - Renewal	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Pathways - Renewal	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Pathway - Edith Butler Pier	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Fencing & Lighting - Somerton Tennis Club	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track		
Holdfast Bay Bowling and Croquet Club Lighting	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track		
Patawalonga Frontage Irrigation Upgrade	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track		
Jimmy Melrose Pk- Upgrade	Kris Charlton	01-Jul-24	30-Jun-25	Planning	On Track		
Bin Replacement Program	James Mitchell	01-Jul-24	30-Jun-25	Delivery	On Track		
Buffalo Site - Amenity Improvements	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track		Awaiting regulatory approvals
Sturt Creek Biodiversity Corridor: Shannon Avenue	James Mitchell	01-Jul-24	30-Jun-25	Closure	On Track		
Street light LED conversion	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Jetty Rd Glenelg - M'plan - Stg 2 Detailed Design	Cherie Armfield	01-Jul-24	30-Jun-25	Planning	On Track		
Jetty Road, Glenelg Upgrade (Year 1)	Cherie Armfield	01-Jul-24	30-Jun-25	Delivery	On Track		
Coastal Fencing - various locations	Kris Charlton	01-Jul-24	30-May-24	Planning	On Track		
Glenelg Jetty Structural Repairs	James Mitchell	01-Jul-24	30-Jun-25	Delivery	On Track		
Footpaths & Cycleways Program	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Footpath Defect Repairs	Kris Charlton	01-Jul-24	30-Jun-25	Planning	On Track		

Sustainability							Attachment 4
Title	Officer	Start Date	End Date	Project Stage	Q1 Status	Q1 Rating	Q1 Notes
Brighton Surf Club - Structure renewal	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Oval - Shelter	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Monument lighting upgrade	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Oval - Edward Rix Stand	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Brighton Caravan Park - Stage 2 redevelopment	Matthew Rechner	TBD	30-Jun-25	Planning	On Track		
Brighton Caravan Park Retaining Wall (LRCI Phase 3)	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Town Hall - Refurbishment	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Town Hall - Café - Electrical/Mechanical	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Storage Shed - Kauri Pde Depot	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Security and access control renewal - Various Locations	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
HFB Civic Centre - Bike storage	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
HFB Civic Centre - Roof repair	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Movement and Transport Plan Implementation	James Mitchell	TBD	30-Jun-25	Planning	On Track		
Wayfinding Signage at Kingston Park	Matthew Rechner	01-Jul-24	30-Jun-25	Planning	On Track		
Bowker Oval Lights	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Broadway Kiosk - renewal works	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Bus Stop Infrastructure	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Patawalonga Lock - renewal	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Town Hall - Office Upgrade	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Town Hall - design works	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Town Hall - Ground Floor Upgrade	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Town Hall - BDC Toilets	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Traffic Improvements	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Resilient South Funding	James Mitchell	01-Jul-24	30-Jun-25	Delivery	On Track		
Biodiversity Assessment	James Mitchell	01-Jul-24	30-Jun-25	Delivery	On Track		
Wheatland Street Pocket Park	Kris Charlton	01-Jul-24	30-Jun-25	Procurement	On Track		
Review of Stormwater Management Plan	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		

### Roads Reseal Program

The Roads Reseal Program for 2024-25 includes the sections of road in the table below.

Segment	From	То
Armstrong Street	Slade Street	Walkers Road
Daly Street	Walkers Road	North Street
Gulf Parade	Oleander Street West	Shoreham Road
Gulf Parade	Edwards Street	Oleander Road
Naldera Crescent	Mott Terrace	Ocean Vista
Naldera Crescent	Ocean Vista	Osterley Terrace
Orvieto Road	Renown Avenue	Arthur Street
Oxley Street	Walker Street	End
Kibby Avenue	Carpark	
Flinders Lane	Sturt Road	Gregory Road
Carnarvon Avenue	Adelphi Crescent	Tapleys Hill Road
Fifth Avenue	Augusta Street	Anzac Highway
Fifth Avenue	Dunbar Terrace	Augusta Street
Hastings Street	The Broadway	Pier Street
Miller Street	Augusta Street	Anzac Highway
Miller Street	Dunbar Terrace	Augusta Street
Naldera Crescent	Osterley Terrace	Davenport Terrace
Neath Avenue	Clacton Road	Yarmouth Street
Don Avenue	Lamington Avenue	Gilbertson Road
Robert Street	Bristol Street	Gloucester Street
Robert Street	West End	Bristol Street
Robert Street	Gloucester Street	Moseley Street
Renown Avenue	Gilbertson Road	Orvieto Road
Rugless Terrace	Williams Terrace	Short Avenue
Rugless Terrace	Fortrose Street	Williams Terrace
Rugless Terrace	Brighton Road	Fortrose Street

### **INNOVATION**





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

### 2024-25 Annual Business Plan - Quarter One Status Report September 2024



Innovation Summary	·	
Completed	0	0%
On Track	15	100%
Not Started	0	0%
On Watch	0	0%
Deferred	0	0%
Carried Forward	0	0%
Total	15	

Innovation Projects							Attachment 4
Title	Officer	Start Date	End Date	Project Stage	Q1 Status	Q1 Rating	Q1Notes
CCTV Glenelg (LRCI Phase 2)	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
CCTV Installation - Various Locations	Matthew Rechner	TBD	30-Jun-25	Planning	On Track		
Glenelg Town Hall - BDC - Structure	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track	•	
Glenelg Library Interior Upgrade	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
EV Charging Infrastructure for Council Fleet	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Sharing the National Collection	Regan Forrest	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Library - Toilets	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Glenelg Library - Lift and Fire Panel replacement	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track	•	
Brighton Library - Building Renewals	Mathew Walsh	01-Jul-24	30-Jun-25	Planning	On Track		
Plant and Equipment - Depot/Stores	Kris Charlton	01-Jul-24	30-Jun-25	Planning	On Track		
Major Plant and Equipment Purchases	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Executive / Regulatory/Passenger Vehicles Purchases	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track	•	
Minor Plant and Equipment Purchases	James Mitchell	01-Jul-24	30-Jun-25	Planning	On Track		
Business Transformation Program	Robert Zanin	01-Jul-24	30-Jun-25	Delivery	On Track		
ICT Replacement Program	Robert Zanin	01-Jul-24	30-Jun-25	Delivery	On Track		

### Attachment 5



SUCCESSFUL APPLICATIONS											
Grant - Capital											
Bid Title	Funding Body / Program	Grant Total	Received in Previous Financial Year(s)	2024-25 Total Expected	Received 2024-25 Quarter 1	Received 2024-25 Quarter 2	Received 2024-25 Quarter 3	Received 2024-25 Quarter 4	Received for future financial years	Total Received during 2024-25	Outstanding amount
Stormwater contribution - Tarlton Street	Federal Dept of Industry, Science, Energy and Resources	\$2,927,000	\$2,634,300	\$292,700						\$0	\$292,700
Harrow Road Gross Pollutant Trap	Stormwater Management Authority	\$225,082		\$225,082						\$0	\$225,082
Harrow Road Gross Pollutant Trap	City of Marion	\$200,000	\$200,000	\$0						\$0	\$0
Former Buffalo site remediation	Minister for Planning and Local Government	\$100,000	\$100,000	\$0						\$0	\$0
Seacliff Plaza	Amenities Open Space Grant	\$1,000,000	\$1,000,000	\$0						\$0	\$0
Partridge Street, Glenelg - Pedestrian Safety and Traffic Calming Measure	Special Local Roads Program	\$110,000		\$110,000	\$110,000					\$110,000	\$0
Colley Terrace and Anzac Highway, Glenelg - Intersection Renewal	Special Local Roads Program	\$90,000		\$90,000	\$90,000					\$90,000	\$0
Risk Incentive funding - Library Trolleys	Local Government Association Workers Compensation Scheme	\$8,006		\$8,006	\$8,006					\$8,006	\$0
Holdfast Bay Bowling and Croquet Club lighting upgrade	Holdfast Bay Bowling and Croquet Club	\$15,000		\$15,000	\$15,000					\$15,000	\$0
Glenelg Jetty Structural Repairs	Department for Environment and Water	\$123,862		\$123,862	\$123,862			\$0		\$123,862	\$0
Tota		\$4,798,950	\$2,634,300	\$292,700	\$346,868	\$0	\$0	\$0	\$0	\$346,868	\$517,782

Grant - Operating Project and other											
Bid Title	Funding Body / Program	Grant Total	Received in Previous Financial Year(s)	2024-25 Total Expected	Received 2024-25 Quarter 1	Received 2024-25 Quarter 2	Received 2024-25 Quarter 3	Received 2024-25 Quarter 4	Received for future financial years	Total Received during 2024-25	Outstanding amount
New Years Eve Celebration	Department of Premier and Cabinet	\$50,000	\$0	\$50,000	\$50,000					\$50,000	\$0
Wellbeing Hub - seed funding	Wellbeing SA	\$65,000	\$50,000	\$15,000		\$15,000				\$15,000	\$0
Adult Learners Week	Public Library Services	\$5,500	\$5,500	\$0						\$0	\$0
Suicide Prevention Network – Seed Funding	Wellbeing SA	\$5,000	\$5,000	\$0						\$0	\$0
Wellbeing Hub - seed funding	Wellbeing SA	\$50,000	\$50,000	\$0						\$0	\$0
William Kibby VC Veterans Shed Upgrade	Department of Infrastructure, Transport, Regional Development, Communications and the Arts	\$40,000	\$30,000	\$10,000						\$0	\$10,000
Tota		\$215,500	\$140,500	\$75,000	\$50,000	\$15,000	\$0	\$0	\$0	\$65,000	\$10,000

Grant - Recurring												
Bid Title	Funding Body / Program	Grant Total	Received in Previous Financial Year(s)	2024-25 Total Expected	Received 2024-25 Quarter 1	Received 2024-25 Quarter 2	Received 2024-25 Quarter 3	Received 2024-25 Quarter 4	Received for future financial years	Total Received during 2024-25	Outsta amo	
Community Bus	Commonwealth Home Support Programme (CHSP)	\$237,340	\$0	\$237,340	\$59,335					\$59,335	\$	178,005
Financial Assistance Grant - General Purpose	Financial Assistance Grant	\$996,415	\$0	\$996,415	\$877,069					\$877,069	\$	119,346
Financial Assistance Grant - Roads	Financial Assistance Grant	\$504,550	\$0	\$504,550	\$446,032					\$446,032	\$	58,518
Supplementary Roads Grants Commission	Financial Assistance Grant	\$181,645	\$0	\$181,645	\$181,645					\$181,645	\$	-
Roads to Recovery	Roads to Recovery	\$474,022	\$0	\$474,022						\$0	\$	474,022
Covid Stimulus - Roads and Community Infrastructure - Phase Three	Local Roads and Community Infrastructure	\$909,894	\$454,947	\$454,947						\$0	\$	454,947
Covid Stimulus - Roads and Community Infrastructure - Phase Four	Local Roads and Community Infrastructure	\$454,947	\$272,969	\$454,947						\$0	\$	181,978
Brighton Library	Libraries Board Grant	\$63,987	\$0	\$63,987		\$63,987				\$63,987	\$	-
Glenelg Library	Libraries Board Grant	\$63,987	\$0	\$63,987		\$63,987				\$63,987	\$	-
Total		\$3,886,786	\$727,916	\$3,431,839	\$1,564,081	\$127,973	\$0	\$0	\$0	\$1,692,054	\$ :	1,466,816

Total of Grant Funding Confirmed (All Years including 2024-25)	\$ 8,901,236
Total received in previous years applicable to 2024-25 and future years	\$ 3,502,716
Total expected to receive in 2024-25	\$ 3,799,539
Total Received 2024-25 - Quarter 1	\$ 1,960,949
Total Received 2024-25 - Quarter 2	\$ 142,973
Total Received 2024-25 - Quarter 3	\$ -
Total Received 2024-25 - Quarter 4	\$ -
Total Grant Funding received to date in 2024-25	\$ 2,103,922
Total Received in 2024-25 for future financial years	\$ -

**Item No:** 15.3

Subject: STRATEGIC PLAN REVIEW

### **Summary**

Section 122(4)(b) of the *Local Government Act 1999* (the Act) requires that Council "undertake a comprehensive review of its strategic management plans within two years after each general election of the council".

Pursuant to section 126 (4) (b) of the Act, the "functions of a council audit and risk committee include...proposing, and providing information relevant to, a review of the council's strategic management plans." To this end the Audit and Risk Committee considered this review at its meeting on 16 October.

As the last general election was in November 2022, a review must be completed before the end of November 2024. The Audit and Risk Committee were invited to provide any comments or input to the review, at their meeting of 16 October 2024.

A Strategic Plan Review Report has been completed and makes recommendations regarding an update to Council's Strategic Plan *Our Holdfast 2050+*.

### Recommendation

#### **That Council:**

- 1. notes the Strategic Plan Review Report which includes items raised by the Audit and Risk Committee which appears as Attachment 1;
- notes the results of the Strategic Plan Review consultation which appear in Attachment 3;
- 3. approves the recommendations in the Strategic Plan Review Report noting that an updated version of *Our Holdfast 2050+* will be presented to Council for final adoption; and
- 4. formally declares that the Strategic Plan, Asset Management Policy, Asset Management Strategy and associated Plans and Long Term Financial Plan make up the strategic management plans of the Council as described in section 122(8) of the Local Government Act 1999.

### **Background**

Section 122(4)(b) of the *Local Government Act 1999* (the Act) requires that Council "undertake a comprehensive review of its strategic management plans within two years after each general election of the council".

As the last general election was in November 2022, a review must be completed before the end of November 2024.

### Report

Council's Strategic Plan titled *Our Holdfast 2050+* commenced operation in January 2022, following a statutory review in 2020. That review found that conditions had changed substantially since the previous strategic plan had been adopted, and therefore a comprehensive reconstitution of the plan was undertaken. This resulted in the creation of *Our Holdfast 2050+* which is Council's long-term vision for the city.

Section 122(4)(b) of the Act requires that Council "undertake a comprehensive review of its strategic management plans within two years after each general election of the council".

As the last general election was in November 2022, a comprehensive review of Our Holdfast 2050+ has been undertaken, along with separate reviews of Council's Asset Management Plans and Long-Term Financial Plan 2024-34.

Together Our Holdfast 2050+, the Asset Management Policy, Asset Management Strategy and associated Plans and the Long Term Financial Plan 2024-34 make up the strategic management plans of the council as described in section 122(8) of the the Act. This has not been formally declared by council and it is recommended that this is done to ensure compliance with the Act.

At a workshop in March 2024 Council considered the scope of the review of the Strategic Management Plan *Our Holdfast 2050+*. At this workshop it was acknowledged that the review will need to comply with all requirements of the Act. It was also noted that Council invested a significant amount of energy into the Plan's vision, which provides a clear horizon for the organisation to align to. It is not intended that the vision will be revisited.

Considering this, it was determined that this will essentially be a desktop review. There would be an appropriate level of community consultation with relatively minor updates anticipated.

Taking this scope into consideration, this review will include:

- a review of the global and local conditions to assess if they have substantially changed over the last two years.
- an assessment of the progress made already on the current plan and any issues that have arisen.
- consideration of the Strategic Planning Alignment Internal Audit conducted by Galpins and provided to council in May 2024.

- an internal review focusing on the shorter-term specific content along with the 2020-30 objectives and measures to strengthen connection with Council priorities and capacity.
- a community engagement that will provide an opportunity to contribute to the review and consider how it applies to their neighbourhood.

Also, pursuant to section 126 (4) (b) of the Act, the "functions of a council audit and risk committee include...proposing, and providing information relevant to, a review of the council's strategic management plans." The Audit and Risk Committee at its 16 October meeting was requested to note the preliminary results of these review activities, suggest changes if necessary and support its presentation to Council for its consideration.

The full Strategic Plan Review Report appears as Attachment 1, with a summary of its findings contained below.

Refer Attachment 1

#### **Global and Local Conditions**

The global and local conditions that were considered in the development of *Our Holdfast 2050+* and the *2024-25 Annual Business Plan* have been revisited, utilising the Global megatrends identified by PWC as the basis for testing relevance. In short, these megatrends are:

- Climate Change Need to reduce carbon emissions. Greenhouse gas levels worsen, temperatures are rising more extreme weather events.
- Technological disruption Transformative technology enables huge value creation, but harmful consequences will be difficult to mitigate.
- Demographic Shifts Median age is increasing, social systems may break down, lack of workers in critical areas and strain on social safety nets.
- Fracturing world More nation states are competing for influence in the world. Most countries are focusing inwards.
- Social Instability Social and economic polarisation, disruption, demographic change, eroding trust and greater social unrest.

These global trends can be translated into local concerns and responses. Administration has found that these conditions have not changed substantively since *Our Holdfast 2050+* was developed. As such, the current vision and framework of the strategic plan, which was adopted two years ago, are considered valid and the long-term strategic direction is recommended to be maintained at this time.

A copy of *Our Holdfast 2050+* is provided for reference as Attachment 2 and is available <u>online</u>.

\*\*Refer Attachment 2\*\*

#### Strategic Planning Alignment Internal Audit

As part of the Internal Audit Program for 2023-24, a review of City of Holdfast Bay's strategic planning landscape was conducted.

The objective of this audit was to:

- evaluate the Council's strategic planning landscape to establish whether the systems and processes being developed align to better practice and are likely to support achievement of intended outcomes in the Plan, and
- review the effectiveness of the alignment of the supporting strategic planning and reporting framework to assist achieving of the Plan.

The audit noted this good practice.

- The Our Holdfast 2050+ Plan is a visionary document that intends to provide a forward-focus for the Council beyond the mandatory four-year period.
- CHB requested this review before the new Strategic Planning Framework was completed. This represents a positive approach to internal audit, and to obtaining independent insight into the framework.
- A Prioritisation Framework has been developed to support decision-making about projects and programs to be pursued going forward. This represents innovative thinking and includes criteria used to prioritise potential initiatives, strengthening transparency in decision-making and reducing the likelihood of lesser-value projects being prioritised over others.
- Work is underway to develop the new Corporate Plan. The intent of this is to translate the longer term aims of the Our Holdfast Strategic Plan into medium-term actions, and to strengthen medium-term planning in general.
- Strategy and Governance have developed additional documents to support
  implementation of the Strategic Plan, including the Service Review Manual and
  Project Management Framework. These represent significant work and aim to support
  Council to achieve objectives. The Project Management Framework aligns to better
  practice and the 'Initiate' phase requires a project to have been assessed for priority
  (per the Prioritisation Framework). As they are recent documents, users may not yet
  be aware of how they work.

It is noted that since the audit fieldwork was completed in January 2024, some improvements identified above have already been undertaken.

The recommendations arising from this audit included:

- clarifying governance arrangements around Strategic Plan, ownership of objectives and reporting.
- timing of update of supporting strategic plans and alignment with the Strategic Plan.

- continuing work in relation to key performance indicators/measures of success.
- clearly demonstrating compliance with more administrative/minor elements of section 122 of the Local Government Act. The Strategic Management Plan should address the strategic planning issues within the area of Council, with reference to any relevant state planning policy or regional plan under the Planning, Development and Infrastructure Act 2016, and set out Council's priorities for the implementation of planning policies.

All these matters are addressed in this review.

#### Internal review

The internal review included four workshops with key staff and a 'deep dive' discussion with the Senior Leadership Team (SLT). There has also been one-to-one follow-up from these sessions.

Some of the outcomes of the internal review include the need for:

- a simple explanation of how Our Holdfast 2050+ fits within the overall planning framework and descriptions of the various elements of this.
- a diagram showing how the three focus areas interrelate.
- inclusion of some areas of council strategy that are not adequately represented.

The major focus of the internal review has been to consider the 2020-30 Objectives and Measures. These are considered later in this report.

### Community engagement

Pursuant to section 122(6), of the Act, "A council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the....review of its strategic management plans".

There were two main elements of community engagement. The first was a workshop with students from Glenelg Primary School. The second element was an advertised broad engagement which included a page on Your Holdfast and a further invitation for submissions via email, mail or discussion with relevant Council staff.

The broader community engagement was undertaken between Thursday 12 September 2024, and Friday 4 October 2024.

The consultation asked the following questions:

 Tell us what you think of council's long-term vision for our City? i.e., Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city.

- 2. From the current objectives and aspirations, what should Council prioritise for the next 10 years in each focus area?
- 3. Do you have any comments about hopes, concerns or challenges in your neighbourhood for the next 10 years?

This consultation was advertised in the Adelaide Advertiser and promoted through Council's social media channels. There was a direct invitation to participate made to 3,982 people who have signed up to Council's database. There was information provided at the Glenelg and Brighton Libraries and at the Brighton Civic Centre.

Traffic to the Your Holdfast site came from these sources.



Through the Your Holdfast site there were 117 visitors who visited 144 times. Via this site there were 14 downloads of *Our Holdfast 2050+*. There were eight active contributors via Your Holdfast and one additional email submission was also received.

The Strategic Plan Review Report captures the details of this engagement. The following is a summary of its findings.

The Glenelg Primary School workshop shows that young people are well aware of global and local conditions impacting on society today. They also showed how this perspective translates into hopes for their local community which covered issues of inclusion, safety, health and accessibility.

The broader community engagement produced a limited response with twelve submissions from nine individuals via Your Holdfast and email. There was also one written submission from the Conservation Council SA. The feedback was quite polarised, and the verbatim responses are shown in Attachment 3.

Refer Attachment 3

The broader community engagement raised issues that could be given more attention including:

- active and safe transport infrastructure;
- heritage protection;
- community infrastructure that is fit for purpose;

- investment in libraries; and
- higher targets for tree canopy coverage and greening.

The community feedback has helped to shape the proposed revised 2020-30 objectives and measures by:

- having clearer objectives written with a community lens;
- inclusion of objectives in waste, heritage, development, health and wellbeing and biodiversity.

#### **Recommended Changes**

In line with the Council workshop in March, it is recommended that the vision and general framework of *Our Holdfast 2050+* is retained.

It is recommended that an updated *Our Holdfast 2050+* be developed to include these changes:

- A simple explanation of how Our Holdfast 2050+ fits within the overall planning framework be included
- Descriptors of the various elements of *Our Holdfast 2050+* be included
- A diagram showing how the three focus areas interrelate be included
- Waste, health and wellbeing, heritage and development be included in the 2020– 2030 Objectives and Measures
- The 2020–2030 Objectives and Measures be updated
- The role(s) of council for each 2020-30- Objective and Measure be identified. These roles are described as leading, building, managing, advocating, educating, providing services, regulating, collaborating and coordinating.

The most significant changes are proposed in updating the 2020 – 30 Objectives and Measures. From the internal review it was acknowledged that some of the objectives are too specific while others are quite broad and could be adjusted to provide clearer direction.

Proposed changes to the 2020–30 Objectives and Measures are included in the attached Strategic Plan Review Report.

It is acknowledged the development of a Corporate (Four Year Delivery) Plan is required, to enable administration to operationalise the Strategic Plan. This is expected to be completed in 2024-25. In the Corporate (Four Year Delivery) Plan the 'owner' for each 2020 – 30 Objective will be identified for internal governance.

It is also proposed that a formal arrangement for the monitoring and reporting on the progress of *Our Holdfast 2050+* be instituted. The form of this is yet to be determined and will be the subject of further investigation.

### **Next Steps**

If approved, an updated Strategic Management Plan - *Our Holdfast 2050+* will come back to Council for consideration in December.

### **Budget**

There are no direct budgetary implications arising from this report.

### **Life Cycle Costs**

Not applicable

### **Strategic Plan**

Statutory compliance

### **Council Policy**

Not applicable

### **Statutory Provisions**

Local Government Act 1999

Written By: Corporate and Service Planning Lead

**General Manager:** Strategy and Corporate, Ms S Wachtel

### Attachment 1



## Strategic Plan Review

November 2024





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### **Purpose**

# This report is the result of a desktop review of Council's Strategic Plan Our Holdfast 2050+.

In November 2021 Council adopted a new Strategic Plan titled Our Holdfast 2050+. This Plan came into effect on 1 January 2022.

The Local Government Act 1999 requires councils to undertake a review of their strategic management plans within two years after each general election. As the last general election was held in November 2022, a comprehensive review of Our Holdfast 2050+ has been undertaken, along with separate reviews of Council's Asset Management Plans and Long-Term Financial Plan 2024-34.

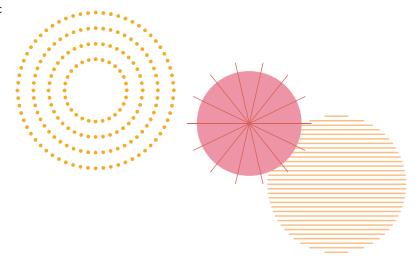
Together Our Holdfast 2050+, the Asset Management Policy, Asset Management Strategy and associated Plans and the Long Term Financial Plan 2024-34 make up the strategic management plans of the council as described in section 122(8) of the Local Government Act 1999 (Parliament of South Australia, 1999, p. 15). This has not been formally declared by council and it is recommended that this is done to ensure compliance with the Local Government Act 1999.

Recommendation – That Council formally declare that the Strategic Plan, Asset Management Policy, Asset Management Strategy and associated Plans and Long Term Financial Plan make up the strategic management plans of the council as described in section 122(8) of the Local Government Act 1999.

At a workshop in March 2024 Council considered the scope of the review of Our Holdfast 2050+. It was noted that Council invested a significant amount of time into the Plan's vision, which provides a clear horizon for the organisation to align to. It is not intended that the vision will be revisited. Considering this, it was determined that this will essentially be a desktop review. There would be an appropriate level of community consultation with relatively minor updates anticipated.

Taking this scope into consideration, this review included:

- A review of the global and local conditions to assess any substantial changes over the last two years
- An assessment of progress made on the current plan and any issues that have arisen
- Consideration of the Strategic Planning Alignment Internal Audit conducted by Galpins and provided to Council in May 2024
- An internal review focusing on the shorterterm specific content along with the 2020-30 Objectives and Measures to strengthen alignment with Council priorities and capacity
- A community engagement that will provide an opportunity for the community to contribute to the review and consider how Our Holdfast 2050+ applies to their own neighbourhood



### The role of councils

Councils are created under the Local Government Act 1999 "for the better governance of the State", "to encourage the participation of local communities... and to provide local communities... with sufficient autonomy to manage the local affairs of their area" (Parliament of South Australia, 1999, p. 1).

The role of a council includes acting as a representative of the community; making informed and responsible decisions in the interests of the community; providing services and facilities to develop the community; and improving quality of life of the community.

The functions of a council include:

- Planning at the local and regional level for the future of the area
- Providing for the welfare and wellbeing of individuals and groups within the community
- Taking measures to protect the area from hazards and mitigating hazards
- Managing the environment to improve amenity in an ecologically sustainable manner
- Providing infrastructure, services and facilities
- Promoting the area to develop the economy, manage public land and establish programs that benefit people in the area or local government generally (Parliament of South Australia, 1999, p. 11)

While each council's primary focus is the area designated as its geographic community, the Local Government Act also requires regional and state-wide cooperation.

Our Holdfast 2050+ describes the roles Council has in fulfilling its obligations. These are:

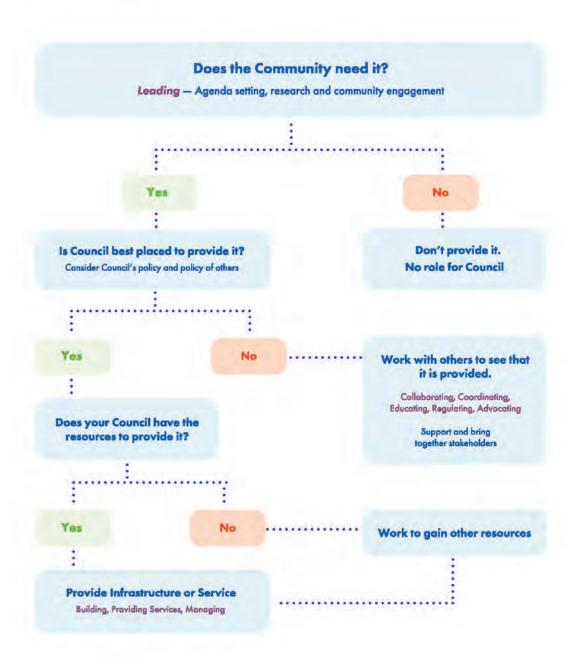
 LEADING - We seek to lead by planning and investing in ways that consider current and intergenerational needs and aspirations

- BUILDING We build and maintain community infrastructure and amenities such as footpaths, parks, playgrounds, public buildings, and sporting facilities
- MANAGING We manage infrastructure on behalf of the community and other tiers of government, including stormwater infrastructure, jetties, and roads
- ADVOCATING We advocate for and with the community, promoting the needs and interests of the Holdfast Bay community to state and federal governments and other bodies
- EDUCATING At times, we undertake an educational role to assist the community, for example educating households about waste recycling
- PROVIDING SERVICES We provide a wide range of services, including aged care and disability support, business and community programs, libraries, events and visitor services such as the Bay Discovery Centre
- REGULATING We establish bylaws and administers several state and Commonwealth acts
- COLLABORATING We build networks and partnerships with other councils (for example, the Southern and Western alliances), other tiers of government, community groups and the private sector to ensure consistency and achieve economies of scale
- COORDINATING We help to bring services together and connect people to services provided by other tiers of government, not for profit, and private providers

Defining which of these roles are needed to achieve a specific objective is a driver of a significant part of this review. The following flowchart is used as a guide to help determine the appropriate role or roles for Council in pursuing each objective. Importantly Council has many legislated responsibilities which are reflected in State Government legislation and policy

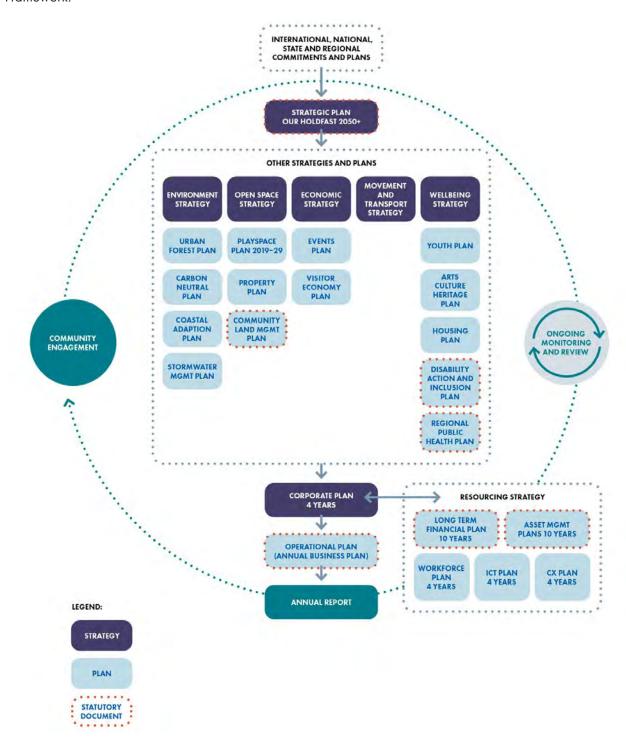
### **Council's Roles**

### Council's Roles



### **Strategic Framework**

In October 2023 Council adopted a Policy Framework and Manual which included this Strategic Planning Framework.

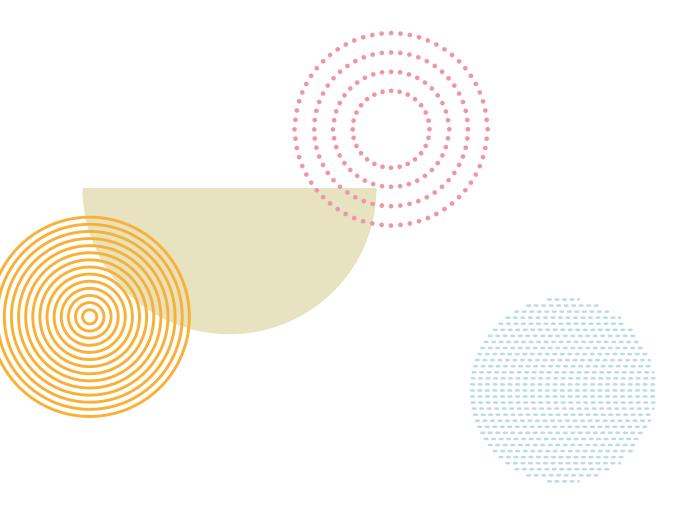


This framework shows how the Strategic Plan is the primary planning document and provides direction for all the activities of council.

### Our Holdfast 2050+ Review

This section provides an overview of:

- how Our Holdfast 2050+ was developed
- progress against the Objectives of Our Holdfast 2050+
- detail of the general environment which Council is operating in.



# Development of Our Holdfast 2050+

The current strategic plan
Our Holdfast 2050+ was
developed at a time when
COVID 19 restrictions were
in place. There was great
uncertainty in the community
because of this and other
local and global factors.

It was noted at the time that we are living in a world characterised by:

- V = Volatility: the nature, speed and dynamics of change, forces and catalysts
- U = Uncertainty: the lack of predictability, prospects for surprise, and awareness and understanding of issues and events
- C = Complexity: the multiplex of forces, no cause-and effect chain and confusion
- A = Ambiguity: the haziness of reality, the potential for misreads, and mixed meanings of conditions

These VUCA conditions are amplified by the convergence of technologies, changing needs, changing social values and changing expectations.

Along with considering the VUCA conditions, the strategic plan review was informed by legislative changes, strategic and organisational changes within Council and the advent of COVID-19.

Our Holdfast 2050+ is characterised by:

- A new longer term vision, that provides a clear 'north star' against which decisions can be evaluated
- A new focus from community and Council operations to community only
- A move from five discipline-based pillars to three inter-disciplinary focus areas
- The reduction in the number of objectives (from 20 to 15) and targets/measures (from 43 to 15)
- A new 2050 time horizon and the addition of aspirational 'sign posts' to guide decision making along the way

In developing Our Holdfast 2050+, Council considered what long term challenges might be predictably expected and how to best address them. These include challenges such as climate change and infill development, which could have the potential to erode the quality of life in Holdfast Bay over the medium to long term.

Our Holdfast 2050+ has an increased focus on community—the people of Holdfast Bay as well as important infrastructure and assets. This recognises the need for a long-term, ambitious vision while allowing sufficient flexibility to adapt as conditions change and as our knowledge improves. Our Holdfast 2050+ captures the spirit of these aspirations for everyone who lives, works and plays in the City of Holdfast Bay.

### The current (and possible future) environment National and global trends

Many bodies seek to understand the things that are influencing change into the foreseeable future (CSIRO, 2022; PWC, 2022; World Economic Forum, 2024). There is some consensus amongst these about the major trends that are likely to impact over time. In broad terms the VUCA conditions described earlier continue.

PWC captures this consensus with its description of five megatrends. These are:

- 1. Climate Change
- 2. Technological disruption
- 3. **Demographic Shifts**
- 4. Fracturing world
- 5. Social instability (PWC, 2022)

The following commentary seeks to understand each of these mega trends and how they may impact on the City of Holdfast Bay.

#### **CLIMATE CHANGE**

While humanity is trying to figure out ways to reduce carbon emissions, greenhouse gas levels in the atmosphere are worsening, global temperatures are rising, and extreme weather events are becoming more frequent and more severe. (PWC, 2022, p. 4)

There is growing consensus that climate change is the world's most concerning trend given its impact on many facets of life (CEDA Committee for Economic Development of Australia, 2024; Environment Protection Authority, 2023; KPMG, 2024; BBC News, 2023; CSIRO, 2022).

There are two general responses to Climate Change. Firstly, is to mitigate further harmful change by reducing greenhouse gas emissions. A major element of this is described as reaching net zero emission targets. Secondly, is to adapt to the changing weather that, despite mitigation, is already occurring and will accelerate.

In 2019 the City of Holdfast Bay became the first South Australian coastal council to recognise a Climate Emergency. Internationally, 2,349 jurisdictions in 40 countries have made a Climate Emergency Declaration and in 2022, South Australia was the first state in Australia to make this declaration. (Environment Protection Authority, 2023, p. 12).

In 2022 the Department for Environment and Water said that by 2090, Adelaide could experience 121 per cent more extreme rainfall days, 79 per cent more days of extreme heat (35°C+), 64 per cent more severe fire danger days, and 61cm of sea level rise. (City of Holdfast Bay, 2023)

Sea levels along the South Australian coast have risen by an average rate of 2 mm per year from 1966 to 2022. The rate of sea level rise is increasing and from 1993 to 2022 was between 3 mm and 5 mm per year in some locations. The rate of rise is projected to increase in the future under plausible scenarios. (Environment Protection Authority, 2023, p. 38)

The South Australian Government now has state-wide goals of:

- reducing net greenhouse gas emissions by more than 50% from 2005 levels by 2030
- achieving net zero emissions by 2050
- achieving 100% renewable energy generation by 2030.

Progress toward these targets shows that:

- Approximately 70% of South Australia's energy is now generated via renewable energy
- South Australia's carbon dioxide equivalent emissions (MtCO2-e) have reduced by 42% since 2005. (Environment Protection Authority, 2023, p. 32)



There are economic uncertainties created by extreme weather events. The Committee for Economic Development (CEDA) reminds us that energy transition and climate resilience remain policy priorities and will "have an impact on economic growth for some time". (CEDA Committee for Economic Development of Australia, 2024, p. 7)

South Australia faces unique challenges related to climate change, including extreme weather events, water scarcity, and biodiversity loss. In response local governments are increasingly implementing sustainability initiatives and the City of Holdfast Bay is at the forefront of these efforts.

The City of Holdfast Bay continues to be a leader in environmental stewardship. We have achieved 100% renewable electricity use and with our community have 70% of waste diverted from landfill.

The City of Holdfast Bay partners with the Cities of Marion, Mitcham and Onkaparinga and the South Australian Government in an award-winning partnership called Resilient South. Together we aim to increase action to adapt to the changing climate and to reduce emissions in the southern Adelaide region. Resilient South has developed a Regional Climate Action Plan that has been adopted by each of the partners in 2024. This Plan will assist in achieving carbon neutral/net zero emissions targets that the partners have endorsed.

Council's Environment Strategy continues to drive many important initiatives for our environment and community to thrive. Our continuing reduction on fossil fuel reliance will see ongoing replacement of council vehicles with electric vehicles where possible.

#### **TECHNOLOGICAL DISRUPTION**

Transformative technology changes how we function in the world and how we understand humanity. It enables huge value creation, but harmful consequences are – and will increasingly be – difficult to mitigate (PWC, 2022, p. 8).

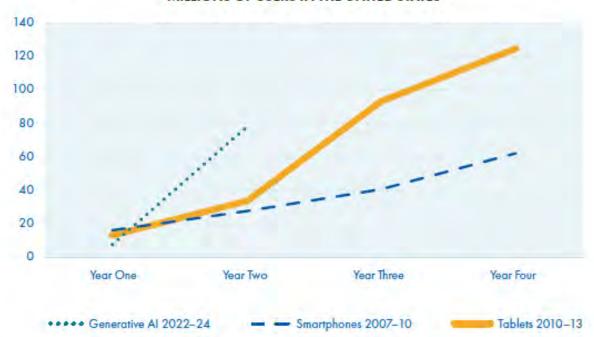
Emerging technologies are delivering significant benefits across the economy and our society. As technological change accelerates, innovations are near impossible to predict, especially in the long term. Extraordinarily rapid growth in the functionality and scale of digital tools – including expansion in the capabilities of large language models like ChatGPT make it difficult to plan for the future. (Australian Government, 2023, p. 32)

It is well documented that a range of new advancements in technology are, and will, have transformative impacts. Increasing automation through robotics, increasing e-commerce and leaps in energy storage are already causing disruption. Governments and industry are now investing in the promise of quantum computing. Quantum computers represent a completely new approach to computing. They have the potential to solve very complex statistical problems that are beyond the limits of today's computers.

While the full potential of quantum computing is yet to emerge, there is significant interest and investment in developing possible use cases for its application.

Most notably in recent years is the growth of the everyday application of Artificial Intelligence (AI). Generative AI has seen extraordinary growth in use. In the United States 77.8 million people are expected to use Chat GPT in the first two years after its release in November 2022. This is more than double the adoption rate of both tablets and smartphones. (Insider Intelligence, 2023, p. 8)

### GENERATIVE AI ADOPTION COMPARED TO SMART PHONES AND TABLETS MILLIONS OF USERS IN THE UNITED STATES



(Insider Intelligence, 2023)

Council has adopted a Generative AI Use Policy in recognition of its benefits and associated risks. It is believed that this is one of the first such policies for Local Government in South Australia and is perhaps nation leading.

There are concerns being raised that emerging technologies such as AI may create "new opportunities and challenges for cyber security". (Australian Government, 2023)

Cybercrime is a significant issue. In 2022-23, the "cost of cybercrime for Australian businesses rose by 14%. The average cost of cybercrime for small businesses is now \$46,000; \$97,200 for medium businesses; and \$71,600 for large businesses". (Australian Government, 2023, p. 20)

Australian small businesses consistently express concern over their lack of time, resources and expertise to address cyber security. Therefore, small and medium businesses can take longer to recover from a cyber incident and face higher costs compared to larger businesses. (Australian Government, 2023, p. 18) Locally businesses report that they "will continue to invest in information technology and cyber security mostly at their current levels." (Intuito Market Research, 2024, p. 12)

Council is increasingly required to adapt its business practices to safeguard against cyber related incidents. This level of vigilance is needed to protect sensitive information and ensure the day-to-day functions of Council are not disrupted. Council continues to invest significantly in information and technology to take advantage of new technologies while addressing cyber security risks.

#### **DEMOGRAPHIC SHIFTS**

The median age in all countries around the globe is increasing, but at different rates and from a different starting position. This demographic change is causing some countries' social systems to break down and a lack of workers in critical areas, whereas other countries face skyrocketing unemployment and under-employment, weakening economies from emigrating citizens, and strain on social safety nets. (PWC, 2022, p. 12)

The proportion of the Australian population that is aged 65 years or over is expected to increase from 16% in 2019-20 to 23% by 2060-61. Consequentially, the ratio of working-age people to non-working-age people is predicted to decline over the next 40 years, decreasing from 4.0 to 2.7 over this period. (CSIRO, 2022, p. 21).



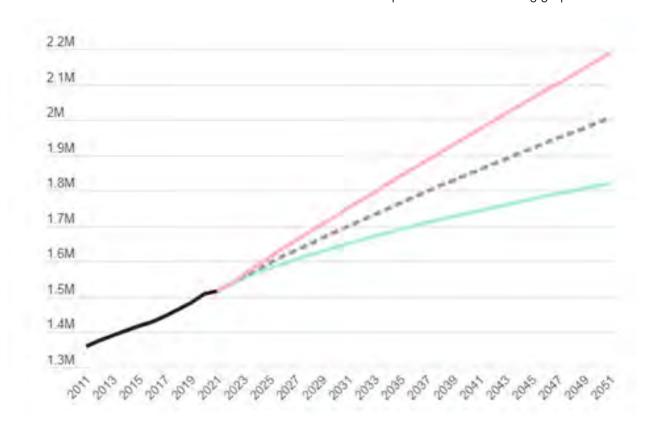
For metropolitan Adelaide, population growth is largely driven by housing supply and employment opportunities. The Department for Housing and Urban Development have made population projections for metropolitan Adelaide based on current Estimated Resident Population (ERP) and factoring in low, medium and high growth scenarios.

In 2021 the population of metropolitan Adelaide was 1.52 million and accounted for 84% of the total population of South Australia. By 2051 this share is projected to increase to around 86%.

 For the medium projection, the population increases by 489,900 to 2.01 million by 2051. The annual growth rate peaks in 2021-31 at 1.22% and then declines to around 0.8% in 2041-51

- For the high projection, the population increases by 672,400 to 2.19 million by 2051. The annual growth rate peaks in 2021-31 at 1.55% and then declines to around 1.1% in 2041-51
- For the low projection, the population increases by 304,500 to 1.82 million by 2051. The annual growth rate peaks in 2021-2031 at 0.89% before decreasing to 0.44% in 2041-51. (PlanSA, 2024)

This is represented in the following graph.



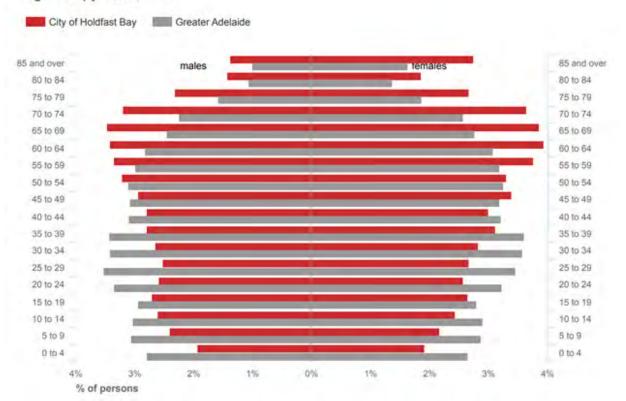
The City of Holdfast Bay may not have 'high' growth but there are opportunities for further infill development. Council's recent response to the Greater Adelaide Regional Plan highlights the challenge of increasing population while protecting existing urban character.

The City of Holdfast Bay has an older population when compared to the rest of Adelaide. In 2021 the median age in Holdfast Bay was 48 years compared to 46 years in 2016. In 2021, the largest age group in the City of Holdfast Bay was 60 to 64 year olds. The group that changed the most since 2016 was 70 to 74 year olds, increasing by 804 people.

The age - sex profile is shown in the graphic below when Holdfast Bay is compared to the Greater Adelaide region (idcommunity, 2024).

It is expected that the City of Holdfast Bay will continue to have a relatively older population. This means 'ageing in place' is an important consideration.





Holdfast Bay also has a significant 'turnover' of population. The total number of people usually resident in Holdfast Bay five years before Census Night 2021 was 23,179, or 64.15% of the total resident population. This means that some 35% of the resident population in Holdfast Bay in 2021 were living in another area in 2016.

#### FRACTURING WORLD

The world is fracturing and becoming multinodal as more nation states are competing for influence, with the rest of the world aligning around them and some states acting as destabilisers. Countries are increasingly turning their focus inwards, prioritising their national resilience and further localisation. (PWC, 2022, p. 16)

While this may seem distant from Holdfast Bay, recent developments such as the emergence of the AUKUS agreement and growing conflicts in the Middle East are impacting on daily life. This sets the scene for localised concerns and is the backdrop to ASIO raising the terror threat level to 'probable' in Australia. ASIO has cited the conflict in Gaza as having significantly driven an increase in the threat of a terror incident in Australia.

Global conditions also impact on national economies and the capacity for influence and/or response to these conditions. Australia's economy will encounter significant challenges over the coming decades "including population ageing, expanded use of digital and data technology, climate change and the net zero transformation, rising demand for care and support services, and increased geopolitical risk and fragmentation." (Australian Government, 2023, p. vii)

Major impacts are sometimes not as foreseeable as these. The cost of living is having an impact in the global and local conditions and may have a fracturing effect. The cost of living for many households and organisations is at a worrying level.

Since the COVID -19 pandemic declaration was ceased, inflation "has resulted in significant economic and social disruption in Australia." (Fels, 2024, p. 18). The leading role in this inflation are largely caused by supply issues. These include a breakdown in supply chains, shortages of many essential commodities, chaos in logistics and transportation networks and then a global energy price shock. Put together, these multiple crises "imposed a sharp and lasting blow to productive capacity in many parts of the economy." (Fels, 2024, p. 18)

The real disposable per capita incomes of South Australian households fell by about 7 per cent in 2022/23. This is the largest deterioration in purchasing power ever recorded by the State Accounts. (South Australian Centre for Economic Studies, 2023, p. vi) Against this there is an expectation that wages growth will accelerate during this financial year. (South Australian Centre for Economic Studies, 2023, p. vi) This will be coupled with the Stage Three tax cuts which came in on 1 July 2024. Together these measures should have the effect of improving household budgets.

Alongside this, South Australia's broader economy is performing very strongly. According to Commsec for the first time ever South Australia achieved top spot in the State of the States' economic performance rankings in three consecutive surveys (CommSec, 2024, p. 3).

### **SOCIAL INSTABILITY**

Massive pressure – resulting from social and economic polarisation, disruption, demographic change, and eroding trust – leads to greater social unrest (PWC, 2022, p. 20).

Social instability is largely a consequence of many of the megatrends already described.

In response, Governments at all levels are seeking to reinforce social cohesion and its effect on wellbeing. For the first time the Australian Government has developed a framework for 'wellbeing'. This framework is designed to help measure "progress towards a more healthy, secure, sustainable, cohesive and prosperous Australia". (Australian Government, 2023)

There is concern that the benefits of a successful society will not be evenly spread. If not, "high

inequality and entrenched disadvantage" will "affect social cohesion and may hinder economic growth." (Australian Government, 2023, p. 14)

The "social, economic and political environment places strain on Australia's social cohesion". Cost-of- living pressures, weaker trust in government and other people, greater pessimism and a weaker sense of social inclusion and justice are all factors. While "growing doubts about economic fairness in Australia are strongly associated with a declining sense of national pride and belonging and growing distrust in government." (O'Donnell, 2023, p. 6)

This is reflected in other research describing "a collision of trust, innovation, and politics." The 2024 Edelman Trust Barometer describes that rapid change creates "a new paradox at the heart of society. Rapid innovation offers the promise of a new era of prosperity, but instead risks exacerbating trust issues, leading to further societal instability and political polarization." (Edelman, 2024)

In contrast to this, state or territory governments and local councils are "more likely to be viewed as reflecting community needs and interests than federal government." (Williams & Hammerle, 2024, p. 12)

This can assist in building "the strong connections we have in our neighbourhoods and communities and the way we increasingly embrace our differences and diversity" that will "strengthen our social cohesion." (Williams & Hammerle, 2024, p. 7)

Consistently people say that wellbeing should "guide government decisions, above other considerations." The main purpose of government is described as "ensuring all people are treated fairly and equally, including the most vulnerable." (Williams & Hammerle, 2024, p. 6)

In our Strategic Plan Our Holdfast 2050+, Council's Wellbeing focus area aims to promote good health and economic success in an environment and a community that supports wellbeing. Council has many programs and activities that seek to draw people together and improve social interactions and cohesiveness.

# Progress on our Holdfast 2050+

The focus of Our Holdfast 2050+ is on the city as a whole and the communities that work, live and play within it. The vision for Our Holdfast 2050+ is:

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

This is supported by three focus areas:



Wellbeing

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



Sustainability

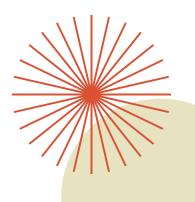
A city, economy and community that is resilient and sustainable.



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

Each Annual Report includes detail of progress against Council's Strategic Management Plan, Our Holdfast 2050+. 2022-23 was the first full year of Our Holdfast 2050+. Progress from the 2022-23 and 2023-24 Annual Reports follows.













### Highlights for 2022-23:

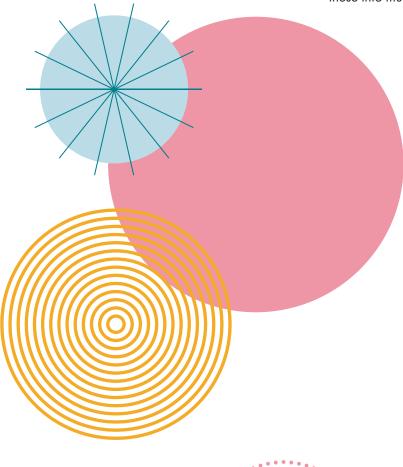
Nearly 60,000 hours contributed by City of Holdfast Bay volunteers (equivalent to \$2.76 million).

7,459 one-way community transport trips to support older residents to remain in their own homes.

### Highlights for 2023-24:

Glenelg Oval masterplan works were completed after five years. This was a \$7.2million project which attracted funding from South Australian Cricket Association (SACA), the Australian Football League (AFL), Department of Education, the Local Government Infrastructure Partnership Program (LGIPP) through the SA Government and the Local Roads and Community Infrastructure Program (LRCI) through the Federal Government.

Council has taken on responsibility for managing the Holdfast Bay and Glenelg North Community Centres. These will provide increased opportunities to increase their usage and develop these into multi-purpose community hubs.



Objectives 2020-2030	Measures	Baseline / Notes
Apply the principles of universal design and social inclusion to all Council activities	All project plans and policies address universal design and social inclusion	This matches the intent of the Disability Action and Inclusion Plan 2020-2024, which is reported to Council annually
Assist the city's mainstreet precincts in becoming dementia-friendly	The number of businesses recognised as dementia-friendly increases year on year	A joint Council-Alwyndor program is being developed
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	The number of participants in formal engagements increases year on year	In 2022-23, 686 people provided submissions in formal community engagements (compared to 970 in 2021-22). A further 3,312 people viewed material for a total of 3,998 total people involved in community engagement
appropriate		In 2023–24, we received 2,131 submissions in formal community engagements (compared to 686 in 2022–23). 6560 people downloaded material from the engagements to view. A total of 25,548 people were involved in community engagement, compared to 3,998 in the previous year
Support businesses to operate in mixed use neighbourhoods to improve local access to goods and services and reduce supply transport distances	The proportion of mixed-use developments increase	Eleven (11) new businesses have been approved to operate in mixed use neighbourhoods in 2022-23, compared to seventeen (17) for 2021-22 and nine (9) for the 2020-21 year  Fourteen new businesses have been approved to operate in mixed use neighbourhoods in 2023-24.
Establish community hubs that integrate community support, recreational, and commercial services in multi-purposes spaces that include frequently excluded demographics such as children and young people, people with disabilities, Aboriginal and Torres Strait Island people and people from culturally and linguistically diverse backgrounds	Utilisation of council owned buildings increases	A baseline for this measure will be gathered in 2023-24 year.  The designs for the redevelopment of Glenelg Oval stages 3 and 4 created a multi-purpose community hub for recreation and organised sports to be used by all ages and abilities.  Supporting infrastructure such as BBQ shelters, public toilets and DDA compliant pathways ensure it is a fully inclusive public space.  Council has taken on responsibility for managing two Community Centres. As council-managed facilities, there are greater opportunities to increase their usage and develop these into multi-purpose hubs.



### Highlights for 2022-23:

- 70 per cent of waste diverted from landfill
- 100 per cent renewable electricity used by Council

### Highlights for 2023-24:

- The Kingston Park Kiosk was completed after two years of planning and construction. This \$1.4 million project was opened in March 2024 with the NEST Kiosk already proving extremely popular with locals and visitors.
- Council entered into an agreement for the Resilient South Regional Climate Action Plan. This was officially launched by Minister Susan Close, Minister for Climate, Environment and Water, and Mayors Amanda Wilson, Moira Were AM, Kris Hanna and Heather Holmes-Ross in March 2024
- The Pine Gully Master Plan works were completed in 2023-24. The Institute of Public Works Engineering Australasia (IPWEA) recognised the Pine Gully project which won their Excellence in Water Award at the South Australia Excellence Awards.

Objectives 2020-2030	Measures	Baseline / Notes
Become a carbon-neutral council by 2030.	Emissions from council operations decrease each year or are offset.	A Carbon Neutral Plan was adopted on 23 August 2022, which includes a plan for council operations to be carbon neutral for Scope 1 (direct) and 2 (indirect from energy use) emissions by 2030.  Council started purchasing 100% renewable electricity from 1 January 2023. This eliminates our scope 2 emissions.  Council developed a Fleet Transition Plan in 2022-23, to understand more about transitioning our fleet to electric vehicles. Work is underway for this transition to take place, with charging stations being funded.

Objectives 2020-2030	Measures	Baseline / Notes
Prioritise sustainable and active transport (such as walking and cycling) across the city, including by reclaiming streets for play and nature and improving walkability to support healthy ageing.	Number of kilometres of street prioritised for active transport increases, measured every five years.	Work is continuing on the development of a Movement and Transport Plan which was the subject of community consultation in April 2024. This Plan will provide guidance for appropriate streets to target for active transport.
Support the creation of safer places by improving the public realm and collaborating with transport providers to increase transport options.	Programs supporting community safety are developed and implemented.	Between 2022 and 2024, Council was active in lobbying for increased police presence in the city, particularly in Glenelg. Council staff are in very regular contact with SAPOL to resolve issues.  Council's night patrols cover up to 150 km per night keep a watch over our city and being available over night to respond to complaints.
Support mixed use neighbourhood development while honouring heritage values to encourage walking and cycling and support healthy ageing.	Walkability score increases in all Holdfast Bay suburbs, measured using a 'citizen science' approach every three years.	A citizen science program is being developed based on the Healthy Urban Neighbourhood Transition Tool.
Encourage more community gardening, including biodiversity sensitive urban design, in public spaces, applying the long-held knowledge of Kaurna people as well as innovation.	Number of community gardening spaces increases each year	There are two formal Community Gardens in the City; North Brighton and Glenelg North. Many 'informal' garden spaces such as verges are being taken up as community garden spaces. A baseline for this measure will be established in 2024-25.  Council's Adopt a Tree program continued.



### Highlights for 2022-23:

- 65,196 visitors to the Bay Discovery Centre a 35% increase on pre-COVID levels.
- Over half a million items borrowed from our libraries including 83,509 digital content.

### Highlights for 2023-24:

- The development and rollout of council's Request
  Management System (RMS). The RMS is a centralised
  system to manage all community and internal requests.
  The design of RMS reduces reliance on emails and
  improves service delivery through better tracking and
  data-driven decision-making.
- The Brighton and Glenelg Libraries had 187,423
  visits which is 5% up on the previous year. This means
  that 12,387 members average fifteen visits per year.
  Continuing a trend of increasing interest in digital
  mediums, there were 428,349 items borrowed,
  including physical items 326,494 items and 101,855
  digital items.
- There were 18,571 children and families took part in early literacy programs exploring new words with Wriggle and Rhyme and Words Grow Minds, discovering science in STEM sessions, fun holiday programs, Play and Stay Saturdays and testing your skill at the gaming zone.

Objectives 2020-2030	Measures	Baseline / Notes
Facilitate growth in the number of home-based businesses where practical to reduce transit distances	The number of home-based businesses increases as reported via Census data.	According to Remplan data:  In line with ABS data nationally, businesses have increased by 7% in 2022-2023 eclipsing what occurred in 2020 and 2021.  The latest business count data from the ABS estimates that on 30 June 2023 there were 3,592 businesses in Holdfast Bay. This is an increase of 87 or 2.3% since 2021.  Data for home businesses is not readily available but it likely to reflect a similar upward trend.

In 2022–23 one council facility had been identified as having capacity to provide maker spaces for commercial activity. Opportunities for other council facilities for such use are always being investigated.  The library services at Brighton and Glenelg saw 21.840 participants in programs which is a 19% increase on 2022-23. Library visits increased by 5% to 187,423 in 2023-24.  Maker and tech hub programs have increased at Glenelg and Brighton Library with the addition of photo scanning hub, Cricut cutting machine, 3D printer, craft group and Shut Up and Write sessions.
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increased at Glenelg and Brighton Library with the addition of photo scanning hub, Cricut cutting machine, 3D printer, craft group and Shut Up and Write sessions.
The Holdfast Bay Community Centre management is exploring the integration of maker spaces to support innovation and community engagement.
In December 2023 Council considered a detailed report and decided not to proceed with developing a Council-run business hub/co-working facility at this time, due to existing commercial centres being in operation.
Program to be developed in collaboration with schools.
A joint program with Council, Alwyndor and other partners to be developed.
In line with ABS data nationally, businesses have increased by 7% eclipsing what occurred in 2020 and 2021.
Professional, Scientific and Technical Services are included in the top six industry sectors that account for 69.9% of total businesses within Holdfast Bay and attributing to 9.2% of the workforce.
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# Strategic Planning alignment internal audit

As part of the Internal Audit Program for 2023-24, a review of City of Holdfast Bay's strategic planning landscape was conducted.

The objective of this audit was to:

- evaluate the Council's strategic planning landscape to establish whether the systems and processes being developed align to better practice and are likely to support achievement of intended outcomes in the Plan, and
- review the effectiveness of the alignment of the supporting strategic planning and reporting framework to assist achieving of the Plan.

The audit noted this good practice:

- The Our Holdfast 2050+ plan is a visionary document that intends to provide a forward-focus for the Council beyond the mandatory four-year period
- Council have requested this review before the new Strategic Planning Framework has been completed. This represents a positive approach to internal audit, and to obtaining independent insight into the framework
- A Prioritisation Framework has been developed to support decision-making about projects and programs to be pursued going forward. This represents innovative thinking and includes criteria used to prioritise potential initiatives, strengthening transparency in decision-making and reducing the likelihood of lesser-value projects being prioritised over others
- Work is underway to develop the new Corporate Plan. The intent of this is to translate the longer term aims of the Our Holdfast

- Strategic Plan into medium-term actions, and to strengthen medium-term planning in general
- Strategy and Governance have developed additional documents to support implementation of the Strategic Plan, including the Service Review Manual and Project Management Framework. These represent significant work and aim to support Council's ability to achieve objectives. The Project Management Framework aligns to better practice and the 'Initiate' phase requires a project to have been assessed for priority (per the Prioritisation Framework). As they are recent documents, users may not yet be aware of how they work.

It is noted that since the audit fieldwork was completed in January 2024, some improvements identified above have already been undertaken.

The recommendations arising from this audit included:

- clarifying governance arrangements around Strategic Plan, ownership of objectives and reporting
- timing of update of supporting strategic plans and alignment with the Strategic Plan
- continuing work in relation to key performance indicators/measures of success
- clearly demonstrating compliance with more administrative/minor elements of section 122 of the Local Government Act. In particular the Strategic Management Plan should address the strategic planning issues within the area of Council, with reference to any relevant state planning policy or regional plan under the Planning, Development and Infrastructure Act 2016, and set out Council's priorities for the implementation of planning policies.

## **Internal Review**

The internal review included three workshops with key staff and a 'deep dive' discussion with the Senior Leadership Team (SLT). There has also been one to one follow up from these sessions.

Some of the outcomes of the internal review include the need for:

- a simple explanation of how Our Holdfast 2050+ fits within the overall planning framework and descriptions of the various elements of this
- a diagram showing how the three focus areas interrelate
- inclusion of some areas of council strategy that are not well represented.

In line with the Council workshop in March, the internal review found that the vision and general framework of Our Holdfast 2050+ should be retained. The internal review proposed several other changes including:

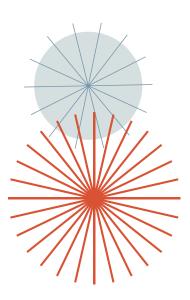
- a simple explanation of how Our Holdfast 2050+ fits within the overall planning framework be included
- descriptors of the various elements of Our Holdfast 2050+ be included
- a diagram showing how the three focus areas interrelate be included
- waste, health and development be included in the 2020–2030 Objectives and Measures
- the roles of council for each 2020-30
   Objective and Measure be identified. As described earlier, these roles are described

- as leading, building, managing, advocating, educating, providing services, regulating, collaborating and coordinating
- the 'owner' for each 2020 30 Objective be identified for internal governance (although not included in the public version of the Plan, but will form part of the upcoming Corporate Plan).

The major focus of the internal review has been to consider the 2020-30 Objectives and Measures. From the internal review it was acknowledged that some of the objectives are too specific while others are quite broad and could be adjusted to provide clearer direction. Proposed changes are described in attachment one in this report.

It is acknowledged the development of a Corporate (Four Year Delivery) Plan is required, especially to enable administration to operationalise the Strategic Plan. This is expected to be completed in 2024-25.

It is also proposed that a more formal arrangement for the monitoring and reporting on progress of Our Holdfast 2050+ be instituted. The form of this is yet to be determined and will be the subject of further investigation.



## **Community Engagement**

Pursuant to section 122(6), of the Act, "A council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the....review of its strategic management plans".

There were two main elements of community engagement. The first was a workshop with students from Glenelg Primary School. The second element was an advertised broad engagement which included a page on Your Holdfast and a further invitation for submissions via email, mail or discussion with relevant council staff.

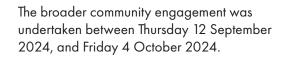
The workshop with Year 6 students from Glenelg Primary School was insightful. They were asked:

- What are you most worried about?
- What kind of world do you want?

Through the Your Holdfast site there were 117 visitors who visited 144 times. Via this site there were 14 downloads of Our Holdfast 2050+. There were eight active contributors via Your Holdfast and one

additional email submission was also received.

Traffic to the Your Holdfast site came from these sources.

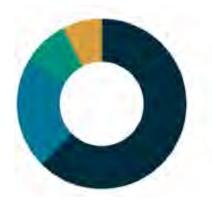


The consultation asked the following:

- Tell us what you think of council's longterm vision for our City i.e., Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city.
- From the current Objectives and Aspirations, what should Council prioritise for the next 10 years in each focus area?
- Do you have any comments about hopes, concerns or challenges in your neighbourhood for the next 10 years?

Advertiser and promoted through Council's social media channels. There was a direct invitation to participate made to 3,982 people who have signed up to council's database. There was also information provided at the Glenelg and Brighton Libraries and at the Brighton Civic Centre.

This consultation was advertised in the Adelaide



Direct: 75 - 62.50%

Websites: 25 - 20.83%

Social Media: 11 - 9.17%

Search Engine: 9 - 7.50%

Campaigns: 0 - 0.00%

## Reflections on Community Enggement

The workshop at Glenelg Primary School produced some interesting thoughts which are summarised below.

What are you most worried about?

- Al
- Inflation
- Deforestation
- War
- Pollution
- Starvation and food supply
- Extinction of animals
- Extinction of humans
- Climate change
- Global warming
- Extraction of resources
- Drought

What kind of world do you want?

- Resourceful
- Everyone has equal voice
- Respectful-fair
- Harmony and peace
- Everyone has enough to live
- Kind and peaceful
- No inflation/shrinkflation
- Sustainable world
- Ecofriendly- wildlife friendly- more trees- more plants and trees
- No wars
- Human and environmentally friendly world
- Healthy and fit

The students were also asked to draw 'what the city would be like if I was in charge'. Again, the results of this are insightful and two examples are shown here.





## **Reflections on Community Enggement**

The Glenelg Primary School information shows that young people are aware of global and local conditions impacting on society today. They also showed how this perspective translates into hopes for their local community which covered issues of inclusion, safety, health and accessibility.

This broader community engagement produced a limited response with twelve submissions from nine individuals via Your Holdfast and email. There was also one written submission from the Conservation Council SA. The feedback was quite polarised.

There were three people whose submissions raised very similar issues in the same language. These indicated core positions which included:

- Challenges to the 'ideological position' of Council in areas such as:
  - Aboriginal and Torres Strait Islander issues and the Welcome to Country
  - Responses to Climate Change
  - Opposition to reduction of car usage and increased focus on active transport (walking and cycling).

- Challenges to council current policy and financial management, preferring a small government 'roads, rubbish and libraries' response and citing concerns such as:
  - The Transforming Jetty Road Glenelg project
  - Support and loans for sporting clubs
  - Council's level of debt and financial management
  - Council's role in events.

Alternatively, six submissions endorsed the strategic vision, objective and measures, in particular on issues such as:

- community hubs and pursuing wellbeing;
- sustainability measures.

Others sought Council to increase their focus on:

- active and safe transport infrastructure;
- heritage protection;
- community infrastructure that is fit for purpose;
- investment in libraries; and
- higher targets for tree canopy coverage and greening.

The community feedback has helped to shape the revised 2020-30 Objectives and Measures by:

- having clearer objectives written with a community lens
- inclusion of objectives in waste, heritage, development, libraries, community centres and biodiversity.

Given that Our Holdfast 2050+ has only been in operation for just over two years, Council has opted to conduct a desktop review of this plan. The following recommendations highlight areas that require action possible revision or refinement.

### ADDRESSING THE MEGATRENDS

Our Holdfast 2050+ addresses the megatrends described earlier. Its focus areas are broad enough to allow for changes that will inevitably occur but still retain a sense of direction.

The Wellbeing focus area has an emphasis on supporting people of diverse backgrounds and seeking to facilitate community connection. This can assist in addressing social instability and demographic shifts. This is important given Holdfast Bay has an older population and a significant turnover of resident population.

The Sustainability focus area clearly addresses the climate change megatrend. There are clear objectives and measures aligned to reducing environmental impacts and mitigating climate change risks. This focus area is also cognisant of the fracturing world megatrend as it has a global focus and will align Council with significant worldwide efforts.

The Innovation focus seeks to directly address the sort of issues identified in the technological disruption megatrend. It has a focus on ensuring cutting edge technologies support economic diversity and provide opportunities for everyone. The impact of technological disruption will also be felt across all three focus areas.

## FINDINGS AND RECOMMENDED CHANGES TO OUR HOLDFAST 2050+

The Review has confirmed that the vision and broad framework of Our Holdfast 2050+ should be retained.

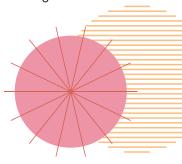
The recommended changes relate to:

- Clarifying how the Strategic Plan fits with other Council Strategies and Plans within the planning framework
- Describing the structure of the Strategic Plan so a 'new' reader can best understand how it flows
- Emphasising that the three focus areas (Wellbeing, Sustainability and Innovation) are interrelated

Revising the 2020-30 Objectives and Measures, including:

- Including more areas of Council work that are important for achieving strategic goals
- Describing Council's role for each Objective
- Assigning owners for each objective, for internal governance (which will be included in the upcoming corporate four year delivery plan).

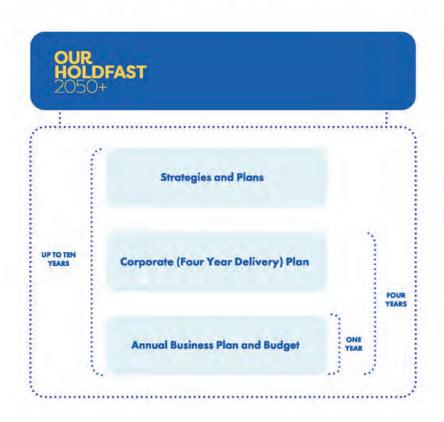
These are each described in the following sections.



## THE PLANNING FRAMEWORK

As described earlier the Strategic Plan is the primary planning document and provides direction for all the activities of council. It is recommended that the next version of Our Holdfast 2050+ includes a simple description of Council's Strategic Planning framework along the lines of this diagram:

## City of Holdfast Bay planning framework



## THE STRUCTURE OF THE STRATEGIC PLAN

It is recommended that a diagram like this, be included in a revised Our Holdfast 2050+ to enable it to be better understood, especially for a new reader.

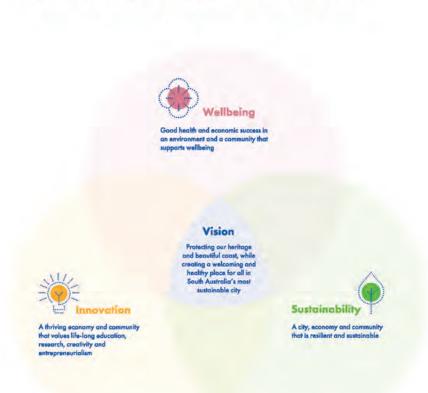
## Elements of the City of Holdfast Bay Strategic Plan



## INTERREALTED FOCUS AREAS

It is recommended that a diagram is included to show how the three focus areas interrelate.

## Council's Strategic Plan Vision and Focus Areas



## REVISED 2020-30 OBJECTIVES AND MEASURES

It is recommended that the proposed 2020-30 Objectives and Measures that appear in attachment one, form the basis of the most significant changes. These changes:

- Includes significant areas of Council's work that contributes to the vision expressed in Our Holdfast 2050+ (these are highlighted in red in the attachment)
- Clarifies some areas to better align with Council's capacity to deliver
- Broadens some objectives beyond specific programs
- Updates measures that are more refined and easier to collect
- Clarifies Council's primary role in achieving each objective.

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## Attachment One – Comparison of current and Proposed Our Holdfast 2050+ 2020-2030 Objectives and Measures



### WELLBEING

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

This focus area in part will seek to extend opportunities for those who have barriers to active participation in their community. For example, young people, people with disabilities, cultural and linguistically diverse groups and Aboriginal and Torres Strait Islanders)

CURRENT OBJECTIVES 2020-2030	CURRENT MEASURES	Proposed 2020 -30 Objectives	Proposed Measures
Apply the principles of universal design and social inclusion to all Council activities.	All project plans and policies address universal design and social inclusion.	Design, build and manage public places that actively facilitate positive interaction and provide access to all people.	All project plans and policies address universal design and social inclusion.
Assist the city's mainstreet precincts in becoming dementia friendly.	The number of businesses recognised as dementia friendly increased year on year.	Support 'ageing in place' through direct service provision and partnerships with community organisations and businesses.	<ul> <li>Successful delivery         of programs and         collaborations with         external organisations</li> <li>Increase in number of         older people supported         to stay in their homes</li> </ul>
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.	The number of participants in formal engagements increases year on year.	Promote active citizenship where all people are encouraged to be heard and contribute to decision making in their community, especially those who are normally excluded.	The range of people of different ages and backgrounds having their voices heard in council and community organisation decision making increases year on year.
Support businesses to operate in mixed use neighbourhoods to improve local access to goods and services and reduce supply transport distances.	The proportion of mixed -use developments increases.	Advocate for small businesses to be able to operate in mixed use neighbourhoods to increase local employment opportunities, improve local access to goods and services, and reduce transport distances.	The number of small businesses that operate in mixed use areas increases.  All residents live within a 10-15 minute walk to shops and services.

## WELLBEING

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

This focus area in part will seek to extend opportunities for those who have barriers to active participation in their community. For example, young people, people with disabilities, cultural and linguistically diverse groups and Aboriginal and Torres Strait Islanders)

CURRENT OBJECTIVES 2020-2030	CURRENT MEASURES	Proposed 2020 -30 Objectives	Proposed Measures
Establish community hubs that integrate community support, recreational, and commercial services in multi-purposes spaces that include frequently excluded demographics such as children and young people, people	Utilisation of council owned buildings increases	Increase the range of people that take part in lifelong learning and benefit from Council run community hubs (Libraries and Community Centres) by targeting to those who normally don't or can't access them.	The range of people of different ages, abilities and backgrounds who access Council facilities, programs and services increases.
with disabilities, Aboriginal and Torres Strait Island people and people from culturally and linguistically diverse backgrounds.		Enhance the capacity and capability for community run, openly accessible hubs (such as sport, recreation and community facilities) to promote healthy lifestyles, positive community connection and a sense of belonging for people of all backgrounds and abilities.	The number and range of people from different backgrounds and abilities who access community run facilities increases.
		Partner with State Government and community organisations to conduct programs that improve the general health of the community and reduces preventable ill health.	1. Increases of reported wellbeing and reductions in ill health as per State health data  2. Number of Council directed improvements made in private enterprises for better public health outcomes.
moved from 2030s aspiration		Local arts and culture are celebrated and supported, while barriers to participation (such as costs, infrastructure, access to audiences, etc) are lowered, to encourage typically excluded people to participate.	The range and number Council and community run arts and cultural activities and events that are assessed as being fully accessible increases year on year.

## Sustainability

SUSTAINABILITY A city, economy and community that is resilient and sustainable			
CURRENT OBJECTIVES 2020-2030	CURRENT MEASURES	Proposed 2020 -30 Objectives	Proposed Measures
Become a Carbon Neutral Council by 2030	Emissions from council operations decrease each year or are offset.	Become a carbon neutral organisation by 2030	Council direct emissions are reduced, offset or eliminated every year and emissions of suppliers are influenced to be reduced.
Prioritise sustainable and active transport (such as walking and cycling) across the city, including by reclaiming streets for play and nature and	Number of kilometres of street prioritised for active transport increases - measured every 5 years.	Increase walking and cycling across the city through better infrastructure (paths, lock up areas etc) and incentives.	Establish a baseline of cycling use and walking to create a target.
improving walkability to support healthy ageing.		Increase shady pathways and nature by reclaiming parts of road reserves through better design	<ul> <li>Increase the percentage of tree canopy coverage of council roads</li> <li>The number of street trees planted per year</li> </ul>
Support the creation of safer places by improving the public realm and collaborating with transport providers to increase transport options.	Programs supporting community safety are developed and implemented.	Reduce traffic by improving safe access to public and community transport.	<ul> <li>The number of car trips decreases</li> <li>The use of public and community transport increases</li> </ul>
Support mixed use neighbourhood development while honouring heritage values to encourage walking and cycling and support healthy ageing.	Walkability score increases in all Holdfast Bay suburbs, measured using a 'citizen science' approach every 3 years.	Support walkability to parks, beaches and services by provision of good open spaces and enabling service providers and small businesses to operate in mixed use neighbourhood development.	<ul> <li>All residents live within a 15 minute walk to services and parks and/or beach</li> <li>Improvement in the city's Walkscore walkability rating</li> </ul>
		Support built heritage protection and enhancement while promoting quality infill development	<ul> <li>Number of new properties listed on various heritage registers</li> <li>Number of heritage property owners who are directly assisted by Council</li> </ul>

SUSTAINABILITY A city, economy and community that is resilient and sustainable			
CURRENT OBJECTIVES 2020-2030	CURRENT MEASURES	Proposed 2020 -30 Objectives	Proposed Measures
Encourage more community gardening including biodiversity sensitive urban design in public spaces, applying the long held knowledge of Kaurna people as well as innovation.	Number of community gardening spaces increases year on year.	Increase levels of biodiversity through water sensitive urban design in public spaces and encouraging use of Kaurna knowledge.	<ul> <li>Increase the average biodiversity score from 12.8 in 2018 to 14 in 2025</li> <li>Areas of Biodiversity and Water Sensitive Urban Design increase each year</li> </ul>
		Decrease the level of household and business waste that goes to landfill.	<ul> <li>Increase the use of FOGO for residents</li> <li>Residential waste diverted from landfill increases to 70% by 2025</li> <li>Increase in the number of circular economy businesses</li> </ul>
		Create vibrant precincts that contribute to economic success and social vitality and provide unique experiences for locals and visitors alike.	<ul> <li>Business confidence increases in these precincts</li> <li>Positive community perception of precincts increases</li> </ul>
		Maximise use of open space (including coastal areas) for all, while protecting environmental habitats and ensuring landscapes are adaptive to climate change.	<ul> <li>Number of people from different background who use open space increases</li> <li>Measures for environmental protections and climate change adaptation to be developed</li> </ul>

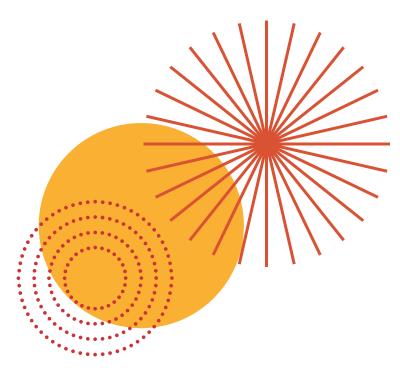


## **INNOVATION** A thriving economy and community that values life-long

education, research, creativitiy and entrepreneurialism			
CURRENT OBJECTIVES 2020-2030	CURRENT MEASURES	Proposed 2020 -30 Objectives	Proposed Measures
Facilitate growth in the number of home-based businesses where practical to reduce transit distances.	The number of home based businesses increases as reported via Census data.	Create an environment (raise the profile of the city and precincts) that is attractive for start up, entrepreneurial and home-based businesses.	The number of startup and home-based businesses increases.
Maximise the value of public buildings including libraries to support innovation by creating co-working spaces and technology/prototyping/maker spaces and hubs.	Utilisation of council buildings increases.	Improve the community's digital access and literacy through facilities and programs in Council's libraries and community centres.	Number of people who take part in digital programs increases year on year.
Partner to establish an innovator/ entrepreneur in residence program that includes local schools.	Program participation rates trend upwards.	Partner with schools to build innovator/ entrepreneur programs for young people.	Program participation rates trend upwards.
Partner to develop a centre of excellence in hospice care and dying well.	Amount of support attracted is sufficient to establish a centre.	Develop exemplar approaches to residential and community approaches to end of life and dying well.	The number of partnerships developed in pursuing exemplar approaches.
Partner to facilitate the provision of technological infrastructure to support creative and emerging industries, including mobility as a service, start ups and other entrepreneurial activities.	Number of start-ups, creative and technology-related businesses in the city increases.	Partner to facilitate the provision of technological infrastructure to support creative, innovative and entrepreneurial activity.	Number of creative and technology-related businesses in the city increases.

## **INNOVATION** A thriving economy and community that values life-long education, research, creativity and entrepreneurialism

edocation, research, creativity and entrepreneonalism			
CURRENT OBJECTIVES 2020-2030	CURRENT MEASURES	Proposed 2020 -30 Objectives	Proposed Measures
		Collaborate with others to assist local businesses to access resources, develop knowledge and improve capability in emerging digital and online technologies	The number of local businesses that are supported in accessing avenues for emerging technologies
		Stimulate creative, arts and cultural talent, skills and opportunities in distinctive places and precincts for community connection, jobs, business and tourism	<ul> <li>The number of local arts/creative businesses and jobs increases (Heritage, Creative and Performing Arts category)</li> <li>Increase the number of people and organisations taking part in Council arts and culture programs</li> </ul>
		Enhance online and digital methods for customer experience when utilising Council services	Customer satisfaction with Council interactions improves







## Attachment 2





# OUR HOLDFAST 2050+

STRATEGIC PLAN



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The many roles of Council **22** 

## Marni niina pudni Kaurna yarta-ana

**WELCOME TO KAURNA COUNTRY** 

Kaurna Nation have a unique and lasting cultural relationship to land and water and a responsibility to care for the spiritual and environmental wellbeing of our country. We acknowledge and pay respect to the spirit ancestors who created the land and embrace our customs, dreamtime and language.

For thousands of years, the coastal plains of Pathawilyangga (Glenelg), Wituwartingga (Brighton), Tulukutangga (Kingston Park) and Witawartingga (Seacliff Park) provided a hospitable environment for the Kaurna people. Today, sites and ancient dreamtime stories throughout Holdfast Bay continue to hold a strong spiritual and cultural significance and connection for traditional owners.



The Tjilbruke Spring site located along the Kingston Park Coastal Reserve is of great cultural importance to the Kaurna people and to the wider Aboriginal population. The sacred spring site is part of the extensive Tjilbruke Dreaming Story and a place of reflection and mourning, which remains sacred to the Kaurna people today. In 2019, Kaurna Nation held a special Repatriation Ceremony at Kingston Park to lay to rest the remains of eleven Old People, which had been returned for reburial to country from the Natural History Museum, United Kingdom and the South Australian Museum.

It is important that Aboriginal people continue to be the custodians of country and have a voice and active role in the protection, rejuvenation and care of culturally significant sites. Over the years, Kaurna Nation and Council have forged a partnership built on trust, respect and reconciliation with a strong focus on truth-telling and our joint history. Together we embrace the opportunity to sit at the table and work to deliver goals, projects and initiatives that strengthen our shared cultural heritage.

- Kaurna Nation

"Once you start that journey with accepting each other's truths, accepting the truths of the past, then you start that journey of talking together, walking together."

Kaurna Elder Jeffrey Newchurch Kaurna Yerta Aboriginal Corporation (KYAC) Chair



What ambitions do we have for our city today, tomorrow and beyond?



This is the question we asked as we developed our strategic plan.

Engineer and futurist Jacque Fresco said, "while we cannot predict the future, we will most surely live it. Every action and decision we take—or don't—ripples into the future."

Such ripples are particularly meaningful to us as a coastal community. We need to consider the long-term challenges we face—like climate change and rising sea levels—and how these will affect our community and environment.

As responsible community leaders, we must start acting on these challenges now. It's up to us to take immediate action to protect the future of our city for our children, grandchildren and great-grandchildren.

It's not an easy task, but it is an essential one.

I believe we are fortunate to call Holdfast Bay home with its significant heritage, amazing coast, and a strong community with valuable ideas and willingness to work together to achieve great things. These strengths are reflected in the vision articulated in this strategic plan.

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

This document puts forward the key strategies to support us in achieving our vision over the next ten years. It also provides 'sign posts' to guide our decision-making into the future.



**Amanda Wilson** Mayor City of Holdfast Bay

## **A MESSAGE** FROM THE CEO

Careful planning for the future is a vital function of all councils.

Council is required by law to periodically review it's strategic and future plans.

The 2021 review was influenced by the COVID-19 pandemic which caused much disruption and uncertainty. The pandemic prompted us to re-examine our priorities and contemplate what may be possible in the future.

In developing this strategic plan, Council considered what challenges we might expect and how to best address them. These challenges include climate change and infill development, which both have the potential to erode people's quality of life in Holdfast Bay over the medium to long term.

These forces cannot be stopped, but we can choose to use them as opportunities for positive change and respond with decisive action.

This strategic plan has an increased focus on community—the people of Holdfast Bay as well as our infrastructure and assets.

We recognise the need for a long-term, ambitious vision while allowing sufficient flexibility to adapt as conditions change and as our knowledge improves.

This strategic plan captures the spirit of these aspirations for everyone who lives, works and plays in the City of Holdfast Bay.



Roberto Bria Chief Executive Officer City of Holdfast Bay

## VISION

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





## WELLBEING

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

Our residents and visitors feel safe, healthy and connected no matter their age or abilities.

This includes feeling connected to where they live, being able to offer their expertise, voice their views, and collaborate with Council and each other to implement ideas.

There are local public spaces that are welcoming and accessible, and people feel nurtured by nature.

Arts and culture create vibrancy, celebrate creativity, and encourage people to connect with country, place, and each other.

Multi-use recreation spaces are designed for use by people of all ages and abilities.

Technology is used to enable independence, improve convenience and support health and sustainability.

People's physical and mental wellbeing are important considerations in driving development.



Geraldton Wax Chamelaucium uncinatum

<b>OBJECTIVES: 2020 - 2030</b>	MEASURES
<ul> <li>Apply the principles of universal design and social inclusion to all Council activities</li> </ul>	All project plans and policies address universal design and social inclusion
<ul> <li>Assist the city's mainstreet precincts in becoming dementia-friendly¹</li> </ul>	The number of businesses recognised as dementia-friendly increases year on year
> 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	The number of participants in formal engagements increases year on year
<ul> <li>Support businesses to operate in mixed use neighbourhoods to improve local access to goods and services and reduce supply transport distances</li> </ul>	The proportion of mixed-use developments increases
> Establish community hubs that integrate community support, recreational, and commercial services in multi-purposes spaces that include frequently excluded demographics such as children and young people, people with disabilities, Aboriginal and Torres Strait Island people and people from culturally and linguistically diverse backgrounds	Utilisation of council owned buildings increases

### **ASPIRATIONS**

### 2030s

- > Our beaches and Council-controlled public areas are accessible and inclusive
- > A range of sustainable housing options is available to enable social and cultural diversity and affordability without negatively affecting the heritage values of the city
- > Local arts and culture are celebrated and supported, while barriers to participation (such as costs, infrastructure, access to audiences, etc) are lowered, to encourage typically excluded demographics to participate
- > Our play spaces are intergenerational and inclusive for all abilities

### 2040s

- > We have the highest physical activity rates in Greater Adelaide (as reported in the National Health Survey) by facilitating active transport options such as walking and cycling, and supporting sports and recreation infrastructure and programs
- > We are the leading city in Greater Adelaide for the use of assistive technologies in public areas
- > The City of Holdfast Bay is recognised as the most vibrant arts and culture hub outside of Adelaide city centre

### 2050s+

- > Holdfast Bay is internationally recognised as a leader in inclusion and participation
- > We are the healthiest city in South Australia as measured by Population Health Profiles



## **SUSTAINABILITY**

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

Sustainability means that we carefully manage our resources for the benefit of future generations while maintaining our quality of life.

We encourage socially responsible, sustainable and innovative economic development (including circular, blue and green economies) by supporting local, inclusive, Aboriginal and green businesses, and innovators.

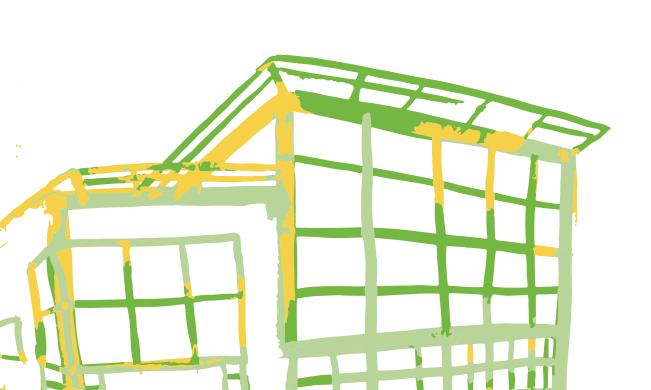
We preserve resources and minimise our individual and collective environmental footprint as we live and travel around our city.

Safe and accessible public spaces are valued.

Heritage is honoured, alongside new developments in the fields of architecture, design and sustainability.

Legacies are celebrated through philanthropic partnerships that provide opportunities for people to co-invest in the city.

Multi-faceted, green, mixed use neighbourhoods are connected to each other through a range of healthy modes of transport.





<b>OBJECTIVES: 2020 - 2030</b>	MEASURES
> Become a carbon-neutral council by 2030	Emissions from Council operations decrease each year or are offset
Prioritise sustainable and active transport (such as walking and cycling) across the city, including by reclaiming streets for play and nature and improving walkability to support healthy ageing	Number of kilometres of street prioritised for active transport increases, measured every five years
Support the creation of safer places by improving the public realm and collaborating with transport providers to increase transport options	Programs supporting community safety are developed and implemented
> Support mixed use neighbourhood development while honouring heritage values to encourage walking and cycling and support healthy ageing	Walkability score increases in all Holdfast Bay suburbs, measured using a 'citizen science' approach every three years
Encourage more community gardening, including biodiversity sensitive urban design, in public spaces, applying the long-held knowledge of Kaurna people as well as innovation	Number of community gardening spaces increases each year

### **ASPIRATIONS**

### 2030s

- > We have achieved our key environmental objectives, including becoming a carbon-neutral community and increasing our tree canopy to 16.8 per cent
- > Local businesses have adopted sustainable practices and technologies, and we have attracted more green businesses
- > Stormwater discharge has been reduced and more stormwater is re-directed for use on Council-controlled property
- > The amount of waste sent to landfill has reduced by 75 per cent on 2020 levels

### 2040s

- > Council properties feature green roofs and vertical gardens where feasible
- > The majority of businesses in the city employ a circular or cradle to cradle philosophy (including for their supply chain) to minimise waste where possible
- > 30 per cent of the city's local roads are set aside for active transport and green space

### 2050s+

- > 80 per cent of local trips are undertaken using active transport
- > We send zero waste to landfill



# INNOVATION

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

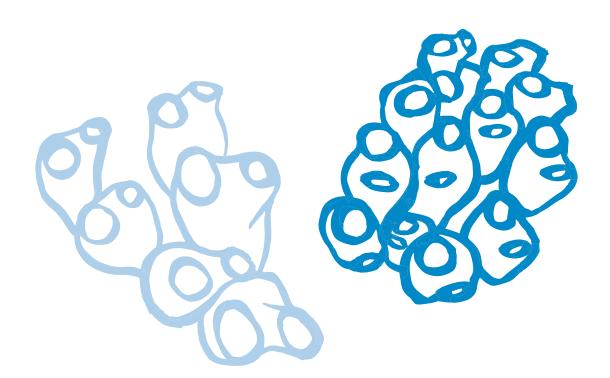
We apply creativity in all aspects of thought and action to build an economy and community that are inclusive, diverse, sustainable and resilient.

We work with our schools and tertiary education providers to extend education opportunities and encourage lifelong learning, entrepreneurialism, experimentation and 'citizen science' approaches.

We welcome entrepreneurs to use the city's assets, develop and implement creative ideas to solve our problems, enhance our city and strengthen our competitive advantage.

Cutting edge technologies support economic diversity and provide opportunities for everyone to get involved.

New forms of cooperation evolve in transport, housing, energy supply, waste management and other fields to enable resource sharing and sustainable development.



<b>OBJECTIVES: 2020 - 2030</b>	MEASURES
> Facilitate growth in the number of home-based businesses where practical to reduce transit distances	The number of home-based businesses increases as reported via Census data
Maximise the value of public buildings, including libraries, to support innovation by creating co-working spaces and technology/prototyping/maker spaces and hubs	Utilisation of Council buildings increases
<ul> <li>Partner to establish an innovator/entrepreneur in residence program that includes local schools and encourages life-long learning across the population</li> </ul>	Program participation rates trend upwards
> Partner to develop a centre of excellence in hospice care and dying well <sup>2</sup>	Amount of support attracted is sufficient to establish a centre
Partner to facilitate the provision of technology infrastructure to support creative and emerging industries, including mobility as a service, startups and other entrepreneurial activities	Number of start-ups, creative and technology-related businesses in the city increases

#### **ASPIRATIONS**

#### 2030s

- > Holdfast Bay is recognised as a start-up hub within Greater Adelaide
- > A number of education and research and development hubs are established in the city
- > Conditions exist for early adoption and experimentation with beneficial technologies, including green technologies and smart technology that supports wellbeing and community connections to eliminate social isolation
- > The Kaurna people's cultural and spiritual relationship to the area is honoured in meaningful, collaboratively agreed ways

#### 2040s

- > We lead the way in open government, using digital tools to create transparency and enable direct participation
- > Products manufactured in the City of Holdfast Bay are durable and recyclable, and their production processes are essentially waste and pollutant-free
- > 'Urban labs' at neighbourhood level have been created to pilot new ideas and build local connections in our community

#### 2050s+

- > Sustainable and inclusive sea-based infrastructure supports tourism and increased business opportunities
- > Council owned buildings adapt to innovative uses and support healthy and active living
- 2. Dying well refers to support and programs that enable choice in end of life care.





## WELLBEING

#### COUNCIL **PLANS**

- > Open Space and Public Realm Strategy 2018-2030
- > Disability Access and Inclusion Plan 2020-2024
- > CoHB Regional Public Health Plan 2020-2025
- Animal Management Directions Plan 2017-2021
- > Playspace Action Plan 2019-29
- > Creative Holdfast Arts and Culture Strategy 2019-2024
- > Youth Action Plan 2018-2023
- > Glenelg Oval Masterplan
- > Environment Strategy 2020-2025

#### **STATE AND NATIONAL PLANS**

#### **State Plans**

- > Health and Wellbeing Strategy 2020
- > Public Health Plan 2019-2024
- > The 30 Year Plan for Greater Adelaide
- > Healthy Parks Healthy People South Australia 2021-2026

#### **National Plans**

> National Children's Mental Health and Wellbeing Strategy

#### **UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS**























## **SUSTAINABILITY**

#### COUNCIL **PLANS**

- > Environment Strategy 2020-2025
- > Open Space and Public Realm Strategy 2018-2030
- > Tourism Plan 2023
- > CoHB Regional Public Health Plan 2020-2025
- > Economic Activation Plan 2018-2023
- Integrated Transport Strategy (in development)
- > Housing Strategy (in development)
- > Animal Management Directions Plan 2017-2021

#### **STATE AND NATIONAL PLANS**

#### **State Plans**

- > 30 Year Plan for Greater Adelaide
- > 20 Year State Infrastructure Strategy
- Climate Change Action Plan 2021 - 2025
- > Circular Economy Plan 2020-2025
- > Green Adelaide: A new approach to managing our urban environment

#### **National Plans**

- > Australian Infrastructure Plan
- > Infrastructure Australia Urban Transport Strategy 2013

#### **UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS**









































# **INNOVATION**

#### COUNCIL **PLANS**

- > Economic Activation Plan 2018-2023
- > Tourism Plan 2023
- > Environment Strategy 2020-2025
- > Creative Holdfast Arts and Culture Strategy 2019-2024
- > Youth Action Plan 2018-2023
- > Disability Access and Inclusion Plan 2020-2024

#### **STATE AND NATIONAL PLANS**

#### **State Plans**

- > Growth State agenda and priority industry sector strategies
- > Hi-Tech Sector Plan 2030
- > EXCITE Strategy
- > The South Australian Visitor Economy Sector Plan 2030
- > Creative Industries Strategy 2020
- > Circular Economy 2020-2025

#### **National Plans**

- > Australia 2030: Prosperity through Innovation
- > Technology Investment Roadmap
- > Australia's National Hydrogen Strategy

#### **UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS**















# THE MANY ROLES OF COUNCIL

Council plays a central role in planning for the development and future requirements of our city. We also provide a broad range of services and facilities in response to the needs and priorities of our community. Our many roles include:



#### **BUILDING**

We build and maintain community infrastructure and amenities such as footpaths, parks, playgrounds, public buildings, and sporting facilities.



#### **MANAGING**

We manage infrastructure on behalf of the community and other tiers of government, including stormwater infrastructure, jetties, and roads.



#### **ADVOCATING**

We advocate for and with the community, promoting the needs and interests of the Holdfast Bay community to state and federal governments and other bodies.



#### **EDUCATING**

At times, we undertake an educational role to assist the community, for example educating households about waste recycling.



#### **LEADING**

We seek to lead by planning and investing in ways that consider current and intergenerational needs and aspirations.



#### **PROVIDING SERVICES**

We provide a wide range of services, including aged care and disability support, business and community programs, libraries, events and visitor services such as the Bay Discovery Centre.





#### **REGULATING**

We establish by-laws and administers several state and Commonwealth acts.



#### **COLLABORATING**

We build networks and partnerships with other councils (for example, the Southern and Western alliances), other tiers of government, community groups and the private sector to ensure consistency and achieve economies of scale.



#### **COORDINATING**

We help to bring services together and connect people to services provided by other tiers of government, not for profit, and private providers.

As the layer of government closest to the community, we aim to be accessible and responsive to the needs and aspirations of residents and businesses.

To ensure that we understand our community's views, we provide a range of opportunities for people to get involved and share their ideas.

Council routinely seeks to engage the community on projects, significant strategies and policies via a number of tools, including the website www.yourholdfast.com.

Depending on the nature of the project or activity, we may also create displays, hold workshops, undertake surveys, or invite written submissions to gather community input.

In addition, this strategic plan foreshadows new ways to engage, for example, through citizen science approaches and encouraging more people to use council buildings and civic spaces.

If you have any ideas about how we can engage with you or views about council services or facilities, you can email us at mail@holdfast.sa.gov.au or telephone 8229 9999.



PO Box 19 Brighton, SA 5048

T (08) 8229 9999 F (08) 8298 4561

mail@holdfast.sa.gov.au

holdfast.sa.gov.au yourholdfast.com



# Attachment 3



Comments received – 2024 Strategic Plan Review					
General comments	Tell us what you think of Council's long-term vision for our city?	Comments about the wellbeing priorities	Comments about the sustainability priorities	Comments about the innovation priorities	Hopes, concerns or challenges in your neighbourhood
Thank you for providing this opportunity.	I love the acknowledgement of the Kaurna people and that their continuing heritage is honoured, the community hubs, inclusion and dementia friendly plans, the regeneration and planting of trees along the Sturt River and the street gardens that are flourishing in the neighbourhood, the reduction in waste to landfill with the aim of 'zero' in the future, the aim to become a carbon-neutral community and increasing our tree canopy to 16.8 per cent, the innovation for business and the inclusion of global, national and state commitments.  I also love 'Encourage more community gardening, including biodiversity sensitive urban design, in public spaces, applying the long-held knowledge of Kaurna people as well as innovation'.  It makes me very proud to be residing in the City of Holdfast Bay Area on Kaurna Land and that the Council seems to be a leader among Councils on so many important and valued issues. Well done!	They are all of equal importance really.	Once again are all of importance.	Once again are all of importance.	I love what the council has planned and my concerns have also been addressed in the plan. I think the plan has captured the hopes and concerns of the community very well. Thank you.
My hope is that the Women of Holdfast Bay continue to follow the lead of Susan Benny. Strong leadership, contribution to community outcomes and powerful advocate for fairness, inclusion and empowerment.	That is why I moved here	I define community hubs as community facilities supported by Council that is open to all (inclusive and accessible), provides a range of activities to meet different needs, activities are driven by community input to meet community needs and enables community connection. this could include community centres, libraries and some sporting clubs but not all. CHB has invested heavily in sporting infrastructure but I dont see a balance of investment in community hub infrastucture even though I believe they reach and engage more residents of holdfast bay. Our libraries and community centres and not fit for purpose for today s requirements. The Brighton Library requires renewal.	Ranked carbon neutral council the lowest as it is not a community objective belongs in Corporate plan as a stepping stone to a community objective. Big supporter of active transport, I walk a lot and have a e scooter that I am waiting to use as soon as legislation is changed. Also have bike but limited use due to limited cycling trails. Esplanade should become one way and timed parking only on house side to enable additional bike/scooter trail and free up coastal trail for pedestrian use. I support 40k to increase safety on western side of brighton road to coast for whole city. I support the development of Brighton road village to be a mixed use hub, Edwards Street lights are an improvement.	As said Libraries are not fit for purpose need to be resource and learning centre/ working hub and include community rooms. I would like to establish a university of the third age at a refurbished library that supports life long learning and curiosity and engagement in the world.	

	Comments received – 2024 Strategic Plan Review				
General comments	Tell us what you think of Council's long-term vision for our city?	Comments about the wellbeing priorities	Comments about the sustainability priorities	Comments about the innovation priorities	Hopes, concerns or challenges in your neighbourhood
We really want a council to do the things they are meant to do. Roads, Rubbish, Library's. We dont want a council that thinks spending money on events and giving huge amounts of money to clubs (GFC for example) that are trading insolvent is a council responsibility. We want financially responsible management not huge debt. If you cant afford it you cant have it.  SECOND SUBMISSION  I really want the Holdfast Council to focus purely on what councils are meant to do, roads and rubbish. Stop with the ever increasing "Welcome to Country" rubbish. I am not happy being welcomed to my own country at every council event.  Stop with the "Acknowledgement of Kauri land". Enough is enough. We are sick of it especially when it appears on every bit of council written and electronic piece of communication. Stop with the "Events" that seem to be ever increasing as well as the cost of these Events. This is not a council job. Stop it. Stop councillors spending at their leisure on dream projects and putting the rate payers into ever increasing debt. Stop the council having so many meetings "in Confidence". Stop the council borrowing money then lending it to sporting clubs. Stop the council wasting our money by forgiving debts owed to council. We would really like to see some basic council stuff done by council not all of this peripheral money wasting whims of councillors and bias toward clubs and schools they have affiliations with. We want just plane honesty in our council and councillors. Also I didnt see anywhere in the 2050 plan to consider reducing the number of councillors down from 12 or any reference to reviewing the amalgamation with Marion Council or any other council.	Thank you to the City of Holdfast Bay for its invitation to review the Our Holdfast 2050+ Strategic Plan and share my thoughts. In essence:  I am sick and tired of being "welcomed" to my own country and by inference, the relentless shaming of our country's history.  Council continues its ideological war on private car ownership arising from its myopic obsession with a supposed "climate emergency".  Council's ambition should be for it to listen to all its ratepayers, reduce its financial impost on ratepayers and provide only necessary services rather than continuing to expand its remit.  My specific comments are as follows:  Marni niina pudni Kaurna yarta—ana Page 4 & 5  "Welcome to Kaurna country"  The 2019-20, 2020-21, 2021-22, 2022-23 and 2023-24 editions of the Annual Business Plan, the Events Strategy 2021-25, the Tourism Recovery Plan 2023 and the Environment Strategy 2020-25 all provide a one paragraph acknowledgement of Kaurna peoples.  Why does this draft document allocate two pages to welcome to country?  "the coastal plains of Pathawilyangga (Glenelg), Wituwartingga (Brighton), Tulukutangga (Kingston Park) and Witawartingga (Seacliff Park)"  Why is Council endorsing the renaming, by stealth, of place names in the City of Holdfast Bay?  Is this a policy of the Council?  "a strong focus on truth-telling"  In October 2023 Australians comprehensively rejected the Labor Party inspired, grievance and separatist proposition that was presented to the nation in the 2023 Voice Referendum.  Why is Council endorsing the inclusion of the aboriginal activist, Orwellian double-speak phrase of "truth-telling", which forms the tripartite with treaty and reparations?  Does Council support treaty and reparations for Kaurna people?  Is this a policy of Council?  "It is important that Aboriginal people continue to be the custodians of country"  This exclusionary and discriminatory statement is designed to foster division and generate guilt among other Australians.  The "country" of the City of Holdfast Bay		The footpath development along the esplanade has been great however it is shared with push bike users. Some of those bike riders are speeding with little regard to the pedestrians and disabled people using the same path. Why didn't council consider this in the plan and now deal with the speedsters appropriately rather than saying "well, we built it but we dont know how to police it. Work it out between yourselves".		Yes. Irresponsible councillors spending our money on their icons and favourite clubs and giving away money to clubs that have poker machines, alcohol sales, well paid officials, well paid players but still cant pay back loans. How can this happen? How can this be prevented?

	Comments received – 2024 Strategic Plan Review					
General comments	Tell us what you think of Council's long-term vision for our city?	Comments about the wellbeing priorities	Comments about the sustainability priorities	Comments about the innovation priorities	Hopes, concerns or challenges in your neighbourhood	
	"Local arts and culture are celebrated and supported,					
	while barriers to participation (such as costs, infrastructure,					
	access to audiences, etc) are lowered, to encourage typically excluded demographics to participate"					
	o Is Council suggesting that ratepayers cover costs for					
	participants from financially excluded demographics? If so,					
	why?					
	Sustainability Page 14 & 15					
	· Council continues its ideological war on private car					
	ownership					
	o "Prioritise sustainable and active transport (such as					
	walking and cycling) across the city, including by reclaiming					
	streets for play and nature"  § Which streets will be 'reclaimed'?					
	Why are children being encouraged to play in the streets					
	rather than at a designated playground?					
	§ Does Council commit to:					
	· retaining and maintaining all existing playgrounds?					
	<ul> <li>Ensuring no playgrounds are sold for housing</li> </ul>					
	development?					
	o "30 per cent of the city's local roads are set aside for active					
	transport and green space."					
	<ul><li>§ How was the quantum of 30% determined?</li><li>§ How many kilometres of streets will be closed to private</li></ul>					
	vehicle traffic?					
	§ Which local roads will be closed?					
	o "80 per cent of local trips are undertaken using active					
	transport."					
	§ Does Council rule out the introduction of any measures that					
	give effect to a '15 minute city'?					
	"Support the creation of safer places by improving the					
	public realm"					
	o Please provide examples as to how the public realm be improved to create safer places?					
	o Does this measure include an expansion of Council's					
	already significant CCTV network?					
	o Does the Council rule out the using facial recognition on its					
	CCTV network?					
	"Encourage more community gardening, including					
	biodiversity sensitive urban design, in public spaces, applying					
	the long-held knowledge of Kaurna people"					
	<ul> <li>o Which parcels of Council owned land will be allocated to community gardening?</li> </ul>					
	o Please provide examples of the long-held knowledge of					
	Kaurna people with respect to community gardening?					
	o Why are only Kaurna people exclusively singled out for their					
	knowledge of community gardening?					
	· "becoming a carbon neutral community"					
	o The City of Holdfast Bay now wants to enforce its green					
	zealotry on individual ratepayers while allowing housing					
	blocks to be subdivided and multiple dwellings put on the					

	Comments received – 2024 Strategic Plan Review					
General comments	Tell us what you think of Council's long-term vision for our city?	Comments about the wellbeing priorities	Comments about the sustainability priorities	Comments about the innovation priorities	Hopes, concerns or challenges in your neighbourhood	
	same area and obviously covering more of the footprint with					
	buildings, concrete and paving. This also causes more rain					
	water run off and the associated stormwater problems for the area.					
	o Does Council rule out the imposition of fines, imposts or					
	any other policy measures on individual ratepayers to ensure					
	they become "carbon neutral"?					
	· "The amount of waste sent to landfill has reduced by 75					
	per cent on 2020 levels" / "We send zero waste to landfill."					
	o Does Council commit to ensuring that householder					
	participation in FOGO remains voluntary and the right of					
	households to weekly rubbish collection?					
	o Does Council commit to ruling out any further rate increases or the application of a fee, surcharge or any other					
	impost on ratepayers to force them to reduce waste sent to					
	landfill?					
	Innovation Page 16 & 17					
	· "Partner to develop a centre of excellence in hospice care					
	and dying well."					
	o Where will the centre of excellence be located?					
	· "The Kaurna people's cultural and spiritual relationship to					
	the area is honoured in meaningful, collaboratively agreed					
	ways"					
	o Why is the cultural and spiritual relationship to the area of non-Aboriginal people less important than those of Kaurna					
	people?					
	o Does Council acknowledge that all residents are entitled to					
	have their respective cultural and spiritual relationship to the					
	area honoured?					
	Does the Council plan to lend money to Local clubs and later					
	forgive any loans the clubs don't repay such as the Loan					
	associated with the Glenelg Football club. What is councils					
	policy on this for the 2050+ policy					
	What is councils policy moving to 2050+ on community consultation bearing in mind the disastrous lack of					
	consultation bearing in mind the disastrous tack of consultation for the Jetty Road Glenelg Upgrade and the					
	subsequent legal representation by rate payers to council who					
	continue to ignore the majority of ratepayer.					
	What is councils policy moving to 2050+ on financial					
	responsibility for councillors to act responsibly with					
	ratepayers money, bearing in mind the biggest debt ever of					
	Holdfast council of \$29m being doubled by adding another					
	30m for the Jetty Road Upgrade?					
	What the policy to prevent councillors deciding to move the goal posts when they feel like it to increase the dept from 75%					
	to 100% then deliberately exceeding that 100% as they see fit.					
	What is the policy for "Events" and the increasing amount of					
	money council are spending on these Events that bring no					
	financial return to the ratepayers.					
	How much money is council going to spend on legal advice to					
	representations from ratepayers and community groups					

Comments received – 2024 Strategic Plan Review					
General comments	Tell us what you think of Council's long-term vision for our city?	Comments about the wellbeing priorities	Comments about the sustainability priorities	Comments about the innovation priorities	Hopes, concerns or challenges in your neighbourhood
	rather than involving the community groups to keep them involved and listen to what the ratepayers are saying and what they want?  Seems to be a lot of fluffy words in the 2050+ plan but we want to see some real commitment to look after the current ratepayers.  I look forward to your response to the questions I have raised in this email.				
Acknowledge that I am Council employee and work in rec and sport so providing 'light on' feedback as we deep dive into these areas at work.	Long term vision is appropriate to objectives and aspirations of the Strategic Plan.	Acknowledge the wellbeing priorities however they overlook existing sport and recreation spaces that are not fit for purpose and require investment to meet the objectives of not only universal design and inclusion but also contemporary expectations regarding facility and infrastructure provision.			Challenges are people living alone, protecting our beaches and environment and providing inclusive and welcoming spaces.
Thanks for the opportunity to give feedback	Sounds great - curious about what makes a place SA's most sustainable city?	I think your vision is very related to wellbeing - so making this a core part of what you do is important. Bring them on			I would love to see more examples and support of 'local' skills, innovation and activities - rather than a focus on big events
	As I read the plan, I could no find any detail given to heritage areas. I could find no detailed plan which emphasised the importance of Glenelg in the heritage, as one of the birthplaces for South Australia.  There are a number of key buildings in the area and I would like more mention paid to these in the strategic plan. I understand about the mention of Heritage and Coast, but no detail about the buildings and potential long term tourism that these could bring.  Whilst I understand that Jetty Road will be improved regarding traffic management, Augusta Street and Torrens Square need to be a priority for traffic flow, as there is no safe crossing for families with children or other adults.  I was born in Glenelg and have continuing links with community engagement in the area. Even though I no longer live in the Council boundaries, Glenelg is my major centre of activities and shopping.			As per my overall comments, I would like to see more made of the heritage buildings and local heritage streets and maintain some of the older neighbourhoods as an opportunity for innovation and tourism.	

Comments received – 2024 Strategic Plan Review					
eneral comments	Tell us what you think of Council's long-term vision for our city?	Comments about the wellbeing priorities	Comments about the sustainability priorities	Comments about the innovation priorities	Hopes, concerns or challenges in your neighbourhood
	Let's have some real goals for council for the next 30 years				
	Stop trying to be entrepreneurs and run " events" that is not				
	what councils are supposed to do.				
	Have real financial management placed on our elected				
	dreamers. You can't spend money if you haven't got it.				
	Borrowing money is not an option.  Stop the ridiculous "welcome to our own country"				
	Stop the indicatous welcome to our own country  Stop the on going continuous annoying reference to				
	"recognition of the traditional owners the Kaurna". Enough is				
	enough but council have it on every letter, email, publication,				
	even at the bottom of this email, etc				
	How about this as a future goal				
	Reduce the number of councillors. We are a small council				
	with huge number of councillors. Efficiency gains there.				
	Consider amalgamation with Marion Council or any other				
	council. More cost savings there.				
	Reduce the amount of Events sponsored by council. More				
	savings.				
	Now there are a few items that should be in our long term				
	plan.				
	NOTE - same submission via Your Holdfast and in email to				
	Elected Members				
	General comments• I am sick and tired of being "welcomed"				
	to my own country (Glenelg South) and by inference, the relentless shaming of our country's history. • Council				
	continues its ideological war on private car ownership arising				
	from its myopic obsession with a supposed "climate				
	emergency".• I do not want the Council to profit from state-				
	sanctioned suicide (euphemistically described as a "dying				
	well") at Alwyndor or any other premise within the City				
	boundary. • Council's ambition should be for it to listens to all				
	its ratepayers, reduce its financial impost on ratepayers and				
	provide only necessary services rather than continuing to				
	expand its remit. Marni niina pudni Kaurna yarta–anaPage 4 &				
	5 • "Welcome to Kaurna country" o The 2019-20, 2020-21,				
	2021-22, 2022-23 and 2023-24 editions of the Annual Business Plan, the Events Strategy 2021-25, the Tourism				
	Recovery Plan 2023 and the Environment Strategy 2020-25 all				
	provide a one paragraph acknowledgement of Kaurna				
	peoples. o Why does this draft document allocate two pages				
	to welcome to country? • "the coastal plains of				
	Pathawilyangga (Glenelg), Wituwartingga (Brighton),				
	Tulukutangga (Kingston Park) and Witawartingga (Seacliff				
	Park)"o Why is Council endorsing the renaming, by stealth,				
	of place names in the City of Holdfast Bay?o Is this a policy of				
	the Council?• "a strong focus on truth-telling" o In October				
	2023 Australians comprehensively rejected the Marxist-				
	inspired, grievance and separatist proposition that was				
	presented to the nation in the 2023 Voice Referendum. o Why				
	is Council endorsing the inclusion of the aboriginal activist, Orwellian double-speak phrase of "truth-telling", which forms				

	Comments received – 2024 Strategic Plan Review					
General comments	Tell us what you think of Council's long-term vision for our city?	Comments about the wellbeing priorities	Comments about the sustainability priorities	Comments about the innovation priorities	Hopes, concerns or challenges in your neighbourhood	
	the tripartite with treaty and reparations? o Does Council					
	support treaty and reparations for Kaurna people?o Is this a					
	policy of Council?• "It is important that Aboriginal people					
	continue to be the custodians of country" This exclusionary					
	and discriminatory statement is designed to foster division and generate guilt among other Australians. o The "country"					
	of the City of Holdfast Bay belongs to all of us, not just some					
	of us on the basis of a hierarchy of descent or privilege of					
	origin.o Does Council support the right of all Australian-born					
	person to be recognized and acknowledged as a "custodian of					
	country"?WellbeingPage 12 & 13• Geraldton Wax					
	(Chamelaucium uncinatum) is a native plant from Western					
	Australia, not South Australia. • "Local arts and culture are					
	celebrated and supported, while barriers to participation					
	(such as costs, infrastructure, access to audiences, etc) are					
	lowered, to encourage typically excluded demographics to					
	participate" o Is Council suggesting that ratepayers cover					
	costs for participants from financially excluded					
	demographics? If so, why?SustainabilityPage 14 & 15•					
	Council continues its ideological war on private car ownershipo "Prioritise sustainable and active transport (such					
	as walking and cycling) across the city, including by					
	reclaiming streets for play and nature"\$ Which streets will					
	be 'reclaimed'?\s Why are children being encouraged to play in					
	the streets rather than at a designated playgrounds?§ Does					
	Council commit to: • retaining and maintaining all existing					
	playgrounds?• Ensuring no playgrounds are sold for housing					
	development?o "30 per cent of the city's local roads are set					
	aside for active transport and green space."§ How was the					
	quantum of "30%" determined? How many kilometres of					
	streets will be closed to private vehicle traffic?\s Which local					
	roads will be closed?o "80 per cent of local trips are					
	undertaken using active transport." Does Council rule out					
	the introduction of any measures that give effect to a '15					
	minute city'?• "Support the creation of safer places by					
	improving the public realm"o Please provide examples as to how the public realm be improved to create safer places?o					
	Does this measure include an expansion of Council's already					
	significant CCTV network?o Does the Council rule out the					
	using facial recognition on its CCTV network?• "Encourage					
	more community gardening, including biodiversity sensitive					
	urban design, in public spaces, applying the long-held					
	knowledge of Kaurna people"o Which parcels of Council					
	owned land will be allocated to community gardening?o					
	Please provide examples of the long-held knowledge of					
	Kaurna people with respect to community gardening?o Why					
	are only Kaurna people exclusively singled out for their					
	knowledge of community gardening?• "becoming a carbon					
	neutral community"o The City of Holdfast Bay now wants to					
	enforce its green zealotry on individual ratepayers.o Does					
	Council rule out the imposition of fines, imposts or any other	1				

Comments received – 2024 Strategic Plan Review					
General comments	Tell us what you think of Council's long-term vision for our city?	Comments about the wellbeing priorities	Comments about the sustainability priorities	Comments about the innovation priorities	Hopes, concerns or challenges in your neighbourhood
	policy measures on individual ratepayers to ensure they become "carbon neutral"?• "The amount of waste sent to landfill has reduced by 75 per cent on 2020 levels" / "We send zero waste to landfill."o Does Council commit to ensuring that householder participation in FOGO remains voluntary and the right of households to weekly rubbish collection?o Does Council commit to ruling out any further rate increases or the application of a fee, surcharge or any other impost on ratepayers to force them to reduce waste sent to landfill?InnovationPage 16 & 17• "Partner to develop a centre of excellence in hospice care and dying well" O Why is Council seeking to profit from state sanctioned suicide, euphemistically described as a "dying well" O Where will the centre of excellence be located? o Will it be located at Alwyndor? • "The Kaurna people's cultural and spiritual relationship to the area is honoured in meaningful, collaboratively agreed ways" o Why is the cultural and spiritual relationship to the area of non-Aboriginal people less important than those of Kaurna people?o Does Council acknowledge that all residents are entitled to have their respective cultural and spiritual relationship to the area honoured?				
I found this a most disappointing document.  Just a series of motherhood statements and objectives.					
what is Council actually intending to do?  See submission - Conservation Council SA					



Project Team
Our Holdfast 2050+ Strategic Plan
City of Holdfast Bay
BRIGHTON SA, 5048

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

1 October 2024

Dear Project Team,

#### Submission to the draft Our Holdfast 2050+ Strategic Plan

The Conservation Council SA welcomes the opportunity to provide a submission on the draft Our Holdfast 2050+ Strategic Plan. Our submission focuses on the Environment section of the draft Plan.

The Conservation Council SA is South Australia's peak body for the environment. We are an independent, non-profit, and strictly non-party political organisation representing approximately 50 of South Australia's environment and conservation organisations and their 90,000 members.

The Conservation Council SA kindly requests that this submission be published in full and made accessible to the public.

#### Recommendations

#### Noting that:

- The positive benefits from greater tree canopy and more green space on the urban heat island effect have been well-documented<sup>1</sup>, and that heat stress is the leading cause of weather-related deaths<sup>2</sup>;
- the proposed Metropolitan Adelaide target in the draft Greater Adelaide Regional Plan (GARP) is "achieve 30% tree canopy cover across metropolitan Adelaide by 2055"<sup>3</sup>; and
- that for the GARP's Interim 2030 target, "[a]II local government areas, suburbs and land-use types should increase tree canopy cover by 2% by 2030, e.g. from 10% to 12% tree canopy cover"<sup>4</sup>; and

<sup>&</sup>lt;sup>1</sup> Just for example, <a href="https://researchers.mq.edu.au/en/publications/urban-trees-and-peoples-yards-mitigate-extreme-heat-in-western-ad">https://researchers.mq.edu.au/en/publications/urban-trees-and-peoples-yards-mitigate-extreme-heat-in-western-ad</a>

<sup>&</sup>lt;sup>2</sup> https://www.who.int/news-room/fact-sheets/detail/climate-change-heat-and-health

<sup>&</sup>lt;sup>3</sup> https://regional.plan.sa.gov.au/regional-plans/greater-adelaide

<sup>4</sup> Ibid.

• the City of Holdfast Bay had a tree canopy target of 15.3% in 2018 and is aiming for a canopy target of 16.8% in  $2030^5 - 0.5\%$  less than even the minimum ambition recommended in the GARP;

#### That the City of Holdfast Bay:

- 1. Adopt a meaningfully ambitious target for its tree canopy cover, 17.3% <u>at minimum</u> (rather than 16.8%), but ideally at least 20% (or more).
- 2. Adopt a Sustainability objective to increase its % public green space.
- 3. Adopt a Sustainability objective that squarely focuses on improving biodiversity, rather than merely 'biodiversity sensitive design' and community garden (as welcome as these initiatives may be); for example: halt and reverse biodiversity decline by 2030<sup>6</sup>.

Thank you again for the opportunity to provide a submission to the draft City of Holdfast Bay's draft 2050+ Strategic Plan. The Conservation Council SA is happy to discuss this submission further with your Council; if you require further information, do not hesitate to contact me at <a href="mailto:ChiefExecutive@conservationsa.org.au">ChiefExecutive@conservationsa.org.au</a>.

Yours sincerely,

Kirsty Bevan

Chief Executive

<sup>&</sup>lt;sup>5</sup> https://www.holdfast.sa.gov.au/services/environment/trees/adopt-a-tree

<sup>&</sup>lt;sup>6</sup> This is the Australian Government commitment under the UN Convention of Biological Diversity; see: <a href="https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf">https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf</a>

Council Meeting: 12 November 2024 Council Report No: 376/24

**Item No:** 15.4

Subject: GLENELG PRIMARY SCHOOL OVAL LICENCE

#### **Summary**

Glenelg Primary School is a longstanding co-tenant of Glenelg Oval, where the Oval provides its students with access to play space, enables the school to hold special events such as sports days and end of year concerts, as well as utilising the car park for school drop off and pick up. The current licence between the City of Holdfast Bay and Minister for Education, Training and Skills has expired, and this report seeks Council's consent to enter into a new agreement to allow the school continued access to Glenelg Oval for a further five years.

#### Recommendation

- That Council enters into a new Licence Agreement with the Minister for Education,
   Training and Skills for a term of five years commencing 1 July 2024 over a portion of
   the land contained within Certificate of Title Volume 5869 Folio 949 (Glenelg Oval).
- 2. That a commencing annual licence fee of \$6,000 (plus GST) be charged to the Licensee for the portion of Glenelg Oval.
- 3. That the Deputy Mayor and Acting Chief Executive Officer be authorised to execute and seal any documents required to give effect to the licence for a portion of Glenelg Oval provided as Attachment 1 to this report.

#### **Background**

Glenelg Primary School (the School) relies on the use of Glenelg Oval on school days to provide students with green open space, hold special events such as sports days and end of year concerts, as well as utilising the car park for school drop off and pick up.

On 1 July 2012, the Minister for Education and Child Development (Department / Licensee) entered into a sublicence with Glenelg Football Club for a term of ten years at an annual licence fee of \$5,628 (plus GST) per annum. This was to enable the School to utilise Glenelg Oval for both school curriculum and recreational sporting activities during specified times.

Following the restructure of the lease and seasonal licence arrangements with Glenelg Football Club and Glenelg District Cricket Clubs, it was deemed appropriate for Council to enter into a new licence directly with the Department so that the School could continue using Glenelg Oval.

At its meeting held on 22 August 2017, Council resolved to grant a licence to the Department for Education and Child Development over a portion of Glenelg Oval for a period of five years commencing 1 October 2017. However, a formal licence agreement was never prepared and executed, instead with both parties operating under an informal arrangement.

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At its meeting held 28 July 2020, Council again resolved to grant a licence to the Department for Education and Child Development over a portion of Glenelg Oval for a period of five years commencing 1 October 2017, with a revised rental of \$5,838 (plus GST) commencing 1 October 2019.

Although it was initially intended to provide an additional five year renewal term, the final agreement did not provide for any 'Option to Renew'. The Licensee has been on holdover since the expiration of its agreement at the end of September 2022.

#### Report

Glenelg Primary School provides an invaluable service by educating young children within the community and has done so since first being established in 1881.

Although the School grounds do consist of some open green space along the Brighton and Diagonal Road boundaries, this is insufficient for the current enrolment of 600 children. Furthermore, other than a small carpark next to the Outside School Hours Care building, the School does not have any car park for parents to utilise. It is noted this carpark is not large enough for a 'Kiss and Drop' zone.

It remains important for the City of Holdfast Bay to make its land available to the Department for Education to make affordable education accessible for families, promote physical activity among young people, foster community spirit by enabling whole school events, as well as harbouring the safe passage to and from School grounds.

Council Administration has negotiated the terms of a new licence with the Department for Education on the following terms and conditions:

Licensor:	City of Holdfast Bay
Licensee:	Minister for Education, Training and Skills
Licence Area:	Portion of Glenelg Oval as delineated in red but excluding those delineated in yellow – Refer final page of attachment 1
Exclusions:	Goal squares and cricket pitch
Permitted use:	Sporting and recreation activities as conducted by Glenelg Primary School from time to time.
Hours of use:	8:30am to 4:30pm Monday to Friday
Term of Licence:	5 years
Renewal:	Nil
Commencement:	1 July 2024
Expiry:	30 June 2029
Annual Licence Fee:	\$6,000 plus GST per annum (effective 1 October 2024)
Payment Terms:	Monthly in advance
Rent Reviews:	CPI (Adelaide – All Groups) on the anniversary of the commencement
Outgoings:	Not applicable

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The draft licence containing all the terms of the agreement is provided as Attachment 1 to this report. It is noted the licence has already been executed by a delegate of the Minister for Education, Training and Skills.

Refer Attachment 1

#### **Budget**

The anticipated rent received from the Department for Education is factored into Council's Annual Business Plan for 2024-25.

#### **Life Cycle Costs**

There are no lifecycle costs associated with granting each lease.

#### **Strategic Plan**

Vision - creating a welcoming and healthy place for everyone

#### **Council Policy**

**Sporting and Community Leasing Policy** 

#### **Statutory Provisions**

Local Government Act 1999 Retail and Commercial Lease Act 1995

Written By: Property Manager

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1



## **LICENCE**

**BETWEEN** 

CITY OF HOLDFAST BAY
ABN 62 551 270 492
(Licensor)

and

MINISTER FOR EDUCATION,
TRAINING AND SKILLS
ABN 91 814 239 978
(Licensee)





#### Licence

#### **Parties**

- 1. City of Holdfast Bay ABN 62 551 270 492 of PO Box 19 Brighton SA 5048 (Licensor)
- 2. **Minister for Education, Training and Skills** ABN 91 814 239 978 a body corporate by virtue of the operation of the Administrative Arrangements Act 1994 of 31 Flinders Street Adelaide South Australia 5000 (**Licensee**)

#### **Grant of Licence**

The Licensor grants to the Licensee a licence to use the Licence Area described in this Schedule on the terms and conditions contained in this Schedule and the attached Standard Licence Terms which form part of this Licence.

#### **SCHEDULE**

#### Item 1

(Land)

The whole of the land contained in Certificate of Title Volume 5869 Folio 949 known as Glenelg Oval, Brighton Road Glenelg East SA 5045

#### Item 2

(Licence Area)

That portion of the land contained in Certificate of Title Volume 5869 Folio 949 known as portion of Glenelg Oval, Brighton Road, Glenelg East SA 5045 as delineated in red on the plan attached as Annexure A (and at all times excluding those areas shaded in yellow)

#### Item 3

(Commencement Date)

1 July 2024

#### Item 4

(Expiry Date)

30 June 2029

#### Item 5

(Licence Fee)

As at and from 1 October 2024, the annual Licence Fee to apply is \$6,000.00 plus GST

# Item 6 (Review Date) 1 July each year during the Term and any period of holding over Item 7 (Services)

Nil

\_\_\_\_\_

#### Item 8

(Outgoings)

Not applicable

#### Item 9

(Licensee's Share)

Not applicable

#### Item 10

(Permitted Use)

**Permitted Use** means sporting and recreation activities as conducted by the Glenelg Primary School from time to time, located adjacent the Licence Area and/or for such other lawful use to which the Licensor may consent

#### item 11

(Times of Use)

#### Times of Use means:

- 1. from 8.30am to 4.30pm Monday to Friday (but excluding the goal squares and the cricket pitch), except that:
  - (a) where the Licensee wishes to use the Licence Area for organised school related events and activities of the Glenelg Primary School (such as sports days) this is strictly subject to the prior written approval of the Licensor (which consent must not be unreasonably withheld or delayed);
  - (b) where the Licensee wishes to use the Licence Area for interschool related events and activities this is strictly subject to the prior written approval of the Licensor in its absolute discretion; and
  - (c) the Licensee and its invitees may use the car parking spaces (on the western boundary facing Brighton Road) between 6.15am and 5.30pm Monday to Friday; and
- 2. such other times as agreed in writing between the parties from time to time, and the Licensee acknowledges that the Licensor will consult with all occupiers of the Land when considering any requests from the Licensee as contemplated by this Item 11.

#### Item 12

(Licence Fee Review)

- 1. The Licence Fee hereby reserved will be reviewed on 1 July in each year of the Term any period of holding over (if any) to an amount calculated by changing the Licence Fee payable by the Licensee during the year immediately preceding the review date by a percentage figure equal to the amount (expressed as a percentage) by which the Consumer Price Index (Adelaide All Groups) has changed during the one year period immediately preceding the relevant review date provided that, if during the Term or any Renewal Term, the Consumer Price Index ceases to be published or substantially changes, the Licensor will select another similar index or indicator of changes in consumer costs in lieu of the Consumer Price Index for the purposes of this Item 12.
- 2. The failure or neglect of the Licensor to initiate or require a Licence Fee Review in respect of the Licence Area pursuant to this Item 12 as at the review date (in the absence of either the Licensor having notified the Licensee that it does not require a Licence Fee Review to occur in respect of any particular Licence Fee review date or mutual agreement in writing between the Licensor and the Licensee that the Licensor shall not so initiate or require any such determination) shall not prevent impede or restrict the Licensor at any time after the due review date from requiring the Licence Fee to be reviewed as of and with effect from the due date for such review and any such failure or neglect or other fact or event in consequence of which the Licence Fee is not reviewed on the review date shall not create any estoppel against the Licensor or prevent the Licensor from requiring the Licence Fee to be reviewed as of and in respect of any such review date.

#### Item 13

(Renewal)

A term of five (5) years commencing on 1 July 2029

#### Item 14

(Insurance)

#### **Public Risk Insurance**

The Licensee warrants that the Licensee is entitled to the benefit of the South Australian Government Insurance and Risk Management arrangements administered by the Insurance Division of the South Australian Financing Authority (SAFA) in respect of the operations under this Licence.

#### Item 15

(Special Conditions)

#### 1. CHILD SAFE ENVIRONMENT

- The Licensee acknowledges that the City of Holdfast Bay is committed to providing a child safe environment (as defined by the *Children and Young People (Safety) Act 2017* (SA)) at all times. A child safe environment is 'an environment, which is both child-safe and child-friendly, where children are valued and feel respected and encouraged to reach their full potential.
- 1.2 The Licensee represents to the Licensor that it has fulfilled and will ensure that it continues to fulfil its requirements under the *Children and Young People (Safety) Act 2017* (SA) in relation to occupying the Licence Area for the Permitted Use.
- 1.3 The Licensee must act in the best interests of the community at large.
- 1.4 The Licensee must at the request of the Licensor provide a current police clearance or the relevant criminal history screening certificate under relevant legislation for the Licensee or any of the Licensee's officers, volunteers, members, employees, contractors, tenants and agents who provide recreation & education services from the Licence Area.
- 1.5 If the Licensor makes a request of the Licensee under this Special Condition, the Licensee must provide the requested documents within ten (10) business days of such request. Failure to do so will be considered a breach of an essential term of this Licence.

#### 2. USE OF LICENCED AREA

- 2.1 The Licensee must not access the cricket pitch on the Land under any circumstances. The Licensee acknowledges that if it, or its invitees, misplace any of their belongings within the cricket pitch area then these items may only be retrieved by contacting the designated grounds keeper for the Land from time to time.
- 2.2 Where possible, the Licensor will take reasonable steps to provide one week's notice of any scheduled works to the Licence Area (such as line marking, mowing, repairing wickets, fertilising, aerating, spraying, top dress and/or seed the oval and grassed mounds).
- 2.3 Notwithstanding Item 11 or Special Condition 2.2, the Licensee acknowledges and agrees that the Licensor may, without notice to the Licensee, restrict access to the Licence Area or any part(s) thereof from time to time to undertake any works on the Land.

#### 3. INSURANCE REQUIREMENTS

3.1 The Licensee warrants that it is entitled to the benefits of the South Australian Government Insurance and Risk Management Arrangements administered by the Insurance Division of the South Australian Financing Authority (SAFA) in respect of the operations under this Licence and the Licensee will at all times ensure that it remains entitled to those benefits in respect of the Licensee's use and occupation of the Licence Area under this Licence.

#### 4. OTHER

- 4.1 The Licensee must not undertake any alterations, additions or modifications to any structure, path or anything built within the Licence Area without the prior written consent of the Licensor.
- 4.2 Smoking is not permitted on the Licence Area.
- 4.3 A breach of any of the Special Conditions will constitute a breach of this Licence.
- 4.4 The Licensee must keep the Chief Executive Officer of the Licensor advised at all times of the names, addresses and telephone numbers of at least two (2) current contact persons.
- 4.5 The Licensee must leave the Licence Area in a clean and tidy condition at the end of each day.
- 4.6 For the avoidance of doubt, the Licensee acknowledges that the Licensor has no liability or responsibility for any fixtures, fittings and/or other items installed, owned or otherwise brought onto the Licence Area by the Licensee.

#### STANDARD LICENCE TERMS

#### 1. DEFINITIONS AND INTERPRETATION

In this Licence, unless the context otherwise requires:

- 1.1 **Authority** means any governmental, semi-governmental or other authority having jurisdiction or authority in respect of the Licence Area;
- 1.2 Commencement Date means the date in Item 3;
- 1.3 **Expiry Date** means the date in Item 4;
- 1.4 **Default Rate** means the rate which is two per centum (2%) per annum greater than the published annual rate of interest charged from time to time by Westpac Banking Corporation on overdraft facilities of more than \$100,000.00 and if there is more than one rate published the highest of those rates;
- 1.5 Land means the land described in Item 1;
- 1.6 Licence Fee means the fee in Item 5;
- 1.7 **Licensee's Agents** means each of the Licensee's agents, contractors, subcontractors, employees, officers, sublessees, licensees, invitees, or any other person claiming through or under the Licensee;
- 1.8 Licensee's Share means the proportion specified in Item 9;
- 1.9 Licensor's Agents means each of the Licensor's agents, contractors, subcontractors, employees, officers, sublessees, licensees (excluding the Licensee or the Licensee's Agents), invitees, or any other person claiming through or under the Licensor;
- 1.10 Outgoings means the outgoings described in Item 8;
- 1.11 Permitted Use means the use described in Item 10;
- 1.12 Licence Area means the licence area described in Item 2;
- 1.13 Renewal Term means the term (if any) of renewal or extension specified in Item 13;
- 1.14 Review Date means the dates in Item 6;
- 1.15 Schedule means the schedule attached to this Licence;
- 1.16 Services means electricity, gas, water, oil, telephone and other like services together with the services described in Item 7;
- 1.17 **Term** means the term commencing on the Commencement Date and expiring on the Expiry Date and any extension or renewal of this Licence or any period during which the Licensee uses the Licence Area;
- 1.18 Times of Use means the times set out in Item 11;
- 1.19 a reference to any document is a reference to that document as varied, novated or replaced from time to time;
- 1.20 the singular includes the plural and vice versa;

- 1.21 a reference to a gender includes all genders;
- the use of the word "including" does not limit what else might be included;
- 1.23 a reference to a thing includes all or any part of it;
- where a word or phrase is defined, its other grammatical forms have a corresponding meaning;
- a reference to a person or entity includes a natural person, a partnership, corporation, trust, association, unincorporated body, authority or other entity;
- 1.26 a reference to a party includes that party's legal personal representatives, successors and permitted assigns;
- 1.27 a term which purports to bind or benefit two or more persons binds or benefits them jointly and severally;
- 1.28 headings are inserted in this document for convenience only and are not intended to affect its interpretation;
- 1.29 a reference to a statute, ordinance, code or other law includes regulations and other instruments issued under it and consolidations, amendments, re-enactments or replacements of any of them; and
- 1.30 a reference to an Item means an Item in the Schedule.

#### 2. GRANT OF LICENCE

The Licensor grants to the Licensee a non-exclusive licence to use the Licence Area for the Permitted Use and during the Times of Use. The Licensor will permit the Licensee and the Licensee's Agents access for the purpose of ingress and egress to and from the Licence Area without hindrance over across and along all such parts of the Land as are reasonably necessary to access the Licence Area.

#### 3. **TERM**

This Licence commences on the Commencement Date and continues until the Expiry Date or the prior surrender or termination of this Licence.

#### 4. LICENCE FEE

- 4.1 The Licensee must pay to the Licensor or as the Licensor directs the Licence Fee without demand, set-off, counterclaim, withholding or deduction annually in advance on the Commencement Date and each anniversary of the Commencement Date in accordance with Item 5.
- 4.2 The Licence Fee will be reviewed on each Review Date in the manner described in Item 12.
- 4.3 Until the new licence fee has been determined, the Licensee must continue to pay the Licence Fee payable before the Review Date.
- 4.4 Any variation in the Licence Fee takes effect on the Review Date and within fourteen
- 4.5 (14) days of determination the Licensor must refund any overpayment or the Licensee must pay any shortfall.

#### 5. PERMITTED USE

5.1 The Licensee must only use the Licence Area for the Permitted Use and during the Times of Use.

#### 5.2 The Licensee must:

- (a) not carry on any offensive or dangerous activities on or from the Licence Area;
- (b) not create a nuisance or disturbance for the Licensor or for the owners or occupiers of any adjoining property;
- (c) ensure at all times that activities conducted on or from the Licence Area do not discredit the Licensor; and
- (d) not transfer, sublicence, charge or otherwise part with his, her or its interest in this Licence or otherwise part with possession of the Licence Area.

#### 6. LICENSOR'S RIGHTS AND OBLIGATIONS

- 6.1 Subject to the Licensor's rights and to the Licensee complying with the Licensee's obligations under this Licence, the Licensee may occupy the Licence Area during the Times of Use during the Term without interference from the Licensor.
- 6.2 The Licensor may enter the Licence Area at any time and without notice for any purpose including inspection or to carry out maintenance, repairs or building work which are the responsibility of the Licensor.

#### 7. LICENSEE'S OBLIGATIONS

The Licensee must at its cost:

- obey any law that requires the Licensee to do, or to refrain from doing anything concerning the Licence Area, the Licensee's use of the Licence Area, or this Licence;
- obtain and keep current all consents, authorities, permits and licences necessary for the lawful conduct of the activities conducted by the Licensee in the Licence Area;
- 7.3 ensure that the Licence Area is used carefully and responsibly and in accordance with any directions that may be given by the Licensor from time to time;
- 7.4 immediately repair or make good any damage to the Land and/or the Licence Area caused or contributed by the act, omission, negligence, or default of the Licensee (and/or its invitees);
- 7.5 only use the Licence Area for the Permitted Use specified in the Schedule;
- 7.6 keep the Licence Area clean and tidy and free from animals;
- 7.7 comply with all laws, requirements in relation to occupational health and safety, public health, fire safety and safety generally
- 7.8 comply with all laws relating to:
  - (a) the Licensee's use and occupation of the Licence Area; and
  - (b) the Permitted Use;

- 7.9 obtain the Licensor's consent before the Licensee alters, installs any equipment or signage, re-designs the Licence Area or does any other building work in or on the Licence Area;
- 7.10 following each Time of Use the Licensee must remove all rubbish and other items brought onto the Licensee Area, and promptly make good any damage caused by the Licensee; and
- 7.11 upon the expiration or earlier cancellation of this Licence, make good any damage it has caused to the Licence Area during the Term.

#### 8. RISK AND INSURANCES

- 8.1 The Licensee must effect and keep current during the Term the insurance policies specified in Item 14.
- 8.2 The Licensee occupies and uses the Licence Area at the Licensee's own risk.

#### 9. RELEASE AND INDEMNITY

- 9.1 The Licensee indemnifies the Licensor and the Licensor's Agents against any action or demand due to any damage, loss, injury or death caused or contributed to during the Times of Use by:
  - (a) the Licensee's act, omission, default or negligence;
  - (b) the Licensee's use or occupation of the Licence Area and/or the Land;
  - (c) any breach of this Licence by the Licensee;
  - (d) damage to property or injury or death to any person; or
  - (e) any fire on or from the Licence Area, and the overflow or leakage of water or any other harmful substance or thing into or from the Licence Area.

except to the extent that action or demand arises or results from the wilful or negligent act or omission of the Licensor

- 9.2 The Licensee releases the Licensor and the Licensor's Agents from, and agrees that the Licensor and the Licensor's Agents will not be liable for liability or loss arising from, or costs incurred in connection, during the Times of Use, with:
  - (a) damage, loss, injury or death; and
  - (b) anything the Licensor is permitted or required to do under this Licence,

except to the extent that liability or loss results from the wilful or negligent act or omission of Licensor.

#### 10. BREACH

- 10.1 The Licensee breaches this Licence if:
  - (a) the Licence Fee or any part of it is unpaid, it disobeys or otherwise fails to perform any term of this Licence and such noncompliance continues for a period of fourteen (14) days following service of a written notice of such default; or
  - (b) an order is made or a resolution passed that the corporation be wound up;

- (c) an order is made or a meeting is called for the appointment of a provisional liquidator, a liquidator or an administrator to the Licensee;
- (d) an administrator, a receiver, a manager or an inspector is appointed in respect of the Licensee or any of the assets of the Licensee;
- (e) the Licensee is insolvent within the meaning of the *Corporations Act 2001* (Cth); or
- (f) execution is levied against the Licensee and is not discharged within one (1) calendar month.
- 10.2 If the Licensee is in default of this Licence under clause 13.1 then Licensor may, without prejudice to any other right it has, terminate this Licence and re-enter the Licence Area without further notice to the Licensee.

#### 11. RENEWAL

- 11.1 If a right of renewal has been granted to the Licensee as described in Item 13 and the Licensee wishes to exercise that right of renewal, then the Licensee must serve a written notice on the Licensor not less than six (6) months and not more than twelve (12) months before the expiry of the then current term stating it requires a renewal of this Licence.
- 11.2 The Licensee will not be entitled to a right of renewal if:
  - (a) the Licensee has been in breach of this Licence at any time before giving notice of the Licensee's exercise of the right of renewal;
  - (b) the Licensee is in breach of the Licence at the time of giving that notice; or
  - (c) the Licensee is in breach or commits a breach of this Licence after giving notice but before commencement of the Renewal Term.

#### 12. NATURE OF LICENCE

- 12.1 The rights under this Licence rest in contract only and do not create in or confer upon the Licensee any tenancy or any estate or interest in the Licence Area.
- 12.2 The rights granted shall not confer upon the Licensee or any person claiming through or under the Licensee any rights of exclusive occupation.

#### 13. SPECIAL CONDITIONS

The Licensor and the Licensee acknowledge and agree that the Special Conditions described in Item 15 form part of this Licence and to the extent that there is any inconsistency between the terms of this Licence and the Special Conditions, the Special Conditions will prevail.

#### 14. **GST**

14.1 For the purposes of GST levied or imposed on or in respect of any supply by the Licensor to the Licensee made under this Licence, the amount payable for that supply will be increased by the amount necessary to ensure that the payment made by the Licensee net of GST is the same as it would have been before the GST was levied or imposed and the Licensee must pay that amount as increased.

14.2 Words or expressions used in this Licence, which are defined in the A New Tax System (Goods and Services Tax) Act 1999 (Cth), have the same meaning in this Licence.

#### 15. INTEREST ON OVERDUE AMOUNTS

If the Licensee does not pay an amount when it is due, it must pay interest on that amount on demand from when the amount becomes due until it is paid in full. Interest is calculated on outstanding daily balances at the Default Rate.

#### 16. MISCELLANEOUS

- 16.1 If the Licensee continues in occupation of the Licence Area after the Expiry Date with the consent of the Licensor the Licensee will thereupon become or be deemed to be a monthly tenant of the Licensor at a Licence Fee determined in accordance with this Item 6, and such tenancy will be subject to such of the conditions and covenants contained in this Licence as are applicable to a monthly tenancy.
- 16.2 The Licensor and the Licensee acknowledge and agree that this Licence contains and represents the entire agreement reached between them with regard to the Licence Area and that no promises, representations or undertakings, other than those contained in this Licence, were made or given or relied upon.
- 16.3 The Licensor makes no warranty or representation regarding the suitability of the Licence Area (structural or otherwise) for the Permitted Use or any other purpose.
- 16.4 If any part of this Licence is found to be invalid or void or unenforceable, then that part will be severed from this Licence and the remainder of this Licence will continue to apply.
- 16.5 Each party will pay its own costs and expenses in relation to the negotiation, preparation and execution of this Licence. The Licensee must pay all stamp duty (if any) assessed or chargeable in respect of this Licence.
- In addition to any other means of giving notice, any notice will be taken to have been given if it is in writing and signed by or on behalf of the party giving the notice and either delivered or sent by ordinary pre-paid post to the other party at the address set out in this Licence or such other address as may be advised in writing. A notice will be taken to have been given at the time of delivery or on the day following the date of posting (whether actually received or not).
- 16.7 This Licence is governed by the laws of South Australia. The parties submit to the jurisdiction of the courts of South Australia and agree to issue any proceedings relating to this Licence in those courts.
- 16.8 Every provision of this Licence is independent of the other. Any provision which is prohibited or unenforceable in any jurisdiction will be ineffective to the extent only of such prohibition or unenforceability, and the other provisions will remain in force.
- 16.9 Any variation of this Licence must be in writing and signed by each party.
- 16.10 Unless otherwise stated, the Licensor may in its discretion give (conditionally or unconditionally) or withhold any approval or consent under this Licence.

The Common Seal of City of Holdfast Bay was hereunto affixed in the presence of:
Mayor
Chief Executive Officer

this

The Common Seal of Minister for Education, Training and Skills was affixed to this Licence with the authority of the Minister by a person who is duly authorised to do so:

Signature of Authorised Officer

Matthew Longobardi
Name of Authorised Officer



### Annexure A



License Area

Exclusion Areas

Council Meeting: 12 November 2024 Council Report No: 374/24

**Item No:** 15.5

Subject: APPOINTMENT OF DEPUTY MAYOR

### **Summary**

The Local Government Act 1999 section 51(3) provides that Council may, if it chooses, appoint a Deputy Mayor from one of their Council members, for a term not exceeding four years.

Council has previously made appointments of Deputy Mayor for a term of one year. It is Council's prerogative to determine another term if it chooses.

In the absence of the Mayor, a Deputy Mayor may act in the office of Mayor.

### Recommendation

That Councillor \_\_\_\_\_\_ be appointed as Deputy Mayor for a period of one year, from 1 December 2024 to 30 November 2025.

### **Background**

Council has considered this matter annually, as it has chosen to appoint a Deputy Mayor for a term of one year. Councillor Lonie was appointed as Deputy Mayor on 24 October 2023 at the start of the new Council term in Report No: 318/23 Appointment of Deputy Mayor.

Motion C241023/7586

That Councillor Lonie be appointed as Deputy Mayor for a period of one year, from 2 December 2023 to 30 November 2024.

Moved Councillor Patton, Seconded Councillor Lindop

**Carried Unanimously** 

### **Report**

Under section 51 of the *Local Government Act 1999*, if the council has a Mayor, there may also be, if the council so resolves, a Deputy Mayor. In the absence of the Mayor, the Deputy Mayor may act in the office of the Mayor. If there is to be a Deputy Mayor, he or she will be chosen by the members of the Council from amongst their own numbers and will hold office for a term determined by the Council. The term must not exceed four years.

Council has previously chosen to appoint a Deputy Mayor for a period of one year. On the expiration of a term of office, a Deputy Mayor is eligible to be chosen for a further term. Councillor Lonie can be appointed for a further term.

If an Elected Member would like to nominate for the position of Deputy Mayor, you are requested to submit a statement outlining your reasons for seeking this important role. In your

Council Meeting: 12 November 2024 Council Report No: 374/24

statement, please address your commitment to the position and your ability to dedicate the necessary time to effectively discharge the duties associated with the Deputy Mayor role. Statements are to be provided to the Civic Governance Team prior to the Council meeting this report is being tabled at.

The role of the Deputy Mayor is to:

- Chair the meetings of Council in the absence of the Mayor;
- act in the position of Mayor when the Mayor is absent, and exercise the powers and perform the functions of the Mayor;
- attend the Executive Committee meetings.

The Remuneration Tribunal of South Australia in its Determination No.2 of 2022, stated that:

"The annual allowance for a councillor who is a deputy mayor will be equal to one and a quarter (1.25) times the annual allowance for councillors of that council."

As the City of Holdfast Bay is a Group 1B Council, as determined by the Remuneration Tribunal, the current annual allowance for a Councillor is \$22,828.00 which equates to \$28,535.00 for the Deputy Mayor. Allowances for Members of Local Government councils are increased by CPI in late November each year, as determined by the Remuneration Tribunal of South Australia.

The 2024 monthly rate for the Deputy Mayor is \$2,518.23 which will be increased by CPI in late November.

### **Budget**

The Elected Member appointed as Deputy Mayor by the Council will receive the Deputy Mayoral allowance as identified by the SA Remuneration Tribunal and Council's Elected Member Allowances, Support and Entitlements Policy.

The 2024-25 budget includes provision for payment of an allowance to a Deputy Mayor.

### **Life Cycle Costs**

There are no full life cycle costs associated with this report.

### **Strategic Plan**

Statutory compliance

### **Council Policy**

Elected Member Allowances, Support and Entitlements Policy

Council Meeting: 12 November 2024 Council Report No: 374/24

### **Statutory Provisions**

Local Government Act 1999, section 51

Written By: Executive Support Officer

A/Chief Executive Officer: Ms P Jackson

Council Meeting: 12 November 2024 Council Report No: 378/24

**Item No:** 15.6

Subject: APPOINTMENT TO THE PUBLIC ART ACQUISITION SELECTION PANEL

2025

### **Summary**

Each year, a Public Art Acquisition Selection Panel is assembled to consider potential acquisitions to Council's public art collection, making recommendations to Council regarding suitable works. The role of this panel includes, but is not limited to, the selection of a work from the annual Brighton Jetty Sculptures event.

In accordance with Council policy, an Elected Member must be included on the Selection Panel. Administration seeks Council's appointment of their representative on the 2025 panel.

### Recommendation

That Councillor \_\_\_\_\_\_ be appointed to the Public Art Selection Panel for 2025.

### **Background**

Annually as part of the Creative Holdfast Arts and Culture Strategy 2019 -2024, a number of projects assess public art acquisitions in the form of direct purchases or commissioning via a procurement process. This process is to deliver projects ranging from murals and outdoor sculptures with respective budgets allocated as part of annual business planning. These projects include but are not limited to the potential acquisition of an artwork at the Brighton Jetty Sculptures annual fundraiser event.

Refer Attachment 1

Historically, Council has purchased artwork from the outdoor sculpture category of the Brighton Jetty Sculptures competition and installed the artworks at selected sites, most commonly the Esplanade.

In accordance with Council's Public Art and Monument Policy, at least one Elected Member will be included on selection panels for public art to ensure community representation. Other members of the selection panel include suitably qualified Administration staff, external experts, and where appropriate, Kaurna representatives.

Councillor O'Donohue was appointed as the Elected Member representative for 2023-2024 (C241023/7586). She is eligible for reappointment if Council so decides.

Council Meeting: 12 November 2024 Council Report No: 378/24

### **Report**

As part of the Public Art Acquisition Selection Panel, it is proposed that Council appoint an Elected Member representative to assist in the assessment for the potential purchase of new public art assets and participate in the assessment and procurement of other public art assets throughout the year.

Council is not obliged to purchase a work from the Brighton Jetty Sculptures if no suitable work is identified. No sculpture was purchased in 2023 for this reason. In such circumstances, Council may choose to reallocate the budgeted \$20,000 to the acquisition of an alternative work, in accordance with relevant policy and procedures.

### **Budget**

A capital budget allocation of \$20,000 is made annually through the Annual Business Plan process for potential public art acquisitions. Other project-specific budgets are allocated from time to time.

### **Life Cycle Costs**

Maintenance costs for public art acquisitions are included in the annual public art maintenance budget.

### Strategic Plan

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

Open Space: Enhance character and vibrancy through innovation and distinctive public realm

and placemaking.

Creative Holdfast: Arts and Culture Strategy

### **Council Policy**

**Public Art and Monument Policy** 

### **Statutory Provisions**

Not applicable

Written By: Art and Culture Coordinator

General Manager: Community and Business, Ms M Lock

# Attachment 1





# CREATIVE HOLDFAST ARTS AND CULTURE STRATEGY

2019-2024

PREPARED FOR THE CITY OF HOLDFAST BAY BY URBAN MIND



# "MARNI NIINA PUDNI. PULTHUNARI PAYIMA, NGADLU YARTA TAMPINTHI"

WELCOME. WHEN WE UNDERSTAND THE PLACE NAMES, WE RECOGNISE THE LAND.

The City of Holdfast Bay acknowledges the Kaurna People as the traditional owners and custodians of the land. We respect the spiritual relationship with Country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to the Kaurna People today.



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'PIRKURNA WILTARNINTHI TAPA PURRUNA-ANA'

**'STRENGTHENING COMMUNITIES** THROUGH CULTURE' **ALLAN SUMNER** 

### **EXECUTIVE SUMMARY**

Arts and culture enrich our minds and lives, stimulate our imagination and create experiences that deepen our sense of meaning and connection with each other, the places we live and the wider world.

The City of Holdfast Bay's Creative Holdfast: Arts and Culture Strategy and Action Plan 2019 – 2024 provides a framework and road map to guide the philosophy, coordination, promotion, management and investment in arts and culture across the City of Holdfast Bay over the next five years.

There is significant potential for arts and culture; including film, performance, visual arts, writing, music and a diverse range of cultural expression, to contribute to achieving the goals identified in the City of Holdfast Bay's Our Place 2030 Strategy.

Creative Holdfast is a key strategic document that sets a five-year plan to deliver achievable and measurable actions through six strategic themes:

**Create** – generate opportunities for all people to participate in making art and being creative; all abilities, all cultures, all ages.

**Experience** – provide invigorating meaningful arts and cultural encounters, activities and events.

**Celebrate** – honour, promote and protect our unique and rich creative and cultural identity.

**Grow** – stimulate creative and cultural talent, skills and opportunities for jobs, business and tourism.

**Form** – shape the design and provoke the activation of distinctive and culturally rich places and creative spaces.

**Connect** – develop relationships and build links with local, state and national arts and cultural practitioners and organisations as well as other councils.

Each strategic theme has a set of objectives and actions that were developed in response to a robust community engagement process. The implementation of the Action Plan will generate opportunities for people to be creative and participate in meaningful activities and events to celebrate our unique cultural identity. It will create distinctive places and precincts, cultivate creative talent and strengthen the creative economy to drive future prosperity, while protecting our pristine natural environment.

The City of Holdfast Bay would like to thank all those who contributed to the development of Creative Holdfast Arts & Culture Strategy and Action Plan.

## INTRODUCTION

### Arts and culture are an important part of everyday life in Holdfast Bay and at the core of our identity.

In a myriad of interesting ways, arts and culture invigorate our lives, stimulate the local economy, strengthen social cohesion and inclusion as well as revitalise and activate our public spaces.

The creative and cultural life of Holdfast Bay is shaped by its people and their remarkable willingness to contribute and participate in activities that build community, including residents, businesses and traders, community organisations, visitors, schools and students.

Art makes a remarkable and unique impact on people from all walks and stages of life – from children and families, to young people, adults and the elderly, including people from diverse cultures, socio-economic backgrounds and of different abilities

Arts and culture contribute to making Holdfast Bay Adelaide's premier seaside destination and a vibrant and exciting place to live and do business.

# WHAT DO WE MEAN BY ARTS AND CULTURE?

Art refers to a broad range of creative activity including music, film, writing and literature, dance and performance, as well as a diversity of visual arts such as sculpture and murals, and the making of objects.

Culture emerges from our values, ethics, creativity, the interaction and connection we have to each other and to the place. It is that which gives us a sense of ourselves in the world and encompasses every aspect of our life. It not only helps us to interpret our world, it shapes our future.

Cultural activity expresses who we are; our shared beliefs, customs and traditions.



# WHY DO WE NEED AN ARTS AND CULTURE STRATEGY?

Council plays a vital role in enabling local people to participate in artistic and cultural expression. As well as caring for our cultural sites and infrastructure, hosting events, administering funding, and supporting and promoting arts and culture, Council's role is to build the capacity of the community as an enabler, facilitator and connector.

In October 2018, Council commissioned the development of an Arts and Culture Strategy and Action Plan 2019 – 2024 to guide the coordination, promotion and management of art and cultural heritage across the City of Holdfast Bay over the next five years.

Creative Holdfast was developed in response to an extensive program of community engagement with residents and businesses, creative practitioners, community arts groups, key organisations and industry leaders.

# THE IMPACT OF ARTS AND CULTURE

Arts and culture build safer and stronger communities, help people to stay well and healthy, recover faster, manage long-term conditions and experience a better quality of life.

The remarkable and unique impact of arts and cultural activity is felt across the life-course in children and families, young people, adults and the elderly, across diverse cultures, socioeconomics and abilities.



- improves self esteem
- strengthens identity
- improves mental health



- better school performance
- builds future job skill
- reduces stress and anxiety



# Safer & stronger communities

- build trust and belonging
- fosters peace and tolerance
- nurtures civic identity and pride

### Ageing well

- improves vitality
- live well longer
- reduces doctor visits



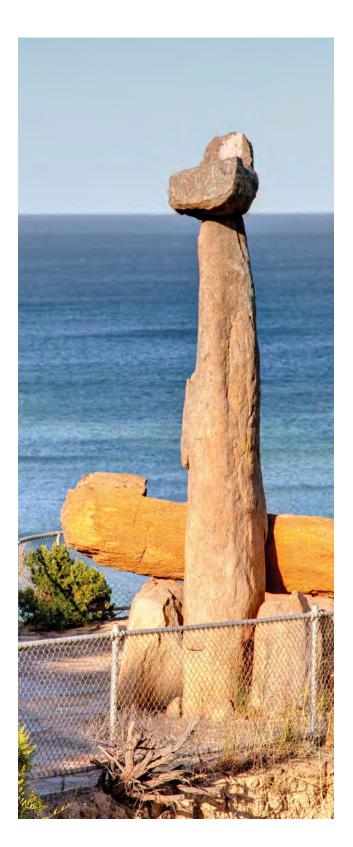
# 7

# Better health and wellbeing

- improves quality of life
- lowers anxiety
- reduces anxiety and depression



# **OUR STRENGTHS**



### STRONG COMMUNITY SPIRIT

The 'vibe' of the City of Holdfast Bay comes from the people – residents, businesses, community organisations, visitors, schools and young people, and their remarkable willingness to create, contribute and participate in activities that build community.

### **BUSINESS AND ENTREPRENEURSHIP**

There are many creative people throughout the City of Holdfast Bay in businesses that bring extraordinary energy, passion and commitment to shaping the vitality and vibrancy of the City's precincts.

### PRISTINE BEACHES AND COASTLINE

The city stretches along 8.6 kilometres of Adelaide's pristine coastline. Located approximately 11 kilometres south-west of the Adelaide CBD, the City of Holdfast Bay attracts over 1.2 million visitors each year – with three out of four visitors to Adelaide heading to Glenelg (Pathawilyangga); Adelaide's premier seaside destination.

### RICH CULTURAL HERITAGE

The City of Holdfast Bay is built on an ancient place – home to over 2,000 generations of Kaurna people who lived sustainably and nurtured the land and waters for some 60,000 years as one the world's longest living cultures.

The coastal environment with its fresh water lagoons and abundant food sources was used for millennia as a meeting place for cultural celebrations, ceremony and trade by Kaurna people, and continues to be a place of significant Kaurna cultural heritage.

In 1836, Colonel William Light arrived on The Rapid on a mission to survey the South Australian coast in search of a place for settlement. While The Rapid stood off-shore near the mouth of the Patawalonga, a storm blew in and the anchor held. Colonel Light consequently named the bay, 'Holdfast Bay'.

The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. Wituwartingga became the municipality of Brighton in 1858.

The City of Holdfast Bay was formed in 1997 through the amalgamation of the City Councils of Glenelg and Brighton and is now home to almost 37,000 people.

"Kaurna dreamtime stories are the oral textbooks of accumulated knowledge, values and beliefs, spirituality, and wisdom, from when time began. More than myths and legends or fairy tales for entertainment, dreamtime stories or lore are shared through language, art, customs, dance, music and singing, totems, and the geographical forms of the land - which together form a whole: The Dreaming."

Kaurna Nation Cultural Heritage Association



### PRECINCT DISTINCTIVENESS

Throughout the engagement process it became clear that there are five precincts evolving across Holdfast Bay, each with distinct characteristics and an emerging identity.

The intention of Creative Holdfast is to deliver arts and cultural activities that capture the distinctive identity of each precinct.

### **Five precincts**

- 1. Glenelg (Pathawilyangga)
- 2. The Broadway
- 3. Somerton Park
- 4. Brighton (Wituwartingga) and Hove
- Seacliff Park (Witawartingga)/ Kingston Park (Tulukutangga)

### **CULTURAL INFRASTRUCTURE**

The City of Holdfast Bay has some remarkable heritage and contemporary cultural infrastructure including libraries, museums, galleries, community centres, film cinemas, performing arts spaces, live music venues, commercial galleries and bookshops offering thousands of interesting events and activities.

### BAY DISCOVERY CENTRE AT THE GLENELG TOWN HALL AND HOLDFAST BAY HISTORY CENTRE

The Holdfast Bay History Centre, located at Brighton (Wituwartingga), promotes awareness of the City's history and heritage, offering services for residents and others to research family history, property history and historic burials. The History Centre collects and preserves community objects, photographs and documents which are exhibited at the Bay Discovery Centre.

The Bay Discovery Centre is a social history museum and art gallery that explores the themes of Holdfast Bay's unique history with a mission to 'inspire in all people a wonder and curiosity about life in Holdfast Bay'. The centre hosts a range of programs and events, including during South Australia's History Festival, and welcomes over 55,000 people each year. The Bay Discovery Centre is one of the most significant arts and cultural infrastructure assets owned by Council and is currently being separately scoped for redevelopment.



### **LIBRARIES**

There are two libraries highly cherished by the community; Glenelg (Pathawilyangga) and Brighton (Wituwartingga), both of which also offer a home library service. During 2017-18, almost 14,000 members borrowed over 440,000 items and visited over 195,000 times.

### **COMMUNITY CENTRES**

There are four community centres in the City of Holdfast Bay; Glenelg Community Centre, Glenelg North Community Centre, Holdfast Bay Community Centre and Brighton Community Centre. The centres offer a wide range of social, recreational, educational and personal development groups and programs. Other activities are also offered at Partridge House, Seacliff Recreation Centre and Kauri Sports and Community Centre.

### **PUBLIC ART**

Public art, like public space, belongs to all of us. It is a beautiful way of sharing the stories that matter most to the community and expressing a collective community identity, shared values and meaning. The City of Holdfast Bay has a collection of over fifty public artworks, most of which are deeply treasured by the community.

It became clear during the engagement process that the community and Council want stronger consideration of the priorities associated with public art investment. There is a need to ensure all future public art investment results in works that provoke a strong sense of place, meaning and pride for the community and visitors. Council will revise the public art policy to ensure best practice, strategic investment across the lifecycle of the work from commissioning, installation, maintenance and deaccessioning.

The annual Brighton Jetty Classic Sculptures is a 12-day event held every summer by the Brighton Surf Life Saving Club, managed entirely by passionate volunteers and is one of the city's most well attended events, attracting thousands of visitors



### **CREATIVE TALENT**

There are a number of excellent artists, creative practitioners, iconic visual and performing arts organisations and initiatives bringing excitement and vitality to the City of Holdfast Bay and beyond. Some have endured for many decades while others have been established more recently. Several are exemplary in their ambitious pursuit to present excellent work and quality experiences for audiences of all ages, abilities and cultures.

### **TUTTI ARTS**

Tutti Arts is an internationally renowned multi-arts organisation for people of all abilities. Established in 1997 at Brighton (Wituwartingga) in South Australia, Tutti artists create visual art, theatre, music, film, new media and cross art form installations for growing local and international audiences. Over three hundred South Australians aged 6-82 access Tutti's programs every week. Over the years Tutti's artists, exhibitions and productions have won numerous local, national and international awards. In 2017 Tutti was awarded the highly esteemed Arts South Australia Ruby Award for Sustained Contribution to the Arts in our state.



### ST JUDE'S PLAYERS

Established 70 years ago, St Jude's Players Inc is an awardwinning volunteer-based community theatre group located in Brighton (Wituwartingga), open to everyone who has an interest in quality community theatre. The Players present three full-length productions a year, including comedies, dramas and musicals. Several of the original Players, now wise nonagenarians, continue to serve as volunteers.

"Community theatre connects people in a unique way. A play tells a story and an audience shares the emotions, the laughter and the enjoyment. In that brief time, they are all feeling similar emotions and sharing an experience that reduces feelings of isolation and loneliness. Community theatre encourages community involvement and involves families in a strong multigenerational environment in which the sharing of knowledge, skills and abilities is paramount".

Rosie Aust, Chair St Judes Players

### **PORCH SESSIONS**

Porch sessions was born in the streets of Brighton (Wituwartingga). Porch Sessions are a series of travelling backyard music festivals where emerging and established musicians perform to live audiences. It has become an award-winning series, both locally and nationally and is a much-loved staple of the live music scene in South Australia.

"Creativity is absolutely the backbone behind any beautifully strong and diverse community. In a world of 'the busy', it is music, arts and culture that remind people how to connect, how to slow down and enjoy what little time we have left on this big floating rock. It reminds us what it means to be human, even if just for a brief moment in time."

Sharni Honor - The Porch Sessions // Summertown Studio



# COMMUNITY CONSULTATION FOR CREATIVE HOLDFAST

# 'WHAT FLOATS YOUR BOAT' WHEN IT COMES TO ARTS AND CULTURE?'

Throughout January 2019, the City of Holdfast Bay embarked on an extensive program of community consultation, engaging with residents and businesses, creative practitioners, community arts groups, key organisations and industry leaders which included:

- meetings with the Kaurna Nation Cultural Heritage Association
- a presentation at Hold Up Youth Advisory Group
- presentations at six community meetings and business groups
- interviews with 21 individual local creative and cultural leaders
- meetings with 16 key Council staff
- presentation to Elected Members
- face to face conversations with over 100 adults at four public events
- postcards collected from over 30 businesses and venues
- three 'Your View Holdfast' surveys (adults, young people and business)
- promotion in over 200 film sessions to approximately 5000 cinema guests

Our discussion with the community started by asking 'What floats your boat' when it comes to arts and culture?

The engagement provoked a conversation with the community about what people value, what future creative and cultural life they want, and how Holdfast Bay might position itself as Australia's leading creative and cultural coastal city.





### WHAT WE HEARD

401 postcards were received, and 180 surveys were completed. Hundreds of ideas, suggestions and comments were provided through interviews, emails, phone calls and informal conversations with residents, traders and community leaders.

Ninety percent of participants agreed (or strongly agreed) that arts and culture are an important aspect of community life in Holdfast Bay. Eighty percent of young people said that arts and culture made them feel good about life.

When asked 'how you want your neighbourhood to be?', adults said that they want their neighbourhood to be **safe**, **welcoming**, **vibrant**, **creative** and **friendly**. Young people said that they want their neighbourhood to be **welcoming**, **comfortable**, **safe**, **relaxed**, **progressive**.

Our community told us that we have a lot of great things that already contribute to the creative and cultural life of the City.

# More opportunities for people to participate in making art and being creative.

Our community would like to have more opportunities to make art and be creative, attend workshops and classes as well as having access to studio, rehearsal and exhibition spaces.

### More live music, murals and activations in public space.

There was a lot of enthusiasm from the community in support of live music, at concerts and festivals as well as live music venues and in public space. Live music was cited as an excellent way to enliven the precincts, especially in the evening. Murals as well as interesting encounters in public space are also important to the community.

### Greater investment in our arts and culture.

The community expressed the need to increase investment in arts and culture and cited the substantial investment in sport which while very important for healthy communities, needs to be proportional with arts and culture.





### Greater promotion of existing arts and cultural activities and events.

There are many amazing events happening across the city regularly that people don't know about. Artists, and others doing creative things also indicated challenges in promoting their events and activity.

### Greater cultural diversity and more inclusive events.

The community expressed a desire to experience more multicultural events and activities to reflect the diversity of the broader community, including food and music festivals, cultural sharing initiatives.

### More quality and meaningful arts and cultural experiences.

The community told us that when it comes to arts, culture and events - more is not always better, and that it is important to not compromise on quality activities that generate meaningful experiences and encounters.

### Greater acknowledgement of Kaurna heritage and culture.

Holdfast Bay has a rich Aboriginal heritage and history, yet the community feels as though their understanding is lacking and would like to see more opportunities to learn about local Aboriginal culture, history and sites of significance.

### Continue to celebrate our unique European history.

The community greatly values the rich local European history and keen to see it celebrated in interesting and innovative ways.

### Continue to attract creative people to live and work in Holdfast Bay.

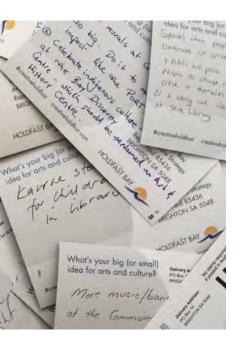
Holdfast Bay has many remarkable artists and creative practitioners and the community is keen to see more creative people attracted to live, work and learn in the city.

### Create distinctive and culturally rich places and precincts.

The community expressed that they would like to see more considered public art across the city and included as an important aspect of new developments.

### Create meaningful public art that reflects local stories and our place.

While the community are generally very proud of much of the city's public art collection, concerns were expressed about some of the poorer quality works which seem to be out of place or lack meaning and called for greater consideration of the selection of public art.





### WHAT ARTS AND CULTURE MEANS TO US

When asked what words come to mind when thinking about arts and culture, this is what people told us



## **OUR VISION FOR ARTS AND CULTURE**

### ARTS, CREATIVITY AND CULTURE **ENRICH OUR DAILY LIVES.**

Building on the incredibly strong community spirit and the existing capability, assets and strengths of the City of Holdfast Bay, the vision for the City of Holdfast Bay is to be a leading creative and cultural coastal city.

Our vision is for a place where the arts and culture flourish to stimulate, unite, delight, challenge and entertain. Local arts and cultural institutions boast capacity attendance and audiences, local artists and cultural producers are proudly celebrated and valued by the community and known worldwide for their excellence.

Our vision is for the City of Holdfast Bay is to be known as an incubator for new forms of expression that reflect the diversity of our thinking, talent and communities, attracting creative talent from around the world, galvanising our international reputation for innovation, and driving economic growth, through a lens of environmental sustainability.

This will be achieved through Creative Holdfast across six strategic themes, each with three objectives and a set of actions.





### STRATEGIC CONTEXT

### COUNCIL'S OUR PLACE 2030 STRATEGIC PLAN PROVIDES THE FRAMEWORK FOR THE FUTURE DIRECTION OF THE CITY OF HOLDFAST BAY.

The 'Our Place 2030' strategy sets our five key Pillars to map our direction and provides objectives for maintaining, processing and celebrating our city into the future:



### **COMMUNITY**

A healthy, creative connected community



#### **CULTURE**

An effective, customercentred organisation



### **ENVIRONMENT**

A community connected to our natural environment



### **ECONOMY**

A diverse and resilient local economy



### **PLACEMAKING**



**Create** – generate opportunities for all people to participate in making art and being creative: all abilities, all cultures, all ages

**Experience** – provide invigorating meaningful arts and cultural encounters, activities and events.

**Celebrate** – honour, promote and protect our unique and rich creative and cultural identity.

**Grow** – stimulate creative and cultural talent, skills and opportunities for jobs, business and tourism

Form – shape the design and provoke the activation of distinctive and culturally rich places and creative spaces.

Connect – develop relationships and build links with local state and national arts and cultural practitioners and organisations as well as other councils.

### ARTS, CREATIVITY AND CULTURE **ENRICH OUR DAILY LIVES.**

Creative Holdfast will be delivered in line with the Our Place 2030 Strategic Plan and supporting strategies including:

City of Holdfast Bay Tourism Plan, Economic Activation Plan, Open Space and Public Realm Strategy, Jetty Road Glenelg Masterplan, Jetty Road Glenelg Precinct Public Art Plan, the Heritage, Research and Procedures Report and the Artscape Corridor Masterplan.

Implementation will also factor in the priorities for arts and culture of adjacent councils, state and federal governments, and leverage relationships with the state's major arts and cultural organisations and festivals.

# OUR STRATEGIC THEMES, OBJECTIVES AND ACTIONS

### **CREATE:** STRATEGIC THEME 1

Generate opportunities for all people to participate in making art and being creative; all abilities, all cultures, all ages.

- Increase opportunities for residents and visitors to participate in arts and culture.
- Make it easier for artists and cultural practitioners to do creative things.
- Identify and generate new opportunities for creative expression.

Creating art, making things and solving problems is good for our wellbeing and it makes us happy. Arts and culture offer a range of interesting ways for people of all ages, cultures and abilities to participate and be involved in the practice of making.

We are essentially wired for creativity. Research on the impact of art on health indicates that young people involved in quality arts activities do better at school and have a stronger sense of belonging and connection with the community. As we get older taking part in creating and making helps us develop self-esteem, improves memory and strengthens our sense of accomplishment.

The level of participation frames the creative and cultural life of our City. It shapes our values, ideas and innovations sense of belonging and connection to each other and to place. It strengthens our ability to endure and adapt to change.

Priority actions are highlighted in **bold**.

### **OBJECTIVE 1.1:**

Increase opportunities for residents and visitors to participate in quality, contemporary arts and culture.

- 1.1.1 Identify opportunities for local artists and musicians to contribute to events.
- 1.1.2 Host regular school holiday art workshops across a range of art forms.
- 1.1.3 Plan and deliver a program of quality workshops at the Bay Discovery Centre and Community Centres.
- 1.1.4 Increase promotion of the current arts and culture activities and art making offerings of existing organisation.
- 1.1.5 Continue to promote and subsidise participation in SALA with venues and artists.
- 1.1.6 Explore the potential to support local artists and designers to contribute to the Adelaide Fashion Festival

### **OBJECTIVE 1.2:**

Make it easier for artists and cultural practitioners to produce and present excellent work.

- 1.2.1 Explore and minimise real and perceived barriers and red tape.
- 1.2.2 Explore and develop ways to incentivise artists to practice and establish studios locally.
- 1.2.3 Continue to provide grants for emerging and established practicing artists and cultural producers.

### **OBJECTIVE 1.3:** Identify and generate new platforms and opportunities for creative expression.

- Identify opportunities to support creative writing, including telling local stories of places and characters.
- 1.3.2 Establish 'plug and play' public performance spaces.
- 1.3.3 Explore the potential for a 'jack in' projection platform and program for illustrators and digital content producers to exhibit their work in the public realm.
- 1.3.4 Determine the viability of establishing a youth arts
- 1.3.5 Explore opportunities to develop a landmark community arts centre and a digital hub for innovative and emerging tech including. podcasting, 3D printing, animation, digital media and augmented reality.



### **EXPERIENCE:** STRATEGIC THEME 2

Provide meaningful arts and cultural encounters, activities and events.

- Be known as a city of creative excellence.
- Increase creative expression in the public realm.
- Inspire new venues, events and attract new audiences.

"I'd like my six-year-old son to grow up in a creative and cultured environment." Local Resident

Attending arts and cultural events and activities enriches our lives in a myriad of ways. Art can delight and entertain us as well as provoke and challenge us to develop and broaden our minds. It builds belonging, trust and cooperation in the community, and encourages civic engagement, tolerance and altruism.

Priority actions are highlighted in **bold**.

### **OBJECTIVE 2.1:**

Be known as a city of creative excellence.

- 2.1.1 Revise the public art policy to reflect best practice and ensure the commissioning and maintenance of quality work.
- 2.1.2 Ensure Council led events have a clear and strong creative narrative.
- 2.1.3 Recruit Bay Discovery Centre volunteers with an interest in being cultural advocates.
- 2.1.4 Explore investing in the technology and capability for audio description at the Bay Discovery Centre and Gallery.



### **OBJECTIVE 2.2:**

### Increase creative expression in the public realm.

- Develop a mural strategy, identify and map the 2.2.1 potential walls suitable for murals.
- 2.2.2 Identify and map potential outdoor music venues and program performances.
- 2.2.3 Establish a busking program for emerging and established musicians to routinely perform.
- 2.2.4 Continue to host a triennial Random Acts of Art event.
- 2.2.5 Explore installing light art works instead of traditional urban lighting to enhance safety and facilitate wayfinding.
- Program choirs and buskers to perform in public 2.2.6
- 2.2.7 Explore ways to encourage reading in public.
- Explore the idea of developing an underwater 2.2.8 sculpture garden.
- 2.2.9 Explore curating a permanent treasure hunt along the coast inspired by science and historical collections and artefacts.

#### **OBJECTIVE 2.3:**

### Inspire new venues, events and attract new audiences.

- Pilot participation in Umbrella Winter City 2.3.1 Sounds Festival by venues and musicians.
- 2.3.2 Develop a live music strategy.
- 2.3.3 Establish a volunteer 'culture companion' program to support people in the community to attend arts and cultural events.
- 2.3.4 Host urban food, art, wine, music walking tours.
- Establish an annual Creative Holdfast program. 2.3.5
- 2.3.6 Map and include arts and cultural sites in existing community bus routes.
- 2.3.7 Ensure community wellbeing outings routinely visit local arts and cultural sites and places.
- Map the existing major state festivals and 2.3.8 strategically align activity where possible to develop a Creative Holdfast Calendar.
- Host SALA Exhibition tours. 2.3.9
- 2.3.10 Identify opportunities to leverage the collections and exhibitions of the Bay Discovery Centre with music, public talks, events.
- 2.3.11 Continue to explore new avenues for building audiences at the Bay Discovery Centre.
- 2.3.12 Explore hosting a local makers and produce festival.
- 2.3.13 Explore ways to promote the availability of local creative spaces.
- 2.3.14 Explore hosting an inclusive arts and culture event or festival.

### **CELEBRATE:** STRATEGIC THEME 3

Honour, promote and protect our unique creative and cultural identity.

- Celebrate Kaurna culture and heritage.
- Celebrate European culture and heritage.
- Promote the unique and diverse cultural identity of each precinct.

"We don't want to walk in front; We don't want to walk behind;We want to walk along side by side." Gladys Elphick 'Auntie Glad' (MBE)

The City of Holdfast Bay proudly celebrates its shared and diverse histories through tangible heritage including monuments, museum collections, architecture, hosting historical and cultural events, programs and tours as well as through signage and street names.

The traditions inherited from our ancestors including rituals, festivals, knowledge, practices and skills to produce traditional crafts are also deeply respected and passed on to our descendants.

We live in a time when some of our old stories are being reframed as new stories emerge.

"Kaurna should be central to our thinking in this place." Local Resident

The City of Holdfast Bay acknowledges the impact of the arrival of Europeans on Kaurna people and the subsequent dispossession of land, dislocation from family, community and culture

There are many important stories of early harmonious interactions between Kaurna and European people who arrived on the Africaine and set up a small village of tents on the banks of the Patawalonga in 1836 including the exchange of food and other articles. Through the community engagement process it became clear that the vast majority of people in Holdfast Bay are proud of Kaurna culture and eager to understand, honour and celebrate it.

The Creative Holdfast Plan will bring together natural history, Kaurna culture and heritage with European history, in a contemporary spirit of conversation and reconciliation towards a rich and shared cultural future.

Priority actions are highlighted in **bold**.

### OBJECTIVE 3.1: Celebrate Kaurna culture and heritage.

- 3.1.1 Demonstrate best practice in the care, conservation and restoration of Kingston Park (Tulukutangga) in partnership with Kaurna people.
- 3.1.2 Systemise routine Kaurna dual naming and signage where possible.
- 3.1.3 Create further opportunities to share the significance of the Tjilbruke dreaming story and spring site.
- 3.1.4 Liaise with the State Government to arrange for the tram arrival announcement and signage to be in Kaurna when arriving at Pathawilyangga/ Glenela.
- 3.1.5 Consider Kaurna stories, perspectives, knowledge and culture in future exhibitions where appropriate.
- 3.1.6 Continue to deliver and build a program of events for South Australia's History Festival, National Reconciliation Week and NAIDOC Week.

- 3.1.7 Continue to print and find ways to better distribute the Kaurna yarta-ana Cultural Map and Footprints in the Sand booklet.
- 3.1.8 Seek interest from Kaurna community to develop a Kaurna heritage walk.
- 3.1.9 Explore the potential to host regular cultural sharing events and tours for children and adults in conjunction with the Kaurna community.
- 3.1.10 Explore the potential to host language classes and storytelling for children and adults at libraries in conjunction with the Kaurna community.
- 3.1.11 Explore building a collection of Aboriginal resources in libraries in conjunction with the Kaurna
- Explore the potential for a festival to honour Kaurna culture in conjunction with the Kaurna community.
- 3.1.13 Explore how Council might support participation in Tarnanthi in conjunction with the Kaurna community.

### **OBJECTIVE 3.2:**

Celebrate European culture and heritage.

- 3.2.1 Continue to maintain existing cultural assets.
- 3.2.2 Continue to deliver and build a program of events for South Australia's History Festival.
- 3.2.3 Continue to explore projects that promote the history collection outside of the museum.
- 3.2.4 Consider gender and cultural diversity when exhibiting items from the collection.
- 3.2.5 Continue to support the collections of the History Centre, particularly in relation to the conservation of significant collection items.
- Continue to promote the Bay Discovery Centre, 3.2.6 History Centre and Glenelg Air-raid Shelter.

### **OBJECTIVE 3.3:**

Promote the unique and diverse cultural identity of each precinct.

- Develop a Holdfast Bay sizzle reel to express the 3.3.1 City's arts and cultural life.
- Explore hosting cultural cuisine-based cooking 3.3.2 classes in community centres and cafes/restaurants after hours to enliven the evening economy.



### TJILBRUKE'S JOURNEY

City of Holdfast Bay Cultural Map Kaurna yarta-ana.

Although not a powerful man, Tjilbruke was a great man, a master of fire making and a skilled hunter. One day his much-loved nephew, Kulultuwi, and Kulultuwi's two half-brothers, Yurawi and Tetjawi from the Yatabiling clan of the Kaurna people, decided to go hunting. Tjilbruke did not want to go with them; he decided to set up camp at Tulukutangga (now called Kingston Park by non-Kaurna people). Tjilbruke saw the old tracks of Kulultuwi's hunting party and found fresh tracks of an emu. Tjilbruke tracked this emu but lost the track.

Tjilbruke continued to walk in the direction he thought the emu would have taken. While he was walking, he came across Kulultuwi starting a fire to cook an emu that he had killed. Being new at hunting, Kulultuwi had accidentally killed the emu that Tjilbruke was hunting (it was against tribal law to kill an animal that was rightfully someone else's). Tjilbruke forgave Kulultuwi's mistake and returned to his camp.

Kulultuwi placed green herbs on the bird, laid it on a bed of hot stones and poured water on it to make it steam. As Kulultuwi's leaned over the bird to see if it was nearly ready, a burst of steam blinded him. His two halfbrothers, who were jealous of Kulultuwi's popularity, thought he should face tribal justice for killing the emu. They speared him to death. Yurawi and Tetjawi took Kulultuwi's body to the home of the Yatabiling, clan of the Kaurna people at Warriparinga, where they started to smoke Kulultuwi's body. Later, on looking for Kulultuwi, Tjilbruke discovered evidence of his nephew's death. He went to Warriparinga where he found Kulultuwi's partially smoked, dried body. He picked up the body and carried it to the freshwater spring at Tulukutangga (Kingston Park). At Tulukutangga, Tjilbruke completed the smoking of Kulultuwi's body. An inquest was held and Tjilbruke discovered how his nephew had died. Tjilbruke carried Kulultuwi's body to Murrkangga (Hallett Cove) where he rested. As he thought about his nephew, he cried. His tears formed a fresh water spring. He continued along the coast to Witawali. (Sellicks Beach) crying as he carried Kulultuwi's body. He cried as he travelled along the coast and more fresh water springs were created by his tears. Springs were created at Tayinparingga (Port Noarlunga), Karrkungga (Red Ochre Cove), Wirruwarungga (Port Willunga) and Kungkaratingga (near Wirrina Cove).

Near Pariwarangga (Cape Jervis), Tjilbruke went into a cave, where he left Kulultuwi's body. He travelled further in and emerged covered in yellow ochre. Feeling old and saddened by the death of his nephew, Tjilbruke decided that he no longer wanted to live as a man. He found a swampy lagoon and killed a grey currawong. He plucked its feathers, rubbed its fat over his body and tied the feathers onto his arms. As he flapped his arms, he started to fly and became an ibis.

Today you can see Tjilbruke's spirit in the ibis that live around springs and swamps.



#### **GROW: STRATEGIC THEME 4**

Stimulate creative and cultural talent, skills and opportunities for jobs, business and tourism.

- Foster development of the creative and cultural sector.
- Explore and promote the value and impact of arts and culture
- Attract artists, creatives and cultural producers to live and work locally.

"Supporting the creative economy and jobs for the future and better education around the benefits and value of arts and culture" Local Resident

Creative jobs are transforming the Australian economy. According to the Australian Research Council, the creative sector is one of the fastest growing business sectors.

The creative and cultural industry is diverse and includes performing arts, music, comedy, fashion and filmmaking, visual arts and craft as well as architecture, landscape and, industrial design, digital games development, podcasting, software design, graphic design and publishing.

The sector comprises a rich mix of not-for-profit and community organisations (community arts practice), individual practitioners, commercially driven businesses and cultural institutions

In 2010-11 arts, culture and creative industries contributed \$1.34 billion to the South Australian economy with a strong estimated growth trajectory. According to Australian Bureau of Statistics census data, employment in the creative services sector is growing by nearly three times the average rate of the Australian workforce.

The International Monetary Fund asserts that building wealth which fosters human capital development, promotes greater equity and respects shared cultural values leads to sustainable prosperity.

Australia's Office of the Chief Economist predicts that 44% of employment in Australia is at high risk of being automated across the next 10 - 15 years, and acknowledges creativity and social intelligence not only as skills immune to automation, but drivers of innovation, competitiveness and future prosperity.

Arts and culture provoke curiosity and creativity, two important drivers of design and innovation. The United Nations describes creative 'goods and services' as resilient products, because they rely on curiosity, novel ways of doing things and ideas.

There is also growing global recognition of the economic value of cultural tourism.

In a recent survey of United Nations member states, ninety percent reported including cultural tourism in their tourism policy. Research by Tourism Research Australia (TRA) indicates the arts are increasingly part of the itinerary for international visitors, with visiting museums and galleries being the most popular arts activity, irrespective of the visitor's main reason for visiting Australia.

Arts and culture provoke us to explore and better understand what really matters. They provide a platform to debate and express our shared values, morals and ethics – which in this technological age is becoming increasingly important as we enter the era of machine learning and artificial intelligence.

Priority actions are highlighted in **bold**.

#### **OBJECTIVE 4.1:**

Foster development of the creative and cultural sector.

- Explore Somerton Park as a precinct that fosters creative industries and recognised as an innovation district.
- 4.1.2 Host creative economy forums and workshops for creative businesses.
- 4.1.3 Routinely consider the cultural impact of funding decisions.
- 4.1.4 Explore establishing a small digital hub at Glenela
- Explore establishing a member-based centre for art 4.1.5 and design that offers access to equipment and studio space.
- 4.1.6 Explore establishing a legal arts trust to attract bequests for commissioning quality art.

#### **OBJECTIVE 4.2:**

Explore and promote the value and impact of arts and culture.

- 4.2.1 Identify ways to promote and celebrate local makers and producers.
- 4.2.2 Map, measure, monitor and promote the creative economy.
- 4.2.3 Promote the value of the creative and cultural economy to businesses and residents.
- 4.2.4 Explore using empty shops for creative interventions.

#### **OBJECTIVE 4.3:**

Attract artist, creatives, and cultural producers to live and work locally.

- 4.3.1 Identify and reduce real and perceived barriers for creatives to practice and produce.
- 4.3.2 Promote the Small Business Development Grants to the Creative Industries.



#### FORM: STRATEGIC THEME 5

Shape the design and activation of distinctive precincts, culturally rich, places and creative spaces.

- Install meaningful public and integrated art.
- Increase the use of existing infrastructure for arts and cultural activity.
- Ensure new developments consider cultural impact.

"A place where different cultures in the community can share their history and experiences through art, and music." Local Resident

The arts bring energy and vitality to communities, improve the quality of life and wellbeing of residents, make communities more creative and foster a stronger sense of pride and identity. Cultural infrastructure is also recognised as a key element of creating great places for people to live, work, visit, play and do business.

Individuals who rate arts and culture in their community as 'excellent' are nearly three times more likely to report a 'very strong' sense of belonging to their city or town. Arts and heritage experiences make residents feel part of their local community, bring people from diverse backgrounds together and builds a shared sense of identity.

The delivery of hyper-local, precinct-based arts and cultural activity will reinforce the distinctive identity in each precinct, build civic pride and a sense of ownership among the local community, businesses, traders and schools in close partnership with artists, designers and cultural producers.

Each precinct will influence a range of strategic arts and cultural activity that builds local identity including; public art, installations and murals, live music, participation in open-access events (such as SALA and the Fringe Festival) busking, integrated urban infrastructure/lighting, playgrounds, architecture, creative enterprise and other arts and cultural activity.

"The land speaks to us; we speak to the land." Gladys Elphick 'Auntie Glad' (MBE)

Priority actions are highlighted in **bold**.

#### **OBJECTIVE 5.1:**

Install meaningful public and integrated art.

- Develop a public art policy and protocols to 5.1.1 support the strategic commissioning and asset management of work.
- Engage schools in placemaking. 5.1.2
- 5.1.3 Extend the principles of the Jetty Road Glenela Masterplan Public Art Plan to the other precincts.
- 5.1.4 Name each of the precincts in Kaurna.
- 5.1.5 Explore the installation of sensory art for people with disabilities.
- 5.1.6 Consider opportunities for adding street art on roads for traffic mitigation.
- 5.1.7 Explore the potential to develop a creative spaces online platform.

#### **OBJECTIVE 5.2:**

Increase the use of existing infrastructure for arts and cultural activity.

- 5.2.1 Better utilise existing facilities including the Bay **Discovery Centre, Brighton Performing Arts** Centre, community centres and public spaces.
- Install architectural lighting on historic buildings 5.2.2 - replace like for better.

#### **OBJECTIVE 5.3:**

#### Ensure new developments consider cultural impact.

- 5.3.1 Embed consideration of wellbeing and cultural impact in the development of best practice urban design guidelines.
- 5.3.2 Develop a guide for property owners and developers outlining the City's cultural identity aspirations, to inform the early stages of planning.
- 5.3.3 Create an outdoor public theatre space.
- 5.3.4 Consider opportunities for arts and culture in playspace design.

- 5.3.5 Incorporate performance areas into playspaces to encourage public performance.
- 5.3.6 Harness 'like for better' opportunities for art as urban furniture (e.g. seats bins, manhole covers, bollards and plant pots).
- 5.3.7 Engage property developers in creative placemaking and cultural master planning.
- 5.3.8 Explore establishing a 'hoarding art' approach for construction sites.



#### **CONNECT: STRATEGIC THEME 6**

Build links between local arts and cultural practitioners and organisations as well as other Councils, across the state and nationally.

- Better communicate and celebrate existing arts and cultural activity.
- Identify and develop partnership opportunities with leading arts and culture organisations in South Australia and beyond.
- Facilitate opportunities for local artists, and cultural producers to collaborate with the local community, businesses and schools.

The City of Holdfast Bay is home to some remarkable, award winning arts and cultural organisations doing extraordinary and interesting work, which could be better supported and promoted.

Priority actions are highlighted in **bold**.

#### **OBJECTIVE 6.1:**

Better communicate and celebrate existing arts and cultural activity.

- Establish a Creative Holdfast identity, marketing 6.1.1 and communications approach.
- 6.1.2 Develop a Creative Holdfast arts and culture map for the coast.
- 6.1.3 Develop strong media partnerships across radio and print media to promote existing activity.
- 6.1.4 Explore the development of an interactive Creative Holdfast digital platform.

#### **OBJECTIVE 6.2:**

Identify and develop partnership opportunities with leading arts and culture organisations in South Australia and beyond.

- 6.2.1 Connect with major South Australian and national cultural institutions and organisations to better understand best practice and identify potential, collaborative projects and programs.
- Explore partnering with Tutti and other organisations to host a disability arts festival.

#### **OBJECTIVE 6.3:**

Facilitate opportunities for local artists, and cultural producers to collaborate with the local community, businesses and schools.

6.3.1 Host creative forums, arts and authors talks.



# FUNDING AND IMPLEMENTING CREATIVE HOLDFAST

The Creative Holdfast Plan sets out a series of actions and initiatives involving collaboration and contribution from a wide range of organisations. While some actions are deliverable by reframing existing budgets, Council will consider the feasibility of any additional funding via its annual budget process. This may include seeking new investment and partnerships with aligned organisations and agencies. As opportunities arise, new initiatives may be added where they support the goals and objectives of this plan.

The creative and cultural life of Holdfast Bay is a rich ecology that involves the contributions of thousands of people and organisations, of which Council is only one part. By collectively delivering on Creative Holdfast, we can enhance our unique identity, connect our diverse communities, support each other to express ourselves creatively, improve our wellbeing, develop our economy and inspire others to visit, live and work here too – as a leading creative city.







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Council Meeting: 12 November 2024 Council Report No: 373/24

**Item No:** 15.7

Subject: NOMINATIONS – WEST BEACH TRUST BOARD

#### **Summary**

The Hon Nick Champion, Minister for Planning has written to Council advising that the term of appointment for Councillor Abley on the West Beach Trust (the Trust) expires on 28 February 2025.

It is required that the City of Holdfast Bay provide a panel of three proposed nominees to represent the City of Holdfast Bay on the Trust pursuant to Section 7 of the *West Beach Reserve Act 1987* (the Act) by 13 December 2024. Nominated persons need not be members or employees of the council.

The proposed nomination must include at least one male and female as per the Act. The Act also requires that the nominees must have knowledge of, and experience in business or management, tourism, accounting and finance, environmental protection and management, operation of regional recreational facilities or government. Council can re-nominate the existing member.

Recommendation	
That Council nominates Councillorsto the Hon Nick Champion MP for consideratio	, and n for appointment to the West Beach Trust.
to the non-view champion in 101 consideratio	in for appointment to the West Beach Trust.

#### **Background**

The West Beach Trust (the Trust- marketed as West Beach Parks) is established under the *West Beach Recreation Reserve Act 1987* (the Act) and is charged with the responsibility of administering and developing the 135 hectares as a sporting, cultural and recreational complex, and as a tourist attraction and resort. The Trust promotes and encourages the use and enjoyment of the Reserve by the public and also has an environmental responsibility. The precinct includes two accommodation properties, two public golf courses, diverse competition level sporting facilities, meeting and event venue, a boat haven and a range of lessees.

The Trust governance structure comprises seven members appointed by the Minister, including representatives of the Cities of Holdfast Bay, Charles Sturt and West Torrens and independent members.

Council is required to nominate a panel of three persons for the Minister to choose from. Nominated persons need not be members or employees of the council.

In July 2021, Council nominated Councillors Abley, Clancy and Snewin.

Council Meeting: 12 November 2024 Council Report No: 373/24

#### **Report**

The Hon Nick Champion MP wrote to Council on 13 October 2024 requesting that the City of Holdfast Bay provide proposed nominees pursuant to section 7 of the Act by 13 December 2024.

Refer Attachment 1

The Trust is accountable to the Minister for the effective stewardship of the West Beach Recreation Reserve in accordance with the Act. The general powers and functions of the Trust are outlined in Attachment 2.

Refer Attachment 2

In accordance with Section 7(2)(a) and (b) of the West Beach Recreation Reserve Act, any person nominated by a council, or otherwise selected by the Minister for appointment, must have qualifications or experience in one of the following:

- business or management
- tourism
- accounting and financial
- environmental protection and management
- the provision or operation of regional recreation facilities
- government.

Further, in constituting a panel, Council:

- must nominate at least one woman and one man, and
- must give reasonable consideration to nominating persons who provide a range of the qualifications and experience referred to above, and
- need not nominate persons who are members or employees of the council.

The West Beach Trust Board meets approximately eight times per calendar year and the appointment will be for a term of two years. A copy of the Board's Code of Conduct is attached for Members' information.

Refer Attachment 3

Council must provide a panel of three nominees. Council can re-nominate the existing member. The nominees from Council can be any member of the community including staff. The term of appointment to the Trust is determined by the Minister.

Nominees must provide a CV outlining their relevant qualifications and experience for consideration by the Minister.

#### **Budget**

Council does not contribute financially to the Trust.

A member of the Trust is entitled to receive such allowances and expenses as the Governor may from time to time determine.

#### **Life Cycle Costs**

Not applicable

Council Meeting: 12 November 2024 Council Report No: 373/24

#### **Strategic Plan**

Statutory compliance

#### **Council Policy**

Not applicable

#### **Statutory Provisions**

West Beach Recreation Reserve act 1987

Written By: Executive Assistant to the Chief Executive Officer

A/Chief Executive Officer: Ms P Jackson

### Attachment 1



#### **Hon Nick Champion MP**



Minister for Housing and Urban Development

Minister for Housing Infrastructure

Minister for Planning

GPO Box 11032 ADELAIDE SA 5001

T: (08) 8235 5580

E: ministerchampion@sa.gov.au

24EXT0236

Mr Roberto Bria Chief Executive Officer City of Holdfast Bay

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

#### Dear Mr Bria

I write to you concerning the position of the City of Holdfast Bay's representation on the West Beach Trust Board.

The term of the present member, Ms Rebecca Abley, nominated by the City of Holdfast Bay expires on 28 February 2025.

Pursuant to section 7(1)(b) of the *West Beach Recreation Reserve Act 1987*, I am required to appoint one person from a panel of three persons nominated by the City of Holdfast Bay.

I invite Council to provide names and current CVs for three nominees to me by no later than Friday, 13 December 2024.

I look forward to receiving the panel of nominees.

Yours sincerely

Hon Nick Champion MP

Minister for Planning

(3/ 1/0 / 2024



### Attachment 2



#### **Division 2—Functions and powers of the Trust**

#### 13—General functions and powers of Trust

- (1) The functions of the Trust are as follows—
  - (a) to administer and develop the Reserve in accordance with its strategic and business plans—
    - (i) as a sporting, cultural and recreational complex of State-wide significance; and
    - (ii) as a tourist attraction and resort; and
    - (iii) within a designated area—as a place where boats may be launched, moored or stored (and where any ancillary or associated services may be provided); and
  - (b) to promote and encourage the use and enjoyment of the Reserve by the public; and
  - (c) to perform any other function assigned to the Trust by this Act or the Minister.
- (2) For the purpose, or in the course, of performing its functions, the Trust may—
  - (a) establish committees (which may, but need not, consist of, or include, members of the Trust) to advise the Trust on any aspect of its functions;
  - (b) delegate any of its powers under this Act to a committee, member of the Trust or other person;
  - (c) acquire, deal with or dispose of real or personal property or any interest or right in relation to real or personal property;
  - (d) provide facilities for accommodation, refreshment, sport or entertainment and any other amenities on the Reserve;
  - (e) grant (on such conditions as the Trust thinks fit) leases, licences or other rights of occupation or use in relation to any part of the Reserve or any building or facility on or over any part of the Reserve;
  - (f) carry out work and undertakings for the improvement or maintenance of the Reserve;
  - (g) construct on the Reserve any buildings or structures that it considers appropriate;
  - (h) fix charges for admission to the Reserve or any part of it;
  - (i) fix charges for any services or amenities provided by the Trust;
  - (j) enter into any contract or arrangement relevant to the functions of the Trust;
  - (k) do any other thing that is necessary for, or incidental to, the performance of its functions.

- (3) A delegation under <u>subsection (2)(b)</u> is revocable at will and does not derogate from the power of the Trust to act itself in any matter.
- (4) Despite any other provision of this Act, the Trust must not sell any of the land bounded by bold black lines in the Schedule.
- (5) Despite any other provision of this Act (but subject to <u>subsection (7)</u>), the Trust must not—
  - (a) sell any of its other real property (being real property not within the ambit of subsection (4)); or
  - (b) grant a lease or licence over the Reserve, or a part of the Reserve, so as to result in a situation where the Trust has, in effect, transferred its responsibility to administer and develop the Reserve in accordance with section 13(1)(a) to another party; or
  - (c) enter into any partnership, joint venture or other profit sharing arrangement, unless the Minister has approved a proposal for the transaction and has, at least two months before the proposed transaction is entered into—
  - (d) given notice of the proposed transaction in the Gazette and in a newspaper circulating generally throughout the State; and
  - (e) provided a written report on the proposed transaction to the Economic and Finance Committee of the Parliament.
- (6) Despite any other provision of this Act (but subject to <u>subsection (7)</u>), the Trust must not grant a lease or licence over the Reserve, or a part of the Reserve, for a term exceeding ten years (not being a lease or licence to which <u>subsection (5)(b)</u> applies) without the approval of the Minister.
- (7) If the Trust proposes to grant a lease or licence over the Reserve, or a part of the Reserve, for a term exceeding 20 years, the Trust must not do so except in pursuance of an approval granted by a resolution passed by both Houses of Parliament (and <u>subsections (5)</u> and <u>(6)</u> will then not apply with respect to the lease or licence).
- (8) Notice of a motion for a resolution under <u>subsection (7)</u> must be given at least 14 sitting days before the motion is passed.
- (9) A lease or licence that is subject to the operation of <u>subsection (5)</u>, <u>(6)</u> or <u>(7)</u> must be consistent with the Trust's strategic and business plans (as applying at the time that the lease or licence is granted).
- (10) In subsection (1)(a)(iii)—

designated area means an area designated by the Minister by notice in the Gazette for the purposes of that subsection.

### Attachment 3







#### WEST BEACH TRUST - BOARD POLICY SUITE

Policy Reference: POL-GOV-BSC-004 APPROVED BY: WBT BOARD

Policy Name: CODE OF CONDUCT – WEST BEACH TRUST

APPROVED: AUGUST 2023

BOARD

Policy Department: Governance TERM: 3 YEARS

Policy Division: Board & Sub-Committees REVIEW DATE: AUGUST 2026

Policy Owner: Chief Executive Officer

#### **PURPOSE**

This Policy has been established to outline the Code of Conduct (the Code) and has been drafted in line with the West Beach Recreation Reserve Act 1987 (the WBRR Act) and takes into consideration the guidelines as outlined in 'Government Boards and Committees – Guidelines for agencies and board directors', and the Public Sector Act 2009 (the PS Act).

The aim of the Code is to provide guidance to each Member of the West Beach Trust Board (the Board), to assist them in carrying out their duties and responsibilities effectively.

#### **POLICY**

#### **ROLE OF THE BOARD**

The Board exists to perform the functions as defined in *the Act*, and to provide clear direction for further business development and future growth for West Beach Parks. Section 13 of *the Act* contains a list of functions that the Board has responsibility to ensure are undertaken.

The Board is responsible to the Minister for Planning (Minister) for overseeing the operations of the West Beach Trust (the Trust) with the objective of securing continuing improvements of performance and protecting the long-term viability of the Trust.

The Board is a Government of South Australia (Government) Board, and as such, any person appointed as a Board Member assumes a position of public trust. In accordance with the *Code of Ethics for the South Australian Public Sector*, Board Members must act ethically so as to support the continuance of public trust in the process of Government and to observe the highest standards of conduct, behaviour and accountability. All Board Members are expected to act on their duty to protect the interests of the public and the Government.

#### **PRINCIPLES**

Board Members owe a fiduciary duty to the Trust. The duty requires Board Members to act honestly, in good faith and in the best interests of the Trust, and with appropriate care and diligence.

Board Members are by virtue of their office as Board Members, public officers. A public office is an office of trust and confidence. Board Members are not representatives of any interests. They are responsible for their own views and decisions and are required to apply legislation as approved by Parliament.

A Board Member is required to disclose to the Trust all non-confidential information held by the Board Member (including any information obtained from a Board Member's involvement with stakeholders and other interests) which may be of material relevance to a matter under consideration by the Trust. The Board Member cannot profit, or advance their personal interests, from their position as a Board Member.





#### ATTENDANCE AT MEETINGS

Board Members should strive to attend most, if not all, meetings of the Board and spend a reasonable amount of time in preparation to ensure that they meet their fiduciary duty of care requirement. In accordance with Section 8(5)(e) of the Act, the office of a Board Member becomes vacant if "the Member is absent without permission of the Trust from three consecutive meetings of the Trust and is declared by resolution of the Trust to have forfeited their office".

#### PROFESSIONAL CONDUCT AND BEHAVIOUR

It is expected that Board Members will at all times:

- Act properly and in accordance with the requirements of all legislation
- Act honestly and with integrity in dealings on behalf of the Trust, and always act in good faith and in the best interests of the Trust
- Observe and adhere to Trust Policies
- Maintain positive working relationships with other Board Members
- Respect others and their right to be heard
- Ensure that matters are considered fairly, consistently and on merit
- · Make decisions based on the best available information and in the interest of the Trust
- Respect and support Board Policy and Sub-committee decisions, irrespective of personal points of view
- Not interfere or hinder the administration or the organisational responsibilities of the Chief Executive Officer (CEO)
  or Team Members
- · Respect confidentiality provisions for all matters and documents declared to be confidential
- Treat each other and Team Members with respect, courtesy and sensitivity and at all times act reasonably, justly and in an impartial manner
- Model the values of the Trust.

#### **OBLIGATIONS**

A Board Member <u>must always</u> exercise a reasonable degree of care and diligence in the performance of their duties, exercise an active discretion in all matters under their consideration, take such other steps in the context of and within the processes of the Board as are reasonably necessary to enable them to make conscientious and informed decisions.

No Board Member other than the Chair or the CEO is to make any comment in response to media enquiries, including "off-the-record" comments. If both the Chair and CEO are unavailable, the CEO or Chair may nominate an alternative spokesperson if appropriate (refer **POL-S&M-M&C-001- Media Statements**).

Board Members shall not publicly criticise the management or administration of the Trust. Any criticism of the management or administration of the Trust should first be raised within the Board.

#### **Board Members:**

- Must not instruct any Team Member of the Trust at any time
- May request the CEO to provide them with such information as they require about any matter relating to the Trust
- May request through the Chair that preparatory work be undertaken for Board or Board Sub-committee meetings
- Should advise the CEO or the Chair of any matter that has come to their attention which could materially impact the Trust's activities or reputation.

Board Members are not entitled to use confidential information gained through their position in the conduct of their personal affairs but are entitled to use information which would be available to any interested or well-informed member of the public in the conduct of their personal affairs.

Board Members shall not seek or use confidential information or documents from the Trust other than for the conduct of their duties as Board Members of the Trust.





Board and Sub-committee papers and the minutes of Board and Sub-committee meetings are confidential and must not be discussed with or released to any other party, except in the following circumstances:

- The Chair or a designate of the Chair may release and/or discuss such papers and minutes with the Minister and/or the Minister's advisors
- Board Members may discuss papers with other Board Members
- A motion to review the confidentiality of a Board decision or paper may be put forward by a Board Member at any time.

#### **CONFLICT OF INTEREST**

A conflict of interest occurs when the personal or fiduciary interests and duties of a Board Member (or someone close to them) conflict with the Board Member's duty to the Trust. Board Members will adopt a cautious and conservative approach in considering whether a conflict exists and, when in doubt, will assume that there is a conflict and act accordingly (i.e. 'if in doubt, opt out').

Board Members recognise that there is nothing improper or unlawful in the mere existence of a conflict of interest - the issue is how the conflict is dealt with. It is improper and unlawful when dealing with Trust matters to pursue a private interest over the duty owed to the Trust.

Board Members should be aware of the specific statutory, regulatory, policy and procedural obligations that attach to their role.

Three fundamental principles arise when it comes to Conflicts of Interest:

- Identifying Conflicts of Interest
- Disclosing Conflicts of Interest
- Managing Conflicts of Interest.

The Independent Commissioner Against Corruption's (ICAC's), 'Identify, Disclose and Manage: Conflicts of Interest in Public Administration' and the 'South Australian Ministerial Code of Conduct' (Sections 3 & 4) are useful tools that Board Members can use as a guide when determining whether they have a Conflict of Interest, and if so, how they should manage it.

#### **Disclosing Conflicts of Interest**

It is the responsibility of the Board Member to identify and disclose a Conflict of Interest or a perceived Conflict of Interest to the Chair of the Board and the CEO, or the CEO in the case of the Chair.

The disclosure must be made in writing, or verbalised at a Board Meeting which will be reported by the Executive Assistant, and recorded on the WBT Conflict of Interest Register.

Board Members should refer to procedure **PRO-GOV-BSC-004 Board - Conflicts of Interest** when disclosing a Conflict of Interest / perceived Conflict of Interest

#### **Managing Conflicts of Interest**

Once a Conflict of Interest has been disclosed, the Chair of the Board, and / or CEO, are charged with managing the Board Members Conflict of Interest, and should review and assess the disclosure with the Board.

If the matter requires Ministerial consideration or advice, the Chair and / or CEO are responsible for providing the disclosure to the Minister for Planning.

The outcome of the Conflict of Interest will be reported to the Board Member, the appropriate governing bodies (Board, Minister etc) and recorded on the WBT Conflict of Interest Register.

Board Members should refer to procedure **PRO-GOV-BSC-004 Board - Conflicts of Interest** when managing a Conflict of Interest / perceived Conflict of Interest





#### **RELATED PARTY DISCLOSURES**

Annually, each Board Member must complete the **Accounting Standard AASB 124 Related Party Disclosure Form** (under *the Public Finance and Audit Act 1987*) to inform the Attorney General of their commercial interests and duties (e.g., major shareholdings, and directorships or senior executive roles in organisations). The completed forms are provided to the Attorney General by the CEO, and a copy is kept on file at the Trust.

In declaring such interests, the onus is on the individual Board Member to identify any interest which may involve a potential conflict with the interests of the Trust. It is the responsibility of the Board Member to immediately advise the Chair and / or CEO of any transactions or interests that may involve a potential conflict with the interests of the Trust.

Once a disclosure has been made, the Chair of the Board, and / or CEO, are charged with managing the Board Members disclosure, and should review and assess the disclosure as appropriate.

If the disclosure requires Ministerial consideration or advice, the Chair and / or CEO are responsible for providing the disclosure to the Minister for Planning.

The outcome of the disclosure will be reported to the Board Member, the appropriate governing bodies (Board, Minister etc) and recorded on the Board Members file.

#### REPORTING OF FRAUD, CORRUPTION, MISCONDUCT OR MALADMINISTRATION

The Government and the community expect the public service to have a high standard of integrity and be free from fraud, corruption, misconduct, or maladministration.

The Trust is committed to the prevention, detection and control of fraud, corruption, misconduct and maladministration. A Fraud, Corruption, Misconduct, Maladministration policy (POL-GOV-RM-002) was established outlining the responsibilities and accountabilities and the procedures for reporting and investigating suspected fraud, corruption, misconduct and maladministration. Board Members have a role in ensuring that the Trust and its Team Members are held accountable for inappropriate conduct. This includes reporting to the relevant authorities instances of conduct that may reasonably be considered to be a breach of the *PS Act*, the *Code of Ethics for the South Australian Public Sector* or other Acts and/or illegal activity.

Board Members should report breaches to the Chair, or the CEO in the case of the Chair, and they shall report this to the responsible Minister and relevant authorities.

#### **BREACHES OF THE CODE OF CONDUCT**

If a Board Member or CEO believes a breach of this Code has occurred, the Chair should be advised immediately in writing of the alleged breach together with the grounds of the alleged breach. If the allegation concerns the Chair, the advice should be provided to the CEO.

The Chair shall provide a copy of the allegation to the Board Member and the Board Member has 14 days within which to provide a written response to the alleged breach.

The Chair shall undertake such investigations as are required and report to the next Board meeting, or convene a special Board meeting if deemed necessary. A right of response to the alleged breach will be allowed, but the Board Member or Members concerned must then leave the meeting to allow discussion and vote by other Board Members. The Chair will then advise the outcome/s to the Board Member/s involved. Advice on the outcome will be provided to the CEO and Minister. If the matter is unable to be re resolved at Chair level, it will be reported to the Minister for appropriate resolution.





#### **INTERNAL REFERENCES**

- West Beach Recreation Reserve Act 1987
- POL-GOV-LGL-006 West Beach Trust Corporate Governance Framework
- POL-S&M-M&C-001 Media Statements
- POL-GOV-RM-002 Fraud, Corruption, Misconduct, Maladministration
- PRO-GOV-BSC-004 Board Conflicts of Interest

#### **EXTERNAL REFERENCES**

- Corporate Governance Standards AS8000 2003
- Public Sector Act 2009
- Public Corporations Act 1993
- Public Finance & Audit Act 1987
- Public Sector Code of Ethics S.A. Government Boards and Committees Guidelines for Agencies and Board Members
- ICAC Identify, Disclose and Manage: Conflicts of Interest in Public Administration
- South Australian Government Ministerial Code of Conduct

Council Meeting: 12 November 2024 Council Report No: 370/24

**Item No:** 15.8

Subject: UPDATE ON ADELAIDE COASTAL COUNCILS NETWORK

#### **Summary**

This report provides an overview and update of the achievements of the newly formed Adelaide Coastal Councils Network (ACCN) from when the Executive Officer started on 20 January 2023 to 30 June 2024 (noting that the Executive Officer position was vacant for 20 weeks in the second half of 2023), and to serve as the first Annual Report to ACCN members.

#### Recommendation

That Council notes the Adelaide Coastal Councils Network Progress Report 2023-24 and new Strategic Plan 2024 – 2026.

#### **Background**

The Metropolitan Seaside Councils Committee (MSCC) was operational for more than 50 years as a body of local government representatives driving important coastal outcomes, such as formation of the SA *Coast Protection Act 1972*, the Coast Protection Board and supporting local government in managing coastal issues.

From 2003 there were several reviews and reforms to the MSCC's constitution and strategic direction to meet the changing coastal management context and the needs of the member councils. In 2021, Urban and Regional Planning Solutions (URPS) was engaged to undertake an independent governance review, which recommended that the committee:

- be hosted by the LGA;
- engages a dedicated Executive Officer; and
- moves to a tiered structure that included formalised involvement of the LGA.

The MSCC endorsed the new model in principle and tasked a Working Group to progress the new model, which:

- prepared and presented an implementation plan to the MSCC, Greater Adelaide Regional Organisation of Councils (GAROC), and the LGA;
- proposed a new name to reflect the shift from administration to delivery, being the Adelaide Coastal Councils Network (ACCN); and
- secured initial funding from the LGA's Greater Adelaide Regional Organisation of Councils (GAROC), the Local Government Research and Development Scheme (LGRDS), and Green Adelaide (to support delivery of the Strategic Plan).

In 2022-23, Council invested \$5,000 to support the start of the ACCN. In August 2022, Council endorsed (C230822/7215) the new governance model for the Adelaide Coastal Councils Network (ACCN).

Council Meeting: 12 November 2024 Council Report No: 370/24

A forum for Elected Members was held in July 2022 and the LGA and GAROC subsequently endorsed the new model and name and provided \$60,000 to support the transition from the MSCC to ACCN.

In October 2022, the LGA and all the metropolitan coastal councils (except for the City of Playford) entered a 10-year Memorandum of Understanding (MOU, including Terms of Reference), which established a framework for collaboration between the members, comprising the:

- Local Government Association (LGA);
- City of Salisbury (new member);
- City of Port Adelaide Enfield;
- City of Charles Sturt;
- City of West Torrens;
- City of Holdfast Bay;
- City of Marion; and
- City of Onkaparinga.

In January 2023, Council approved the nomination of Councillor Smedley to act as Council's delegate on the ACCN for the term of Council and appointed the Team Leader Environment and Coast to act as council's staff delegate on the ACCN. In 2023-24 Council committed to ongoing funding of \$10,000 per year (C230822/7215).

At the LGA Board of Directors meeting on 19 January 2023, the Board:

- elected Mayor Coxon, City of West Torrens, as the LGA Board of Directors representative on the ACCN Executive Committee; and
- requested that a review of the ACCN is brought back to the LGA Board within 12 months (hence this report).

The position of the ACCN Executive Officer (0.6FTE), hosted by the LGA, commenced on 20 January 2023 and the inaugural meeting of the ACCN was held on 12 April 2023 at Local Government House.

#### Report

The Adelaide Coastal Councils Network (ACCN) is progressing well, having implemented sound governance arrangements, recruited an Executive Officer, created a Strategic Plan, collaborated with key stakeholders, advocated for the member councils' collective interests, provided a forum for the member councils and key stakeholders to share their knowledge and learnings with each other, and applied for grant funding for metropolitan-wide (indeed statewide) initiatives on behalf of the councils. The model of a partnership between Adelaide metropolitan councils and the LGA, supported by an Executive Officer hosted by the LGA is proving effective.

With the development of the new Strategic Plan, the 2024-25 focus will be on progressing the actions identified in the Plan. These actions include contributing to, and capitalising on, the SA Climate Ready Coasts Program, and undertaking baseline audits of coastal infrastructure and coastal conservation needs and funding status. This investigation will compile an evidence

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base for the Adelaide metropolitan region to inform the ACCN's future priorities and explore opportunities to quantify the economic and social benefits of coastal environs to local communities and the wider community. This will also inform the ACCN's advocacy and communications.

A formal progress report from January 2023 to June 2024 is attached, along with the new Strategic Plan.

Refer Attachments 1 and 2

#### **Budget**

\$10,000 annual membership fee is included in the approved annual operating budget.

#### **Life Cycle Costs**

\$10,000 membership fee per year.

#### **Strategic Plan**

Our Holdfast 2050+ Vision: Protecting our heritage and beautiful coast

#### **Council Policy**

Not applicable

#### **Statutory Provisions**

Coast Protection Act 1972 Harbours and Navigation Act 1993 Local Government Act 1999

Written By: Team Leader Environment and Coast

A/General Manager: Assets and Delivery, Mr B Blyth

### Attachment 1





## Adelaide Coastal Councils Network - review of achievements 20 Jan 2023 to 30 June 2024

#### **Executive Summary**

The Adelaide Coastal Councils Network (ACCN) is progressing well, having implemented sound governance arrangements, recruited the Executive Officer, drafted its Strategic Plan, collaborated with key stakeholders, advocated for the member councils' collective interests, provided a forum for the member councils and key stakeholders to share their knowledge and learnings with each other, and applied for grant funding for metropolitan-wide (indeed state-wide) initiatives on behalf of the councils. It is early days, but the model of a partnership between Adelaide metropolitan councils and the Local Government Association (LGA), supported by an Executive Officer hosted by the LGA is proving effective.

With the imminent finalisation of its Strategic Plan, the focus in 2024/25 will be on progressing the actions identified in the plan, including contributing to, and capitalising on, the SA Climate Ready Coasts Program, and undertaking baseline audits of coastal infrastructure and coastal conservation needs and funding status - to compile an evidence base for the Adelaide metropolitan region to inform the ACCN's future priorities - and exploring opportunities to quantify the economic and social benefits of coastal environs to local communities and the wider community – to inform the ACCN's advocacy and communications.

#### Introduction

This report provides an overview of the achievements of the Adelaide Coastal Council Network (ACCN) from when the Executive Officer started on 20 January 2023 to 30 June 2024 to satisfy the LGA Board of Director's request on 19<sup>th</sup> January 2023 that "a review of the ACCN is brought back to the LGA Board within 12 months" (noting that the Executive Officer position was vacant for 20 weeks in the second half of 2023, and to serve as the first Annual Report to ACCN members.

#### **Background**

The Metropolitan Seaside Councils Committee (MSCC) was operational for more than 50 years as a body of local government representatives driving important coastal outcomes, such as formation of the SA *Coast Protection Act 1972*, the Coast Protection Board and supporting local government in managing coastal issues.

From 2003 there were several reviews and reforms to the MSCC's constitution and strategic direction to meet the changing coastal management context and the needs of the member councils. In 2021, Urban and Regional Planning Solutions (URPS) was engaged to undertake an independent governance review, which recommended that the committee:

- be hosted by the LGA;
- engage a dedicated Executive Officer; and
- move to a tiered structure that included formalised involvement of the LGA.



The MSCC endorsed the new model in principle and tasked a Working Group to progress the new model, which:

- prepared and presented an implementation plan to the MSCC, GAROC and the LGA;
- proposed a new name to reflect the shift from administration to delivery, being the Adelaide Coastal Councils Network (ACCN); and
- secured initial funding from the LGA's Greater Adelaide Regional Organisation of Councils (GAROC), the Local Government Research and Development Scheme (LGRDS), and Green Adelaide (to support delivery of the Strategic Plan).

A forum for elected members was held in July 2022 and the LGA and GAROC subsequently endorsed the new model and name and provided \$60K to support the transition from the MSCC to ACCN.

In October 2022, the LGA and all the metropolitan coastal councils (except for the City of Playford) entered a 10-year Memorandum of Understanding (MOU, including Terms of Reference), which established a framework for collaboration between the members, comprising the:

- LGA;
- City of Salisbury (new member);
- · City of Port Adelaide Enfield;
- City of Charles Sturt;
- City of West Torrens;
- City of Holdfast Bay;
- City of Marion; and
- City of Onkaparinga.

#### The MOU includes:

- members agreeing that the ACCN is primarily an advisory body that also represents the member councils and advocates on issues relating to sustainable coastal environments to regional, State and Federal bodies;
- members acknowledging that the LGA is a membership organisation with limited resources and all members are required to respect and support the LGA in its role in hosting the administration of the ACCN;
- each member council is represented by two delegates, being an elected member and a Technical Officer of each council; and
- member councils committing to a \$10K annual subscription fee.

At the LGA Board of Directors meeting on 19 January 2023, the Board:

- elected Mayor Coxon, City of West Torrens, as the LGA Board of Directors representative on the ACCN Executive Committee; and
- requested that a review of the ACCN is brought back to the LGA Board within 12 months (hence this report).

The position of the ACCN Executive Officer (0.6FTE), hosted by the LGA, commenced on 20 January 2023 and the inaugural meeting of the ACCN was held on 12 April 2023 at Local Government House.



#### Review of achievements 20 Jan 2023 to 30 June 2024

As the Strategic Plan has not yet been finalized (as of the date of this report), the outcomes have been grouped under the (most relevant) agreed functions in the draft Strategic Plan.

#### **Key outcomes**

The key outcomes in the ACCN's first year (or so) of operation are:

- establishing the foundations for the network, including:
  - the governance for the committee meetings and decision-making;
  - recruitment of Executive Officer(s);
  - drafting of the ACCN Strategic Plan and initial Work Plan; and
  - development and publishing of ACCN website;
- sixteen ACCN committee meetings (five full Committee, six Executive Committee, and five Technical Officer Committee to 6 June 2024) held;
- building relationships with key stakeholders, including:
  - South Australian Coastal Councils Alliance (SACCA);
  - the Department for Environment and Water (DEW);
  - the Coast Protection Board;
  - the Department for Infrastructure and Transport (DIT);
  - Green Adelaide, and
  - Australian Coastal Councils Association (ACCA);
- Delegates and key stakeholders (DEW, DIT, Green Adelaide, SACCA) sharing their coastal management activities at ACCN meetings, particularly at Technical Officers' meetings;
- consulting key stakeholders (DEW, Coast Protection Board, DIT, Green Adelaide, SACCA, and SA Climate Ready Coasts) about available data for the proposed baseline audits;
- contributing to the SA Climate Ready Coasts Program through the Executive Officer attending the Program Management Group (PMG) meetings and reporting back to the ACCN meetings;
- seeking grant funding, including a \$180K DEW Environmental Science Large Grant for Coast Snap coastal monitoring, in partnership with ACCN member councils and SACCA (representing eight of the regional councils in the alliance);
- supporting SACCA/Institute of Public Works Engineering Australasia's (IPWEA) \$130K Disaster Ready Fund grant application to develop best practice guidelines, training, and tools towards climate resilient infrastructure (including coastal infrastructure);
- resolving governance matters between the ACCN and SACCA; and
- representing and advocating for members' interests, particularly via the SA Climate Ready Coasts Program and the Coast Protection Board/DEW's expanded and updated coastal flood mapping.



#### Knowledge sharing and capacity building

Objectives: pooling of ideas, knowledge, and skillsets across members to ensure they have the necessary expertise and capabilities (From draft Strategic Plan)

#### Knowledge sharing

To date, knowledge sharing and, to a lesser degree, capacity building, have mainly occurred via delegates sharing their council activities at ACCN meetings, particularly at Technical Officers' meetings, which provides a forum for discussion of detailed, technical matters.

The intention is to continue this, and for member councils to provide more in-depth, and ideally in situ, opportunities to build the capacity of the member councils.

Key stakeholders (DEW, Coast Protection Board, DIT, Green Adelaide, SACCA) have been consulted about available data for the proposed baseline audits and invited to, and presented at, committee meetings to share their agency's/organisation's coastal management activities.

The ACCN also supported SACCA/Institute of Public Works Engineering Australasia's (IPWEA) \$130K Disaster Ready Fund grant application to develop best practice guidelines, training, and tools towards climate resilient infrastructure (including coastal infrastructure).

The Executive Officer keeps stakeholders informed via regular updates.

#### **ACCN** website

The ACCN website was launched in July 2023 hosted by the LGA and will be updated with the publishing of the Strategic Plan, and as needed.

#### Communications and Engagement Plan

The Executive Officer has sought direction from the ACCN on the objectives of a Communications and Engagement Plan to ensure the plan meets the needs of members and the capacity of the ACCN.

There is general agreement that the focus of ACCN communications should be on communicating with the wider councils and key stakeholders (rather than with members of the public), and via a simple email newsletter and that communicating with the public, if appropriate, should be via media releases supported by information on the ACCN website.

Subject to the Executive Committee's approval of the Strategic Plan, the Executive Officer will develop a Communications and Engagement Plan in consultation with the delegates and the LGA Marketing and Communications Team, to guide ACCN communications, and engagement with key stakeholders.

#### Partnerships and collaborations

Objectives: sharing the load, ensure efficient and effective use of limited resources; and building connections between members and key stakeholders (From draft Strategic Plan)

The network has sought to build the important relationships with key stakeholders such as SACCA, DEW, the Coast Protection Board, DIT, Green Adelaide, and the ACCA, including by inviting them to provide updates to the full committee or the Technical Officers, as relevant.



#### SA Climate Ready Coasts Program

The SA Climate Ready Coasts Program is led by the LGA in partnership between the LGA, ACCN, SACCA, Coast Protection Board and DEW to accelerate coastal adaptation action across South Australia, backed by funding from the Commonwealth Government's Coastal and Estuarine Risk Mitigation Program, the Coast Protection Board, and Local Government Research and Development Scheme, with significant in-kind support from the Department for Environment and Water.

The ACCN has contributed to the partnership via the Executive Officer:

- attending the monthly Program Management Group meetings that provides operational coordination and decision making; and
- providing input and comment on the consultants' benchmarking and stakeholder engagement reports.

Delegates have contributed to the partnership by participating in the metropolitan stakeholder workshops and online stakeholder webinars, intended to provide two-way communication between the program and key stakeholders to shape the program's scope and direction.

#### **Coast Protection Board**

The LGA/ACCN view the Coast Protection Board ('the Board') as a key partner and the LGA has written to the Board on behalf of the ACCN and SACCA seeking a streamlined engagement plan on how the Board intends to engage with ACCN, SACCA and other key stakeholders in light of the Board winding up its Local Government Advisory Group.

#### DEW Environmental Citizen Science Large Grant for 'CoastSnap' based coastal monitoring

In August/September 2023, the ACCN collaborated with SACCA, the Coast Protection Board, and the Onkaparinga, Marion, Holdfast Bay, West Torrens, Charles Sturt, Port Adelaide Enfield, Salisbury, Yankalilla, Victor Harbor, Alexandrina, Robe, Grant, Kingston, Wattle Range and Kangaroo Island councils on a LGA Expression of Interest (coordinated by the City of Port Adelaide in the absence of an ACCN Executive Officer) for a \$120k DEW Environmental Citizen Science Large Grant for 'CoastSnap' based coastal monitoring across the 15 councils. The application was for 46 'CoastSnap' stations to encourage members of the public to take photos of the selected locations to assist the councils with tracking (including via time lapse videos and shoreline modelling) how their coastlines are changing over time due to rising sea levels, storms, and other factors. For more details see <a href="CoastSnap">CoastSnap</a>.

The Expression of Interest successfully made it through the first stage and one of the first tasks of the new Executive Officer was coordinating the development of the full application, now for \$180k, across the potential project partners by the December deadline. While the application was ultimately unsuccessful, the planning has been done should another appropriate grant opportunity become available to realise the coastal monitoring by citizen scientists from the Limestone Coast to Northern Adelaide.

#### **SACCA**

The ACCN values SACCA as a key partner in supporting the proactive and sustainable planning and management of Adelaide's coasts for the benefit of communities, the environment, and economies.

Indeed, the MSCC/ACCN, LGA and SACCA have collaborated on several projects, including:

- the application for the SA Climate Ready Coasts (CRC) Program;
- participation in the CRC Program Management Group (PMG); and
- the Coast Snap application to the DEW Environmental Citizen Science Small Grants program.



SACCA has proposed that the ACCN becomes a member of SACCA by way of committing two delegates (and two proxies) to represent the Central/Metropolitan Adelaide Zone on the SACCA Executive Committee for an annual membership fee (to be negotiated), as per SACCA's Strategic Aspirations and Business Plan 2023-2025.

However, the committee has resolved to not become a member of SACCA but rather focus its limited human and financial resources on achieving best practice integrated management of Adelaide's coasts via the ACCN while continuing to collaborate with SACCA to:

- collectively represent all SA coastal councils (the City of Playford excepted, for now);
- advocate for integrated coastal management on behalf of all SA coastal councils;
- share information across all SA coastal councils;
- collaborate on state-wide projects as opportunities arise, on joint projects; and
- attend respective meetings to provide an update and identify opportunities to collaborate.

The Chair of the ACCN has informed the Chair of SACCA of the above in writing.

#### Australian Coastal Councils Association

The ACCN has engaged with the Australian Coastal Councils Association (ACCA) by way of one of the delegates being on the organising committee for the 2024 ACCA Conference at McLaren Vale on 29-30<sup>th</sup> May 2024.

In addition, several of the ACCN's delegates attended the conference, networked with members of the ACCA and coastal managers from around Australia.

The ACCN is considering joining the ACCA in recognition of its significant role in representing Australian coastal councils.

#### Representing and advocating for the members' collective interests

Objectives: securing the necessary political will; champions; legislation; regulations and/or policies; and resources from key actors (From draft Strategic Plan)

To date the focus has been on establishing the foundations of the ACCN, including Strategic Plan, Work Plan and Communications and Engagement Plan, but once these are in place, the intention is to strategically advocate for the members' collective interests via GAROC and the LGA Board (as agreed).

In the meantime, the ACCN has advocated for the member interests via the SA Climate Ready Coasts Program (see Partnerships and collaborations) and the Coast Protection Board/DEW's updated coastal flood mapping, the latter as follows:

### Coast Protection Board's/Department for Environment and Water's expanded and updated coastal flood mapping

The Coast Protection Board/DEW is expanding and updating coastal flood mapping across the state (to date, coastal flood mapping has only been done for the Limestone Coast and Eyre Peninsula). For cost reasons, the mapping is based on simple 'bathtub' modelling that models flood depth in relation to the topography per se, like filling a bathtub with water, without accounting for any barriers, like dunes or sea walls, that would negate flooding. As such, it may show flooding in places where it may not actually occur.



Due to concerns by the member councils that the release of the updated coastal flood mapping may cause community alarm, the ACCN advocated that DEW provide to ACCN member councils (and indeed all coastal councils):

- the draft mapping for them to review and provide feedback on prior to its public release; and
- DEW's key messages and FAQs for the member councils to review and draw on for council communications prior to its public release.

Through this, and others', advocacy, DEW decided to:

- delay the release of the mapping until all coastal councils had the chance to review the data/mapping and advise any errors (i.e. quality assurance);
- consult all the relevant councils and key stakeholders prior to the release of the mapping (rather than after, as originally planned); and
- provide DEW's key messages and FAQs (on the DEW website) to all coastal councils for them to tailor for their own (reactive) communications.

In addition, the LGA alerted the Local Government Risk Services about the proposed updated coastal flood mapping on behalf of the ACCN members (and indeed all coastal councils).

#### Sustainable funding

Objectives: ensuring members (including the LGA) have sufficient and sustainable funding to support their coastal management activities (From draft Strategic Plan)

See 'Representing and advocating for the members' collective interests' above. In addition, ACCN delegates helped shape, and endorsed, the 2024 ACCA Conference communique advocating for a coordinated national approach to climate hazards and risks, including a National Coastal Adaptation Fund.

#### Sustainable funding of the ACCN

Following is the ACCN's budget to 2025/26.

The ACCN's income to date has come from:

- subscriptions from the seven councils \$5,000 each for 2022/23 and \$10,000 each/year (NB not indexed) from 2023/24 until 2032, as per the MOU between the LGA and the council, except for the City of Salisbury, which has only committed to funding to 2024/25;
- GAROC \$40,000 spread over the three years from 2023/24 2025/26 to align with the Executive Officer's contract;
- LGRDS \$60,000, again spread over the three years from 2023/24 2025/26 to align with the Executive Officer's contract;
- Green Adelaide \$10,000 to support preparation of the strategic plan; and
- \$4,000 carried over from the former Metropolitan Seaside Councils Committee.

The expenses are the costs of employing the Executive Officer at 0.6 FTE, including on costs but not the LGA's administration overheads or management costs, which the LGA provides in kind. The lower employee costs in 2022/23 and 2023/24 are due to the ACCN only being in operation for the last half of 20222/23 and the Executive Officer position being vacant for most of the last half of 2023/24.



The network's budget is in a relatively good position to 2025/26, which provides scope to potentially increase the Executive Officer's hours and/or fund some projects to progress the actions in the draft Strategic Plan (the Executive Officer will explore with the committee their priorities and opportunities to progress them).

However, assuming the GAROC, LGRDS and Green Adelaide funding is spent by 2025/26, then it is clear that the councils' subscriptions alone, at the current rate and assuming the City of Salisbury continues, will be insufficient to fund the Executive Officer at even 0.6 FTE from 2026/27 due to not covering increasing employee costs. Therefore, the ACCN will need a more sustainable funding model from 2026/27.

Options include expanding the membership base (i.e. signing the City of Playford to the network) and/or increasing and indexing the councils' subscriptions (which would entail the LGA amending the MOU with the councils), and/or securing other funding sources.

In addition, the Executive Officer keeps a constant watch on grant funding opportunities for metropolitan wide initiatives.

#### **Budget**

Income	2022-2023	2023-2024	2024-2025	2025-2026
Opening Balance	\$4,000	\$23,594	\$85,924	\$117,770
GAROC <sup>1</sup>	-	\$13,330	\$13,330	\$13,330
LGR&DS <sup>2</sup>	-	\$20,000	\$20,000	\$20,000
Green Adelaide	\$10,000	-	-	-
Councils	\$35,000	\$70,000	\$70,000	\$70,000
Total Income	\$49,000	\$126,924	\$189,254	\$221,100
Expenses				
Employee Costs	\$25,406	\$41,000	\$71,484	\$74,344
Other	-	-	-	-
Total Expenses	\$25,406	\$41,000	\$71,484	\$74,344
Net Surplus / (Deficit)	\$23,594	\$85,924	\$117,770	\$146,756
LGAIn-Kind	2022-2023	2023-2024	2024-2025	2025-2026
Admin overhead <sup>4</sup>	\$8,383	\$16,765	\$17,435	\$18,132
Management costs	\$2,500	\$5,000	\$5,200	\$5,408
Travel, accomm, other	\$500	\$1,000	\$1,040	\$1,082
Total In-Kind	\$11,383	\$22,765	\$23,675	\$24,622



#### Governance and administration

#### Objectives: the effective and efficient organisation and operation of the ACCN

#### Recruitment

 Recruitment of the Executive Officer(s) by the LGA with support from the ACCN Committee, which reviewed the Position Description and participated in the recruitment process.

#### <u>Governance</u>

At the first ACCN Committee meeting on 14 April 2023, Cr Gretel Wilkes from the City of Onkaparinga was elected as Chair and Cr Peter McGregor was elected as Deputy Chair, both for a period of up to two years.

#### The delegates endorsed that:

- the ACCN will operate collegiately and by consensus;
- voting will be recorded by exception and only at the request of members;
- ACCN meetings would be broken into two parts one part for ACCN business, the second part for stakeholder attendance and presentations, council updates and information sharing;
- the need for confidentiality would be assessed on a case-by-case basis;
- ACCN minutes will be of a general nature;
- important policy positions or advocacy positions to be endorsed through GAROC and LGA channels:
- everyday advocacy matters to be conducted via the Executive Officer and Executive Committee members where necessary;
- the full committee will meet quarterly and Technical Officers six-weekly;
- important and urgent matters could be actioned out-of-session with Executive Committee support and email circulation to delegates;
- stakeholders would be invited to attend, present, and receive Council updates; and.
- a strategic plan would be developed, including via workshops for members and stakeholders to be held that year.

It was also noted that GAROC funding was limited to the 'establishment of the ACCN' and is not ongoing, and that there was a limited operational budget.

#### Administration of meetings

Sixteen ACCN committee meetings (five full Committee, six Executive Committee, and five Technical Officer Committee – to 6 June 2024) have been held as planned and have generally been well attended. The Executive Officer is responsible for scheduling the meetings, and preparing the agendas, and minutes.

#### **Building relationships**

In addition to the committee meetings, the Executive Officer has met with council delegates (elected members and Technical Officers) in their council area to build the relationships and understand the councils' coastal management activities and their aspirations for the ACCN.



#### Development of the ACCN Strategic Plan and Work Plan

To date, the network's work has been guided by an interim Work Plan developed by the Executive Officer in consultation with the committee (and the approval of the Executive Committee), until such time as the Strategic Plan is finalised and approved by the Executive Committee.

The Work Plan identifies actions, timeframes, and responsibilities under each of the agreed functions of:

- Advocacy
- Knowledge (sharing)
- Partnerships
- Collaboration
- Funding (seeking)
- Governance/administration.

The draft Strategic Framework, developed by the committee over two planning workshops on 7 and 28 June 2023, outlined the ACCN's vision, mission statement, strategic priorities, and actions.

For ease of understanding and sharing, making the best use of finite resources, and to enable easy measurement, monitoring, and reporting, it was agreed that the ACCN should focus on few strategic priorities or focus areas, namely:

- climate adaptation;
- coastal infrastructure and built environment;
- · catchment and coastal health; and
- · community.

The draft Strategic Plan, developed by the Executive Officer based on the draft Strategic Framework and further consultation with the committee, is a high-level, outward-facing plan, for communication and advocacy purposes, but with clear goals and outcomes to guide a more detailed, inward-facing Work Plan, for tracking and reporting purposes The draft content (not the design) for the Strategic Plan has been endorsed by the committee, subject to some further changes, and is currently awaiting the committee's final review and endorsement, and the Executive Committee's approval, before it is graphically designed and published on an updated ACCN web page. The Work Plan will then be developed by the Executive Officer in consultation with the committee.

#### Reporting

- Report to GAROC, 1 May 2023; and
- This report for the LGA Board of Directors to be presented at its meeting in July 2024, and to member councils.

#### **Looking forward**

Once the Strategic Plan and Work Plan and the Communications and Engagement Plan are finalised and approved by the Executive Committee, the focus in 2024/25 will be on progressing the actions identified in the draft Strategic Plan, such as:

- contributing to the SA Climate Ready Coasts Program;
- seeking grant funding opportunities for metropolitan-wide initiatives, such as an Integrated Coastal Adaptation Plan for the Adelaide metropolitan coastline, or parts thereof, LiDAR mapping where there are gaps, and Coast Snap coastal monitoring project;

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- undertaking a baseline audit of identified coastal infrastructure needs and funding status to compile an evidence base for the Adelaide metropolitan region to inform the ACCN's priorities;
- undertaking a baseline audit of current coastal conservation activities by local and state
  government, non-government organisations and community groups, and identified needs and
  funding status to compile an evidence base for the Adelaide metropolitan region to inform
  ACCN's priorities; and
- exploring opportunities to quantify the economic and social benefits of coastal environs to local communities and the wider community to inform the ACCN's advocacy and communications.

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# Attachment 2



# ADELAIDE COASTAL COUNCILS NETWORK: STRATEGIC PLAN 2024-26



The Adelaide Coastal Councils Network (ACCN) is a partnership between LGA South Australia and Adelaide metropolitan coastal councils. Together, we support the proactive, integrated and sustainable planning and management of Adelaide's coastline for the benefit of South Australia's communities, the environment and our economy, now and into the future.

#### Vision

Adelaide's coastline is beautiful, healthy, resilient, cared-for and enjoyed by all.

#### Mission

The Adelaide Coastal Councils Network will lead, influence, communicate, listen, learn and work collaboratively and in partnerships to ensure that evidence-based and prioritised action is undertaken, to achieve our vision.

#### Our role

- Representing and advocating for member councils' collective interests to state and federal governments and relevant agencies.
- Sharing knowledge between, and building capacity of, member councils.
- Partnering and collaborating with member councils and key stakeholders.
- Seeking sustainable ongoing investment in the management of the Adelaide metropolitan coast and grant funding for regional coastal initiatives.

### Our guiding principles

- Strategic, long-term planning and management
- Integrated, systems approach to coastal management
- Coordinated, collaborative and collective action
- Evidence-based, transparent and accountable decision-making
- Consider traditional and local knowledge
- Demonstrate outcomes via rigorous measures, targets and reporting
- Prioritise nature-based solutions in the first instance
- Infrastructure for coastal resilience
- Maximise co-benefits.

## Our partners and stakeholders

We work with a range of partners and stakeholders including other councils, state and federal agencies, non-government organisations, peak bodies, industry groups, universities, research organisations, Traditional Owners and communities.

The ACCN acknowledges the Kaurna people as the Traditional Owners of the country it operates on, and respects Elders past, present and emerging. We acknowledge First Nations peoples' unique cultural and spiritual relationships to the land, waters and seas, and respect these relationships in the delivery of services to communities. ACCN is committed to strengthening connections between First Nations people, councils and the broader community.

















# **Strategic Priorities**

Goals	Climate ready	Resilient and sustainable coastal infrastructure and built environments	Flourishing catchment and coastal ecosystems	Thriving coastal communities
	Member councils have the evidence, skills, resources, and capability to adapt to coastal change.	Coastal infrastructure and built environments are climate resilient and sustainable over the long term.	Catchment and coastal ecosystems are ecologically healthy, and resilient to a changing climate and future conditions.	Adelaide's coastal communities thrive into the future.
Outcomes	<ul> <li>Member councils:</li> <li>have an improved understanding of coastal climate hazards and risks</li> <li>undertake coordinated, consistent approaches to coastal adaptation</li> <li>have increased capacity to undertake coastal adaptation planning</li> <li>undertake evidence-based planning, decision making and investment in the coast.</li> </ul>	<ul> <li>There is adequate investment in resilient and sustainable infrastructure and built environments that meet the needs of coastal communities into the future</li> <li>All levels of government undertake a strategic, integrated, systems approach to the planning, design and management of coastal infrastructure and built environments.</li> </ul>	<ul> <li>The water quality of catchment and coastal waters is protected and improved</li> <li>Catchment and coastal ecosystems, and connections, are protected and restored.</li> </ul>	<ul> <li>Adelaide's coastal environs:</li> <li>are beautiful and provide a high level of amenity</li> <li>are accessible and useable by all</li> <li>promote and support Kaurna engagement and cultural connection</li> <li>protect and celebrate cultural, built and natural heritage</li> <li>provide multiple health and wellbeing benefits to users and the wider public</li> <li>generate economic benefits for local communities, the wider metropolitan region and the State.</li> <li>Coastal communities, and the wider public, care about and for Adelaide's coastal environs.</li> </ul>
2024-2026 Actions	<ul> <li>Contribute to the SA Climate Ready         Coasts Program</li> <li>Represent and advocate for member councils'         collective interests in relation to integrated         coastal adaptation to state and federal         government, and relevant agencies</li> <li>Facilitate the sharing of knowledge between,         and building the capacity of, member councils         to undertake coastal adaptation, through an         integrated systems approach</li> <li>Explore opportunities for member councils to         partner and collaborate with each other and key         stakeholders on integrated coastal adaptation</li> <li>Seek grant funding for regional initiatives,         such as an Integrated Coastal Adaptation         Plan, LiDAR mapping and CoastSnap coastal         monitoring project</li> <li>Work collaboratively to communicate         effectively with local communities to assist their         understanding of coastal hazards and risks.</li> </ul>	<ul> <li>Undertake a baseline audit of current activities         (by local and state government) and future needs,         and their funding status, in relation to coastal         infrastructure¹ - to compile an evidence base for         the Adelaide metropolitan region to inform the         ACCN's priorities</li> <li>Represent and advocate for member councils'         collective interests in relation to resilient coastal         infrastructure and built environments to state and         federal government, and relevant agencies</li> <li>Facilitate the sharing of knowledge between,         and building the capacity of, member councils         to realise resilient coastal infrastructure and         built environments</li> <li>Explore opportunities for member councils to         partner and collaborate with each other and         key stakeholders to realise resilient and         sustainable coastal infrastructure and built         environments</li> <li>Seek grant funding for regional initiatives         to realise resilient and sustainable coastal         infrastructure and built environments.</li> </ul>	<ul> <li>Undertake a baseline audit of current activities         (by local and state government, non-government         organisations and community groups), and future         needs, and their funding status, in relation to         protecting and restoring catchment and coastal         ecosystems - to compile an evidence base for         the Adelaide metropolitan region to inform the         ACCN's priorities</li> <li>Represent and advocate for member councils'         collective interests in protecting and restoring         catchment and coastal ecosystems to state         and federal government, and relevant agencies</li> <li>Facilitate the sharing of knowledge between,         and building the capacity of, member councils         to protect and restore catchment and coastal         ecosystems</li> <li>Explore opportunities for member councils to         partner and collaborate with each other and         key stakeholders to protect and restore         catchment and coastal ecosystems</li> <li>Seek grant funding for regional initiatives to         protect and restore catchment and coastal         ecosystems (e.g. to implement actions identified         in the Metropolitan Adelaide and Northern         Coastal Action Plan).</li> </ul>	<ul> <li>Explore opportunities to engage with Kaurna on their priorities for the Adelaide metropolitan coastline</li> <li>Explore opportunities to protect, acknowledge and celebrate stories of cultural, buit and natural heritage</li> <li>Explore opportunities to quantify the economic and social benefits of coastal environs to local communities, the wider metropolitan region and the State - for advocacy and communication purposes</li> <li>Represent and advocate for member councils' collective interests in supporting thriving coastal communities to state and federal government, and relevant agencies</li> <li>Facilitate the sharing of knowledge between, and building the capacity of, member councils to support thriving coastal communities</li> <li>Explore opportunities for member councils to partner and collaborate with each other and key stakeholders to support thriving coastal communities</li> <li>Seek grant funding for regional initiatives to support thriving coastal communities.</li> </ul>

**Item No:** 15.9

Subject: WESTERN ADELAIDE TOURISM ALLIANCE – TOURISM DESTINATION

**ACTION PLAN 2024 – OUTCOMES AND ACHIEVEMENTS FOR 2023-24** 

#### **Summary**

The Western Adelaide Tourism Alliance (WATA) Tourism Destination Action Plan 2024 (TDAP 2024) was adopted by all four participating councils (Cities of Holdfast Bay, Charles Sturt, West Torrens and Port Adelaide Enfield) in April 2023.

The vision for the TDAP 2024 is to position the Western Adelaide region as a must-visit destination for all visitors travelling to Adelaide and South Australia. The primary goal is to capitalise on increasing visitation economic growth and sustainable tourism jobs within the region. This report outlines the outcomes and achievements over 2023-24.

#### Recommendation

That Council notes this report.

#### **Background**

Tourism is a key economic driver for the Western Adelaide visitor economy, which has significant positive flow-on effects for the local communities of each council. The Western Adelaide Tourism Alliance (WATA) comprises the four metropolitan councils, the Cities of Holdfast Bay, Charles Sturt, West Torrens and Port Adelaide Enfield, that geographically encapsulate the coastline and inner western suburbs of Adelaide.

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

The Tourism Destination Action Plan 2024 (TDAP 2024), endorsed by Council in April 2023 (C260423/7424), recognises the benefits of a collaborative regional approach to promote and develop tourism products and initiatives. The intent of this Plan is to provide an updated strategic approach and action plan to guide the growth and development of the visitor sector of the Western Adelaide region. The TDAP 2024 is a post COVID-19 rebuilding plan. It provides a strategic focus and action plan to emerge as a more resilient and sustainable tourism destination, which enriches the lives of our people and our visitors.

#### Report

#### WATA Tourism Destination Action Plan 2024 – primary aims

The TDAP 2024 sets out nine primary aims, that will drive visitor demand, increase visitor numbers and visitor expenditure throughout the Western Adelaide Region. There are also collaborative aims to raise the profile of the Western Adelaide Region and Adelaide Beaches, as well as cementing the WATA as the main tourism body to advocate for all local tourism operators. The WATA Committee has also set aspirational aims with long term goals that would continue beyond this plan.

To recover from the COVID-19 pandemic, it was recognised that the region would go through a rebuilding phase before a growth phase. The 2022-23 financial year was the rebuilding phase, with state and territory borders reopening completely and international travel restarting. Therefore, 2023-24 can be classed as the beginning of a growth phase.

Main achievements stemming from the primary aims for the 2023-24 period include:

- Networking through four WATA networking events, one held by each council. Around 300 people attended the networking events over the last 12 months. Each event averages 80-90 attendees, increasing the interaction between local tourism operators, Tourism Industry Council of South Australia (TiCSA), South Australian Tourism Commission (SATC), council staff and Elected Members.
- The Adelaide Beaches website has had 34,600 total users and the WATA Committee
  continues to upload new blogs each week. A total of 92 blogs have been uploaded
  since June 2023. The use of Google Ads has increased and introduced new users and
  extended the reach of the website.
- The WATA Committee has marketed and promoted Adelaide Beaches through print media Adelaide Visitor Guide and Adelaide Concierge Map. WATA produced new collateral including Adelaide Beaches A4 tear-off map and promotional pull-up banners, road signage with new banners for West Beach Road, social media on Facebook and Instagram and digital marketing through GLAM Adelaide.
- WATA has continued to build relationships with the SATC, TiCSA and the Adelaide Economic Development Agency (AEDA) with regular updates and meetings

#### **Achievement of Objectives**

The aims the TDAP 2024 have been achieved through the five main objectives:

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

- Increased focus by the Committee to raise the profile and promote Western Adelaide not just as a tourist destination but as an important tourist region.
- Our local industry values the efforts undertaken by WATA as evidenced by high attendance to the industry events.

 The SATC 2024 regional review recognised and there are opportunities for WATA to strengthen collaboration with the Adelaide region and contribute to the development of a State-driven Adelaide Destination Management Plan, to elevate the Western Adelaide Region.

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

- Due to the ongoing impacts from COVID border restrictions the collection of quarterly tourism data has been difficult to accurately regain.
- To report accurately, each council has shared other forms of data collection such as REMPLAN, SpendMapp, EconomyID and Localis.

#### Objective 3: Advocacy for tourism businesses

- WATA networking events allow the Committee to connect with businesses from across the region and to further establish the WATA as the principal advocate for all local tourism businesses.
- The August WATA networking event hosted by the City of Charles Sturt at Big Shed Brewing attracted over 100 people from across the region and Adelaide. The Minister for Tourism, the Hon Zoe Bettison provided a keynote presentation.
- The consistent hosting of these events has led to increased attendance and repeat attendees, demonstrating that they are valued, and that WATA is a trusted partner.

#### Objective 4: Business and Product Development

- Business and product development are very important tools to increase product offerings and strengthen local businesses for the future.
- WATA Committee members work with local tourism operators to develop and enhance business and product development, as well as connecting them with the SATC and TiCSA.
- Grant funding opportunities (local, state or federal) are proactively communicated to operators who may be interested or looking for funding.
- New product development includes the launch of several new experiences in the City
  of Port Adelaide Enfield. Flamboyance Tours launched their Port Adelaide Heritage
  Walking Tour; Port River Cruises commenced operating river cruises on the Port River,
  and Brindabella Sailing commenced sailing adventures all across the state, bringing
  the iconic maxi yacht *Brindabella* to Western Adelaide.

#### Objective 5: Destination Marketing and Development

 WATA launched new branding for Adelaide Beaches in 2022 which is included in marketing and promotion by all four councils.

- The Marketing Plan 2022-24 was created in conjunction with the TDAP 2024.
- Over the last 18 months monitoring data on the types of people who are travelling to and throughout the Western Adelaide region since the re-opening of state, territory and international borders.
- Traffic to the website increased by 96% from 2022-23, increasing average monthly users from 1,471 to 2,883, and delivered 92 blogs, new pieces of content, on the website to promote our local tourism experiences.

#### **Outcomes of the TDAP 2024**

The WATA Committee has delivered on the actions from both the TDAP 2024 and the WATA Marketing Plan 2022-24 for the 2023-24 financial year. Over this period there has been:

- a significant increase in visitation to the Western Adelaide region increasing to 22% and in visitor expenditure.
- The region has benefited from major events such as the Women's Soccer World Cup, Tour Down Under, 2024 Adelaide Festival, Masters Games, AFL Gather Round and LIV Golf.
- Through collaboration, the four councils have capitalised on the increased number of visitors during these major events.

Before the onset of COVID in December 2019, the Western Adelaide region accounted for 17% of all of Adelaide's visitor economy, with 1,595,000 visitors. The latest figures from Tourism Research Australia (year ending June 2024), show that visitation is now at 2,358,000 visitors, with Western Adelaide's share of Adelaide's visitor economy increasing to 22%.

#### Western Adelaide Tourism Statistics

Measures	2019	2024	Comparison
Visitor Numbers	1,595,000	2,358,400	<b>1</b> 48%
Overnight Stays (nights)	3,307,000	3,304,000	No change
People employed	9,945	17,559	<b>↑</b> 77%
Visitor Expenditure	\$677 million	\$1.286 billion	<b>↑</b> 90%

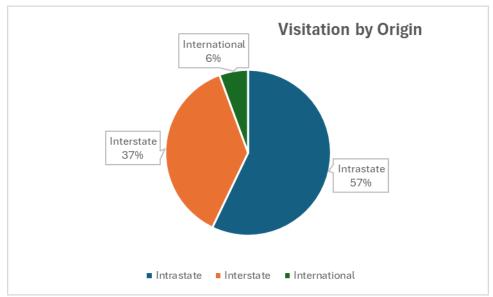
Source: TRA, Remplan

#### Summary of South Australian Tourism growth 2023-2024

Across South Australia, the tourism industry has seen unprecedented growth over the last twelve months, well above pre-COVID levels:

- South Australia's visitor economy is now worth \$9.894 billion (Source: TRA, year ending June 2024).
- There have been slight variances in visitor expenditure for domestic travellers (intrastate up 2% and interstate down 2%) and international travellers (up by 22%).

• The largest international target markets (in order) are the United Kingdom, New Zealand, USA, China and India. Adelaide accounts for \$5.906 billion in visitor expenditure (60%) and regional SA receives \$3.988 billion (40%) (Source: TRA, year ending June 2024).



Visitor origin for the Western Adelaide region (Source: TRA).

Growth in visitor expenditure has not been associated with a commensurate growth in visitor numbers. Aside from the interstate and international markets, which have increased overall during 2023-24, visitation has decreased for the intrastate and day trip markets.

This significant increase in visitor expenditure in the absence of an increase in visitation is indicative of a higher yield visitor. One potential contributing factor is the role that events play in attracting visitors, particularly in the absence of international tourism. Over the last 12 months events have attracted record numbers, with several events such as the Adelaide Festival, LIV Golf and AFL Gather Round recording massive numbers and spend throughout the region.

The data will assist the WATA Committee to continue to implement the TDAP 2024 and Marketing Plan 2022-24 as the collaboration across councils is strengthening the tourism experience with growth in product, a stronger network of tourism providers, visitation, expenditure and employment opportunities.

#### **Budget**

Initiatives identified in the WATA TDAP 2024 and Marketing Plan 2022-24 were delivered within budget allocations identified during the annual business planning process for each council.

#### **Life Cycle Costs**

Not applicable

#### **Strategic Plan**

Innovation: entrepreneurialism for lifelong growth, economic and social vibrancy.

#### **Council Policy**

Not applicable

#### **Statutory Provisions**

Not applicable

Written By: Tourism Development Coordinator

**General Manager:** Community and Business, Ms M Lock

# 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 Kaurna 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.

Paul Sutton

CEO - City of Charles Sturt

(1.16.1 Z

Roberto Bria CEO - City of Holdfast Bay





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.

Mark Withers CEO - City of Port Adelaide Enfield







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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 \$230billion 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 \$12.8billion and increase tourism-related jobs to 52,000. To return to pre-COVID levels, the State's visitor economy needs to reach \$8.1billion 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 \$4.6billion 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

#### Aims to achieve by 2024 and beyond

- 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	Organise new Adelaide Beaches marketing and	• Second week Nov 2022.	• WATA
to market Western Adelaide as	promotional materials. Include promotion of ATDW to local		
one of Adelaide's premier tourism	businesses and event organisers.		
destinations and recognisable	Launch brand via WATA workshop.	Nov workshop	• WATA, SATC
as a tourism region within South	Each Council utilise branding where possible.	Ongoing	• WATA, SATC
Australia.	Adelaide Beaches brand inclusion within marketing SATC collateral.	Second week Nov 2022	• WATA, SATC
	Build on current relationships and organise regular meetings with key stakeholders. WATA also to establish a	Ongoing	WATA, Council CEOs/ mayors, SATC
	seat at the table for SATC regional meetings.		

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> <li>Initiate presentations to promote the region and present new initiatives to SATC staff.</li> <li>Foster the creation of a Metro Tourism Group with regular meetings.</li> <li>Seek LGA advice and assistance to foster tourism collaborations.</li> <li>Refine the subscription process for the Adelaide Beaches mail list and increase the database.</li> <li>Create new tourism update information EDM.</li> </ul>	<ul> <li>Ongoing – First meeting in December 2022.</li> <li>Start December 2022 – ongoing</li> <li>January 2023.</li> <li>January 2023</li> <li>October 2022</li> </ul>	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> <li>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).</li> <li>Further develop "Dive into the West" campaign and content on the Adelaide Beaches website.</li> <li>Use updated statistics and tourism market knowledge to establish regional target markets.</li> <li>Liaise with the SATC Marketing team to align the new plan to outline State trends and future campaigns.</li> <li>Finalise the marketing budget for the 2023-24 financial year.</li> <li>Assign budget commitments to market and promote the region.</li> </ul>	<ul> <li>September – October 2022</li> <li>October – November 2022</li> <li>September 2022 – January 2023</li> <li>September – October 2022</li> <li>September – October 2022</li> <li>November 2022</li> </ul>	WATA, TRA, SATC,TA, AEDA.  WATA, TRA, SATC, TA, AEDA.  WATA  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> <li>Create a business case for WATA regional representation at State and National trade events i.e. Australian Tourism Exchange, TiCSA SA Tourism Conference.</li> <li>Identify businesses that could partner with WATA to attend major trade events.</li> <li>WATA attends trade events.</li> <li>Western Adelaide region included within travel company / wholesaler itineraries.</li> <li>Top 10 businesses promotion and leads through the website.</li> </ul>	<ul> <li>November 2022 – January 2023.</li> <li>November 2022 – January 2023.</li> <li>2024</li> <li>2024</li> <li>November – December 2022</li> </ul>	<ul> <li>WATA, SATC, TiCSA, TA.</li> <li>WATA, SATC, TA</li> <li>WATA</li> <li>WATA, SATC, TA</li> <li>WATA</li> </ul>

#### 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	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.	• September – October 2022	• WATA
Research Australia (TRA) i.e. REM- PLAN, Spendmapp, ABS, Localis, McGregor Tan and others.	Share data between councils and request regional tourism statistics/information from key stakeholders and tourism providers where possible.	November 2022	• WATA
	Compile data and statistics for a regional report, from the various datasets and communicate to local tourism businesses and government agencies.	• April – May 2023	• WATA
	Provide targeted snapshots of relevant statistics to tourism businesses to inform their own promotional strategies.	• April – May 2023	• WATA
2.2 The WATA will liaise with TRA to attempt to access fresh new	Liaise with TRA to advise of the possibilities of WATA gaining the regional tourism data it requires.	October 2022	• WATA, TR, SATC
statistical information and future results for the Western Adelaide region.	If possible, work with TRA to set up future reporting needs.	• October 2022	• WATA, TR

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.

- 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.
- First quarterly edition –
  October 2022
- May 2023
- May June 2023

- WATA
- WATA
- WATA









#### 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	<ul> <li>Organise familiarisation trips for SATC, TiCSA and TA staff, showcasing the region and local businesses.</li> <li>Run four Western Adelaide regional workshop/networking events per year.</li> </ul>	Ongoing Ongoing	WATA, SATC, TA, TICSA.  WATA  WATA
federal government agencies.	Work with local tourism businesses to improve overall communication with government bodies.	Ongoing	• WATA
3.2 Liaise with the four councils within the WATA on behalf of local tourism businesses regarding	Assist with permit applications, grant funding applications     / information / opportunities, infrastructure requirements /     upgrades.	Ongoing	• WATA
regulatory information and red- tape reduction.	Assist local businesses with new product development and business opportunities.	Ongoing	• WATA
	Develop a Business friendly council toolkit for local tourism businesses to access. As an example, review District Council of Yankalilla's events toolkit.	• September – December 2022.	• WATA, Events SA, SATC, TiCSA.
3.3 Promote and enhance the profile of the WATA to local tourism businesses, as the main tourism	<ul> <li>Develop reputation within the region for providing quality business and product development support.</li> <li>Build relationships with local tourism businesses and pro-</li> </ul>	Ongoing     Ongoing	• WATA
body for the Western Adelaide region.	vide them with regular updates.  • Encourage local tourism businesses to contact the WATA for business/product development advice and assistance.	• September 2022 – ongoing.	• WATA
	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.	September 2022 – ongoing.	• 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> <li>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.</li> <li>Produce a short report for the four Councils and SATC.</li> <li>Regional Business and Product audits to be updated every 12 months.</li> </ul>	October – December 2022      February/March 2023     Jan 2024	• WATA, SATC  • WATA • WATA
4.2 Build on existing regionally unique features and identify/celebrate niche experiences, events and products.	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.	Ongoing Ongoing	WATA, SATC      WATA, SATC, TICSA.
	<ul> <li>business and product development advice and training opportunities.</li> <li>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.</li> </ul>	• September – October 2022	• WATA, SATC
	<ul> <li>Update the unique selling points for the Western Adelaide region and promote and increase market knowledge.</li> <li>Include as part of the marketing plan draft.</li> </ul>	• October – November 2022	• WATA, SATC
	<ul> <li>Develop a tourism business 'tool kit' to help local businesses develop and improve their offerings.</li> <li>Facilitate the development of Aboriginal tourism products and experiences within the Western Adelaide region. Work with Kaurna 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.</li> </ul>	September – December 2022     November 2022 – December 2024	<ul> <li>WATA, SATC, Events SA, TiCSA, AEDA, TA.</li> <li>WATA, SATC, TA, AEDA, Kaurna Elders and representatives.</li> </ul>

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.	<ul> <li>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.</li> <li>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.</li> <li>Promote the NPP document to local tourism businesses and government agencies through; communications, familiarisation trips, workshops and networking events.</li> </ul>	<ul> <li>December 2022 – December 2024.</li> <li>December 2022 – February 2023.</li> </ul>	<ul> <li>WATA, SATC, TiCSA, AEDA.</li> <li>WATA, SATC</li> <li>WATA, SATC, TA.</li> </ul>
		• March 2023 – ongoing.	, ,
4.4 Encourage more entries to the SA Tourism Awards and help tourism businesses with accreditation.	<ul> <li>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.</li> <li>Liaise with local tourism businesses that enter, offering advice and assistance where possible.</li> <li>Promote finalists and winners through communications and the Adelaide Beaches website.</li> </ul>	• February – March 2023  • March – August 2023	WATA, TICSA, SATC.      WATA, TICSA
		• October – December 2023	• 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> <li>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.</li> <li>WATA to liaise with relevant government departments and consult with transport companies to develop a concept / pilot service.</li> <li>WATA to lobby all key stakeholders to get the project approved and in operation.</li> <li>New Western Adelaide tourism bus route organised, funded and running.</li> </ul>	<ul> <li>December 2022 – May 2023</li> <li>December 2022 – May 2023</li> <li>May 2023 – ongoing</li> <li>May 2023 – December 2024</li> </ul>	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 Adelaide Metro, Link SA As above.
4.6 Attract or develop a regional major event that will benefit all four councils.	<ul> <li>Examine current and new events exploring regional benefits, including sponsorship.</li> <li>WATA to work with events teams from the four Councils to develop concepts for a new major event for the region.</li> <li>WATA to liaise with Events SA to further develop the concept and seek grant funding and sponsorship opportunities.</li> <li>Schedule and undertake the new major event.</li> <li>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.</li> </ul>	<ul> <li>November 2022 – February 2023</li> <li>November 2022 – February 2023</li> <li>November 2022 – February 2023</li> <li>February – March 2023</li> <li>March 2023 – December 2024</li> </ul>	<ul> <li>WATA</li> <li>WATA, Events SA, SATC</li> <li>WATA, Events SA, SATC, RDAAHFKI</li> <li>WATA, Events SA.</li> <li>WATA, Events SA.</li> </ul>



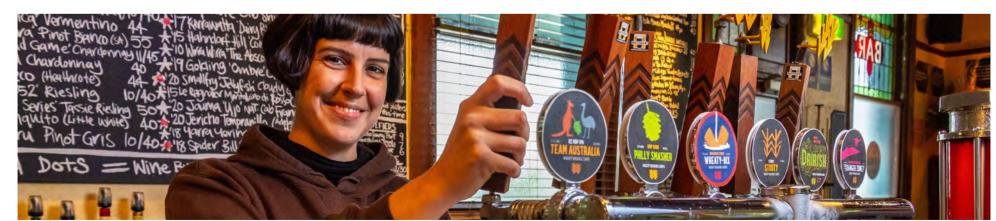
#### **Objective 5: Destination Marketing and Development**

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> <li>WATA to undertake a research study to redefine and update the current target market personas, working in conjunction with the SATC Marketing team.</li> <li>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?</li> </ul>	• September 2022 – March 2023 • September 2022 – March 2023	• WATA, SATC • WATA, SATC, TA.
5.2 Launch and roll-out new Adelaide Beaches brand.	<ul> <li>WATA (City of West Torrens) will hold a workshop/networking event in November 2022; a new branding presentation and Adelaide Beaches website launch.</li> <li>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).</li> <li>All new marketing collateral to use new branding.</li> <li>Digitise / animate the pelican brand logo.</li> <li>Generating blogs, stories and trails.</li> </ul>	<ul> <li>November 2022</li> <li>November 2022 - ongoing</li> <li>Ongoing</li> <li>September 2022 - December 2024</li> <li>September 2022 - ongoing</li> </ul>	<ul> <li>WATA, Super Assembly, JABA.</li> <li>WATA</li> <li>WATA</li> <li>WATA</li> </ul>

5.3 Continue to work with local tourism businesses and event organisers to utilise the Australian Tourism Data Warehouse (ATDW).	<ul> <li>WATA to promote the benefits of updating/creating a page for a business or event on the ATDW.</li> <li>Assist businesses and event organisers to navigate the ATDW and create or maintain a page.</li> <li>Work with the ATDW and SATC staff to regularly update the number of registered pages for the region.</li> </ul>	<ul> <li>October 2022 – ongoing.</li> <li>October 2022 – ongoing.</li> <li>October 2022 – ongoing.</li> </ul>	<ul><li>WATA, SATC, ATDW.</li><li>WATA, SATC, ATDW.</li><li>WATA, SATC, ATDW.</li></ul>
5.4 All four councils in the alliance to include Adelaide Beaches branding in marketing, events and communications.	WATA committee members to work with the four councils (i.e. city activation / communications) to maximise usage of the Adelaide Beaches branding.	• Oct 2022 – ongoing.	• WATA, SATC
5.5 Seek grant funding for destination and marketing development.	<ul> <li>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.</li> <li>WATA to keep track of funding opportunities that may be appropriate for future marketing projects.</li> <li>Apply for funding where possible.</li> <li>Street banners and signage upgrades throughout the region.</li> </ul>	<ul> <li>November 2022 – February 2023</li> <li>November 2022 – ongoing</li> <li>Ongoing</li> <li>December 2022 – July 2023</li> </ul>	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> <li>Ongoing training for all customer service volunteers at the Glenelg VIO, Port Adelaide VIC, COCS Library.</li> <li>Use the new product and experience audit to update the volunteers and set best practice examples of how to 'sell' the region to tourists.</li> <li>Promote the ideal of the Western Adelaide region being a major tourism destination within the state.</li> <li>Create an Adelaide Beaches first, Adelaide and regions second ethos within the minds of the volunteers.</li> </ul>	<ul> <li>December 2022 – ongoing</li> <li>December 2022 – February 2023</li> <li>December 2022 – ongoing</li> <li>December 2022 – ongoing</li> <li>December 2022 – ongoing</li> </ul>	• WATA • WATA • WATA
5.7 The WATA works towards setting some aspirational goals for marketing the region.	<ul> <li>Investigate / create business case for selling advertising on the Adelaide Beaches website (possibly making it costneutral or profitable to run in the future).</li> <li>Increasing marketing collateral, attending trade events both local and national, and increasing digital marketing (social media).</li> <li>TV commercials / radio spots.</li> <li>Adelaide Beaches calendar.</li> <li>A3 tear off map(s).</li> </ul>	<ul> <li>December 2022 –</li> <li>October 2023</li> <li>Dec 2022 – Oct 2023</li> <li>Dec 2022 – October 2023</li> <li>Dec 2022 – Oct 2023</li> <li>Dec 2022 – Oct 2023</li> <li>Dec 2022 – Oct 2023</li> </ul>	• 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> <li>Create a plan to look at what is involved in applying for a SA Tourism Award (Destination Marketing) in the next 2-4 years.</li> <li>WATA to work towards gaining all necessary information and statistics required to make an application.</li> <li>Apply for the award.</li> </ul>	<ul><li>March - June 2023</li><li>June 2023 - March 2024</li><li>February 2025</li></ul>	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)

#### 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 crosspromotion.

#### 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 Kaurna 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.

# <u>Strategic Priorities (with reference to the Western Adelaide region)</u> *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 (eg. 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 20250 / \$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 startup 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 though 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