



NOTICE OF MEETING

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

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

Tuesday 23 February 2021 at 7.00pm



Roberto Bria
CHIEF EXECUTIVE OFFICER



Ordinary Council Meeting Agenda

1. OPENING

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

2. KAURNA ACKNOWLEDGEMENT

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

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

3. SERVICE TO COUNTRY ACKNOWLEDGEMENT

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

4. PRAYER

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

5. APOLOGIES

5.1 Apologies Received- Nil

5.2 Absent - Nil

6. ITEMS PRESENTED TO COUNCIL

7. DECLARATION OF INTEREST

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

8. CONFIRMATION OF MINUTES

Motion

That the minutes of the Ordinary Meeting of Council held on 9 February 2021 be taken as read and confirmed.

Moved Councillor _____, Seconded Councillor _____

Carried

9. PUBLIC PRESENTATIONS

9.1 **Petitions - Nil**

9.2 **Presentations - Nil**

9.3 **Deputations - Nil**

10. QUESTIONS BY MEMBERS

10.1 **Without Notice - Nil**

10.2 **On Notice - Nil**

11. MEMBER'S ACTIVITY REPORTS - Nil

12. MOTIONS ON NOTICE

12.1 21-25 South Esplanade Development– Councillor Bouchee (Report No: 68/21)

13. ADJOURNED MATTERS

13.1 Adjourned Motion on Notice – Hove Rail Crossing – Councillor Snewin (Report No: 67/21)

14. REPORTS OF MANAGEMENT COMMITTEES AND SUBSIDIARIES

14.1 Minutes – Audit Committee – 10 February 2021 (Report No: 59/21)

14.2 Draft Minutes – Alwyndor Management Committee – 28 January 2021 (Report No: 63/21)

14.3 Minutes – Jetty Road Mainstreet Committee – 3 February 2021 (Report No: 61/21)

15. REPORTS BY OFFICERS

15.1 Items in Brief (Report No: 64/21)

15.2 Monthly Financial Report – 31 January 2021(Report No: 65/21)

15.3 Citywide Spend and Win Competition (Report No: 62/21)

15.4 Appointment of the Public Meeting Committee for the Heritage Contributory Items – Transition Development Plan Amendment (Report No: 58/21)

15.5 Strategic Plan Review (Report No: 60/21)

15.6 Hove Rail Crossing (Report No: 66/21)

16. RESOLUTIONS SUBJECT TO FORMAL MOTIONS

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

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

18. CLOSURE



ROBERTO BRIA
CHIEF EXECUTIVE OFFICER

Item No: **12.1**

Subject: **MOTION ON NOTICE – 21 – 25 SOUTH ESPLANADE DEVELOPMENT – COUNCILLOR BOUCHEE**

Date: 23 February 2021

PROPOSED MOTION

Councillor Bouchee proposed the following motion:

That the Mayor write to the Premier, Acting Planning Minister and Member for Morphet requesting:

- 1. Detailed explanation under what circumstances SCAP accepted an application for a 13 storey building when 5 years ago a very long and detailed DPA was carried out together with a very thorough consultation with residents, with final sign off by the then Planning Minister detailing a MAXIMUM of 5 storeys in this zone?**
 - 2. What agreements have been made for increase in the development limits from 5 storeys to 13 storeys?**
 - 3. Why has the government (state planning commission) not previously sought to rezone the site via the normal process in which the community is consulted rather than merely react to a single proposal?**
 - 4. What is the government's clearly stated attitude to the precedent this will establish for all of the rest of Holdfast Bay's planning limits and can the government guarantee that this proposal will not be used as the precedent to make changes at will without proper community consultation, that will result in a long wall of high-rise apartment buildings along the whole seafront rather.**
 - 5. Could the government please advise the objectives in its rules and principles that allow this breach of standards (thus certainty to stakeholders) which were only recently installed?**
-

Item No: **13.1**

Subject: **ADJOURNED MOTION ON NOTICE – HOVE RAIL CROSSING – COUNCILLOR SNEWIN**

Date: 23 February 2021

Written By: General Manager, Strategy and Business Services

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

This motion was most recently tabled as a Motion on Notice at the ordinary Council meeting on 9 February 2021 (Item 12.1 Motion on Notice – Hove Rail Crossing – Councillor Snewin (Report No: 52/21)), but the item was adjourned under Regulation 19, *Local Government (Proceedings at Meetings) Regulations 2013* until the briefing from the Department of Infrastructure and Transport (DIT) on Tuesday 16 February 2021 had occurred.

The briefing from DIT occurred on 16 February 2021 and it should be noted that this Council Agenda includes a report on the Hove Rail Crossing at Agenda Item 15.6 that provides information on the Hove Rail Crossing.

Councillor Snewin moved the motion and Councillor Bouchee seconded the motion and reserved the right to speak. The adjourned motion needs to be considered before any new motion can be considered.

MOTION

From 9 February, 2021 Council Meeting:

Given that Council has not been provided with sufficient information from the Department of Infrastructure and Transport (DIT) to make an informed decision, Council resolves that it does not support any of the 4 options proposed for the Brighton Road rail crossing at this time.

COMMUNITY PLAN

Not applicable

STUATORY PROVISIONS

Not applicable

REPORT

Details and background of the motion was contained in the adjourned Council Report (Item 12.1 Motion on Notice – Hove Rail Crossing – Councillor Snewin (Report No: 52/21))

Refer Attachment 1

BUDGET

Not Applicable

LIFE CYCLE COSTS

Not Applicable

Attachment 1



Item No: **12.1**

Subject: **MOTION ON NOTICE – HOVE RAIL CROSSING – COUNCILLOR SNEWIN**

Date: 9 February 2021

PROPOSED MOTION

Councillor Snewin proposed the following motion:

Given that Council has not been provided with sufficient information from the Department of Infrastructure and Transport (DIT) to make an informed decision, Council resolves that it does not support any of the 4 options proposed for the Brighton Road rail crossing at this time.

BACKGROUND

The community have been provided with 4 options for the rail crossing at Hove.

There is community concern that the construction of a 1.4 km long elevated rail bridge and station will destroy the heritage residential value and general amenity of Brighton and Hove.

Given that the Council has asked to be briefed by DIT on this development since last year and has yet not been, and that the community information process started on Saturday 30 January and we are unaware on what date consultation closes, it is imperative that council form an opinion on the 4 current DIT options available and communicate our opinion during the consultation process.

Item No: **14.1**

Subject: **MINUTES – AUDIT COMMITTEE – 10 FEBRUARY 2021**

Date: 23 February 2021

Written By: Personal Assistant, Strategy and Business Services

General Manager: Strategy & Business Services, Ms P Jackson

SUMMARY

The public minutes of the meeting of the Audit Committee held on 10 February 2021 are presented to Council for information and endorsement.

RECOMMENDATION

1. **That Council notes the public minutes of the Audit Committee of December 2020 namely:**
 - (a) **That the Audit Committee advises Council it has received and considered a Standing Items Report addressing:**
 - **Monthly Financial Statements**
 - **Risk Management and Internal Control**
 - **Audit – External/Internal**
 - **Public Interest Disclosures – previously Whistle Blowing**
 - **Economy and Efficiency audits**
 - **Audit Committee Meeting Schedule and Membership**
 - (b) **That the Audit Committee advises Council it has received and noted the revised Long Term Financial Plan (noting that the net financial liabilities ratio target of 75% will be exceeded in 2029 and may require review).**
 - (c) **That the Audit Committee supports the 2021-22 budget timetable and development.**
-

COMMUNITY PLAN

A Place that provides Value for Money

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Local Government Act 1999, Sections 41 and 126

BACKGROUND

The Audit Committee is established under Section 41 of the *Local Government Act 1999*, and Section 126 of the *Local Government Act 1999* defines the functions of the Audit Committee to include:

- reviewing annual financial statements to ensure that they present fairly the state of affairs of the council;
- proposing, and providing information relevant to, a review of the council's strategic management plans or annual business plan;
- proposing, and reviewing, the exercise of powers under section 130 A;
- if the council has exempted a subsidiary from the requirement to have an audit committee, the functions that would, apart from the exemption, have been performed by the subsidiary's audit committee;
- liaising with the council's auditor; and
- reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.

REPORT

Public minutes of the meeting of the Audit Committee held on 16 December 2020 are attached for Members' information.

BUDGET

Not Applicable

Attachment 1



Minutes of the meeting of the Audit Committee of the City of Holdfast Bay held in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton on Wednesday 10 February 2021 at 6:00pm.

PRESENT

Members

Presiding Member – Councillor J Smedley
Councillor R Snewin
Ms P Davies
Mr D Powell

Staff

Chief Executive Officer- Mr R Bria
General Manager Strategy and Business Services – Ms P Jackson
General Manager, Alwyndor – Ms B Davidson-Park
Manager Finance, Mr J Newton
Manager Finance, Alwyndor - Ms L Humphrey

Guest

Samantha Creten (Lead Audit Partner) – Dean Newberry and Partners

1. OPENING

The Presiding Member declared the meeting open at 6.00pm.

2. APOLOGIES

- 2.1 Apologies Received – Mr S Tu
- 2.2 Absent - Nil

3. DECLARATION OF INTEREST

Members were reminded to declare their interest before each item.

4. CONFIRMATION OF MINUTES

Motion

That the minutes of the Audit Committee held on 16 December 2020 be taken as read and confirmed.

Moved by Councillor Snewin, Seconded by Ms Davies

Carried

5. ACTION ITEMS

The Action Items were tabled and discussed.

6. PRESENTATIONS – Nil**7. REPORTS BY OFFICERS****7.1 Standing Items – February 2021 (Report No: 53/21)**

The Audit Committee is provided with a report on standing items at each ordinary meeting.

Motion**1. That the Audit Committee advises Council it has received and considered a Standing Items Report addressing:**

- **Monthly financial statements**
- **Risk Management and Internal control**
- **Audit – External/Internal**
- **Public Interest Disclosures – previously Whistle-Blowing**
- **Economy and efficiency audits**
- **Audit Committee Meeting Schedule and Membership**

RETAIN IN CONFIDENCE - Section 91(7) Order**2. Having considered Agenda Item 7.1 Standing Items – February 2021 in confidence under Section 90(2) and (3)(e) of the Local Government Act 1999, the Audit Committee, pursuant to section 91(7) of that Act orders that Attachment 2 be retained in confidence for a period of 24 months and that the Chief Executive Officer is authorised to release the documents prior to that time if and when all parties to the contract have provided their consent.**

Moved Mr Powell, Seconded Councillor Snewin

Carried

7.2 Long Term Financial Plan Review (Report No: 54/21)

The Long Term Financial Plan (LTFP) has been reviewed and updated to include the 2020/21 Annual Business Plan and 2019/20 audited financial statements and budget updates to 30 September 2020. The projections in the LTFP indicate Council remains in a sound financial position.

The LTFP has also been informed by the latest Asset Management Plans (AMP) and direction from Council with regard to Council's commitment to financial sustainability. A number of assumptions have been reviewed in updating the plan and these are detailed in the report.

The LTFP will be enhanced as part of the 2021/22 budget process to include major projects that have been identified to be undertaken over the next 10 years.

Motion

That the Audit Committee advises Council it has received and noted the revised Long Term Financial Plan (noting that the net financial liabilities ratio target of 75% will be exceeded in 2029 and may require review).

Moved Ms Davies, Seconded Mr Powell

Carried

7.3 2021-22 Budget Timetable and Development (Report No: 55/21)

The 2021-22 budget development, timelines, initial assumptions and parameters will be presented to Council at a workshop on 16 February 2021. Pursuant to its term of reference, the Audit Committee has an opportunity to review the presentation providing comments to Council in relation to the commencement and planning of the draft 2020-21 budget.

Motion

That the Audit Committee supports the 2021-22 budget timetable and development as identified in this report.

Moved Councillor Snewin, Seconded Mr Powell

Carried

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

9. CONFIDENTIAL ITEMS - Nil

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Audit Committee will be held on Wednesday 17 March 2021 in the Mawson Room, Civic Centre, 24 Jetty Road, Brighton at 6.00pm.

11. CLOSURE

The Meeting closed at 6.49pm.

CONFIRMED 17 March 2021

PRESIDING MEMBER

Item No: **14.2**

Subject: **DRAFT MINUTES – ALWYNDOR MANAGEMENT COMMITTEE -
28 JANUARY 2021**

Date: 23 February 2021

Written By: General Manager Alwyndor

General Manger: Alwyndor, Ms B Davidson- Park

SUMMARY

The draft minutes of the Alwyndor Management Committee meeting held on 28 January 2021 are provided for information.

RECOMMENDATION

1. **That the draft minutes of the Alwyndor Management Committee meeting held on 28 January 2021 be noted.**

RETAIN IN CONFIDENCE - Section 91(7) Order

2. **That having considered Attachment 2 to Report No: 63/21 Draft Minutes – Alwyndor Management Committee – 28 January 2021 in confidence under Section 90(2) and (3)(b) of the *Local Government Act 1999*, the Council, pursuant to Section 91(7) of the Act orders that Attachment 1 and 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.**
-

COMMUNITY PLAN

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

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

This report is presented following the Alwyndor Management Committee Meetings.

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

REPORT

The draft minutes of the meeting are attached for Members' information.

Refer Attachment 1

Attachment 1



CITY OF HOLDFAST BAY

Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held in the Hub, Alwyndor, 52 Dunrobin Road, Hove, on Thursday 28 January 2021 at 6.30 pm.

PRESENT

Elected Members

Councillor P Chabrel

Independent Members

Chair – Mr Kim Cheater
Ms Julie Bonnici – *Visual and Audio Presence*
Prof Judy Searle
Prof Lorraine Sheppard
Ms Trudy Sutton
Mr Kevin Whitford

Staff

Chief Executive Officer – Mr Roberto Bria
General Manager Alwyndor – Ms Beth Davidson-Park
Manager Finance – Ms Leisa Humphrey
Residential Services Manager – Mr Graham Harding
Manager Community Connections – Ms Molly Salt
Manager Projects – Ms Emma Burke
Manager People and Culture, Mr Dan McCartney
Personal Assistant - Ms Peta Daley

1. OPENING

The Chairperson declared the meeting open at 6.30pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chairperson stated:

We acknowledge the 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. APOLOGIES

3.1 For Absence – Councillor M Bouchee

3.2 Leave of Absence - Nil

4. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

5. CONFIRMATION OF MINUTES

Motion

That the minutes of the Alwyndor Management Committee held on 19 November 2020 be taken as read and confirmed.

Moved by Ms Trudy Sutton, Seconded by Prof J Searle

Carried

Motion

That the confidential minutes of the Alwyndor Management Committee held on 19 November 2020 be taken as read and confirmed.

Moved by Prof L Sheppard, Seconded by Mr K Whitford

Carried

6. REVIEW OF ACTION ITEMS

6.1 Action Items

Complete

6.2 Confidential Action items

General Manager noted all items within due dates and in progress to completion.

6.3 Annual Work Plan

The Committee noted that the *Quarterly Performance Report* (Item 8.2) was completed and included in this Agenda and therefore would not be included in the February 2021 report as per the Work Plan.

7. GENERAL MANAGER REPORT

7.1 General Manager Report (Report No: 01/2021)

7.1.1 Royal Commission

General Manager advised any information regarding future funding had not been received. Leading Aged Services Australia (LASA) have mentioned there has been talk of early budget announcements leading into the Federal Election but nothing confirmed. A national campaign has recently been launched by LASA advocating for the Aged Care Industry.

7.1.2 COVID-19 Update

General Manager was pleased to advise this was not heavily impacting Alwyndor currently. Mandatory two month training for residential staff is proving challenging both from a Human Resource and financial perspective. The possibility of non – mandatory COVID-19 vaccinations for Aged Care staff was discussed.

Action: When Government has confirmed its policy regarding mandatory COVID-19 vaccines for Aged Care workers, AMC will require a position from Management for its consideration.

7.1.3 AMC Resignation

General Manager formally advised Councillor Susan Lonie had resigned from AMC and the Committee acknowledged and thanked her for 10 years service. Councillor Mikki Bouchee was appointed by Council at its meeting on 27 January 2021 and was welcomed officially to AMC.

Motion

That the Alwyndor Management Committee:

1. **Note the update regarding the Royal Commission into Aged Care Quality and Safety.**
2. **Note the update regarding COVID-19.**
3. **Note the resignation of Councillor Susan Lonie from the AMC.**

Moved Councillor P Chabrel, Seconded Prof J Searle

Carried

8. **CONFIDENTIAL REPORTS**

8.1 **General Manager's Report – Confidential (Report No: 02/2021)**

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

1. **That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No. 02/2021 in confidence.**
2. **That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the**

public be excluded to consider the information contained in Report No: 02/2021 on the following grounds:

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

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

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

Moved Prof L Sheppard, Seconded Ms T Sutton

Carried

RETAIN IN CONFIDENCE - Section 91(7) Order

That having considered Agenda Item 8.1 General Managers Report (Report No: 02/2021) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Ms J Bonnici, Seconded Councillor P Chabrel

Carried

8.2 Quarterly Performance Review (Report No: 03/2021)

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

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No. 03/2021 in confidence.

2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 03/2021 on the following grounds:

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

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

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

Moved Prof L Sheppard, Seconded Mr K Whitford

Carried

RETAIN IN CONFIDENCE - Section 91(7) Order

That having considered Agenda Item 8.2 Quarterly Performance Review (Report No: 03/2021) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Councillor P Chabrel, Seconded Prof J Searle

Carried

8.3 Alwyndor Corporate Risk Review (Report No: 04/2021)

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

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report's and Attachments to Report No. 04/2021 in confidence.

2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No.: 04/2021 on the following grounds:

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

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

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

Moved Ms T Sutton, Seconded Prof J Searle

Carried

Deferral

That Item 8.3 Alwyndor Corporate Risk Review be deferred to the February meeting to allow time for the report to be considered and discussed in detail.

Moved Councillor P Chabrel, Seconded Mr K Whitford

Carried

8.4 Monthly Finance Report – December 2020 (Report No: 06/2021)

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

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report's and Attachments to Report No. 05/2021 in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the

public be excluded to consider the information contained in Report No: 05/2021 on the following grounds:

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

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

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

Moved Councillor P Chabrel, Seconded Ms T Sutton

Carried

RETAIN IN CONFIDENCE - Section 91(7) Order

That having considered Agenda Item 8.4 Monthly Finance Report – December 2020 (Report No: 04/2021) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Councillor P Chabrel, Seconded Prof L Sheppard

Carried

Mr G Harding, Mr D McCartney, Ms M Salt and Ms E Burke left the meeting at 8.40pm.

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

9.1 Review of Investment Options – Update (Report No: 06/2021)

Exclusion of the Public – Section 90(3) Order

1. That pursuant to Section 90(2) of the Local Government Act 1999 Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the

General Manager and Staff in attendance at the meeting in order to consider Report No 06/21, Review of Investments Options - Update in confidence.

2. That in accordance with Section 90(3) of the Local Government Act 1999 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 06/2021, Review of Investment Options Update on the following grounds:

- d. pursuant to Section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party.

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

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

Moved Councillor P Chabrel, Seconded Mr K Whitford

Carried

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Agenda Item 9.1 Review of Investment Options - Update (Report No: 06/2021) in confidence under section 90(2) and (3)(d) of the Local Government Act 1999, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Report, Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Councillor P Chabrel, Seconded Ms J Bonnici

Carried

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Alwyndor Management Committee will be held on **Thursday 25 February 2021** in the Hub, Alwyndor Aged Care, 52 Dunrobin Road, Hove.

11. CLOSURE

The meeting closed at 8.59 pm.

CONFIRMED 25 February 2021

CHAIRPERSON

DRAFT

Item No: **14.3**

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 3 FEBRUARY 2021**

Date: 23 February 2021

Written By: General Manager, Community Services

General Manager: Community Services, Ms M Lock

SUMMARY

The Minutes of the Jetty Road Mainstreet Committee meeting held on 3 February 2021 are attached and presented for Council’s information.

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

RECOMMENDATION

That Council notes the minutes of the Jetty Road Mainstreet Committee of 3 February 2021.

COMMUNITY PLAN

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

COUNCIL POLICY

Not applicable.

STATUTORY PROVISIONS

Not applicable.

BACKGROUND

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

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

REPORT

Minutes of the meetings of JRMCC held on 3 February 2021 are attached for member's information.

BUDGET

Not applicable.

LIFE CYCLE COSTS

Not applicable.

Attachment 1



CITY OF HOLDFAST BAY

Minutes of the meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Mayor's Parlour Glenelg Town Hall on Wednesday 3 February 2021 at 6:00pm

PRESENT

Elected Members:

Mayor A Wilson
Councillor R Abley
Councillor W Miller

Community Representatives:

Maio's Group, Mr C Maio
Attitudes Boutique, Ms G Martin
Cibo Espresso, Mr T Beatrice
GU Filmhouse, Mr S Robinson
Ikos Holdings Trust, Mr A Fotopoulos
Ottoman Grill, Mr O Soner
Beach Burrito, Mr A Warren

Staff:

Chief Executive Officer, Mr R Bria
General Manager, Community Services, Ms M Lock
Jetty Road Development Coordinator, Ms L Breeding
Jetty Road Assistant, Mr W Papatolis

1. OPENING

The Chairman, Mr C Maio, declared the meeting open at 6.00pm.

2. APOLOGIES

2.1 Apologies Received: Ms L Boys

2.2 Absent: Ms E Fassina

3. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

4. CONFIRMATION OF MINUTES**Motion**

That the minutes of the Jetty Road Mainstreet Committee held on 2 December 2020 be taken as read and confirmed.

Moved A Warren, Seconded Councillor Abley

Carried

5. QUESTIONS BY MEMBERS

5.1 **Without Notice:** Nil

5.2 **With Notice:** Nil

6. MOTIONS ON NOTICE: Nil**7. PRESENTATION:** Nil**8. REPORTS/ITEMS OF BUSINESS**

8.1 Monthly Finance Report (Report no: 35/21)

The Jetty Road Mainstreet Committee December 2020 variance report is prepared by the Jetty Road Coordinator and is presented for information of the members of the Jetty Road Mainstreet Committee.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved A Warren, Seconded Councillor Miller

Carried

8.2 Marketing Update (Report No: 36/21)

The report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee 2020/21 Marketing Plan and initiatives aligned to the delivery of the Jetty Road Glenelg Retail Strategy 2018-2022.

A Fotopoulos joined the meeting at 6.27pm

Motion**That the Jetty Road Mainstreet Committee:**

- 1. To endorse in principle support of the Roving Jetty Road Experience concept to be further developed with a budget allocation of up to \$50,000.**

Moved A Warren, Seconded T Beatrice

Carried

- 2. Note this briefing**

Moved G Martin, Seconded A Fotopoulos

Carried**8.3 Jetty Road Lighting Update (Report No: 37/21)**

The report provides an update on the Jetty Road Glenelg lighting project as provided for in the 2020/21 JRMCM Budget.

Motion**That the Jetty Road Mainstreet Committee note this briefing**

Moved T Beatrice, Seconded Councillor Abley

Carried**8.4 Jetty Road Events Update (Report No: 38/21)**

JRMCM in partnership with the City of Holdfast Bay, are responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan. This report provides an overview of upcoming events and an update on events held.

Motion**That the Jetty Road Mainstreet Committee**

- 1. Note this briefing.**
- 2. Endorse the event date of Wednesday 24 March for the Trader networking event.**
- 3. Endorse the Jetty Road on Show event and a budget up to \$25,000.**

Moved Councillor Miller, Seconded S Robinson

Carried

8.5 Jetty Road Mainstreet Committee Nominations (Report No: 39/21)

The Jetty Road Mainstreet Committee (JRMC) comprises of 11 members who are a mix of the Glenelg Tourism Precinct (Jetty Road, Glenelg) business owners, commercial property owners and Elected Members of Council. Business owners and owners of commercial property within the boundaries of the Jetty Road, Glenelg precinct who contribute to the separate rate levy are invited to nominate for a position on the Jetty Road Mainstreet Committee. There are nine positions available for those people who are either a landlord or trader and nominations are open from 4 February to 19 February 2021. Post the closing day the selection panel will then make recommendations to Council as to the appointment of the committee members for consideration and appointment by the Council at the 23 March 2021 meeting.

Motion

That the Jetty Road Mainstreet Committee note this briefing

Moved A Warren, Seconded T Beatrice

Carried

9. URGENT BUSINESS**10. DATE AND TIME OF NEXT MEETING**

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 3 March 2021 at the Glenelg Town Hall.

11. CLOSURE

The meeting closed at 8.02pm

CONFIRMED: Wednesday 3 March 2021

CHAIRMAN

Item No: **15.1**
Subject: **ITEMS IN BRIEF**
Date: 23 February 2021
Written By: Personal Assistant
General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

These items are presented for the information of Members.

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

RECOMMENDATION

- 1. Traffic Signals – Intersection of Brighton Road and Edwards Street, Brighton.**
 - 2. Request for a Single Department of Human Services (DHS) Screening Clearance.**
-

COMMUNITY PLAN

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

REPORT

1. Traffic Signals – Intersection of Brighton Road and Edwards Street, Brighton

At the Council meeting on 8 December 2020, Councillor Lindop asked if Administration had received an update from the Department of Infrastructure and Transport (DIT) regarding traffic concept designs for potential traffic lights at the Edward Street Roaand Brighton Road intersection.

On 5 January 2021, the Chief Executive Officer (CEO) wrote to DIT enquiring if a concept deign and costings had been completed.

See Attachment 1

Mr Braxton-Smith, Chief Executive, DIT, responded on 9 February 2021 stating that the draft concept for traffic signals had been completed but would be inappropriate to share or consult on the documents while the project remains uncommitted and unfunded.

See Attachment 2

2. Request for a Single Department of Human Services (DHS) Screening Clearance

At its meeting of 13 October 2020, Council resolved (C131020/2070) *“That Administration write to the Minister for Human Services with a copy to the (LGA) requesting that there be one clearance for vulnerable children and adults.”*

The CEO wrote to The Hon Michelle Lensink MLC requesting her department to review and consider combining the current DHS checking process into one.

See Attachment 3

The Minister responded on February 12, 2021 acknowledging the meeting with Ms Marnie Lock, Screening Unit staff, Mr Trevor Lovegrove, Director, and Ms Mia Toscano about the proposal, opportunities for improvement and a commitment to facilitate further discussions with the Local Government Volunteering Network.

See Attachment 4

Attachment 1



5 January 2021

Mr Tony Braxton-Smith
Chief Executive
Department for Infrastructure and Transport
GPO Box 1533
Adelaide SA 5001

Dear Mr Braxton-Smith,

Traffic Signals - Intersection of Brighton Road and Edwards Street, Brighton

I refer to your letter dated 4 August 2020 in which you indicated that a concept design for traffic signals at the junction of Brighton Road and Edwards Street Brighton was to be developed, including an associated cost estimate. You indicated that the work was expected to be completed by September 2020.

Council has requested that I follow up whether the concept design and costing has been completed, and if so, whether Council could be provided with a copy.

It would also be appreciated if a time could also be arranged for a Departmental officer to attend a Council workshop to brief Councillors on the concept, associated traffic analysis and costing so that they can gain an understanding of the design issues, risks and impacts of the proposal.

We appreciate that the project is not funded at this stage.

Yours sincerely,

Roberto Bria
Chief Executive Officer

Attachment 2





*In reply please quote 2020/00154/01
Enquiries to Paul Bennett
Telephone 08 7109 7355*

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

OFFICE OF THE CHIEF
EXECUTIVE

50 Flinders Street
Adelaide SA 5000

GPO Box 1533
Adelaide SA 5001

Telephone: 08 7109 7747

ABN 92 366 288 135

Dear Mr Bria

Thank you for your letter dated 5 January 2021 regarding the junction of Brighton Road and Edwards Street, Brighton South.

As per my letter dated 4 August 2020, I can confirm in September 2020, the Department for Infrastructure and Transport (the Department) has completed a draft concept for traffic signals and obtained an external cost estimate.

At this stage, the instillation of traffic signals remains unfunded. Potential future funding for this upgrade is currently under consideration within the State Governments Budget process for the 2021/22 State Budget.

Due to the technical nature of the early (and un-consulted) traffic concept and Budget, Treasury & Cabinet processes, my Department is not yet in the position of being able to share or consult on early concept documents with your Council, as it will be inappropriate while the project remains uncommitted and unfunded.

Officers from the Department will make contact with Council staff when it is considered appropriate to do so.

I trust this information is of assistance.

Yours sincerely,

Tony Braxton-Smith
Chief Executive

February 2021

Attachment 3





holdfast.sa.gov.au

Brighton Civic Centre 24 Jetty Road, Brighton SA 5048

PO Box 19 Brighton SA 5048

P 08 8229 9999 F 08 8298 4561

Glenelg Customer Service Centre and Library

2 Colley Terrace, Glenelg SA 5045

30 November 2020

The Hon Michelle Lensink MLC
Minister for Human Services
GPO Box 2832
ADELAIDE SA 5000

dhsministerforhumanservices@sa.gov.au

Dear Minister,

Request for a Single DHS Screening Clearance

On 13 October 2020, at the City of Holdfast Bay council meeting, the current process for screening employees and volunteers as part of the volunteering on-board application was discussed, and the following motion was endorsed by Council: *That Administration write to the Minister for Human Services with a copy to the LGA requesting that there be one clearance for vulnerable children and adults.*

Council Administration has undertaken a review of the current volunteer on-boarding process and subsequently met with the Chair of the Local Government Volunteer Manager's Network (LGVMN), to discuss opportunities to refine the process. At present the arrangements involve various screenings across several State Government departments/agencies with limited coordination, which can delay the on-boarding process and volunteer recruitment whilst clearances are provided.

The City of Holdfast Bay's volunteering program is pivotal to supporting community, providing 409 active roles, contributing 51,500 hours translating to \$2.1million in economic value.

The City of Holdfast Bay write to you, to request the Department of Human Services review and consider combining the existing DHS checking process into one check to cover: Working with Children and Working with Vulnerable People.

Council welcome the opportunity to work closely with the department to refine this process to ensure continual improvement and better outcomes for community are achieved as a result of discussions.

Look forward to your response.

Yours faithfully

Mr Roberto Bria
Chief Executive Officer

Attachment 4



OFFICIAL



Government
of South Australia

Minister for Human Services

20MHS/1068

Level 12 South
1 King William Street
Adelaide SA 5000
GPO Box 2832
Adelaide SA 5001
DX 115
Tel 08 8463 6560
Fax 08 8463 4480

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

Dear Mr Bria

Thank you for your letter regarding the meeting of the City of Holdfast Bay and the motion to write to me requesting one screening for vulnerable children and adults.

There are differences in the information and risks assessed for checks to work with children and to work with people living with a disability, and at this stage there is not a proposal to develop a single screening.

However, I welcome your feedback on simplifying screening and reducing burdens on Local Government and Volunteers whilst still ensuring protection of children and vulnerable people.

I have been advised that a meeting occurred on 24 December 2020, with Ms Marnie Lock, General Manager Community Services, City of Holdfast Bay, and Screening Unit staff, Mr Trevor Lovegrove, Director, and Ms Mia Toscano, to seek feedback from your Council and the Local Government Volunteer Manager's Network about your proposal as well as Local Government's experiences with screening processes and opportunities for improvement. The Screening Unit will continue to work with Ms Lock and Ms Williams (Volunteering Services Coordinator) to facilitate discussions with the Local Government Volunteering Network to inform streamlining and simplifying of screening types.

Thank you for bringing this matter to my attention.

Yours sincerely

A handwritten signature in blue ink that reads 'Michelle Lensink'.

Hon Michelle Lensink MLC
MINISTER FOR HUMAN SERVICES

12 2 / 2020



Item No: **15.2**

Subject: **MONTHLY FINANCIAL REPORT – 31 JANUARY 2021**

Date: 23 February 2021

Written By: Management Accountant

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

Attached are financial reports as at 31 January 2021. They comprise a Funds Statement and a Capital Expenditure Report for Council's municipal activities and Alwyndor Aged Care. The adjusted forecast budget includes the carried forward amount as approved by Council 11 August 2020 and the two quarterly budget updates approved by Council 20 October 2020 and 9 February 2021.

No changes to Alwyndor and Municipal budgets are recommended at this time, but the report highlights items that show a material variance from the YTD budget.

RECOMMENDATION

That Council receives the financial reports and budget update for the 7 months to 31 January 2021 and notes:

- **no change to the Municipal activities 2020/21 revised budget forecast; and**
 - **no change to the Alwyndor Aged Care 2020/21 revised budget forecast.**
-

COMMUNITY PLAN

Culture: Being financially accountable

COUNCIL POLICY

Not applicable.

STATUTORY PROVISIONS

Not applicable.

BACKGROUND

Council receives financial reports each month comprising a Funds Statement and Capital Expenditure Report for each of Council's municipal activities and Alwyndor Aged Care.

The Funds Statements include an income statement and provide a link between the Operating Surplus/Deficit with the overall source and application of funds including the impact on cash and borrowings.

Refer Attachment 1

REPORT

A comprehensive budget update was conducted for the half-year ending 31 December 2020 and approved by Council 9 February 2021. Following this review the majority of the current variances to date are due to budget and actuals timing differences over the first seven months of the financial year.

There are major positive variances within Community Events and Jetty Road Mainstreet due to the cancellation of annual events as a result of COVID restrictions. Many of these events have since been replaced with alternative activities and the associated budgets will be reassessed as part of the budget review and update to be conducted at 31 March 2021.

Alwyndor Aged Care

There are no changes to the Alwyndor budget forecast as approved by Council, however as with the Municipal budget, a comprehensive budget update will be conducted for the month ending 31 March 2021. Details of the major year to date variances, along with amounts and notes, have been prepared and are attached to this report.

Refer Attachment 1

Attachment 1



City of Holdfast Bay
Municipal Funds Statement as at January 2021

2020 - 2021 Original Budget \$'000	Year to Date			2020 - 2021 Adopted Forecast \$'000	
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(636)	(416)	(378)	(38)	Administrative Services	(641)
1,462	728	728	-	- FAG/R2R Grants	1,917
(1,099)	(763)	(738)	(24)	Financial Services	(1,147)
(9,437)	(4,757)	(4,730)	(26)	Financial Services-Depreciation	(9,437)
(257)	-	-	-	- Financial Services-Employee Leave Provisions	(257)
(869)	(295)	(253)	(42)	Financial Services-Interest on Borrowings	(811)
124	-	-	-	- Financial Services-SRWRA	124
36,090	36,719	36,693	26	General Rates	36,122
(1,359)	(1,041)	(1,001)	(40)	Governance & Risk	(1,483)
(2,567)	(1,826)	(1,834)	8	Innovation & Technology	(2,507)
(681)	(225)	(241)	16	People & Culture	(541)
(1,026)	(534)	(519)	(15)	Strategy & Economic Development	(1,046)
(822)	(446)	(409)	(37)	Active Communities	(842)
(1,131)	(628)	(580)	(48)	City Activation	(1,131)
(880)	(633)	(406)	(227)	Community Events	(880)
(348)	(199)	(193)	(6)	Community Services Administration	(348)
(296)	(101)	(141)	41	Community Wellbeing	(485)
(574)	(338)	(326)	(12)	Customer Service	(574)
-	210	334	(123)	Jetty Road Mainstreet	(94)
(1,508)	(814)	(719)	(95)	Library Services	(1,508)
108	77	79	(2)	Cemeteries	118
(647)	(373)	(362)	(11)	City Assets & Leasing Administration	(643)
317	402	362	40	City Regulation	316
760	369	335	34	Commercial - Brighton Caravan Park	936
(25)	(4)	7	(11)	Commercial - Partridge House	(7)
363	211	222	(10)	Commercial & Club Leases	381
(978)	(498)	(454)	(44)	Development Services	(947)
(815)	(523)	(550)	27	Engineering & Traffic	(991)
(733)	(305)	(327)	22	Environmental Services	(851)
(7,445)	(4,337)	(4,347)	10	Field Services & Depot	(7,366)
(2,017)	(1,026)	(1,024)	(2)	Property Management	(2,021)
(466)	(247)	(212)	(35)	Street Lighting	(465)
(4,181)	(2,172)	(2,219)	48	Waste Management	(4,142)
909	-	-	-	- Less full cost attribution - % admin costs capitalised	909
(660)	16,218	16,795	(577)	=Operating Surplus/(Deficit)	(343)
9,437	4,757	4,730	26	Depreciation	9,437
133	-	-	-	- Other Non Cash Items	133
9,570	4,757	4,730	26	Plus Non Cash Items in Operating Surplus/(Deficit)	9,570
8,910	20,974	21,525	(551)	=Funds Generated from Operating Activities	9,227
-	4,817	4,816	1	Amounts Received for New/Upgraded Assets	6,716
294	92	92	1	Proceeds from Disposal of Assets	1,410
294	4,909	4,908	1	Plus Funds Sourced from Capital Activities	8,126
(8,084)	(3,044)	(2,837)	(207)	Capital Expenditure on Renewal and Replacement	(10,792)
(5,629)	(6,856)	(5,658)	(1,197)	Capital Expenditure on New and Upgraded Assets	(16,837)
(13,713)	(9,900)	(8,496)	(1,404)	Less Total Capital Expenditure	(27,628)
212	6	4	2	Plus:Repayments of loan principal by sporting groups	212
212	6	4	2	Plus/(less) funds provided (used) by Investing Activities	212
(4,297)	15,990	17,941	(1,951)	= FUNDING SURPLUS/(REQUIREMENT)	(10,063)
Funded by					
-	(700)	(700)	-	- Increase/(Decrease) in Cash & Cash Equivalents	-
-	16,230	16,030	200	Non Cash Changes in Net Current Assets	3,735
(5,439)	-	-	-	- Less: Proceeds from new borrowings	(14,941)
-	-	2,150	(2,150)	Less: Net Movements from Cash Advance Debentures	-
1,143	460	460	-	Plus: Principal repayments of borrowings	1,143
(4,297)	15,990	17,941	(1,951)	=Funding Application/(Source)	(10,063)

City of Holdfast Bay
Capital Expenditure Summary by Budget Item to January 2021

2020-21 Original Budget \$'000	Year to Date				2020-21 Adopted Forecast \$'000
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(909)	-	-		- Full Cost Attribution	(909)
(830)	(161)	(320)	160	Information Technology	(830)
(750)	-	-		- Commercial and Economic Enterprises	(750)
(85)	(49)	(46)	(4)	Brighton Library	(85)
-	-	-		- Community Bus	(153)
-	(5)	(5)	0	Sport and Recreation	(591)
(13)	(3)	-	(3)	Depot and Stores	(3)
(952)	(129)	(494)	365	Machinery Operating	(1,341)
(953)	(213)	(245)	32	Road Construction and Re-seal Program	(953)
(583)	(205)	(140)	(65)	Footpath Program	(604)
(1,440)	(524)	(128)	(397)	Stormwater Drainage Program	(1,879)
(11)	(25)	(31)	6	Traffic Control Construction Program	(50)
(10)	-	(2)	2	Signage Program	(10)
(781)	(389)	(527)	138	Kerb and Water Table Construction Program	(781)
(100)	-	-		- Other Transport - Bus Shelters etc.	(100)
(1,593)	(5,967)	(5,241)	(726)	Reserve Improvements Program	(7,850)
(4,013)	(1,639)	(1,200)	(439)	Land, Buildings and Infrastructure Program	(5,985)
(217)	(145)	(88)	(57)	Streetscape Program	(3,883)
(474)	(406)	(22)	(383)	Foreshore Improvements Program	(770)
-	(41)	(7)	(34)	Caravan Park - General	(101)
(13,713)	(9,900)	(8,496)	(1,404)	Total	(27,628)



**Alwyndor Aged Care
Funds Statement as at 31 January 2021**

2020-21 Original Budget \$'000	Year to Date				2020-21 Adopted Forecast \$'000	Note
	Original Budget \$'000	Actual YTD \$'000	Variance \$'000			
5,107	2,830	2,512	318	User Charges	4,417	
10,968	6,378	7,229	(851)	Operating Grants and Subsidies	12,215	
178	104	140	(36)	Investment Income	189	
3,508	1,811	1,846	(36)	Reimbursements	3,237	
3,007	1,707	1,400	307	Other Income	2,432	
22,768	12,830	13,127	(297)	Operating Revenue	22,490	1
(15,738)	(9,025)	(9,095)	70	Employee Costs - Salaries & Wages	(15,644)	2
(6,078)	(3,465)	(3,495)	30	Materials, Contracts and Other Expenses	(6,240)	3
(90)	(53)	(34)	(19)	Finance Charges	(56)	
(1,242)	(724)	(717)	(7)	Depreciation	(1,217)	
(23,147)	(13,266)	(13,341)	75	Less Operating Expenditure	(23,157)	
(379)	(436)	(213)	(223)	=Operating Surplus/(Deficit)	(667)	4
1,242	724	717	7	Depreciation	1,217	
166	96	157	(61)	Provisions	294	2
1,408	820	873	(54)	Plus Non Cash Items in Operating Surplus/(Deficit)	1,511	
1,029	384	660	(276)	=Funds Generated from Operating Activities	844	
0	0	12	(12)	Proceeds from Disposal of Assets	12	
0	0	12	(12)	Plus Funds Sourced from Capital Activities	12	
(586)	(540)	(512)	(28)	Capital Expenditure on New and Upgraded Assets	(1,026)	
(586)	(540)	(512)	(28)	Less Total Capital Expenditure	(1,026)	
443	(158)	160	(317)	= Funding SURPLUS/(REQUIREMENT)	(172)	
Funded by						
443	(158)	160	(317)	Increase/(Decrease) in Cash & Cash Equivalents	(172)	
443	(158)	160	(317)	=Funding Application/(Source)	(172)	

**Alwyndor Aged Care – Notes
January 2021**

1 Operating Revenue

Revenue is \$297K favourable compared to budget due to the recovery of Support at Home services during COVID-19, the transfer of clients from the City of Holdfast Bay Community Home Support Program (CHSP) and \$171K of additional COVID-19 grant funding.

The adopted forecast recognises an overall decrease in revenue of \$278k from budget by the end of the financial year due to reduction in Therapy and Wellness services income and slower than anticipated growth in Home Care Packages during the first half of the financial year.

Therapy and Wellness services and classes have been limited and on occasion cancelled due to COVID-19 lock down. Ongoing restrictions also impact on class attendance ie numbers allowed in each room.

Although growth targets have not been achieved, we have secured 80% of the new packages we have targeted. Also impacting on the lower than projected growth rate we experienced a higher than usual discharge rate in Q1; client behaviours in the uncertain environment as well as a slow release of packages in 2020 have also contributed to this position. We have benefitted from the recent home care package releases and it is anticipated the increased rate of release of packages by the federal government will continue throughout the next three years along with the final Royal Commission report.

2 Employee Costs

Employee costs are \$70K higher than budget:

- Additional wages were introduced under the CHSP program.
- Extra shifts to manage visitors during COVID-19 and increased cleaning regimes are also contributors to the budget overspend.
- Leave provisions are also higher than budgeted due to timing and a reduction in leave taken during the year.
- Outsourced roles to City of Holdfast Bay ie Marketing and ICT management roles are shown as a cost saving to employee costs however are noted as per point 3 below.

3 Materials, Contracts and other expenditure

The increase of expenditure from budget is mainly due to the outsourcing agreement mentioned at point 2 this is offset by the decrease in salaries and wages as noted above.

4 Operating Deficit

The favourable \$223K variance to budget is due to the significant recovery of services which had been budgeted as low due to COVID-19. The reduction of services was only budgeted for the first quarter. The deficit forecast for the year is \$667K.

The \$667K forecast operating deficit is partly funded by operating activities however \$172K balance is expected to be funded by Alwyndor's cash reserves. Alwyndor has \$7M of cash reserves, \$2.5M of which have been loaned to the City of Holdfast Bay consistent with their 2020/21 funding requirements.

Growth targets have been amended to take into account the year to date performance and the impact of the changing environment and associated assumptions throughout the year however these targets remain ambitious. We recognise the targets will be challenging however remain confident that our focussed approach to securing clients, the increased availability of packages and the transition of CHSP clients to packages, together with our revised marketing and sales plans will support delivery.

Alwyndor has not yet revised its Long Term Financial Plan (LTFP). The final report of Royal Commission into Aged Care will be presented to the Federal Government on 26 February 2021. The proposed recommendations of the report are known however the responses are unknown, particularly regarding residential care funding. This means supporting information for some key assumptions to inform the review of the LTFP are not yet available. The outcome of the Royal Commission and Alwyndor's pace of growth are the two main factors that will make an impact on the timing of when Alwyndor will break even, however, based on the current LTFP projections, these factors will not impact the overall question of whether Alwyndor is financially sustainable. Alwyndor continues to invest resources to benefit future operation in accordance with its Strategic Plan. With these plans in place the financial sustainability remains strong.

Item No: **15.3**

Subject: **CITYWIDE SPEND AND WIN COMPETITION**

Date: 23 February 2021

Written By: General Manager, Community Services

General Manager: Community Services, Ms M Lock

SUMMARY

The Economic Recovery Taskforce (ERT) met on 10 August 2020 and discussed a range of strategies to encourage visitation to the City and by extension, stimulate economic activity.

A number of initiatives were discussed by the Taskforce and were submitted to Council for consideration and endorsement. Council endorsed the Spend and Win Competition in October 2020.

The competition ran city wide for four weeks from 16 November to 13 December 2020. This report summarises the results.

RECOMMENDATION

That Council note this report.

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Economy: Supporting and growing local business
Economy: Boosting our visitor economy
Culture: Being financially accountable

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

As reported previously, a Taskforce has been established to provide advice to Council in relation to economic recovery actions, and suggested investments from the COVID-19 Fund.

REPORT

The City of Holdfast Bay's Spend and Win competition was created to support local retail, hospitality and tourism businesses impacted by COVID-19 to inject confidence back into the local economy. The competition aimed to attract new visitors and encourage repeat visitation to Holdfast Bay to stimulate financial activity. It would also build a database that could be utilised to directly promote Holdfast Bay businesses, events and activities.

The competition ran city wide for four weeks from 16 November to 13 December 2020. Within this four week period there was a COVID lock down of three days. Customers at participating businesses were required to spend a minimum of \$30 in one transaction and then enter online via scanning a QR code to have the chance to win one of seven major prizes to the value of \$50,000. The prize pool included two Jayco campers to resonate with the South Australian target audience and cut through the multiple competitions that were in the market place. Jayco Adelaide came on board as a major sponsor.

The competition was open to participation to all visitor economy businesses located in Holdfast Bay. The objectives of the competition was to:

- Increase the number of visitors and expenditure within Holdfast Bay to assist;
- businesses to recover from COVID and maintain staff employment;
- Create awareness of the Holdfast Bay brand, experiences and business offerings;
- Attract new visitors and encourage repeat visitation to Holdfast Bay; and
- Build a database that can be utilised to directly promote Holdfast Bay businesses, future events and activities.

The goal was to achieve \$100,000 spend within Holdfast Bay to kick start the local visitor economy through COVID-19.

The four week Marketing Plan included;

- SAFM radio campaign – 112 commercials and additional weekend sponsorship;
- South Aussie with Cosi social media campaign which included an overnight stay in Glenelg to film videos;
- A partnership with Jayco which provided access to their 70,000 database and 5AA radio talkback segments;
- Holdfast Bay and associated partners social media channels (Jetty Road Glenelg, Jetty Road Brighton and Marina Pier);
- Holdfast Bay website competition webpage and web banner;
- Road Signage – 1 x Moseley Square banner, 5 x entry statements at main arterial roads, 20 x bin corflutes;
- 30 footpath decals installed from Seacliff to Glenelg North;
- Posters and counter cards installed at the 800 participating businesses;
- Bayside Village LED screen advertisement;
- Brighton Sports Complex LED screen advertisement;
- Glenelg and Brighton Libraries digital screens;
- Jayco camper activation in Bayside Shopping Village at Glenelg; and
- Examples of the marketing artwork is attached.

Refer to Attachment 1

Prize Pool

Prize	Type	RRP	Quantity
Jayco MY20 Swan.CP Touring Camper	Prize Draw	\$29,403	1
Jayco CP-MY20 Swift Touring Camper	Prize Draw	\$19,234	1
Kathmandu Tent – Retreat 320 6 Person Module Tent	Prize Draw	\$1,300	1
Family Holiday for 5 at Stamford Grand	Prize Draw	\$750	1
Family Holiday for 5 at Seawall Apartments	Prize Draw	\$500	1
Family Holiday for 5 at Brighton Caravan Park	Prize Draw	\$500	1
Jetty Road Gift Card	Prize Draw	\$500	1
TOTALS		\$52,687	7

Results

The following results indicate the reach of the campaign, number of competition entries, expenditure directly resulting from the competition, expenditure per suburb, business engagement and Holdfast Bay e-newsletter database increase:

- 800 businesses participated citywide;
- 2,308 valid entries received;
- \$260,000 total local spend from entry receipts;
- 1.15 million community reach; and
- 1,472 people opted in to receive Holdfast Bay e-newsletter.

Spend broken down by suburb where participating businesses were located:

- \$112,676.61 Glenelg;
- \$5,621.83 Glenelg North & Marina Pier;
- \$113,613.71 Brighton;
- \$6,644.68 Broadway;
- \$3,057.70 Hove;
- \$5,827.97 Somerton Park;
- \$8,601.75 Seacliff; and
- \$3,955.75 Unknown.

At this stage it is not known if the numbers of visitors increased during this period. Annual Holdfast Bay visitor statistics are released via the South Australian Tourism Commission, Tourism Research Australia and Tourism Australia, late March early April. Importantly visitor statistics provide a general overview of visitor segments including day trippers, interstate, intrastate and event visitors and will not indicate specific visitor numbers directly associated with the Spend and Win Competition.

Business sentiment surveying will need to be undertaken to determine whether the competition encouraged both new customers and or repeat visitation into each participating business during the competition.

Marketing Statistics

Marketing Type	People reached	Engagement
Holdfast Bay Social Media - 12 posts	44,524	660
Holdfast Bay webpage visits		5,832
Jetty Road Facebook - 11 posts	17,796	652
Jetty Road Instagram - 11 posts	17,000	380
South Aussie with Cosi - 11 posts	627,828	41,868
SAFM Radio - 112 commercials	396,000	
Jayco database	70,000	
Total	1,155,352	48,740

The Jayco database consisting of 70,000 customers was optimised, disseminating information directly related to the Spend and Win campaign as well as more broadly showcasing Holdfast Bay as a destination to 'Stay and Play' as part of the tourism recovery marketing campaign.

During the four week campaign South Australia went into lock down for three days. All marketing was suspended for this period and then reactivated.

Spendmapp Data

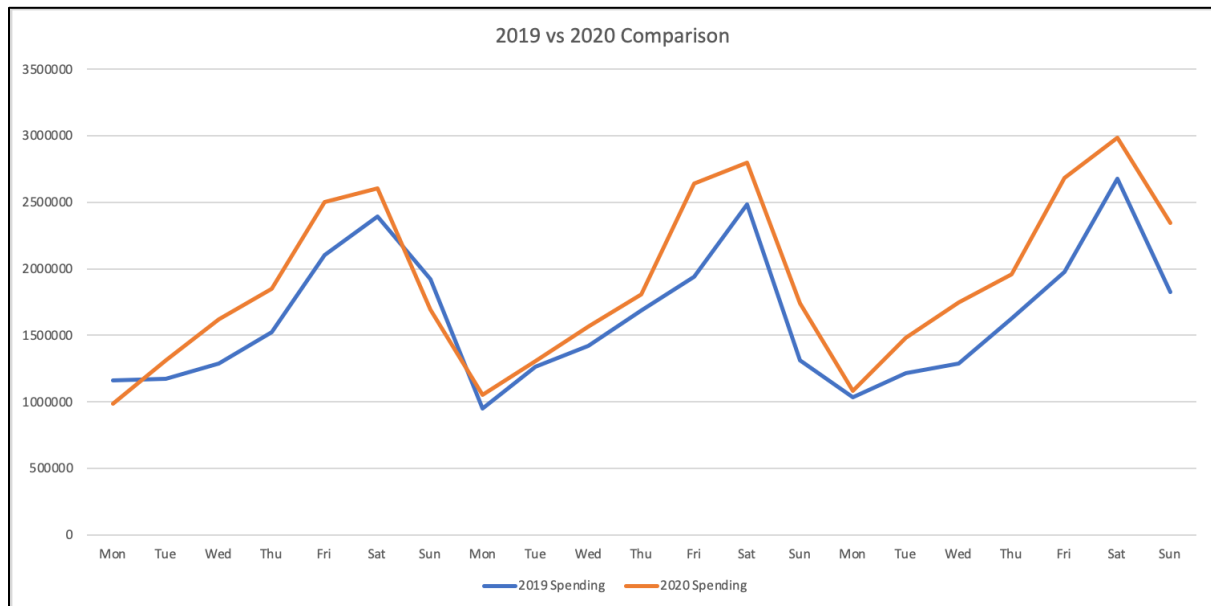
The table below compares 2019 and 2020 expenditure and includes the period of the Spend and Win campaign 16 November – 13 December 2020.

The campaign period generated, through competition receipts \$260,000 spent in local businesses, however Spendmapp data identifies an additional \$5.5M in spending when compared to the same period from the previous year (2019).

Nationally, policies such as Job Keeper and increased working from home have contributed to increase spending in areas like Holdfast Bay and therefore assumptions of the Spend and Win campaign attributing to an additional \$5.5m are difficult to qualify.

Table. 1 Spendmapp data (Comparison spend data for 3rd Mon in Nov – 2nd Sun in Dec 2019 vs 2020)

(Note due to the second wave of the Covid-19 pandemic 19-21 November, figures for the first week of the Spend and Win campaign have not been included)



BUDGET

The final budget from the COVID-19 Fund established in the 20/21 budget was:

Item	Amount
Design and installation – posters, counter top display cards, bin corflutes, road signage including Moseley Square banner, footpath decals	\$6,970
Lotteries Licence	\$2,800
Passing Out Distribution of counter top display cards and posters	\$3,600
Prize Costs	\$33,500
Radio SAFM Campaign	\$20,000
Digital Promotion and Advertising including South Aussie with Cosi	\$6,000
SUB TOTAL	\$72,870
LESS CASH SPONSORSHIP	\$15,000
TOTAL	\$57,870

The final competition costs came in \$18,580 less than originally budgeted for due to the cash sponsorship from Jayco, and some prizes either donated or purchased at wholesale prices. This amount is still within the COVID – 19 Fund for additional initiatives if required.

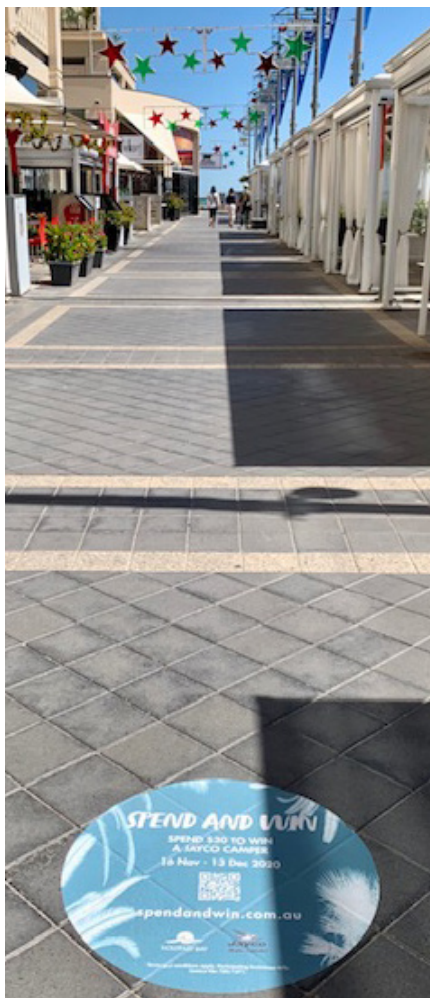
LIFE CYCLE COSTS

Not Applicable

Attachment 1



SPEND AND WIN COMPETITION MARKETING VISUALS



Spend and win
A JAYCO CAMPER

16 Nov - 13 Dec
spendandwin.com.au

HOLDFAST BAY
Jayco
Adelaide

SPEND AND WIN
BOOK A STAY TO WIN
A JAYCO CAMPER

16 Nov - 13 Dec 2020



spendandwin.com.au



Jayco
Adelaide



Terms and conditions apply. Participating businesses only. SA Licence No: T20/1371.



SPEND AND WIN
SPEND \$30 AT ANY
PARTICIPATING STORE
TO WIN A
JAYCO CAMPER

16 Nov - 13 Dec 2020



spendandwin.com.au



GLENELG • BRIGHTON • SEACLIFF
SOMERTON PARK • HOVE

Jayco
Adelaide

170,000+
3 YEAR
100+
1300 JAYCO RV JAYCO.COM.AU

HOLDFAST BAY

**SPEND
AND WIN**



16 Nov - 13 Dec 2020
spendandwin.com.au



Item No: **15.4**

Subject: **APPOINTMENT OF THE PUBLIC MEETING COMMITTEE FOR THE HERITAGE CONTRIBUTORY ITEMS – TRANSITION DEVELOPMENT PLAN AMENDMENT**

Date: 23 February 2021

Written By: Business Partner – Transition & Policy Planning (Development Services)

A/General Manager: City Asset and Services, Mr M de Heus

SUMMARY

As part of the Local Heritage Development Plan Amendment (DPA), an eight week public consultation process is required to be undertaken. At the completion of the public consultation, Council is required to conduct a public meeting, should any representations be made that wish to be formally heard.

An eight week formal public consultation for the Heritage Development Plan Amendment is about to commence.

A public meeting has been schedule and advertised for 7pm Monday June 14 2021 at the Civic Centre in Brighton.

Council is required to appoint a committee to hear any representation at the public meeting.

RECOMMENDATION

That Council appoints four members to a Local Heritage Committee being Councillor....., Councillor....., Councillor..... and Councillor..... to hear deputations at a public meeting to be held following the close of consultation and to provide advice to Council regarding the outcomes of the consultation.

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Developing walkable connected neighbourhoods

Placemaking: Building character and celebrating history

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Planning Development Infrastructure Act 2016

Development Act 1993

Development Regulations 2008

Heritage Places Act 1993

BACKGROUND

At its meeting on 28 November 2019, Council endorsed a Statement of Intent for a Development Plan Amendment to change the heritage status of 29 Heritage Contributory Items to Local Heritage Place. The Minister for Planning approved the Statement of Intent in October 2020 to allow the Development Plan Amendment to commence public consultation. The 29 proposed properties are all Heritage Contributory Items located in Historic Conservation Areas in Glenelg, Glenelg East and Glenelg South. Properties that are not currently listed as Heritage Contributory Items are excluded from this Development Plan Amendment.

REPORT

A detailed analysis of all the Heritage Contributory Items in the Council was undertaken, with findings recommending that 29 places warrant a change in heritage status, from Heritage Contributory Items, to Local Heritage Places. If through the DPA any of the proposed heritage places are not upgraded to a Local Heritage Place, they will retain their Contributory Item status in the *Planning, Development and Infrastructure Act 2016*.

The individual heritage data reports and a Development Plan Amendment report have been prepared that will be available for the public to review during the consultation process.

The *Development Act 1993* states that the Development Plan Amendment must be released for public consultation for an 8 week period in which interested members of the community can review the documentation and make representations to Council. The relevant land owners, community groups and government departments will be notified of the Development Plan Amendment. It is anticipated that the consultation period will start on March 23 and finish on May 18 of this year.

As part of the Local Heritage Development Plan Amendment Council is required to appoint a Local Heritage Committee to hear deputations at a public meeting to be held following the close of consultation and to provide advice to State Commission Assessment Panel (SCAP) regarding the outcomes of the consultation. The Local Heritage Committee may (but not need to) include elected members. It is recommended that the committee comprise four elected members and will be supported by Council staff.

At the completion of the public consultation period Council staff will review all of the submissions received and provide a report to the Heritage Committee. If no representations are received, or if none want to be heard by the Committee, then the public meeting will not be held. From there the DPA will be finalised and forwarded onto SCAP for approval by the Minister of Planning for final approval.

If there are representations received that wish to be heard by the Heritage Committee, the role of the committee is to hear the deputations at the public meeting. The Local Heritage Committee will make recommendations regarding whether any of the proposed Local Heritage Places should be removed from the DPA that will be forwarded onto SCAP, and then to the Minister for Planning for the final determination.

Key staff members will also attend the meeting for minute taking and assist in the running of the meeting. If less than 4 elected members nominate for the committee, additional committee members will be sought from staff and/or consultants (if required).

Conclusion

This report recommends that Council appoint four members to the committee for a public meeting to be held at the completion of the public consultation in June 2021.

BUDGET

There is no budget requirement for this stage of the Development Plan Amendment.

LIFE CYCLE COSTS

There are no ongoing costs once the Development Plan Amendment is finalised.

Item No: **15.5**

Subject: **STRATEGIC PLAN REVIEW**

Date: 23 February 2021

Written By: Manager Strategy and Governance

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

The *Local Government Act 1999* requires Council to undertake a comprehensive review of its strategic management plans within two years after each general election. As the last general election was held in November 2018, a review of the current strategic plan - *Our Place 2030* - has been undertaken.

Due to COVID-19 restrictions limiting opportunities for public meetings, the approach taken has included a significant desktop review component. However, direct inputs were also provided by Elected Members and administrations' Senior Leadership and Leadership Teams in the last quarter of 2020.

The City of Holdfast Bay has had a legislatively compliant strategic framework in place for a number of years and the current strategic plan has a time horizon of 2030. However, there have been significant changes in both internal and external conditions since the last plan was produced and therefore the review recommends that a new strategic plan be developed.

RECOMMENDATION

That Council:

- 1. notes that a review of the strategic plan has been undertaken;**
 - 2. accepts the recommendations of the review; and**
 - 3. endorses that a new strategic plan be developed in line with the recommendations of the review.**
-

COMMUNITY PLAN

Contributes to all objectives but proposes to sharpen the focus to be a vision for the future of the community.

COUNCIL POLICY

Not applicable.

STATUTORY PROVISIONS

Local Government Act 1999, Section 122
Public Health Emergency Notice No 4

BACKGROUND

The *Local Government Act 1999* (the Act) requires Council to undertake a comprehensive review of its strategic management plans within two years after each general election. As the last general election was held in November 2018, the review would have been due in November 2020, however, due to *Public Health Emergency Notice No 4*, Councils have until the end of February 2021 to complete this requirement.

REPORT

A review of *Our Place 2030* has been undertaken (Strategic Plan Review - Attachment 1), concurrent with separate reviews of Council's Asset Management Plans (Reports 306/20, 333/20 and 34/21) and Long Term Financial Plan (currently in progress via the Annual Business Planning process).

Refer Attachment 1

The City of Holdfast Bay has had a legislatively compliant strategic framework in place for a number of years and the current strategic plan *Our Place* has a time horizon of 2030. To assess the ongoing relevance of the current strategic plan, the review considered how the economic, environmental, political, technological, social and organisational landscape had changed since the plan was formulated. The review concluded that substantial changes had occurred since the current strategic plan was adopted.

These changes include legislative changes (for example, the planning and development framework), strategic changes (for example, the adoption of significant new strategies by Council) and organisational changes (for example, significant appointments and departures).

As well as substantial changes, the outbreak of COVID-19 demonstrated the importance of organisational agility and highlighted a number of pressure points in the City (for example, potential future service needs, economic resilience, availability of open space, amongst others). In response, the review considered whether the existing strategic plan provided sufficient clarity regarding *what* goals should be pursued and *why*, while retaining flexibility as to *how* to reach them when conditions change.

The advent of COVID-19 and accompanying restrictions during the review period created limitations for the review approach. In response, the review was undertaken as a substantially

desktop exercise. Fortunately, there were a considerable number of sources and rich data sets to draw on.

The review utilised a range of sources and inputs including commissioned reports, Australian Bureau of Statistics and other similar data sets, current and longitudinal community and business feedback, forecasting from CSIRO and similar organisations. Elected Members and Council's Senior Leadership and Leadership teams also provided direct input in the last quarter of 2020.

On the basis of the data analysed and inputs received, the review proffers ten recommendations. While the review report explains the rationale for each, a summary is provided:

- 1.** *Develop a more measurable and community-focused vision statement.*
The vision in the current strategic plan is difficult to measure against.
- 2.** *Review the existing strategic planning framework, including the focus areas.*
The five pillars of the current strategic plan are relatively discipline-specific, which can inadvertently encourage narrow focus. An integrated approach is preferable.
- 3.** *Develop an integrated corporate plan to address the operations of Council.*
The current strategic plan is a hybrid of community and organizational focus and objectives. A separation of City-ambitions and corporate planning is preferable.
- 4.** *Simplify and reduce the number of objectives and measures and transition to outcome-based measures where possible.*
The current strategic plan contains a substantial number of objectives and measures, which generate a significant reporting burden. As many are activity based, the value of the resources spent reporting is questionable.
- 5.** *Update the strategic plan to respond to the new environment, particularly focusing on wellbeing, sustainability and resilience.*
Changes occurring since the development of the last strategic plan have demonstrated the need for a clear long-term vision, coupled with flexibility in how to achieve it.
- 6.** *Focus the next strategic plan on community wellbeing aspirations which are within Council's role and capacity to deliver.*
Council undertakes a range of roles in serving the community and partners with a range of others to deliver results for the City.
- 7.** *Extend the strategic planning time horizon to at least 30 years.*
A long-term planning horizon is will support the behavioural and neighbourhood-scale changes required to respond to future needs and challenges.
- 8.** *Update the strategic plan to respond to the needs and concerns of all generations and groups.*

The City is home to, serves, and benefits from a wide range of people including ratepayers, business owners, workers, visitors, students, children and retirees, all of whom may play many roles, have varied needs and experiences. While one group may be more populous than another it's important to consider a wide range of needs when planning.

- 9.** *Use input provided by Elected Members and the Leadership Team to inform the development of a new vision, identify focus areas and frame objectives.*

Valuable, direct inputs have been provided by the community's representatives and administration's leaders to inform the future direction of a new strategic plan.

- 10.** *Prepare a draft strategic plan and develop consultation methodology that captures input from hard-to-reach groups and can be adapted to respond to COVID-19 conditions.*

A new plan should be developed. While COVID-19 restrictions may change during the development and consultation period, every effort should be made to consult as widely as possible to ensure the next plan is a strong reflection of the community's aspirations for the City.

Should Council accept the recommendations of the review, a new strategic plan will be drafted for Council's consideration and subsequent consultation with the community. Consultation has been tentatively scheduled for May 2021, subject to Council's agreement to the plan being developed and a draft being approved.

BUDGET

There is an existing budget to meet the costs of producing the strategic plan and undertaking community consultation.

LIFE CYCLE COSTS

There are no life cycle costs associated with plan production. The direction set by the plan will have implications for future budgets, however, these will be managed via the development of a corporate plan and the regular Annual Business Planning process.

Attachment 1





OUR PLACE 2030

STRATEGIC PLAN REVIEW





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SECTION 1

BACKGROUND AND APPROACH

BACKGROUND

THE ROLE OF COUNCILS

Councils are created under the Local Government Act 1999 “for the better governance of the State”¹, “to encourage the participation of local communities...and to provide local communities...with sufficient autonomy to manage the local affairs of their area”.²

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.³

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.⁴

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 for the benefit of all.

STRATEGIC PLANNING REQUIREMENTS

To manage these extensive and complex obligations transparently, the Local Government Act requires that councils develop and adopt plans for the management of their area.⁵ Part of this suite of strategic management plans includes a community plan (also known as a strategic plan) that articulates a vision for the area and provides a long-term guide to aid the council’s decision-making and management. The City of Holdfast Bay’s current strategic plan is titled Our Place 2030.

The Local Government Act requires councils to undertake a comprehensive review of their strategic management plans within two years after each general election. As the last general election was held in November 2018, a comprehensive review of Our Place 2030 has been undertaken, along with separate reviews of Council’s Asset Management Plans and Long-Term Financial Plan.

1 Local Government Act 1999, Section 3(a)
2 Local Government Act 1999, Section 3(b)
3 Local Government Act 1999, Section 6
4 Local Government Act 1999, Section 7
5 Local Government Act 1999, Section 122

REVIEW APPROACH

As well as being a legislative requirement, it is good practice to review strategic plans periodically.

The purpose of strategic plans is to articulate future objectives and outline a high-level pathway from the current position to the desired future state. As strategic plans are about getting from A to B, it is essential that they clearly define both the beginning and endpoints and that these are reviewed at regular intervals to ensure they remain relevant as conditions change.

A review process typically considers how the economic, environmental, political, technological, social and organisational landscape has changed since the plan was formulated.

If changes have been substantial, foundational strategic planning questions should be reconsidered, such as:

- *Who are we planning for?*
- *Are we clear about the needs and desires of those we are planning for?*
- *What should we be planning for?*
- *Over what time horizons?*
- *How do we measure success?*
- *What is within our sphere of influence to achieve and what is outside of it?*
- *What are the problems we would like to solve?*
- *To where should we direct our investments?*
- *Do we have enough resources to do what we wish to do?*
- *How might we prioritise?*
- *What risks do we need to be mindful of?*
- *What are all the ways we need to involve those we are planning for in decision-making?*
- *What don't we know?*

This review draws on a range of sources and inputs including commissioned reports, Australian Bureau of Statistics and other similar data sets, current and longitudinal community and business feedback, forecasting from CSIRO and similar organisations. Elected Members and Council's Senior Leadership and Leadership teams also provided direct input.

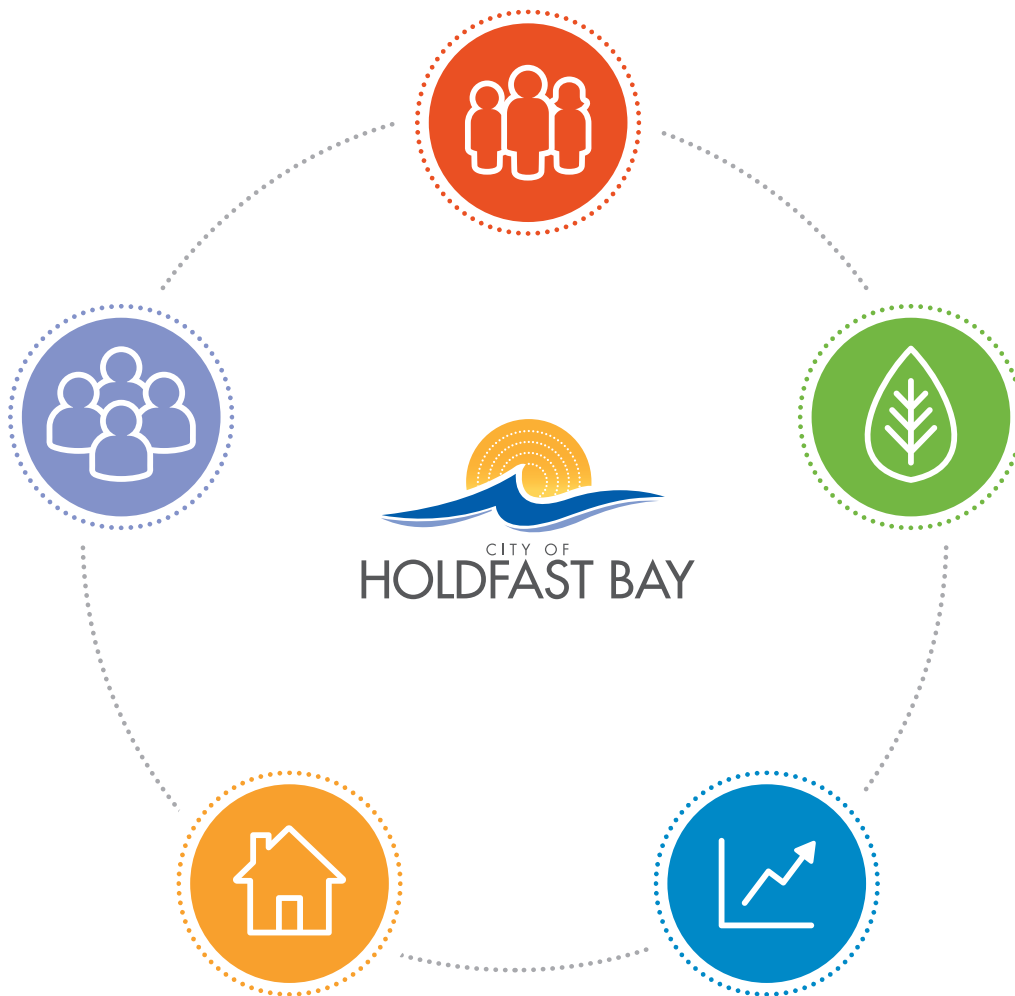
SECTION 2

DESKTOP REVIEW

PROGRESS TO DATE

Progress against the goals articulated in Our Place 2030 has been reported in Council's past three Annual Reports (2017 to 2020).

The following table lists the goals and targets from Our Place 2030 and shows the status of the targets for the past three years.





COMMUNITY

A HEALTHY, CREATIVE, CONNECTED COMMUNITY

2017/18 2018/19 2019/20

1. Building a healthy, active and resilient community

Increase resident wellbeing: target increase 5 per cent		Baseline year	
Deliver wellbeing and resilience workshops: target at least two annually			
Achieve a high level of community satisfaction with playgrounds and open space: target rating 7+/10			
Complete new sporting and community hubs: target - at least two			
Attract new community initiatives through our Community Donations Program: target - 3 annually			

2. Celebrating culture and diversity

Achieve a high level of community satisfaction with the range and quality of services and programs: target rating 7+/10			
Increase community engagement with culture and heritage and Aboriginal cultural programs through participation in events and activities: target - at least 200 participants annually			

3. Providing welcoming, accessible facilities

Increase the number of people accessing our community centres and libraries: target increase - 5 per cent annually	Baseline year		
Achieve a high level of community satisfaction with community facilities including libraries, services and programs: target rating 7+/10			

4. Fostering an engaged, contributing community

Increase the number of volunteering opportunities: target increase 5 per cent annually			
Increase our 'YourView' subscription: target - 10 per cent sample of our City's population			
Increase awareness of volunteering opportunities without our city: target - develop successful partnerships with Flinders University, Adelaide University, SAHMRI, local schools, community groups and centres, Alwyndor, local government partners and other relevant bodies			

KEY	 Data unavailable	 Not achieved/off track	 At Risk	 Achieved
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ENVIRONMENT

A COMMUNITY CONNECTED TO OUR NATURAL ENVIRONMENT

2017/18 2018/19 2019/20

1. Protecting biodiversity

Increase native flora (species and population) in natural areas: target increase - 10 per cent	Baseline year		
Increase native fauna habitats in natural areas: target increase - 10 per cent	Baseline year		
Increase tree canopy within our city: target increase - 10 per cent			

2. Building an environmentally resilient city

Maintain our dune systems and increase recreational beach widths: target increase - 10 per cent			
Reduce heat island areas within our city: target increase - 10 per cent			Baseline year
Reduce flash flooding within our city during rain events less than 20mm: target reduction - 0 flash floods			

3. Using resources efficiently

Decrease Council's greenhouse emissions: target reduction - 12 per cent			
Increase waste diverted from landfill: target reduction - 10 per cent			
Reduce stormwater discharge: target reduction - 30 per cent	Baseline year		

4. Fostering an environmentally connected community

Increase number of environmental volunteering opportunities: target increase 50 per cent			
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KEY	 Data unavailable	 Not achieved/off track	 At Risk	 Achieved
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ECONOMY

A DIVERSE AND RESILIENT LOCAL ECONOMY

2017/18 2018/19 2019/20

1. Supporting and growing local business

Increase business satisfaction in Council's support for business: target rating 7+/10



2. Making it easier to do business

Increase business satisfaction in doing business with Council: target rating 7+/10

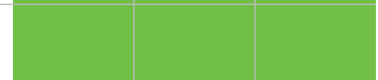


3. Harnessing emerging technology

Develop and commence implementation of a Digital Economy Strategy: target timeframe 1 July 2017



Increase percentage of properties with access to high-speed internet: target - 100 per cent



4. Boosting our visitor economy

Increase the number of visitors to Holdfast Bay: target increase - 15 per cent by 2022



KEY



Data unavailable



Not achieved/off track



At Risk



Achieved



PLACEMAKING

AN ACCESSIBLE, LIVELY AND SAFE COASTAL CITY THAT CELEBRATES OUR PAST TO BUILD FOR OUR FUTURE

2017/18 2018/19 2019/20

1. Creating lively and safe places

Achieve a high level of community satisfaction with the quality and feel of our major main street precincts: target rating 7+/10



2. Developing walkable, connected neighbourhoods

Achieve a high level of community satisfaction with walkability and access to local shops, services, public transport and open space: target rating - 7+/10



Increase the number of people travelling to local destinations via active travel options: target increase - 20 per cent



3. Building character and celebrating history

Achieve a high level of community satisfaction with the design of new buildings and their contribution to local character: target rating - 7+/10



4. Housing a diverse population

Increase the proportion of non-detached dwelling types (the 'missing middle') in our city: target increase - 10 per cent



KEY



Data unavailable



Not achieved/off track



At Risk



Achieved



CULTURE

AN EFFECTIVE CUSTOMER-CENTRED ORGANISATION

2017/18 2018/19 2019/20

1. Providing customer-centred services

Achieve a high level of community satisfaction with Council's services: target rating 7+/10			
Increase number of customer services available through a digital platform in addition to other service channels: target 100 per cent			

2. Enabling high performance

Achieve delivery on Annual Business Plan: target goals 100 per cent			
Achieve a high level of community satisfaction with our Culture Brand: target satisfaction 90 per cent			
Achieve a high score in our annual leadership survey: target measure 8+/10			

3. Being financially accountable

Achieve annual financial targets: target 100 per cent			
Achieve a high level of community satisfaction with Council's provision of good financial management and value for the rate in the dollar: target rating - 7+/10			
Reduce reliance on rate revenue: target percentage - less than 70 per cent			

4. Supporting excellent, efficient operations

Achieve recognition in operating efficiency: target - benchmarked as top 5 metropolitan councils			
Achieve high level of community satisfaction on Council's performance: target rating - 7+/10			
Achieve recognition for work undertaken across our organisation: target - 3 wards of excellence annually			

KEY		Data unavailable		Not achieved/off track		At Risk		Achieved
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ASSESSMENT OF THE CURRENT STRATEGIC PLAN – OUR PLACE 2030

Our Place 2030 articulates a vision of ‘balancing our progress with our heritage, we lead in coastal management to deliver high-quality public spaces and services to build a welcoming, safe and active community where resident, visitor and business prosperity meet.’

This vision sets out worthwhile intentions but it emphasises the role and operations of Council. While Council provides essential services and fulfils many critical functions for the community, the vision should be for the geographic area and its inhabitants and visitors, not for the business of administration.

It is also challenging to measure progress against the current vision. For example, in what proportion should progress and heritage be balanced? As there is no expressed or implied destination point in the vision statement, it’s difficult to tell whether we are moving closer to or further away from it.

RECOMMENDATION 1
Develop a more measurable and community-focused vision statement.

Our Place 2030 sets out five pillars – community, environment, economy, placemaking and culture –along with 20 objectives and 43 targets. A supporting plan is prepared annually for each of the five pillars, which informs the development of the Annual Business Plan, annual business unit plans and individual work plans.

The intent of this planning structure is sound. However, the implementation of an annual planning cycle across four levels of plans is administratively burdensome. As all of these documents except the Annual Business Plan are internal documents, they create work for administration without improving accountability to the community. Having pillar plans decided annually also means that the opportunity to forecast medium-term (three to five year) programmatic planning is diminished.

Furthermore, it is questionable whether these five pillars continue to be the right areas of focus. For example, the culture pillar is principally related to Council operations rather than outcomes for the community. While it is important for Council staff to see the connection of their work to the ambitions outlined in the Strategic Plan, the operations of Council are an input, not an outcome. The translation of strategic aspirations into a programmatic plan for the operations of Council would be achieved more effectively and efficiently via an integrated Corporate Plan.

Reviewing the pillars would provide the opportunity to simplify the planning framework and support a transition to an outcome-based planning structure.

RECOMMENDATION 2
Review the existing strategic planning framework, including the focus areas.

RECOMMENDATION 3
Develop an integrated Corporate Plan to address the operations of Council.

The reporting table (included earlier in this section) illustrates the number and variety of objectives and targets set out in Our Plan 2030, which comprise both outcome and activity measures. This complexity creates a significant reporting burden and results in voluminous reports that do not inherently improve transparency and accountability. A smaller set of targeted measures can enable more efficient and effective reporting.

While some activity measures may be helpful, often they do not represent results. For example, delivering at least two wellbeing and resilience workshops annually does not necessarily lead to better community wellbeing. If no one attends or if the program is unsuitable for the audience, then meeting or exceeding this target would not achieve the objective to build a healthy, active and resilient community.

With current economic and social conditions requiring agility, it is also essential that the strategic plan does not constrain Council resourcing by setting out activities that may prove unnecessary as needs change.

RECOMMENDATION 4
Simplify and reduce the number of objectives and measures and transition to outcome-based measures where possible.

CHANGES IN THE STRATEGIC ENVIRONMENT

There have been a number of substantial changes in the strategic environment since Our Place 2030 was adopted.

COVID-19

The COVID-19 pandemic, which commenced in China late in 2019 and engulfed the world from early 2020, has demonstrated how quickly things can change. The first pandemic of its scale in over 100 years, the effects of COVID-19 are expected to reverberate for years to come.

While decisive action by State and Federal governments has so far kept the number of infections and deaths in Australia comparatively low, mandated restrictions on the movement of people and trade have exposed several vulnerabilities in the City of Holdfast Bay.

For example, the contribution of international and national visitors to our local economy went from a being strength to a matter of concern. Spending data during the COVID-19 pandemic (March – June 2020) shows that while resident spending increased, it did not make up for the loss of visitor spend. Furthermore, from April – September 2020 an average of 41 per cent of City of Holdfast Bay businesses were receiving *Job Keeper*, which was the tenth highest rate amongst South Australian council areas. While overall, the City remains prosperous by metropolitan standards, this data demonstrates the lack of diversity in our economy and suggests a pressure point for our future resilience.

The City's older age demographic also presented a challenge during the pandemic. Council put services (such as welfare calls, increased library home delivery services, and care packages) in place to ensure the wellbeing of elderly residents in response to increased isolation requirements. While it was a time of significant fear and concern for many in the community, the additional services made many residents feel cared for and grateful to live in the area.

Increased numbers of people working from home to meet isolation requirements had both positive and negative effects. Reduced air and road traffic gave some respite to the environment, with resultant improvements in air quality. Online deliveries increased sharply, while congestion in shopping precincts and demand for parking decreased - substantially affecting Council's revenue during the height of the restrictions. There was also a significant increase in human traffic on the Coast Path, resulting in greater friction from shared use.

Both the State and Federal governments have released substantial grant programs in an effort to stimulate local economies, however, these require dollar-for-dollar matching funding. In an environment where revenue is down, and in the context of Council's financial parameters which are designed to keep rates as low as possible, the City's ability to access such funding is limited, despite the current low cost of borrowing.

While many of the impacts of COVID-19 have been negative, the pandemic has also proven that significant behavioural change is possible when there is a compelling reason, which prompts us to question what we might seek to change and what might compel us to do so.

LEGISLATIVE CHANGES

At a State-level, substantial changes are being made to the planning framework, resulting in changes to development controls. Amendments have also been introduced to the Local Government Act regarding a range of governance matters.

ORGANISATIONAL CHANGES

Since Council adopted Our Place 2030, there have also been significant organisational changes. A new Council has been elected, a new Chief Executive Officer appointed, and considerable changes have occurred at the organisation's Senior Leadership and Leadership levels.

STRATEGIC CHANGES

Council also adopted a new Environment Strategy 2020-2025, a Disability Action and Inclusion Plan and reviewed its suite of Asset Management Plans. All of these plans set important targets that will guide Council's future policy and investment decisions.

RECOMMENDATION 5

Update the strategic plan to respond to the new environment, particularly focusing on wellbeing, sustainability and resilience.

FORECASTING FUTURE CHANGE

While change has occurred throughout human history, 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.

Forecasting is not a precise science. There are numerous demographic, climate, economic and other models to consider – but none can predict the future with certainty. As the COVID-19 pandemic has demonstrated, unexpected events arising anywhere in the world can have substantial impacts at a local as well as a global level. This aside, numerous trends have been identified by futurists that can be used to inform our strategic planning. Following is a summary of the mega-trends identified by the CSIRO for the period until 2030¹:

More from less – climate change and land-use patterns, as well as the increasing scarcity of minerals and other resources, will require innovation to meet escalating demand in the face of constrained supply, which will have contemporary and inter-generational impacts.

Planetary pushback – human activity is affecting global and microbial systems, which has implications for us at every level, from the individual (e.g. antibiotic-resistant bacteria) to regional (e.g. pesticide resistance in food production) to global (e.g. more extreme weather).

The silk highway – shifts in the world economy from west to east and north to south, billions are transitioning out of poverty in rapidly growing Asian economies from industrial to advanced service sectors demanding education, healthcare, entertainment, tourism and financial services.

Forever young – while aged persons provide experience, unprecedented longevity and a large cohort of elderly also present challenges such as a widening retirement savings gap and rapidly escalating healthcare costs, which will impact the structure of the labour force for future generations.

Digital immersion – digital advancement, saturation and connectivity will continue with expectations of service flexibility and ease of use continuing to grow across all sectors. Ongoing exponential growth in computing power, device connectivity, data volumes, quantum computing capability, digital privacy concerns, artificial intelligence and other technologies will continue to transform the way we live.

Porous boundaries – digital transformation combined with global connectivity will reshape traditional organisational designs, governance systems and employment models, breaking down boundaries around countries, regions, companies, governments and professional fields.

Great expectations – as wealth increases globally, demand for services and experiences over products will grow, along with instant and on-demand access and personalisation expectations.

Other less apparent trends may include²:

Amplified identities – people will carefully cultivate how they are perceived online and offline.

Ungendering – fluid identities will replace traditional gender divisions and labels.

Instant knowledge – people will consume bite-sized knowledge on-demand but ignore wisdom.

Revivalism – people will seek out nostalgic experiences that remind them of trustworthy times.

Human touch – authentic and “imperfect” experiences delivered by humans will be highly valued.

Attention wealth – attention is highly valued, and people will trust those who communicate authentically.

Purposeful profit – making a profit is fine, but customers will take a stand on putting purpose before profits.

Data abundance – the more data that gets generated, the bigger the question will become about who owns it.

Protective tech – people will come to understand the trade-offs between predictive technology and privacy.

Flux commerce – consumers will become increasingly agnostic about how anything gets bought and sold.

¹ CSIRO Futures, May 2016, *Australia 2030 Navigating our uncertain future*

² Bhargava, Rohit, 2020, *Non-Obvious Megatrends*

All of these large-scale and global trends have local effects. For example, there has been a steep increase in the proportion of Holdfast Bay businesses transacting online, with 75 per cent of all enterprises doing so in 2019 compared to only 35 per cent in 2017. There has also been an increase in the proportion of businesses investing in eCommerce, increasing from 44 per cent in 2017 to 58 per cent in 2019. This figure is likely to have risen again in 2020 with COVID-19 forcing many businesses to reconsider their trading model.

As a coastal community, one of the most significant risks for our area is the range of possible impacts from climate change. As explained in the Council's Environment Strategy, "ocean surface temperatures are predicted to increase between 1.0 and 1.5 degrees Celsius, meaning that sea levels could rise by almost 0.8m by the year 2100. Furthermore, climate change is expected to create more acidic oceans and larger, more intense waves. These changes will affect our coastline, particularly as greater frequency and intensity of storms, coastal inundation and recession cause damage to coastal infrastructure and increase beach erosion."³

A 2020 report from Deloitte Access Economics⁴ analyses both the costs associated with a warming climate and the opportunities of a decarbonised economy. It states that over "the next 50 years, unchecked climate change will reduce Australia's economic growth...by 3 per cent per year and cost around 310,000 jobs per year...[by] 2070, the economic cost of this will have doubled on average, shrinking Australia's GDP by 6 per cent." The report notes that "such economic losses are nearly equal to the impacts of COVID-19 on the Australian economy today". On the other hand, the report notes that choosing net-zero emissions is an economic necessity, predicting "a new growth recovery could grow Australia's economy by \$680 billion (present value terms) and increase GDP by 2.6 per cent in 2070 – adding over 250,000 jobs to the Australian economy by 2070."

"Limiting warming to 1.5°C above pre-industrial levels, or no greater than 2°C, by 2050 is an economic must. A new growth recovery sees Australia's economy growing and the creation of employment – where it otherwise is experiencing losses. Australia being part of – if not leading the way – in the global shift to net zero in a new growth recovery is in the national interest.

The reality for Australia is that we stand to lose the most from unanswered climate change, but also stand to gain significantly from action. The ultimate global objective is to limit warming – this requires transformation at a global level and in Australia, so we keep up competitively and do our fair share.

But when policy action and investments are delayed while we wait for the world to change around us – and the global temperature goal remains – the world will change, and Australia's inevitable transformation to keep up will cost more as we will need to do more with less time...Australia can quickly develop a strategy. This policy work is the bread and butter of governments at all levels – there are no excuses."

The population of our City is projected to grow steadily, and at the State and national level, the distribution of the population will change. There are, however, a range of unknowns, for example, will the City's demographic mix continue as it is with 'like for like' population mobility?

If the current demographics remain in place and the City's median age continues to rise, there will be commensurate impacts on economic vitality, as personal spending tapers off in later years. Council's economic sustainability will also be tested, with the demand for services and access to discount/hardship options likely to increase.

In terms of built form, ongoing infill could improve neighbourhood walkability throughout the City, but it may have concurrent detrimental impacts such as loss of street trees, increased traffic congestion and increased demand on public spaces. Climate change impacts could alter the nature of the foreshore and require additional infrastructure, for example, sea walls.

As well as creating uncertainty, unknowns provide opportunities to influence. Council is keen to ensure a high-quality future for the area by transforming as many threats into opportunities as possible while preserving the best of our existing assets.

³ City of Holdfast Bay Environment Strategy 2020-2025

⁴ Deloitte Access Economics, November 2020, *A new choice – Australia's climate for growth*

The prevalence of ‘unknown unknowns’ and VUCA conditions do not prevent long term planning. A clear goal becomes even more important as an anchor point. The *why* and *what* needs to be clear and front of mind, however, there has to be substantial flexibility in *how* to reach the goal as conditions change.

RECOMMENDATION 6

Focus the next strategic plan on community wellbeing aspirations which are within Council’s role and capacity to deliver.

While the City of Holdfast Bay provides an enviable quality of life and high-quality services, several ongoing issues need strategic consideration, including:

- **Housing stock** – there is a ‘missing middle’ of housing types, to ensure adequate diversity of housing.
- **Transport issues** – parts of the City are under-served by public transport, parts experience various traffic concerns, and congestion on local roads will continue to increase as car ownership increases with infill.
- **Green spaces** – green space in the City is limited and demand is increasing, at the same time street trees are declining, which will exacerbate heat islands.
- **Infrastructure costs** – infrastructure costs are rising as more public amenities are built and long-term infrastructure nears replacement time.
- **Accessibility** – parts of the City’s public infrastructure is not accessible to all, creating increasing equity issues as our population ages and rates of disability increase.
- **Sustainability** – as a coastal area, we are likely to experience increasing impacts of climate change such as extreme weather events leading to storm surges and flooding.
- **Density and reduced planning controls** – while high urban density is generally positive for neighbourhood walkability, well-considered urban planning is needed to ensure benefits are achieved. Changes in the planning system create an ongoing challenge to ensure our area enjoys the best of increased density.

- **Waste** – programs to control waste at source and separate waste to minimise landfill are increasingly successful. However, more work is needed to reduce waste management costs and lessen our environmental footprint.
- **Coastal health** – as a downstream area, our coastal health includes substantial reliance on up-stream neighbours managing pollutants in their regions.

Without due consideration and careful management, these issues have the power to gradually erode the liveability of our City and negatively impact on residents’ quality of life. A long-term planning horizon is necessary to make suitable infrastructure investments and support the behavioural and neighbourhood-scale changes required to secure a positive future.

Long-term planning goes against the grain of contemporary practice in the business world, where strategic planning cycles have shrunk to one-three years. However, public policy planning horizons must continue to be longer, both for legislative compliance (ten years, on a rolling basis) and to meet the planning needs of infrastructure and intergenerational equity.

RECOMMENDATION 7

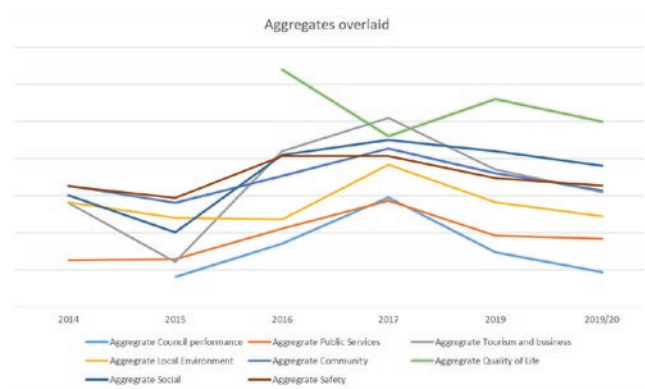
Extend the strategic planning time horizon to at least 30 years (i.e. 2050).

SECTION 3 GATHERING INPUT

WHAT OUR COMMUNITY SAYS

QUALITY OF LIFE SURVEY

Since 2015, Council has commissioned an annual Quality of Life Survey, inviting up to 3,000 randomly selected households to participate. While there has been fluctuation across the six years, the linear trend across all topics surveyed is marginally upwards.



The fluctuations in scores over six years follow a similar pattern to Australian Consumer Sentiment measures, suggesting that broader factors influence residents' opinions about local matters. Nevertheless, the survey provides valuable insights.

The beach continues to be the most valued asset in the City, with convenience gaining importance in recent years.

WHAT DO YOU VALUE MOST	2014	2015	2016	2017	2019	2019-20
Beach	76%	83%	71%	65%	93%	87%
Close to everything/ access/ convenience/ location	10%	8%	13%	17%	79%	74%
Amenities	16%	4%	11%	10%		
Shops	15%	14%	9%	26%	38%	34%
Lifestyle	12%	9%	13%	12%	71%	63%
Transport (public)	11%	8%	10%	14%	70%	65%
Good community	10%	9%	11%	17%	33%	29%
Cafés/bars/restaurants				12%	48%	42%
Great area/atmosphere/quiet/beautiful	2%	1%	8%	10%	49%	39%

WHAT SHOULD COUNCIL FOCUS ON OVER THE NEXT FOUR YEARS

	2015	2016	2017	2019	2019-20
Roads/footpaths/cycleways/parking/toilets	128	133	146	66	63
Beach/foreshore/esplanade	77	98	95	27	22
Services for the elderly/disabled	22	13	19	2	4
Safety	1	15	16	7	8
Traffic	4	9	28	25	38
Development (planning)	7	3	65	74	48
Tourism and events	7	2	24	19	19
Business mix (Jetty Rd) and activations	15	10	17	3	39
Environment (inc. stormwater)	20	14	39	78	86
Rates and communication	2	28	10	58	48
Total comments	283	325	459	359	375

When asked what Council should focus on, the environment (including stormwater management) has grown increasingly important to residents over the past five years. There has also been a steady increase in comments about traffic.

Roads and footpaths have markedly decreased in importance over the past two years, thanks to a substantial expansion of the footpath improvement program, with Council doubling its investment from \$100,000 to \$200,000 per annum.

Comments regarding development planning have increased in the past three years. However, these comments tend to be 50 per cent pro-development and 50 per cent anti-development.

Support for tourism and events has increased in the past three years. Calls for a focus on an improved business mix, and upgrades and activations on Jetty Road Glenelg, increased significantly in 2019-20.

THE VOICE OF YOUNG PEOPLE

While the Quality of Life survey sample reflects the City's demographic mix, this means that the actual number of children and young people surveyed is low. To address this input gap, this review draws on *The Things That Matter* report prepared by the South Australian Commissioner for Children and Young People, released in September 2020¹.

The report notes that children, particularly those between the ages of 8 and 12, have few opportunities to have a say about things that affect them. It provides a range of valuable insights.

KEY MESSAGES



As leaders of South Australia, children said helping animals and the environment would be just as important as helping people



Children value kindness, fairness and equality in leaders and 'doing the right thing' ensuring 'everyone' regardless of age or background, can afford healthcare, education, housing and transport.



While most children are doing well, almost all children wrote about something that they would like to change in their own community, school, and family, or in the world.



Children see a direct link between their education and learning now, to their present and future wellbeing and prospects.

¹ Connolly, H. Commissioner for Children and Young People, South Australia (2020) *The Things That Matter - Views of 8-12 year olds on life, school and community*



While some children are focused on global solutions to global issues, almost all children focused on the importance of their connections at a local level.



Children want to have a voice and a promise of a job in the future and to be connected online and offline - to places, information and opportunities.



Children want to learn, play, do well and be happy, healthy, active and creative, and they want this for other people as well as for themselves.



For children, safety is social as well as physical – it means feeling accepted, listened to and valued, as well as being able to express themselves and be creative without fear of judgment



Relationships with friends, family, teachers – and their sense of belonging at home, school and in public spaces, is central to wellbeing and their future hopes and dreams for the future.

For 8-12 year-olds, the most important things are being active, being creative and being with family and friends. Their aspirations include getting a good job, learning and doing well, being a good person and seeing the world. More than half of the children who responded to the consultation that led to the report wrote that their dream job would be in; art, design and creativity; sport; working with animals; health; or STEM.

The report says that “being a professional athlete was the single most popular choice, as it combined work with a passion for sport. Being a teacher was another popular choice, as was being a doctor, vet, actor, scientist or ‘Youtuber’...Their job aspirations also reflected their desire to help animals, the environment, and other people, particularly those who are poor, disadvantaged or experiencing homelessness.”

Children listed their worries as the environment, schoolwork and school transitions, and the health and wellbeing of those they loved.

WHAT WOULD 8-12 YEAR OLDS CHANGE IF THEY WERE THE BOSS OF SOUTH AUSTRALIA?

Help everyone to be happy, healthy and connected particularly those who “need it the most”

Care for the environment

Make school more fun, inclusive and interesting

The Commissioner notes “that children are directly impacted by so many decisions made by schools, health and transport planners and providers, sporting clubs, urban planners, architects, and police – to name a few – [so] it seems logical for them to have a say about how these decisions actually work for them on the ground, as well as invite their suggestions on how to shape, design, and make improvements. At the core of what it means to take a child’s rights approach is a commitment to listening to the voices of children, amplifying these voices to decision-makers, and legitimising the view that they are critical stakeholders who have a valuable and unique contribution to make.”

INPUT FROM THE BUSINESS COMMUNITY

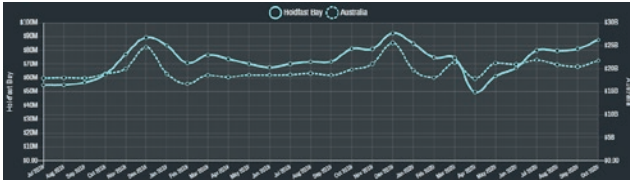
Despite being a mostly residential area, 12,959 businesses with a registered Australian Business Number (ABN) are active throughout the City. The Australian Bureau of Statistics reported that 3,548 of those businesses were trading above the \$75,000 GST threshold in 2019.

To help inform its decision making about the local economy, Council has commissioned a Business Confidence Survey every two years since 2015.

The 2015 survey showed that small businesses in Holdfast Bay were experiencing more difficult trading conditions than the national small business average. While confidence improved slightly over subsequent reports, businesses in the City of Holdfast Bay continue to be more pessimistic than the national average, with seasonality causing particular concern.

Tourism expenditure in Holdfast Bay grew from \$181 million in 2012 to \$258 million in 2019, and visitation grew by over 50% to 1.4 million visitors annually. However, with the Covid-19 pandemic resulting in no international or interstate visitors or major events, visitation in 2020 was estimated to have reduce by 60% and visitor expenditure was reduced by 70%. Spending data during the COVID-19 pandemic (March – June 2020), demonstrates that while local resident spending did increase, the quantum did not make up for the loss of visitor spend.

The following table shows the City of Holdfast Bay spend data (Jul 2018 – Oct 2020) compared against the national average. While spending is generally above the national average, during COVID-19 2020, the City of Holdfast Bay had on average from April – September 2020 41% of businesses receiving Jobkeeper, ranking the City the 10th highest in South Australia.



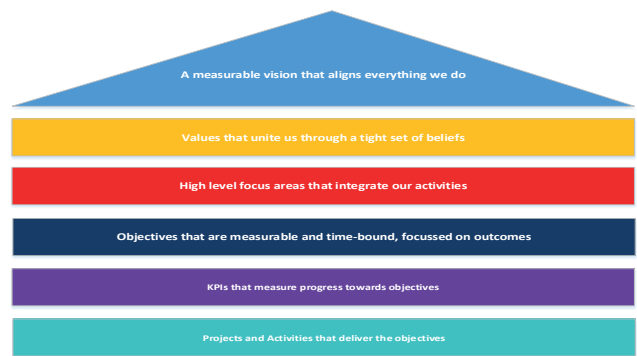
In all Business Confidence Surveys to date, costs or overheads were identified as a prime concern across all three survey periods, along with the economic climate, lack of work, sales and taxes.

Local retailers and hospitality businesses have routinely raised the issue of car parking and are keen for Council to advertise and stage events that draw people to the area.

RECOMMENDATION 8
Update the strategic plan to respond to the needs and concerns of all generations and stakeholders.

WHAT OUR ELECTED MEMBERS AND LEADERSHIP GROUP SAY

Using the strategic planning framework shown below, Elected Members, the Senior Leadership Team (SLT), and the Leadership Team provided input via a series of workshops.



Participants contributed their thoughts and ideas about the:

- Vision
- Focus areas
- Objectives

Detailed input is provided in Appendix 1.

VISION

Using the Cascade model ², input for the vision was split into four sections:

- An output
- A point of difference
- A clear definition of our audience
- Meaning created for that audience

Affinity mapping was used to determine common themes:

² <https://www.executestrategy.net/blog/write-good-vision-statement>

OUTPUT/THE THING WE'RE DOING

Elected Members and SLT



Leadership Team



OUR POINT OF DIFFERENCE

Elected Members and SLT



Leadership Team



KEY AUDIENCE

Elected Members and SLT



Leadership Team



THE MEANING CREATED FOR OUR AUDIENCE

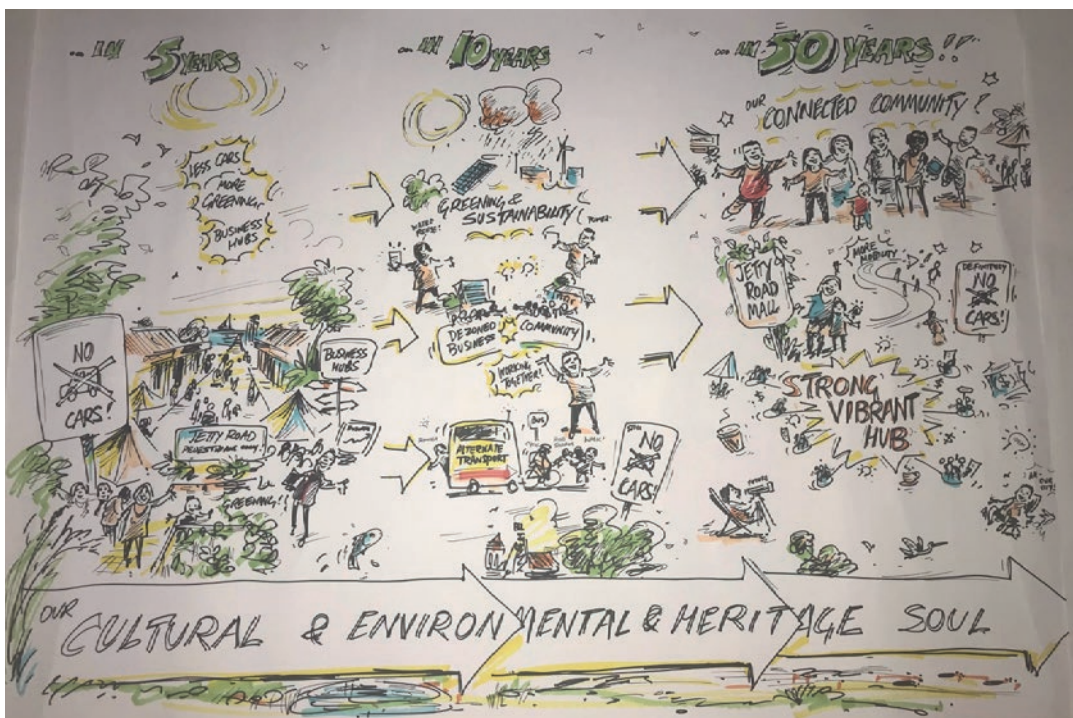
Elected Members and SLT



Leadership Team



Participants also considered a vision for the City in five, ten and fifty years. Their input was captured as drawings.





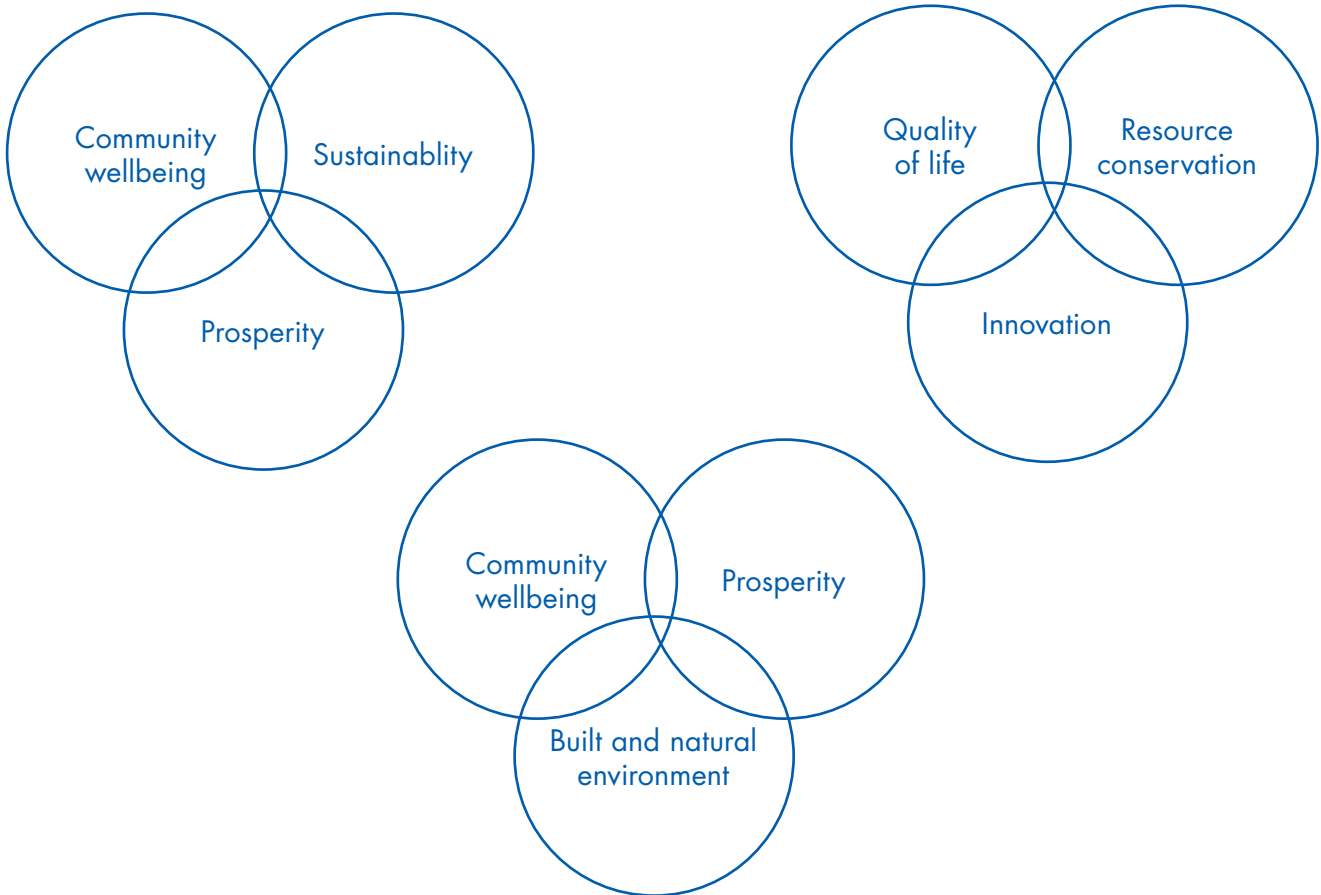
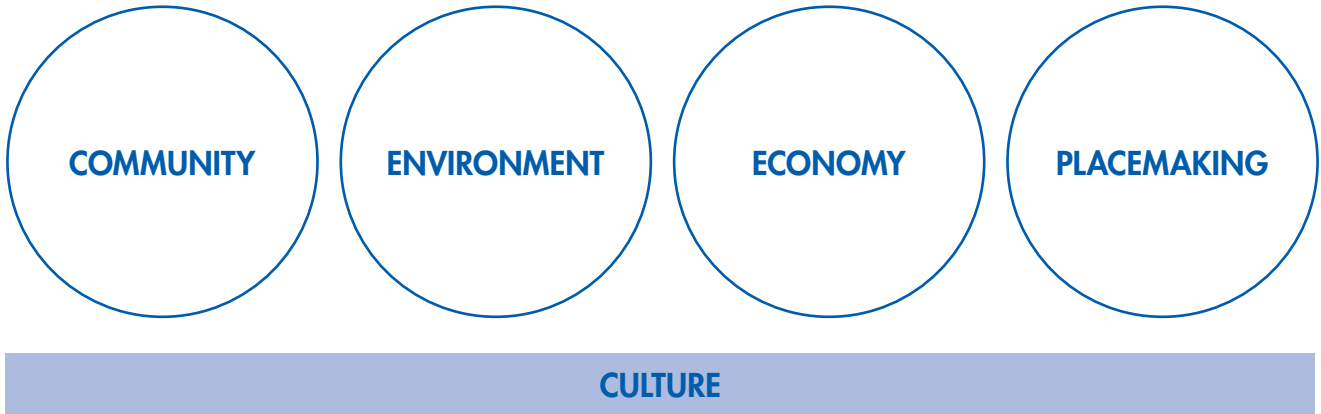
FOCUS AREAS

Focus areas form the foundational directions of a strategy. The number of focus areas should be limited to enable the alignment of activity and effort, and so that that employees can easily remember and recap them.

Because cities function as complex adaptive systems, focus areas should interlink and positively reinforce each other.

It is also vital to ensure that existing Council plans and strategies can be mapped to the focus areas.

The elected and leadership groups generated the following options:³



³ Taken from the Smart City Wien Framework Strategy

OBJECTIVES

Elected members and the Leadership team identified a range of objectives and actions arising from the focus areas, which are detailed in Appendix 1. These are summarised in five themes:

1. Changes in built form to connected villages and people-friendly neighbourhoods



PLACEHOLDER IMAGES

2. Vibrant Activities



3. Clean and green



PLACEHOLDER IMAGES

Examples of objectives that support these themes (and measure outcomes, rather than activity) could be:

- At least 70 per cent of residents and businesses feel the City is prosperous in 9 out of 10 years.
- At least 70 per cent of residents and businesses believe the City is a magnet for innovation in 9 out of 10 years.
- At least 85 per cent of residents and visitors agree the City is clean and green in 9 out of 10 years.
- At least 70 per cent of residents and visitors believe there is connected transport in the City in 9 out of 10 years.
- Reduce carbon emissions continuously over the life of this plan to meet Environment Strategy targets.
- At least 85 per cent of residents believe they have a healthy lifestyle in 9 out of 10 years.
- At least 75 per cent of residents, businesses and visitors experience a sense of community in 9 out of 10 years.

Objectives should align with existing Council, State and national plans and the UN Sustainable Development Goals.

RECOMMENDATION 9

Use input provided by Elected Members and the Leadership Team to inform the development of a new vision, focus areas and objectives.

SECTION 4

COMMUNITY CONSULTATION

Due to COVID-19, meaningful dialogue with the broader community was not possible during a significant proportion of 2020.

While Council holds data on community views regarding a wide range of topics and these data sources were examined as part of this review, it is important that the community has an opportunity to input into the development of the strategic plan itself.

Once prepared, consultation on a draft strategic plan should be undertaken as broadly as possible, including with demographic groups who may be typically hard to reach.

The consultation methodology will need to be flexible to respond to any COVID-19 restrictions which are in place at the time.

RECOMMENDATION 10

Prepare a draft strategic plan and develop consultation methodology that captures input from hard-to-reach groups and can be adapted to respond to COVID-19 conditions.

SECTION 5

SUMMARY OF RECOMMENDATIONS

1. Develop a more measurable and community-focused vision statement.
2. Review the existing strategic planning framework, including the focus areas.
3. Develop an integrated corporate plan to address the operations of Council.
4. Simplify and reduce the number of objectives and measures and transition to outcome-based measures where possible.
5. Update the strategic plan to respond to the new environment, particularly focusing on wellbeing, sustainability and resilience.
6. Focus the next strategic plan on community wellbeing aspirations which are within Council's role and capacity to deliver.
7. Extend the strategic planning time horizon to at least 30 years.
8. Update the strategic plan to respond to the needs and concerns of *all* generations and groups.
9. Use input provided by Elected Members and the Leadership Team to inform the development of a new vision, focus areas and objectives.
10. Prepare a draft strategic plan and develop consultation methodology that captures input from hard-to-reach groups and can be adapted to respond to COVID-19 conditions.

APPENDIX 1

Detailed input from Elected Members and Leadership Team

VISION

THE RESULT/THING WE'RE DOING (OUTCOME/OUTPUT)

Elected Members

Walkability	SmartCity (tech)	Environment sustainability
Connected public transport	Sporting hubs encouraging more participation	Healthy environment
Traffic reduction	Great sporting facilities	No landfill, recycle every item
Reduction of traffic	Apartments with trees (as per slide)	No litter
Driverless transport pods	Sculptural water fountains and art installations	Refilling the aquifer from extra water collection
Easy to traverse area	No stormwater to the sea	Urban forest
Use of tram	Integrated transport system	Urban forest
Beautiful beaches	two jetties	Environmentally sustainable
Best beaches in Adelaide	First-class service	Cleaner environment
Coastal	Supported residential care	Greener focus
Prosperous Community	Reserves plus cafes	Increase in greenspace
Strong economy	Urban village, self-sustaining	Provide habitat for insect and birdlife
Prosperity	Liveable places	Healthy environment
Sustainable housing	Beautiful	Environmentally sustainable community
Good housing	Colourful	Environmental initiatives that create better green outcomes to reduce carbon outputs and slow climate change
balanced housing	High-quality public spaced	Green spaces, focus, sustainability
A supported local arts and music sector	Vibrancy	Clean air
Public art	Excitement and vibrancy	Clean City
Modern art	Desirable destination	Environmental sustainability
Music school	Quality public places	Healthy and happy community
Fun events that create authentic experiences for local residents so people feel happy and fulfilled	Activated open space	Healthy community
More creative opportunities	Activity options	Successful, healthy and happy community
Protected heritage streetscapes	Thriving and vibrant commercial precincts	Responsive to community needs
Assist local business	Vibrant community spaces	Innovative responses to community needs
Support for local businesses	Visually pleasing	
Retail experiences to be exceptional	More greening of Trees, canopy, wildlife corridor, cooler/greener	
Retail		

Community-focused	Public safety	Inclusive community
Caring neighbourhood	Health, social, physical	Disability inclusive
Kind community	Happy community	Inclusive
Empathetic community	Improved wellbeing	Animal friendly
Kindness	Safe and connected community	multi-cultured inclusive
Healthy city	Engage volunteers	Embrace differences
Safety	Engaged community	Inclusive
Happy	Supported environment and community	Diversity is embraced
Community wellbeing	Connected community	Inclusive community
Safe	Connected city	Youth engagement
Happy	Connected community	Engaged youth
High wellbeing	Connected community	Socially inclusive community
Safe	Welcoming community	
Safe environment	Cultural awareness and respect	

Leadership Team

Responsive services	Usable open space	Liveable, friendly and engaging
Easy to use	Cool	Liveable, welcoming and safe
Responsive	Environmentally sustainable and healthy neighbourhoods	Places that bring people together
Excellent customer service	Cleanliness	Create a sense of belonging
Provide excellent customer experience	Engaged community	Safe, vibrant, inclusive
Deliver what customers need and want	Connected	Places that support individual wellbeing
Resolution on enquiries	Equitable access to culture	Healthy and active community
Offer solutions and positive outcomes	Accessing history and culture via art, museums, galleries	Walkable city
Moments of delight	Tourism	Accessible
Make people feel happy just to be	Events and activations	Safety
Playful	Busy precincts	Safe and inclusive workplace
People having fun	Driving economic return to the city	Safe and engaging city
Friendly and happy	Home businesses to be mobile in the City and use various areas	Meaningful interactions
Sustainable – environmental, social, financial	Allowing business to expand easily	Proud to live and contribute in the community they live in
Sustainable environment	Thriving local economy	Financial sustainability
Greening areas	Spaces and services	Up to date information
Green open space		

THE POINT OF DIFFERENCE

Elected Members

Coast	Environmentally sensitive	Pride
Marine Environment	Village atmosphere	COHB first
Beautiful Coast	Vibrancy	Community focus
Urban coastal	80 per cent of tourists come to our area	Sense of community
Proximity to the ocean/beaches	Tourism drawcard	We live here!
Beach, casual lifestyle, thongs	SA's premier tourist destination	Invested community
Clean coast	Gateway to KI in future	City pride
Coast Path	Ferry to Kangaroo Island	Customer-centric
Showcasing our pristine coast	We think outside of the square	Quality services
Coastal Promotion	Attracting conventional and unconventional creativity	Outstanding service
Coastal	Entrepreneurial	Great infrastructure
Coast/beaches	Being innovation, not getting bogged down with barriers	Jetties
Norfolk pines	Willing to try new things, experimental	Attractive City (when Jetty Rd Glenelg upgrade done)
Open-air dining/sunset viewing along coast	Experimental/ risk-takers	Visually pleasing
See the sunsets	Welcoming	Free boat ramp
Sunsets	Inclusive community which embraces diversity	Well maintained
Sunsets	Accessibility for all	Tram
One large community centre	Places designed for people	Tramline
Artistic	People first	Good schools, education, libraries, community centres
Tutti	People centric	Well educated community
Activation options	Listen to residents	High homeownership
Innovative activation use of open space	Community decision making	Generally affluent
Successful sporting clubs, diverse	Residents/ratepayers most important	Self-sufficient
Open to a cross-section of activities - sports, arts, culture, food etc.	Improved consultation	Events, entertainment
Heritage and culture	Collaboratively	
Historical significance	Happy community	
Being recognised as the birthplace of South Australia		

Leadership Team

Beachside	Blending industry and tourism	Connection, provider to customer
Beach	Tourists	Responsive
Beach	Strong visitation	Deliver on our promises
Coastal environment	Lots of visitors	We think and therefore are different
Coastal location	Tourist drawcard	Affluent
Beach view	Cafes and restaurants	Limited budgets
Beach	Flat land	Balanced and pragmatic
Coastal	Heritage	Tram access
Well maintained open spaces	Old gum tree	Transit-oriented destination
Attractive reserves (lawns always nice)	Quality	Serviced well by rail/trams/buses
Many open spaces and reserves	High-quality services, people, spaces and facilities	Dual rail corridor location
Equitable	Free or low-cost services	Proximity to CBD and Airport
Welcoming and accessible	Responsive and engaging	Close by
Accessible	Acting on the needs and wants of our city/community	Close / nearby
Accessibility	Listening to our community needs and wants	Central
Ease of access	Community-focused	Village feel
Vibrant and inclusive	Engaged community	Small-medium size
Inclusive and responsive	Trust in the Council	Openly challenge the norm/status quo
Inclusive community	Engaged staff	Bold and daring
A destination		
Lots of events		

KEY AUDIENCE

Elected Members

Everyone	Ratepayers	Our community
Future generations	Ratepayers	Our community
Future generations	My family, friends	Our community and visitors
Elected Members and Administration	People with shared values	

Leadership Team

People	Our community	Residents
Whoever is interacting in our City	All customers	Residents/ratepayers
Every customer, resident and visitor	Youth	Family
Everyone	Young people	

THE MEANING

Elected Members

It's my place	Feeling a part of something	Fun
I live here you don't	Social inclusion	Happy
Self-sufficiency	Wellbeing	Happiness
Vibrancy	Wellbeing	Satisfaction - a good life
A greater sense of history and community	People who have a kind attitude towards each other	High quality of life
Valued	Happy city	Contentment
Valued and respected	Living well	Family
Respect / valued	Good health	Connected
Heard	Feeling safe	Support of individuals
Wow! Why go overseas or interstate	Safe/ comfortable	Team
Stay local	Fun	Community centres
Business	Happiness	Engaged
Safe and prosperous	Hope	Being part of a community
Prosperity	Live better life	Social connection, fulfilment
Prosperity	Happiness	Engaged
Economic benefit	Living well	For connection
Facilities	Healthy	Loved
Sports clubs	Happy city	Connected
Professionals	Live well	Connection
Services	Satisfaction	Reaching out to others
Feeling included	Happiness	Engaged, aware of our opportunities, empowering people to become involved
Able to express yourself without fear	Happy/grateful/helpful connected people	Active community
More people	Safety	Testing boundaries
Cultural diversity		

Leadership Team

Belong and proud to be	Enables social connections	Better job prospects
Pride	Spiritual awareness	Learning skill development, access to technology
Pride	Provides a sense of comfort	Satisfaction
A sense of belonging	To live well and be happy	Gives meaning and purpose
I belong....belonging	Helps people enjoy life	Purpose
Belonging	Safe and secure	Contribution
To have your place	Safe community	Environment protection and enhancement
Enables a healthy lifestyle	Safety	Amenities improvement
Physical health	Safe	Great amenity and place to live and raise a family
Health	Liveable community	New discoveries
Improved wellbeing (healthy, mentally, socially)	Fulfilled	Stay in private homes longer – don't need to move to aged care
Mental health	Evokes a sense of fulfilment	Financial (lower rates or best value)
Wellbeing	Engaged	Meets people's needs
Wellness	Engaged	Inclusivity
Feeling heard and included in the community	Connectivity	Trust
Able to connect to culture	Valued	Home
Able to connect socially/social interaction	Enjoyment	No change
Community	Happy	Long term sustainability
Neighbours	Happy	
Family and friend interactions	Fun	
	Emotional	
	Feel good	

OBJECTIVES

Elected Members

Need a pier	Carbon neutral by 2030	Accessibility of infrastructure (footpaths) 2025
Have a plant/tree survival rate of 90 per cent by 2022	Increase tree canopy 30 per cent in 10 years	Increase tree canopy per cent of ??
Footpaths to be 100 per cent accessible footpaths within 10 years	Reducing area dedicated to roads within the City by 10 per cent within 10 years	Community satisfaction on quality of services and programs
Reduce stormwater discharge by 30 per cent on 2019 levels by 2030	Increase per cent of commercial business within City within 5 years	Utilise recycled materials in council infrastructure as first option by 2023
Increase resident wellbeing by 5 per cent (over 2019) by 2030 (as per survey)	Increase access to public transport within the City	Increase the per cent of local spend within the city
Reduce homelessness by 75 per cent by 2025	All Council property to use alternative energy in 10 years	Residents feel connected within the community (measure through quality of life)
Lowest suicide rate in metro Adelaide by 2025	Increase volunteer numbers	Combine all community centres into one by 2030
Decrease economic leakage by 10 per cent by 2025	Community connection (QOL)	
Increase visitor spend across City by 10 per cent by 2025	50 per cent reduction in landfill by 2050	
Roll out FOGO throughout City by 2023	Reduce stormwater to the sea by 2030	
	Net-zero homelessness by 2025	
	Net zero suicide by 2030	

Leadership Team

Cruise ships to Glenelg by 2035	Business hubs throughout the city by 2030	Business incubator hubs with subsidies and incentives by 2023
Stormwater outfalls to coast eliminated by 2050	Glenelg to KI ferry by summer 21/22	95 per cent happiness and satisfaction rate by 2025
Reuse 80 per cent of stormwater to water parks and gardens by 2030	The most popular beach in the world	Work with State Government to open Jetty Road to small bar licenses and pop ups by summer 21/22
Effects of climate change on Holdfast Bay stopped by 2050	Highest volunteer base per capita of Adelaide Metropolitan Councils by January 2023	Improve our digital inclusive index score by 20 per cent by June 2030
Carbon neutral city by 2030	Not influenced by 'squeaky wheels' within 10 years	On water activation of the Patawalonga
Fully sustainable city by 2030	Garden rooftops down Jetty Rd in 10 years	Indoor recreation/aquatic centre
25 per cent more usable open space by 2050	Representation reduced to 7 elected members by 2030	Fremont Street-style cover over Jetty Road Glenelg
50 per cent of all trips are non-car by 2040	Braver and bolder in change and designs within 10 years	Make foreshore areas vehicle free by 2023
No vehicles on local roads by 2050	Swimming enclosure off Glenelg Jetty	Amalgamation with adjoining councils by 2030
No vehicles on major precinct areas by 2030	All beaches accessible and inclusive by 2030	80 per cent of school age children with membership to Holdfast Bay library by January 2025
Improved public transport from south to north by 2030	Reduce carbon emissions by 25 per cent by 2022	Increase our per cent of our population that are library members to 40 per cent by June 2040
Car free areas along foreshore by 2035	Create a community wellbeing hub that offers emotional support by 2025 (homelessness, domestic violence, mental health)	
Electric bus transport service by 2030		
30 per cent of car parks electronically monitored by 2023		



CITY OF
HOLDFAST BAY

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Item No: **15.6**

Subject: **HOVE RAIL CROSSING**

Date: 23 February 2021

Written By: Manager Strategy and Governance

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

In June 2019, funding was foreshadowed for the Hove Rail Crossing in the State Budget. The State and Federal governments subsequently jointly announced \$171m in funding for an upgrade to Hove Rail Crossing at Brighton Road on 29 October 2019, at which time a Planning Study commenced. In November 2020, engagement with the community commenced in relation to four possible options and the implications of those options.

On 16 February 2021 representatives of the Department for Infrastructure and Transport (DIT) briefed the Council at a workshop. From the briefing, Council understands that the primary purpose of the project is to address the inherent risks of a level crossing/road intersection point, pursuant to the national framework of the Office of the National Rail Safety Regulator. The options analysis is therefore not dependant on any further studies and the viable options are rail over or under, or road over or under. All four options have pros and cons.

While Council understands the State Government's driver for the project, there are a number of concerns that Elected Members are hearing from residents. As consultation on the project is ongoing, it is recommended that Council write to the Minister for Infrastructure and Transport to advise of these concerns.

RECOMMENDATION

That Council

- 1. endorses writing to the Minister for Infrastructure and Transport, and**
 - 2. authorises the Mayor to sign and send the proposed letter (Attachment 1), subject to minor editorial amendments as needed.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Developing walkable connected neighbourhoods

Community: Fostering an engaged and contributing community

Economy: Supporting and growing local business

Environment: Building an environmentally resilient city

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

In June 2019, funding was foreshadowed for the Hove crossing in the State Budget. Between June and August 2019, engagement commenced with the community and businesses via letterbox drops, door-knocking and a preliminary meeting with Administration.

The State and Federal governments subsequently jointly announced \$171m in funding for an upgrade to Hove Railway Crossing at Brighton Road on 29 October 2019. On 22 November 2019, the Minister announced that a Planning Study had commenced, inviting participation in an online survey to inform the Planning Study. Letterbox drops, door knocking and community listening posts had been held September to December 2019 to collect feedback from stakeholders regarding issues, concerns and problems that any proposed solutions would need to address.

In November 2020, engagement with the community commenced in relation to four possible options and the implications of those options. Targeted stakeholder forums were held in November and December 2020, along with a number of other meetings, including one on one meetings with residents most directly impacted. In January and February 2021, community drop-in sessions were held, a further round of letterbox drops were sent and an online survey was launched to collect feedback on the proposed options to further inform the Planning Study.

REPORT

On 16 February 2021 representatives of the Department for Infrastructure and Transport (DIT) presented to Council at a closed meeting.

From the presentation, Council understands that the primary purpose of the project is to address the inherent risks of a level crossing/road intersection point, pursuant to the national framework of the Office of the National Rail Safety Regulator. While the traffic modelling shows that some gains can be expected from a grade separation, the main problem the project is designed to solve

is to remove the risk of the road/rail intersection. The options analysis is therefore not dependant on any further traffic studies.

To maximise the potential for traffic improvements, DIT are simultaneously undertaking a Corridor Study for Brighton Road. While related to the Hove Crossing Project, the Corridor Study is separate and will consider all users of Brighton Road, including pedestrians and vehicles.

Given the primary driver of the project is a separation of road and rail, the four viable options are road or rail over, or road or rail under. Relocation of the station, changes to traffic controls or 'do nothing' are non-viable options for achieving the required outcome, namely risk reduction.

Road over or under would significantly disrupt businesses along Brighton Road and result in substantial acquisitions (in the order of 57 residential and commercial properties). A 'road over' would also significantly reduce access on and off Brighton Road in that area, while a 'road under' would have major impacts on significant utilities. Therefore, the two remaining options are rail over or rail under.

Rail Under

A rail under solution would lower the rail line under Brighton Road and result in an open channel in the order of 1,800 metres long and 9.3 metres deep and 20 metres wide.

The pros of a rail under solution are:

- achieves project purpose
- low visibility/visual impact
- no issues of over-looking/increased noise
- potential development opportunity in the area cleared for track re-alignment once construction is completed

The cons of a rail under solution are:

- a high number of properties acquired (in the order of 46)
- significant impact on major utilities including SA Water main, sewer and gas
- engineering challenges due to high water table
- higher construction costs
- significant ongoing management and maintenance costs
- no opportunity to increase open/public space for the City
- no practical opportunity to increase north-south connectivity
- substantial rail shut-down/closure times
- substantial impacts on Brighton Road during construction to enable utility changes.

Rail Over

A rail over solution would raise the rail line over Brighton Road and result in a structure in the order of 1,400 metres long and 8.4 metres high.

The pros of a rail over solution are:

- achieves project purpose
- least amount of property acquisition (in the order of 5 properties)

- improved north-south connectivity beneath the structure
- opportunity to increase open/public space in the City
- no impact on utilities
- brief rail shut-down/closure times
- minimal impact on Brighton Road traffic during construction.

The cons of a rail over solution are:

- a high level of visual impact, which may not be sufficiently ameliorated by design
- potential losses in property value
- community concerns of noise and privacy impacts.

Some community members have also expressed concerns that undesirable activities may be attracted to the spaces created under the bridge and that the overall character of the City will be eroded.

It should be noted that there are impacts on vegetation/trees regardless of which option is selected. The higher the number of property acquisitions, the greater the impact on vegetation and tree canopy. Likewise, the higher the number of property acquisitions, the greater the potential impact on local heritage.

DIT advised that a decision on the preferred option had not yet been made and the next steps in the project would be:

- continued engagement with stakeholders to inform the Planning Study
- completion of the Planning Study to confirm a recommended solution to Government
- Government to approve a solution
- tenders for detailed design and construction
- engagement to continue during detailed design and the duration of the project.

Elected Members are being contacted by community members expressing concerns about the proposed project. There are also community members (residents and commuters) who support the project. Elected Members have an obligation to represent ratepayers in the best interests of the whole community. Consideration of community must extend beyond Council's borders and the interests of all must be given due consideration.

Ultimately, the decision as to which option will be constructed is a matter for the State Government. Nevertheless, the State Government via DIT has expressed a willingness to engage with Council and it is recommended that Council take the opportunity to do so. To this end, a letter to the Minister for Infrastructure and Transport has been prepared and is provided for Council's consideration.

Refer Attachment 1

The proposed letter acknowledges project drivers while presenting the concerns of Elected Members and parts of the community. It also proposes that a way of improving the next phase of the process could be to take more than one option to further design before a decision is made. Such an approach would enable pros and cons to be evaluated in more depth and may provide an opportunity for stakeholders to feel genuinely consulted regarding the outcome.

BUDGET

There are no direct costs arising from this Report.

LIFE CYCLE COSTS

There are no life cycle costs arising from this Report.

Attachment 1





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Glenelg Customer Service Centre and Library

2 Colley Terrace, Glenelg SA 5045

24 February 2021

Corey Wingard MP
Minister for Infrastructure and Trade
GPO Box 668
ADELAIDE SA 5001

Dear Minister Wingard,

On Tuesday, 16 February 2021 Council received a briefing from representatives of the Department for Infrastructure and Transport (DIT) regarding Hove Crossing.

Elected Members are receiving a substantial volume of community feedback with a significant portion of that feedback requesting consideration of a 'do nothing' option or other traffic interventions.

From the presentation provided by DIT, Council understands that the primary purpose of the project is to address the inherent risks of a level crossing/road intersection point, pursuant to the national framework of the Office of the National Rail Safety Regulator. On that basis, four options are being discussed by DIT with stakeholders, one of which is likely to be selected by the State Government to achieve the grade separation.

Council notes that all the options have pros and cons, however the two road options have a significant impact on residents and businesses in the area via substantial property acquisitions. These two options would also likely disrupt the capacity of this part of Brighton Road to support commercial services in the future. As these options provide limited benefits, Council is satisfied that they do not continue to detailed design.

From Council's perspective, the key benefits of a 'rail under' solution are:

- low visibility/visual impact;
- no issues of over-looking/increased noise; and
- potential development opportunity in the area cleared for track re-alignment once construction is completed.

Council also acknowledges that there are benefits arising from a 'rail over' solution, including:

- improved north-south connectivity under the structure;
- new open/public space opportunities; and
- minimal property acquisition.

Nevertheless, Council is hearing a range of concerns from the community regarding a 'rail over' solution, such as:



- a high level of visual impact, which may not be sufficiently ameliorated by design;
- potential losses in property value extending further afield than those abutting the rail corridor;
- an erosion the City's character, due to its residential nature being interrupted by a dominating structure;
- noise and privacy impacts; and
- attracting undesirable activities in the under-croft spaces created.

Council is cognisant of the need to consider all perspectives and to work for the benefit of the entire community. As such, Council acknowledges that the State Government will factor in broader, metropolitan considerations in its decision-making.

However, Council strongly recommends that the State Government considers the impacts of design on the character of the City and requests that relevant officers work closely with Council and the community to ensure whichever solution is selected creates a net benefit for the City. Council also recommends the approach to construction, including the operation of the train line during the construction period, be considered in the further design phase to mitigate the impact on the residents in the affected area.

An option to ensure a fair and robust process of consultation could be to take both rail over and rail under options to further design, before a final decision is made. This would enable all the pros and cons to be analysed further and if a co-design approach was taken, would enable stakeholders to own the outcome, rather than feel it has been imposed upon them.

Council is committed to advocating for a positive outcome for our City and our communities, and we look forward to working more closely with the State Government on the next stages of the project.

Yours sincerely

Amanda Wilson
Mayor

