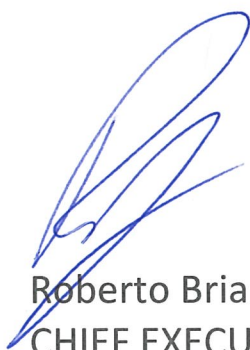


### NOTICE OF MEETING

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

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

**Tuesday 26 September 2023 at 7.00pm**



Roberto Bria  
CHIEF EXECUTIVE OFFICER

## Ordinary Council Meeting Agenda

### 1. OPENING

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

### 2. KAURNA ACKNOWLEDGEMENT

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

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

### 3. 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

5.2 Absent – Councillor R Abley (Approved Leave of Absence)

### 6. ITEMS PRESENTED TO COUNCIL

### 7. DECLARATION OF INTEREST

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

### 8. CONFIRMATION OF MINUTES

**That the minutes of the Ordinary Meeting of Council held on 12 September 2023 be taken as read and confirmed.**

### 9. PUBLIC PRESENTATIONS

9.1 Petitions - Nil

9.2 Presentations - Nil

9.3 Deputations - Nil

**10. QUESTIONS BY MEMBERS**

10.1 Without Notice - Nil

10.2 On Notice - Nil

**11. MEMBER'S ACTIVITY REPORTS - Nil****12. MOTIONS ON NOTICE**

12.1 Recognition of Service – Glenelg Historical Society – Councillor Miller  
(Report No: 315/23)

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

14.1 Minutes – Jetty Road Mainstreet Committee – 6 September 2023  
(Report No: 307/23)

**15. REPORTS BY OFFICERS**

- 15.1 Items in Brief (Report No: 312/23)
- 15.2 Monthly Finance Report (Report No: 313/23)
- 15.3 Pine Gully Restoration Project (Report No: 317/23)
- 15.4 Kingston Park Kiosk Project Update (Report No: 289/23)
- 15.5 Proposed Changes to Weekly FOGO Model (Report No: 290/23)
- 15.6 Glenelg Dry Zone Extension (Report No: 305/23)
- 15.7 Events Season 2022/23 Summary (Report No: 308/23)
- 15.8 Brighton Street Parties 2023 (Report No: 306/23)
- 15.9 Proclamation Day 2023 (Report No: 309/23)
- 15.10 Elected Member Behavioural Management Policy (Report No: 310/23)
- 15.11 Call for Nominations – Dog and Cat Management Board  
(Report No: 311/23)
- 15.12 Glenelg Football Club – Financial Support (Report No: 316/23)

**16. RESOLUTIONS SUBJECT TO FORMAL MOTIONS**

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

**17. URGENT BUSINESS – Subject to the Leave of the Meeting****18. ITEMS IN CONFIDENCE**

18.1 Kingston Park Kiosk Lease (Report No: 314/23)

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

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

19. CLOSURE



ROBERTO BRIA  
CHIEF EXECUTIVE OFFICER



Item No: 12.1

Subject: **MOTION ON NOTICE – RECOGNITION OF SERVICE – GLENELG  
HISTORICAL SOCIETY – COUNCILLOR MILLER**

Date: 26 September 2023

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### **PROPOSED MOTION**

Councillor Miller proposed the following motion:

**That Council formally recognises the service of the Glenelg Historical Society and commends their efforts to safeguard heritage and promote conservation efforts in our community.**

---

### **BACKGROUND**

The Glenelg Historical Society has made a positive contribution to the Holdfast Bay community since its inception in 2013.

The Society was instrumental in dedicating memorial plaques, hosted numerous guided tours across our city, and been a key partner in many Council initiatives and events.

In recent times they have:

- Advocated for the Albert Ring Memorial plaque in Moseley Square
- Advocated for the Mary Thomas plaque at the Old Gum Tree Reserve
- Advocated for the Partridge House 50 Year celebrations
- Delivered the Jimmy Melrose and Mansions of Glenelg walking tours for the History Festival in collaboration with the History Centre

Item No: 14.1

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE - 6 SEPTEMBER 2023**

Date: 26 September 2023

Written By: General Manager, Community and Business

General Manager: Community and Business, Ms M Lock

---

### **SUMMARY**

The Minutes of the Jetty Road Mainstreet Committee meeting held 6 September 2023 are attached and presented for Council's information. Jetty Road Mainstreet Committee Agenda, Reports and Minutes are all available on Council's website and the meetings are open to the public.

---

### **RECOMMENDATION**

**That Council notes the minutes of the Jetty Road Mainstreet Committee of 6 September 2023.**

---

### **STRATEGIC PLAN**

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

### **COUNCIL POLICY**

Not applicable

### **STATUTORY PROVISIONS**

Not applicable

### **BACKGROUND**

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

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

**REPORT**

Minutes of the meetings of JPMC held on 6 September 2023 are attached for member's information.

*Refer Attachment 1*

**BUDGET**

Not applicable

**LIFE CYCLE COSTS**

Not applicable

# Attachment 1



## CITY OF HOLDFAST BAY

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

### **PRESENT**

#### **Elected Members:**

Councillor A Kane

#### **Community Representatives:**

Attitudes Boutique, Ms G Martin

Beach Burrito, Mr A Warren

Cibo Espresso, Mr T Beatrice

Glenelg Finance, Mr D Murphy

Royal Copenhagen Glenelg and Brighton, Ms S Smith

Yo-Chi, Ms B Millard

Ikos Holdings Trust, Mr A Fotopoulos

#### **Staff:**

General Manager, Community & Business, Ms M Lock

Manager, City Activation, Ms R Forrest

Jetty Road Development Coordinator, Ms A Klingberg

Event Lead, Mr H Covill

### **1. OPENING**

The Chair, Ms G Martin, declared the meeting open at 6.01pm.

### **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. APOLOGIES**

3.1 Apologies Received: Councillor R Abley, Mr A Chhoy, Mr C Morley

3.2 Absent:

### **4. DECLARATION OF INTEREST**

Members were reminded to declare any interest before each item.

## 5. CONFIRMATION OF MINUTES

### Motion

**That the minutes of the Jetty Road Mainstreet Committee held on 2 August 2023 to be taken as read and confirmed.**

Moved D Murphy, Seconded T Beatrice

**Carried**

## 6. QUESTIONS BY MEMBERS

### 6.1 Without Notice:

### 6.2 With Notice:

#### 6.2.1 Development Hoarding – Mr C Morley (Report No: 295/23)

Mr C. Morley asked the following question:

**What can the City of Holdfast Bay do to mandate that hoardings are appropriately designed and maintained, for all developments in the Jetty Road Mainstreet Precinct?**

### **Background**

A number of developments have received planning approval within the Jetty Road, Glenelg Mainstreet Precinct. With continual development and disruption across these sites, the hoarding and scaffolding play a significant role in the public interface and street appeal of these sites and should be appropriately designed and maintained for the benefit of the broader precinct.

### **ANSWER – Manager, Development Services**

The planning approval process does not make provision for mandating hoardings, as the approval process for hoardings and associated scrim is separately dealt with under the Local Government Act. Any requirements relating to the maintenance and standard of the hoarding will need to be imposed by way of conditions on the hoarding approval when issued by Council Administration, ideally in consultation with the proponent.

Council will have regard to the design of hoardings as applications for the installations are received to ensure that such hoardings display positive messaging, are of a high design standard, and are maintained to a prescribed standard thereafter.

**7. PRESENTATION: Nil**

**8. REPORTS/ITEMS OF BUSINESS**

**8.1 Jetty Road Events Update (Report No: 284/23)**

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

**Motion**

**That the Jetty Road Mainstreet Committee notes this report**

Moved T Beatrice, Seconded A Warren

**Carried**

A Fotopoulos joined the meeting at 6.18pm

**8.2 Monthly Finance Report (Report No: 285/23)**

This report provides an update on the Jetty Road Mainstreet income and expenditure as at 31 July 2023.

**Motion**

**That the Jetty Road Mainstreet Committee notes this report**

Moved T Beatrice, Seconded D Murphy

**Carried**

**8.3 Marketing Update (Report No: 286/23)**

This report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee aligned to the 2023-24 Marketing Plan.

**Motion**

**That the Jetty Road Mainstreet Committee notes this report**

Moved B Millard, Seconded T Beatrice

**Carried**

**9. URGENT BUSINESS – Subject to the Leave of the Meeting**

- 9.1 A Warren asked a question on behalf of C Morley in relation to the agenda item 6.2.1. Development Hoarding (Report No 295/23). Administration took the question on notice.

**10. REPORTS/ITEMS OF BUSINESS: Nil**

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

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 4 October 2023 at the Glenelg Town Hall.

**12. CLOSURE**

The meeting closed at 6.43pm.

**CONFIRMED:** Wednesday 4 October 2023

**CHAIR**



Item No: 15.1

Subject: **ITEMS IN BRIEF**

Date: 26 September 2023

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

---

## **SUMMARY**

These items are presented for the information of Members.

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

---

## **RECOMMENDATION**

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

1. **SANFL Hall of Fame Appointment – Mr Nick Chigwidden**
  2. **GAROC Motion Update – Nationwide House Energy Rating Scheme**
- 

## **REPORT**

1. **SANFL Hall of Fame Appointment – Mr Nick Chigwidden**

On 15 September the Mayor sent correspondence to Nick Chigwidden on his recent appointment to the South Australian National Football League Hall of Fame.

*Refer Attachment 1*

2. **GAROC Motion Update – Nationwide House Energy Rating Scheme**

At its meeting on 14 March 2023, Council resolved (C140323/7370) to submit a motion to the LGA's Annual General Meeting, via GAROC, seeking that the LGA:

1. lobbies the Australian Government to further expand the Nationwide House Energy Rating Scheme (NatHERS) to ensure that all future buildings are nature positive in as short a timeframe as possible;
2. lobbies the Australian Government to ensure NatHERS is reviewed biennially;
3. lobbies State and Australian Governments to provide programs, incentives and appropriate economic supports and interventions to encourage rapid transformation of the housing market; and

4. campaigns actively to achieve nature positive buildings throughout all council areas.

The motion was submitted on 20 March 2023 and considered at GAROC on 11 September 2023 and was not supported. The response from the Local Government Association which explains GAROC's rationale is provided for members' reference.

*Refer Attachment 2*

# Attachment 1



[holdfast.sa.gov.au](http://holdfast.sa.gov.au)

Brighton Civic Centre 24 Jetty Road, Brighton SA 5048

PO Box 19 Brighton SA 5048

P 08 8229 9999 F 08 298 4561

Glenelg Customer Service Centre and Library

2 Colley Terrace, Glenelg SA 5045

## OFFICE OF THE MAYOR

15 September 2023

Mr Nick Chigwidden

Via email: [nchigwidden@physioxtra.com](mailto:nchigwidden@physioxtra.com)

Dear Nick

### South Australian National Football League Hall of Fame Appointment

I am absolutely thrilled to extend my heartfelt congratulations to you on your well-deserved appointment to the Hall of Fame of the South Australian National Football League (SANFL). This recognition is a testament to your extraordinary contributions to the world of Australian Rules Football.

Your unwavering dedication and leadership during the club's challenging times served to inspire others to support the club. Your vision, strategic thinking and tireless efforts not only stabilized the club but has also laid the foundation for future successes.

It is undeniable that your leadership was pivotal in guiding the club to the pinnacle of success – winning that long-awaited premiership. The memories of that triumphant season will forever be etched in our hearts.

Your induction into the SANFL Hall of Fame is a true testament to your enduring legacy and your profound impact on the sport. You have not only enriched the history of our club but have left an indelible mark on the entire football community.

Once again, congratulations on this well-deserved honour.

Yours sincerely

Amanda Wilson  
**Mayor**





# Attachment 2

**From:** Gillian Mann <[Gillian.Mann@lga.sa.gov.au](mailto:Gillian.Mann@lga.sa.gov.au)>  
**Sent:** Thursday, September 14, 2023 4:34 PM  
**To:** Ania Karzek <[akarzek@holdfast.sa.gov.au](mailto:akarzek@holdfast.sa.gov.au)>  
**Subject:** Items of Business to LGA AGM 2023 from HFB

**Attention:** Ania Karzek, Manager Strategy and Governance

Dear Ania

Thank you to City of Holdfast Bay for submitting proposed Items of Business regarding for the upcoming LGA Annual General Meeting to be held on 26 October 2023.

At its meeting on 11 September 2023, GAROC considered the proposed Items of Business submitted by councils. A copy of the GAROC agenda and meeting papers is available [here](#).

GAROC has determined the item of Business submitted by the City of Holdfast Bay as follows:

#### **Nationwide House Energy Rating Scheme**

The GAROC Committee does not approve this item of business requested by the City of Holdfast Bay being included in the agenda for the LGA Annual General Meeting to be held on 26 October 2023: That the Annual General Meeting requests that the LGA:

1. Lobbies the Australian Government to further expand the Nationwide House Energy Rating Scheme (NatHERS) to ensure that all future buildings are nature positive in as short a timeframe as possible;
2. Lobbies the Australian Government to ensure NatHERS is reviewed biennially;
3. Lobbies the State and Australian Government to provide programs, incentives and appropriate economic supports and interventions to encourage rapid transformation of the housing market; and
4. Campaigns actively to achieve nature positive buildings throughout all council areas.

This has not been approved on the basis that it calls for advocacy of matters which have been substantially canvassed by LGA SA and the Australian Local Government Association (ALGA) and remain the subject on ongoing advocacy. Partly as a result of LGA SA and ALGA advocacy, the State and Federal Governments have already made significant policy announcement, many which involve substantial funding. Further State Government announcements are expected in the near future.

If you would like to consider this issue further, could you please arrange for relevant staff in your office to contact [katherine.russell@lga.sa.gov.au](mailto:katherine.russell@lga.sa.gov.au)

Thank you again for submitting proposed Items of Business. This process provides an opportunity for member councils to bring forward key issues of importance to them and their local communities, that are also strategically important to local government across the State.. Please let me know if you have any questions.

The agenda for the AGM will be distributed to councils at least 30 days prior to the meeting. The [LGA Meeting Procedures](#) outline how the meeting will be conducted, including the ability of voting delegates to move, speak to and propose amendments to the items of business.

[Please let me know if you have any questions.](#)

Regards

**Andrew Lamb • Director Advocacy • Local Government Association**

[andrew.lamb@lga.sa.gov.au](mailto:andrew.lamb@lga.sa.gov.au) • [www.lga.sa.gov.au](http://www.lga.sa.gov.au) • Follow us on  
T: 08 8224 2081 • 148 Frome Street Adelaide 5000 • GPO Box 2693 Adelaide SA 5001

*The LGA acknowledges Aboriginal and Torres Strait Islander people as the traditional custodians of the land, and we offer our respects to their Elders past, present and emerging. We advocate for and encourage South Australian councils to strengthen relationships with their local Aboriginal communities.*



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Item No: 15.2

Subject: **MONTHLY FINANCIAL REPORT – 31 AUGUST 2023**

Date: 26 September 2023

Written By: Management Accountant

General Manager: Strategy and Corporate, Ms S Watchel

---

## **SUMMARY**

Attached are financial reports as at 31 August 2023. They comprise a Funds Statement and a Capital Expenditure Report for Council's municipal activities and Alwyndor. The adjusted forecast budget includes the carried forward amount as approved by Council 22 August 2023.

No changes to Municipal budgets are recommended at this time, but the report highlights items that show a material variance from the year-to-date budget. The report also details decisions made by Council that will affect the budget and will be included in the first quarterly budget review due in October 2023.

---

## **RECOMMENDATION**

**That Council receives the financial reports and budget update for the 2 months to 31 August 2023 and notes:**

- **no change to the Municipal activities 2023/24 revised budget forecast; and**
  - **no change to the Alwyndor 2023/24 revised budget forecast.**
- 

## **STRATEGIC PLAN**

Not applicable

## **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.



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**

The majority of the variances to date are due to budget and actuals timing differences over the first two months of the financial year. Details of the major variances, along with amounts and notes, for both Council Municipal and Alwyndor operations have been prepared and are attached to this report.

*Refer Attachment 1*

A comprehensive budget update will be conducted for the first quarter ending 30 September 2023. The update will be reviewing forecast income and expenditure and will include the following 2023/24 variances previously approved by Council:

- \$60,000 – additional budget amount required for construction of the King George Avenue koala crossing (C120923/7543)
- \$170,000 – additional budget amount required to complete the Stage 1 Amenities Building and Beach Access project (C120923/7552)

As with the Municipal budget, a comprehensive budget update for Alwyndor will be conducted for the month ending 30 September 2023.

## **BUDGET**

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

## **LIFE CYCLE COSTS**

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

# Attachment 1



## City of Holdfast Bay Municipal Funds Statement as at August 2023

2023 - 2024 Original Budget \$'000	Year to Date			2023 - 2024 Adopted Forecast \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
169	35	158	(123)	Cemeteries	169
535	108	92	16	Commercial & Club Leases	535
(1,265)	(165)	(156)	(8)	Council Administration	(1,265)
(912)	(138)	(114)	(23)	Development Services	(915)
1,672	18	18	-	FAG/R2R Grants	1,672
(2,087)	(627)	(672)	45	Financial Services	(2,087)
(10,911)	-	-	-	Financial Services-Depreciation	(10,911)
(280)	-	-	-	Financial Services-Employee Leave Provisions	(280)
(985)	57	54	2	Financial Services-Interest on Borrowings	(985)
91	-	-	-	Financial Services-SRWRA	91
41,372	42,745	42,771	(26)	General Rates	41,372
(2,992)	(1,037)	(1,049)	12	Innovation & Technology	(2,992)
(717)	(77)	(89)	12	People & Culture	(722)
(572)	(82)	(74)	(8)	Public Realm and Urban Design	(572)
(964)	(136)	(130)	(6)	Strategy & Governance	(964)
(1,440)	(280)	(257)	(23)	City Activation	(1,537)
1,502	94	71	23	Commercial - Brighton Caravan Park	1,502
35	4	16	(12)	Commercial - Partridge House	35
(583)	(103)	(80)	(23)	Communications and Engagement	(583)
(369)	(52)	(59)	7	Community and Business Administration	(369)
(1,089)	(93)	(84)	(10)	Community Events	(1,089)
831	92	193	(101)	Community Safety	821
(644)	(79)	(68)	(11)	Community Wellbeing	(648)
(570)	(86)	(84)	(3)	Customer Service	(570)
-	535	546	(11)	Jetty Road Mainstreet	(115)
(1,565)	(259)	(268)	10	Library Services	(1,565)
(385)	(51)	(33)	(18)	Assets & Delivery Administration	(385)
(1,482)	(171)	(192)	21	Engineering & Traffic	(1,657)
(684)	(19)	(27)	8	Environmental Services	(708)
(8,682)	(1,191)	(1,175)	(16)	Field Services & Depot	(8,682)
(2,388)	(288)	(246)	(42)	Property Management	(2,388)
(726)	(58)	(42)	(16)	Street Lighting	(726)
(4,530)	(111)	(87)	(23)	Waste Management	(4,530)
999	-	-	-	Less full cost attribution - % admin costs capitalised	999
<b>386</b>	<b>38,583</b>	<b>38,930</b>	<b>(347)</b>	<b>=Operating Surplus/(Deficit)</b>	<b>(47)</b>
10,911	-	-	-	Depreciation	10,911
189	-	-	-	Other Non Cash Items	189
<b>11,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>Plus Non Cash Items in Operating Surplus/(Deficit)</b>	<b>11,100</b>
<b>11,486</b>	<b>38,583</b>	<b>38,930</b>	<b>(347)</b>	<b>=Funds Generated from Operating Activities</b>	<b>11,053</b>
484	-	-	-	Amounts Received for New/Upgraded Assets	4,371
201	215	209	6	Proceeds from Disposal of Assets	607
<b>685</b>	<b>215</b>	<b>209</b>	<b>6</b>	<b>Plus Funds Sourced from Capital Activities</b>	<b>4,979</b>
(8,170)	(1,260)	(982)	(278)	Capital Expenditure on Renewal and Replacement	(12,396)
(7,560)	(423)	(635)	212	Capital Expenditure on New and Upgraded Assets	(19,752)
<b>(15,730)</b>	<b>(1,684)</b>	<b>(1,617)</b>	<b>(67)</b>	<b>Less Total Capital Expenditure</b>	<b>(32,149)</b>
217	36	3	33	Plus:Repayments of loan principal by sporting groups	217
<b>217</b>	<b>36</b>	<b>3</b>	<b>33</b>	<b>Plus/(less) funds provided (used) by Investing Activities</b>	<b>217</b>
<b>(3,342)</b>	<b>37,151</b>	<b>37,525</b>	<b>(374)</b>	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	<b>(15,900)</b>
<b>Funded by</b>					
-	774	774	-	Increase/(Decrease) in Cash & Cash Equivalents	(17,296)
-	36,144	36,470	(326)	Non Cash Changes in Net Current Assets	-
(4,738)	-	280	(280)	Less: Proceeds from new borrowings	-
-	-	-	-	Less: Net Movements from Cash Advance Debentures	-
1,396	233	-	233	Plus: Principal repayments of borrowings	1,396
<b>(3,342)</b>	<b>37,151</b>	<b>37,525</b>	<b>(374)</b>	<b>=Funding Application/(Source)</b>	<b>(15,900)</b>

Note 1 – Cemeteries - \$123,000 favourable

Cemetery fee revenue higher than forecast (\$107,000) due to increased burials, purchased plots in perpetuity and maintenance request of private sites along with additional memorial related revenue (\$21,000).

Note 2 – Community Safety - \$101,000 favourable

Higher than forecast revenue for car parking (\$76,000) and hoarding fees (\$26,000).



## City of Holdfast Bay

### Capital Expenditure Summary by Budget Item to August 2023

2023-24 Original Budget \$'000	Year to Date				2023-24 Adopted Forecast \$'000
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(999)	-	-	-	- Full Cost Attribution	(999)
(923)	(65)	(56)	(8)	(8) Information Technology	(923)
(673)	(200)	(193)	(7)	(7) Commercial and Economic Enterprises	(3,004)
(90)	-	(13)	13	Brighton Library	(90)
-	-	-	-	- Sport and Recreation	(539)
(60)	-	-	-	- Environmental Management	(60)
(14)	(3)	(1)	(2)	Depot and Stores	(14)
(504)	(309)	(380)	71	Machinery Operating	(1,729)
(2,091)	(360)	(333)	(27)	Road Construction and Re-seal Program	(2,595)
-	-	(3)	3	Car Park Construction	(82)
(319)	-	-	-	- Footpath Program	(319)
(1,112)	(80)	(19)	(61)	Stormwater Drainage Program	(4,545)
(130)	-	-	-	- Traffic Control Construction Program	(367)
(1,219)	(230)	(214)	(16)	Kerb and Water Table Construction Program	(1,219)
(34)	-	-	-	- Other Transport - Bus Shelters etc.	(34)
(5,072)	(165)	(150)	(15)	Reserve Improvements Program	(9,605)
(2,463)	(247)	(238)	(9)	Land, Buildings and Infrastructure Program	(4,969)
-	(20)	(14)	(6)	Streetscape Program	(952)
(28)	(5)	(3)	(2)	Foreshore Improvements Program	(104)
(15,730)	(1,684)	(1,617)	(67)	<b>Total</b>	(32,149)



### Alwyndor Aged Care Funds Statement as at 31 August 2023

2023-24 Original Budget \$'000	Year to Date				Note
	Adopted Original Budget \$'000	Actual YTD \$'000	Variance \$'000		
8,638	1,440	1,314	126	User Charges	
15,909	2,652	2,894	(242)	Operating Grants and Subsidies	
857	143	71	72	Investment Income	
8,029	1,338	1,217	121	Reimbursements	
7,361	1,227	1,395	(168)	Other Income	
<b>40,793</b>	<b>6,799</b>	<b>6,890</b>	<b>(91)</b>	<b>Operating Revenue</b>	<b>1</b>
(28,241)	(4,707)	(5,022)	315	Employee Costs - Salaries & Wages	<b>2</b>
(10,283)	(1,714)	(1,599)	(115)	Materials, Contracts and Other Expenses	<b>3</b>
(143)	(24)	(10)	(14)	Finance Charges	
(1,618)	(270)	(248)	(22)	Depreciation	
<b>(40,284)</b>	<b>(6,714)</b>	<b>(6,878)</b>	<b>164</b>	<b>Less Operating Expenditure</b>	
<b>509</b>	<b>85</b>	<b>12</b>	<b>73</b>	<b>=Operating Surplus/(Deficit)</b>	<b>4</b>
-	-	-	-	- Net gain/(loss) on disposal of investments	
-	-	-	-	- Net gain/(loss) on Fair Value movement on investments	
<b>509</b>	<b>85</b>	<b>12</b>	<b>73</b>	<b>=Net Surplus/(Deficit)</b>	
1,618	270	248	22	Depreciation	
581	97	104	(7)	Provisions	
<b>2,199</b>	<b>366</b>	<b>352</b>	<b>15</b>	<b>Plus Non Cash Items in Operating Surplus/(Deficit)</b>	
<b>2,708</b>	<b>451</b>	<b>364</b>	<b>88</b>	<b>=Funds Generated from Operating Activities</b>	
(1,902)	(317)	(260)	(57)	Capital Expenditure on New and Upgraded Assets	
<b>(1,902)</b>	<b>(317)</b>	<b>(260)</b>	<b>(57)</b>	<b>Less Total Capital Expenditure</b>	
<b>806</b>	<b>134</b>	<b>104</b>	<b>31</b>	<b>= Funding SURPLUS/(REQUIREMENT)</b>	<b>4</b>
<b>Funded by</b>					
806	134	104	31	Increase/(Decrease) in Cash & Cash Equivalents	
<b>806</b>	<b>134</b>	<b>104</b>	<b>31</b>	<b>=Funding Application/(Source)</b>	

**Alwyndor - Notes  
August 2023**

1 Operating Revenue

Operating Revenue is favourable by \$91k and attributed to:

- Increase in Government-Mandated AN-ACC client Fees and Daily Accommodation Payments.
- Increase in revenue for clients in Support at Home and Commonwealth Home Support Program. The main contributing factor is the number and type of activities organised by Alwyndor for these services.
- Additional income recorded for Allied Therapy services for Home Care clients.

2 Employee Costs – Salaries & Wages

The unfavourable variance in employee costs of \$315k is comprised of:

- Additional staff have been recruited in response to the increased demand for Support at Home services.
- Wage increases, consistent with our Enterprise Agreement, have exceeded the initial 3% assumption in our original budget. This adjustment is in line with the June 2023 national wage increase and related workforce market forces, resulting in a revised figure of 5.75%.
- The original budget didn't include Work Value (stage 2) 15% increase to award wages for direct aged care workers. This was noted as a risk in the preparation of the budget and will be addressed through a budget review and reforecast.

3 Materials, Contracts and other Expenses

The \$115k YTD favourable variance is attributed to:

- Introduction and implementation of the new catering model.
- Decrease in the utilization of brokered services within the Support at Home program, as more of these services are now being provided by Alwyndor staff.

4 Operating Surplus

The \$12k Operating Surplus, after allowing for depreciation and capital expenditure, has led to a funding surplus of \$104k as at August YTD.

Item No: 15.3

Subject: **PINE GULLY RESTORATION PROJECT**

Date: 26 September 2023

Written By: Manager Engineering

General Manager: Assets and Delivery, Ms P Jackson

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### **SUMMARY**

The Pine Gully restoration project provides significant stormwater, revegetation and amenity improvements to create an enhanced natural space for the community to enjoy.

The project was comprised of civil and landscaping works including invasive tree removals, slope stabilisation, installation of stormwater pipes and pits, rock-lined channel, retaining walls, landscaping, and a new trail and stairs for community access and over 2,500 additional plantings.

On 8 September 2023 at the Institute of Public Works Engineering Australasia (IPWEA) South Australia Excellence Awards, the Pine Gully project won the Excellence in Water Award, recognising the transformation and restoration of this hidden natural space for the community to enjoy through significant stormwater, revegetation, access and amenity improvements.

---

### **RECOMMENDATION**

**That Council notes the report.**

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### **STRATEGIC PLAN**

Sustainability: Prioritise sustainable and active transport (such as walking and cycling) across the city.

Environmental Strategy 2020-2025

Our Nature – Manage natural reserves for biodiversity – Implement Gully Master Plans.

### **COUNCIL POLICY**

Not applicable



**STATUTORY PROVISIONS**

Not applicable

**BACKGROUND**

Pine Gully is a natural, steeply sloped space that follows an ancient watercourse, and it is likely that the area was visited by the Kurna People. After European settlement, the gully had some of the native vegetation cleared, non-native trees and plants were introduced and stormwater was directed through the gully, contributing to significant scouring and erosion. The site is in very close proximity to the beach, where the stormwater discharges, often discolouring the beach and allowing significant quantities of sediment to enter Gulf St Vincent.

The Masterplan for Pine Gully was developed over many years, with community input. It involved an assessment of opportunities and constraints, together with reviews of the environment, landscape, stormwater and infrastructure. The Masterplan makes recommendations to protect and enhance the local biodiversity, improve access and safety for the community, slow and clean the stormwater and improve the amenity and beauty of Pine Gully.

**REPORT**

The Pine Gully restoration project provides significant stormwater, biodiversity and amenity improvements to create an enhanced natural space for the community to enjoy. The project was comprised of civil and landscaping works including removal of invasive trees, slope stabilisation via hydromulch with native grass seeds, installation of stormwater pipes and pits, a rock-lined channel, a new retaining wall, landscaping, and a new trail and stairs for community access.

The civil works and wetland vegetation will slow down stormwater, allowing sediment to settle out as well as reducing erosion by spreading the water over a wide area.

The project provided an opportunity to improve the local biodiversity by selectively removing non-native trees and plants and planting appropriate local native species. The project includes over 2,500 additional plantings throughout the gully with input from the Friends of Pine Gully volunteer group. The result is an enhanced natural space for our community to enjoy.

The works began in 2021, with the removal of a number of mature trees and installation of hydromulch with native grass seeds. The civil, stormwater and re-vegetation works were completed in 2022/23 and included:

- Extension of the existing pipe and installation of a drop structure with a wide based culvert to reduce the speed of water exiting into the top of the gully.
- Re-profiling of the channel and rock armour base using a reno mattress shaped into a flat based v-channel to provide support for rocks and allow water to slow and flow through.
- Reconfiguration of stormwater outlets from adjacent properties into the channel which will be hidden by the plantings.

- Sediment capture by the reno mattress is further enhanced by the wetland planting in the base of the gully. The base of the gully is a permanent wet area and the selection of native wetland plants enables sediment to be caught.
- Embankment protection through retaining structures.
- The introduction of a new trail and stairs for community access and connection with the gully.
- Revegetation along the channel using local native plant species and removal of invasive Aleppo pines to reduce fire risk and increase light penetration into the gully, supporting revegetation and improving safety through the open sight lines.
- Extension of permapine fence to protect new plants from foot traffic.

Before and after photos are attached for reference.

*Refer Attachment 1*

On 8 September 2023 at the Institute of Public Works Engineering Australasia (IPWEA) South Australia Excellence Awards, the Pine Gully project won the Excellence in Stormwater Award, recognising the transformation and restoration of this hidden natural space for the community to enjoy through significant stormwater, revegetation, access and amenity improvements.

## **BUDGET**

Construction costs to complete this project were \$965,000.

Council received a Green Adelaide Grant of \$150,000 towards this project.

## **LIFE CYCLE COSTS**

Civil and stormwater assets are capitalised and added into the Asset Register.

Ongoing vegetation maintenance will continue in the gully. Additional works will be required during the initial three years to ensure establishment of the new vegetation and keep the new weed load to a minimum.

# Attachment 1

## Pine Gully Photos



Pine Gully – prior to works



Pine Gully – following civil and stormwater works

Item No: 15.4

Subject: **KINGSTON PARK KIOSK PROJECT UPDATE**

Date: 26 September 2023

Written By: Manager, Public Realm and Urban Design

General Manager: Assets and Delivery, Ms P Jackson

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### **SUMMARY**

This report provides an update on the construction of the new Kingston Park Kiosk including construction undertaken to date, the estimated completion date and current budget position.

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### **RECOMMENDATION**

**That Council notes this report.**

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### **STRATEGIC PLAN**

Wellbeing – Establishment of communities that integrate community support, recreational and commercial services in multi-purpose spaces.

### **COUNCIL POLICY**

Not applicable

### **STATUTORY PROVISIONS**

Not applicable

### **BACKGROUND**

The final design of the new Kingston Park Kiosk, along with approval to construct, was endorsed by Council at the 12 April 2022 meeting (resolution C120422/2566). After a thorough design process, the detailed designs of the Kingston Park Kiosk including landscape design and service infrastructure designs were completed on 1 July 2022 and subsequently put out to tender on 5 July 2022. Two separate tenders were issued for the Kingston Park Kiosk including one for the kiosk and landscaping construction and a second for the service infrastructure construction.

BluBuilt Constructions was awarded the contract to construct the Kingston Park Kiosk, along with associated site works including demolition of the former kiosk building, electrical services upgrades, integration of the new kiosk within the Brighton Beachfront Holiday Park including landscaping, new pathways and stormwater management. At the 23 August 2022 Council meeting, Council gave approval for the contract to be awarded to BluBuilt Constructions (resolution C230822/7225). Site works commenced in May 2023 and the former Kingston Park Kiosk operator ceased operating in June 2023.

## **REPORT**

The Kingston Park Kiosk construction commenced in May 2023 with the project on target for a late November practical completion date. Works completed to date include all footings, plumbing and structural steel installed. External painting has now commenced. Cladding installation will occur throughout September with the building to be at lockup stage with internal works commencing soon after. Blubuilt Constructions are project managing and coordinating their sub-contractors to an accelerated program of works to meet critical timelines.

Numerous construction phase hold-points have now been approved by the professional consultant team, lead by Troppo Architects. In addition to the hold point milestones, a series of pre-fabrication and procurement shop drawings, have been reviewed and amended where necessary to achieve quality assurance and to ensure the construction program remains on track.

Practical completion is scheduled for late November 2023, and it is expected the new tenant, The Seller Door, should occupy the premises, complete their fittings, fixtures and equipment installations, and commence trading in December 2023.

During the detailed design phase and early construction phase, several variations to the original contract and project scope have been identified and required based on design alterations, latent site conditions and the opportunity to refine and improve the final internal configuration and functionality of the building. In addition, the construction in this location has required regular cultural heritage monitoring to occur.

## **BUDGET**

The original construction contract was awarded to BluBuilt Constructions for an approved budget of \$1,387,665 (excl GST) which included \$27,750 for minor carpark works. In addition, \$67,000 of maintenance funding previously allocated to the former kiosk has been allocated to the project.

To date, design and construction variations totalling \$144,418 have been costed to the project above the original contracted sum. These variations were required to complete the scope of works that were either excluded as part of the initial contract sum and contractual scope of works or included during the detailed design and early construction phase. These variations include, but are not limited to:



- Amendments to electrical and NBN service provision including upgrades to connections.
- More extensive screw pile design and construction based on additional geotechnical investigations.
- Mechanical service upgrades to include insulated cool-room.
- Integrated security - Alarm System.
- Design consultancy review.
- Additional internal fit-out coordination.
- Additional cultural heritage monitoring during excavation works.
- Roof access points and hatches

In addition, there are further construction variations and professional services fees that are yet to be invoiced and finalised and are estimated to total approximately \$110,000, however an exact figure is yet to be determined.

These variations include:

- Art work design, structural design and fabrication of outdoor dining area screening
- Supply and installation of fixed outdoor seating
- Additional professional services fees for technical advice on shop drawings and construction related requests for information.

As the project progresses further into the construction phase, typically there will be fewer construction variations, as all design changes have been identified and resolved by that stage.

The project team anticipate a total budget overspend of 15 percent – 20 percent of allocated budget and budget variances to be funded through budget savings within the 2023/24 Capital Budget.

Item No: 15.5

Subject: **PROPOSED CHANGES TO WEEKLY FOGO MODEL**

Date: 26 September 2023

Written By: Environment Officer

General Manager: Assets and Delivery, Ms P Jackson

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## **SUMMARY**

Since September 2022 all single-unit dwellings (SUDs) and small multiple unit dwellings (MUDs) have moved to default weekly FOGO (Food Organics Garden Organics) and fortnightly landfill kerbside waste collections.

Kerbside waste audits undertaken in May to June 2023 demonstrated that council is achieving a state-leading landfill diversion rate of 69 percent, 9 percentage points higher than 2021.

While households on the default service are extremely high performing, achieving a landfill diversion rate of 83 percent, households on the old service are only achieving a 50 percent landfill diversion rate with a significant amount of FOGO and recycling found in the weekly collected landfill bins.

The most effective method to maintain and/or increase council's kerbside landfill diversion rate is to reduce the number of households on the old service. Administration has implemented several measures to decrease the number of households opting back to the old service with minimal success.

Administration proposes to investigate cost recovery models, which have been successfully implemented overseas and interstate to further improve our waste diversion. Consideration will be given for households with a genuine need for weekly landfill collections.

---

## **RECOMMENDATION**

**That Council approves an investigation of alternate cost models for kerbside waste collections.**

---

## **STRATEGIC PLAN**

Our Place 2050+

2030s Aspirations – Sustainability

The amount of waste sent to landfill has reduced by 75 per cent on 2020 levels



2050s Aspirations – Sustainability  
We send zero waste to landfill

## **COUNCIL POLICY**

Waste Management Policy

## **STATUTORY PROVISIONS**

Not applicable

## **BACKGROUND**

It has been 12 months since Council introduced default weekly green FOGO (Food Organics Garden Organics) and fortnightly landfill bin collections to all single-unit dwellings (SUDs) and small multiple unit dwellings (MUDs) under ten properties.

The new collection model has been received well by most of the community and has been recognised as best practice by the State Government. The *SA Better Practice Guide: Sustainable Kerbside Services* guide developed by Green Industries SA, recommends other metropolitan Adelaide councils adopt a similar default system as the City of Holdfast Bay, to increase municipal landfill diversion rates.

This report summarises findings from the kerbside waste audit and focus group consultation, improvements we have made since the 2022 roll-out and further opportunities for Council to maintain and increase its municipal landfill diversion rate (currently at 69%), presented at a council workshop on 5 September 2023.

## **REPORT**

A council-wide kerbside audit and three focus groups were undertaken in May and June 2023. Kerbside audits provide council with a snapshot of how various groups across council are using the kerbside waste system. The purpose of the focus groups was to understand the views and experiences of the weekly FOGO program from residents in different user groups.

### **Kerbside Waste audit findings**

Five groups were audited over a two-week period from 16 May 2023 to 2 June 2023, including:

- Sustainable Service: Kerbside bins from households on weekly FOGO/fortnightly landfill
- Old Service: Households on the old service
- MUDs: Large multiple unit dwellings
- Industrial businesses
- Retail businesses

Households on the default weekly FOGO and fortnightly landfill collections (60 percent of rateable properties) are achieving a high-performing landfill diversion rate of 83 percent, with 62 percent of food scraps placed in FOGO bins. This landfill diversion rate is five percentage points higher than households with on model during the 2021 pilot.

Households on the old service (27 percent of rateable properties) only achieved a 50 percent landfill diversion rate, with only 13 percent of food scraps placed in the FOGO bin. This indicates households on the old service would have more landfill volume capacity if they placed more food scraps in their FOGO bin.

Large MUDs achieved a landfill diversion rate of just 29 percent with only 7 percent of food scraps placed in FOGO bins. The decreased landfill diversion rate is due to a range of reasons including large MUD households not receiving kitchen caddies in the recent 2022 rollout, large MUDs potentially sharing bins and potential lack of green FOGO bin availability.

Most industrial and retail businesses do not have a FOGO bin, which explains the smaller landfill diversion rate (26 percent and 36 percent respectively).

Overall, the City of Holdfast Bay's landfill diversion rates sit at 69 percent, with 34 percent of all food scraps being placed in FOGO bins. This figure is state (and potentially nation) leading, with landfill diversion being up 9 percentage points from 2021 audits.

These results are summarised in the table below.

	Landfill Diversion (%)	Food Efficiency (%)	Com. Recycling Contamination Rate (%)	FOGO Contamination Rate (%)	Waste Generation (kg/hh/wk)
<b>Sustainable Service</b>	83%	62%	15%	1.1%	17.2
<b>Old Service</b>	50%	13%	15%	2.5%	17.5
<b>MUDs</b>	29%	7.0%	12%	0.4%	8.7
<b>Industrial Businesses</b>	26%	-	20%	-	13.4
<b>Retail Businesses</b>	37%	-	3.6%	-	13.3
<b>Council-wide</b>	<b>69%</b>	<b>34%</b>	<b>14%</b>	<b>1.2%</b>	<b>15.7</b>

Table 1: Summary of results from 2023 kerbside waste audit

Other key findings:

- Households on the old service placed 1.06 kg of recyclables and 3.56 kg of FOGO in their landfill bin each week compared to households on weekly FOGO, placing just 0.47 kg of recyclables and 1.09 kg of FOGO in their landfill bin each week.
- All residents will likely use their landfill bin, regardless of frequency, as most bins are greater than 50 percent full (70 percent for weekly FOGO, 76 percent for old service, and 82 percent for MUDs).
- All residents are likely to use their recycling bin to its full capacity, as most bins are greater than 75 percent full.

- Households on weekly FOGO are the group most likely to underfill their landfill bins (30 percent), despite having half the volume capacity of households on the old service.
- Retail businesses generated 2.8 kg of organic waste per week, suitable for the FOGO bin.
- Contamination in FOGO bins remains low at 1.1 percent, with recycling contamination increasing to 15 percent.

More information regarding results can be found in the *2023 Kerbside Audit Report*.

*Refer Attachment 1*

### **Focus Group findings**

The purpose of the focus groups was to understand the views and experiences of the weekly FOGO program from residents in different user groups. Three focus groups were conducted:

- Group 1 – residents on weekly FOGO/fortnightly landfill collections (Sustainable Service)
- Group 2 – residents on the old service
- Group 3 – residents originally opting out and then opting back in to the weekly FOGO model

Key findings from the focus groups include:

- A high support for the program with most participants across all groups giving it a 10/10 and referring to the need for measures to reduce waste from landfill and help the environment.
- A number of participants stated council made it “too easy” to opt-out to the old service.
- A small proportion of residents remain sceptical due to recent media coverage or lack of understanding.

Suggested improvements to the system across all groups included:

- Provide more compostable bags, with the suggestion of offering a certain amount per household per year.
- Address confusion around recycling soft plastics and polystyrene foam by:
  - Informing residents about specific drop-off points.
  - Increase advertising for soft plastic drop-off points.
- Improve the promotion of upsizing bins, as many residents missed this information in initial communications.
- Incorporate QR codes or stickers on bins to provide clear instructions on waste segregation.

More information regarding results can be found in the focus group report.

*Refer Attachment 2*

### **Improvements made to the weekly FOGO model since 2022 council-wide roll out**

Administration has introduced a number of measures to support the weekly FOGO model including:

- Recently promoting one free roll of 75 compostable bags per financial year per household (compostable bags were previously \$3 per roll).
- Introduced an additional soft plastics collection drop-off point at Glenelg North Community Centre, promoted in a flyer letterboxed to all households with the 2023/24 Kerbside Waste Collection Calendar.
- Introduced a conditional online “Weekly Waste Options” form, encouraging residents to upsize either their recycling or landfill bin instead of opting back to the old service.
- Wrote letters to all old service households in the Monday collection zone inviting residents to opt back in to weekly FOGO with an incentive of three free bags of compost. The incentive-based letter received minimal success with only 20 households opting back in.
- Created a “Welcome to Holdfast Bay” flyer for new residents explaining the collection model.
- Engaging larger MUD households through trialling various collection models including both weekly landfill and weekly FOGO collections along with welcome packs.
- Created educational stickers for larger MUDs as a part of the trial. However, research has shown educational stickers are not as effective at fostering behaviour change when compared with switching bin collection frequencies.
- Promoted business access to FOGO bin services through the development of a business waste calendar and site visits.
- Using images of bin contents taken from waste trucks to send letters to households that grossly contaminate green FOGO or recycling bins.

### **Recommendations**

The most effective method to maintain and/or increase council’s kerbside landfill diversion rate is to reduce the number of households on the old service.

As well as being less environmentally beneficial with lower landfill diversions and resource recovery rates, the average households on the old service costs council approximately 40 percent more to service each financial year compared to households on the sustainable service.

It is recognised a significant number of households have a genuine need for weekly landfill collections, which will remain. However, there has been a high proportion of households opting back to the old service while continuing to not separate their waste for recycling or FOGO. An average 2.5 households request to return to the old service every day.

Waste is the last utility in South Australia that does not have a fee-per-service model, where households that divert a majority of their waste from landfill pay the same as households on the old service, which is more costly to run. Various fee-per-service models are common throughout Europe and have been implemented interstate to assist local municipalities to increase landfill diversion rates.

Administration recommends investigating a range of fee-per-service kerbside waste models including:

- Proposed costs for alternate kerbside service models
- Comparisons of alternate kerbside service waste models and current model
- Exemptions for households requiring weekly landfill collections with a genuine need
- How households will pay for each service model
- Service models and costs for larger MUDs and businesses
- Grace periods
- Communication to the community
- How funds would be used and potential to reinvest into environmental initiatives
- Discounted rates for households staying on sustainable service

#### **BUDGET**

The investigation will be led by Administration and costs will be covered through current operational budgets.

#### **LIFE CYCLE COSTS**

To be determined through the investigation.

# Attachment 1

# CITY OF HOLDFAST BAY: 2023 KERBSIDE AUDIT REPORT

Prepared for the City of Holdfast Bay



## Document verification

Date	Version	Title	Prepared by	Reviewed and approved by
10 July 2023	Final	City of Holdfast Bay: 2023 Kerbside Audit Report	L De Garis, M Rawson	M. Rawson

## Acknowledgement

Rawtec acknowledges the Kaurna people as the traditional custodians of the Adelaide Plains, the land in which we live and work. We pay our respects to elders, past, present, and emerging.

## Important notes

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# CONTENTS

<b>Executive Summary .....</b>	<b>3</b>
<b>Audit details .....</b>	<b>6</b>
<b>Residential Audit Results .....</b>	<b>8</b>
2.1. Waste generation and kerbside diversion .....	8
2.2. Bin composition.....	9
2.3. Compostable bag use and food waste recycling .....	18
2.4. Material separation efficiency.....	19
<b>Business Audit Results.....</b>	<b>20</b>
3.1. Waste generation and kerbside diversion .....	20
3.2. Bin composition.....	21
<b>Comparison to previous audits.....</b>	<b>25</b>
4.1. Waste generation and landfill diversion.....	25
4.2. Food waste generation and landfill diversion .....	26
4.3. Contamination rate in organics and comingled recycling bins.....	27
<b>Recommendations and opportunities.....</b>	<b>28</b>
5.1. Increasing use of FOGO bins in MUDs.....	28
5.2. Switch more residents from the Old Service to the Sustainable Service .....	28
5.3. Give FOGO access to Retail Businesses.....	29
<b>Appendix 1 – Audit categories .....</b>	<b>30</b>
<b>Appendix 2 – Photos.....</b>	<b>34</b>



## Executive Summary

The City of Holdfast Bay (CoHB) is a metropolitan South Australia local government area (LGA) of approximately 38,000 people. The LGA covers 14 square kilometres southwest of the Adelaide CBD. It is mostly residential, with some retail and light industrial areas. CoHB provides kerbside waste, food and garden organics (FOGO) and recycling services to residential properties. In the past two decades, the council has increased the number of multi-unit dwellings (MUDs) within its borders. This trend is due to continue in future years.

In July 2022, CoHB changed the default residential waste collection schedule to weekly FOGO collections with alternating fortnightly General Waste and Comingled Recycling collections. This rolled out in stages over three months with large MUDs remaining on the previous collection schedule.

Residents were offered the option to 'Opt Out' of the new service schedule free of charge, or to upsize the General waste and Comingled Recycling bins if they were to stay on the new collection schedule.

Consequently, CoHB is left with three different residential groups of waste collections:

- **Sustainable Service:** Those residents accepting of the change in waste collection schedule
- **Old Service:** Those residents that initially tried the new waste collection schedule, but decided to return to the old collection schedule
- **MUDs:** Large apartment buildings that never initially changed waste collection schedule.

Kerbside audits have typically taken place biennially, with the most recent audit in 2021. Rawtec was engaged to conduct a kerbside bin audit and provide insight into the waste and recycling behaviours and practices of service entitled properties (SEPs) in CoHB. Dynamic 3E completed the physical audit in May 2023 on cone and quartered samples. This high-level report summarises findings from the audit of all five audits in CoHB. This is a high-level report only, intended to provide key information and data.

The five groups audited covered a wide range of the SEPs in the council.

	Proportion of Council	Waste Streams	Collection Schedule	Bin Size
Sustainable Service	60%	General Waste	Fortnightly	140L
		Comingled Recycling	Fortnightly	240L
		FOGO	Weekly	240L
Old Service	19%	General Waste	Weekly	140L
		Comingled Recycling	Fortnightly	240L
		FOGO	Fortnightly	240L
MUDs	16%	General Waste	Weekly	140L
		Comingled Recycling	Fortnightly	240L
		FOGO	Fortnightly	240L
Industrial Businesses	1%	General Waste	Weekly	140L
		Comingled Recycling	Fortnightly	240L
Retail Businesses	4%	General Waste	Weekly	140L
		Comingled Recycling	Fortnightly	240L

Table 1: Summary of results from the 2023 Audits.

	Landfill Diversion (%)	Food Efficiency (%)	Com. Recycling Contamination Rate (%)	FOGO Contamination Rate (%)	Waste Generation (kg/hh/wk)
<b>Sustainable Service</b>	83%	62%	15%	1.1%	17.2
<b>Old Service</b>	50%	13%	15%	2.5%	17.5
<b>MUDs</b>	29%	7.0%	12%	0.4%	8.7
<b>Industrial Businesses</b>	26%	-	20%	-	13.4
<b>Retail Businesses</b>	37%	-	3.6%	-	13.3
<b>Council-wide</b>	<b>69%</b>	<b>34%</b>	<b>14%</b>	<b>1.2%</b>	<b>15.7</b>

#### Data highlights from the 2023 CoHB Audit:

Estimated Residential waste generation per week:

- 4.7 kilograms of general waste per household
- 3.5 kilograms of comingled recycling per household
- 7.7 kilograms of organics per household

Council-wide estimated landfill diversion of 69 percent council-wide landfill diversion.  
The Sustainable Service model had:

- 83 percent landfill diversion
- 62 percent food efficiency

Meanwhile, the Old Service model had:

- 50 percent landfill diversion
- 13 percent food efficiency

MUDs performed poorly, but this was expected:

- 29 percent landfill diversion
- 7 percent food efficiency

Compared<sup>1</sup> to the 2021 Audit:

- Overall residential waste generation increased (11.3 to 15.9 kg/hh/wk)
- FOGO generation increased (4.1 to 7.7 kg/hh/wk)
- General waste generation increased marginally (4.5 to 4.7 kg/hh/wk)
- Landfill diversion increased by 11 percentage points (60 percent to 71 percent)
- Food efficiency increased (17 percent to 37 percent)

<sup>1</sup> Comparing the 2023 Residential Performance

## Key opportunities

Several opportunities were identified as pathways for Council to increase landfill diversion and reduce disposal costs. The three key opportunities identified were:

- Consider pathways to encourage residents to switch from the Old Service to the Sustainable Service and barriers to opting out.
- Develop and implement alternative models with MUDs to increase food recovery using FOGO bins.
- Investigate organic waste services (potentially Opt in) within the Retail Business district.

## Summary

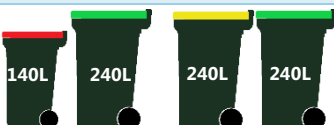

The implementation of the Sustainable Service (Weekly FOGO) has delivered a significant step change improvement for the City of Holdfast in both diversion from landfill and food waste recovery. This performance is the best of any Council in South Australia, as far as we are aware. There are further opportunities to build on this success with both kerbside serviced MUDs and SUDs on the Old Service (Fortnightly FOGO).



## Audit details

These audits were completed as part of the City of Holdfast Bay's (CoHB) biennial audits, with a focus on the difference in waste generation between residential SUDs, MUDs, and businesses. In July 2022 CoHB introduced a staged roll-out of a new 'Sustainable Service' model to all residential SUD households. This was treated as a default service, with the option for residents to 'opt-out' back to the Old Service model for free. These two services differed in their collection patterns and were sampled separately.




Table 2: Collection Frequency and Fortnightly Provision for SUDs in CoHB

	Sustainable Service	Old Service
<b>Collection Frequency</b>	<ul style="list-style-type: none"> <li>140L General Waste: Fortnightly</li> <li>240L Comingled Recycling: Fortnightly</li> <li>240L FOGO: Weekly</li> </ul>	<ul style="list-style-type: none"> <li>140L General Waste: Weekly</li> <li>240L Comingled Recycling: Fortnightly</li> <li>240L FOGO: Fortnightly</li> </ul>
<b>Fortnightly Provision</b>	 Total Volume per Fortnight: 860L	 Total Volume per Fortnight: 760L
<b>Proportion of the Council</b>	<b>60%</b>	<b>19%</b>

MUDs were defined as ten or more units on a single residential property, and due to a different waste profile, were excluded from the Sustainable Service roll-out. MUDs vary in the number of bins available per unit. These residents are on the Old Service model and were sampled separately.

Two business districts were also sampled, one with predominantly industrial businesses, and the other with retail businesses. Both business districts do not have access to a FOGO service.

Table 3: Collection Frequency and Fortnightly Provisions for MUDs and businesses audited in CoHB

	MUDs	Industrial Businesses	Retail Businesses
<b>Collection Frequency</b>	<ul style="list-style-type: none"> <li>Residual waste: Weekly</li> <li>FOGO: Fortnightly</li> <li>Comingled recycling: Fortnightly</li> </ul>	<ul style="list-style-type: none"> <li>Residual waste: Weekly</li> <li>Comingled recycling: Fortnightly</li> </ul>	<ul style="list-style-type: none"> <li>Residual waste: Weekly</li> <li>Comingled recycling: Fortnightly</li> </ul>
<b>Fortnightly Provision*</b>			
<b>Proportion of the Council</b>	<b>16%</b>	<b>1%</b>	<b>4%</b>

\* Number of bins and sizes provided differ between each SEP, these graphics represent how often each waste stream is collected.

The five audit groups were audited over a two-week period from 16 May 2023 to 2 June 2023. The Sustainable Service and Old Service audit groups were taken from the same collection of streets in Brighton, while the MUDs audit group was collected from buildings across Glenelg and Glenelg South. The two business districts were defined as the light industrial area of Somerton Park (Industrial Business audit group), and the retail and shopping precinct of Jetty Rd, Glenelg (Retail Business audit group).

We sampled all the waste streams from all five audit groups. We collected varying numbers of bins for each sample, as detailed in Table 4 below.

*Table 4: Number of bins collected for each audit group by stream*

Audit Group	General Waste	Comingled Recycling	FOGO
<b>Sustainable Service</b>	204	100	300
<b>Old Service</b>	147		105
<b>MUDs</b>	137	103	19
<b>Industrial Businesses</b>	184	117	N/A
<b>Retail Businesses</b>	100	93	N/A
<b>Total Bins</b>	<b>772</b>	<b>413</b>	<b>424</b>

The streets were chosen to reflect an area of the council which had been performing well overall, and we chose streets on an east-west cross-section to account for different socio-economic factors, whilst keeping it simple for the collection vehicle. More information on the areas chosen for each audit group is in Appendix 1 – Further Audit Information.

We recorded the net weights of these samples, and ‘Cone and Quartered’ the total sample down to a sample of 200-300 kg to be physically audited.

‘Cone and Quartering’ is a sampling method for piles to reduce the size of the sample without introducing systematic bias. In these audits, the collection truck unloaded the waste, where an excavator or front-end loader cut the pile into quarters. We removed two diagonal quarters and merged the remaining two quarters to create a new, smaller pile. We completed this process as many times as needed to get a sample of 200-300 kg.

Dynamic 3E audited the 200-300 kg samples, and weighed against 17 categories, some of which are contaminants, listed in Appendix 2 – Audit categories.

This audit method allowed us to take the largest representative sample for a SA council audit that we are aware of, and through the five audit groups, allowed us to provide a weighted, council-wide average for CoHB for the first time.

# Residential Audit Results

## 2.1. Waste generation and kerbside diversion

Figure 1 provides the estimated waste generation (kilograms per household per week or kg/hh/wk) by stream and overall, and the landfill diversion rate<sup>2</sup> for all three residential audit samples.

Key findings include:

- Sustainable Service general waste generation is significantly lower than the Old Service FOGO generation (2.9 to 8.8 kg/hh/wk)
- Sustainable Service FOGO generation was significantly more than the Old Service FOGO generation (10.5 to 5.0 kg/hh/wk). It is noted that the audit occurred in Autumn.
- Total waste generation is similar between the Sustainable Service and the Old Service (17.2 to 17.5 kg/hh/wk)
- Despite low FOGO generation (likely due to a lack of garden waste), MUDs Landfill Diversion is high (42%)
- Council-wide Landfill Diversion is dependent on the high Landfill Diversion achieved by Sustainable Service households (68% Council-wide, 83% Sustainable Service)

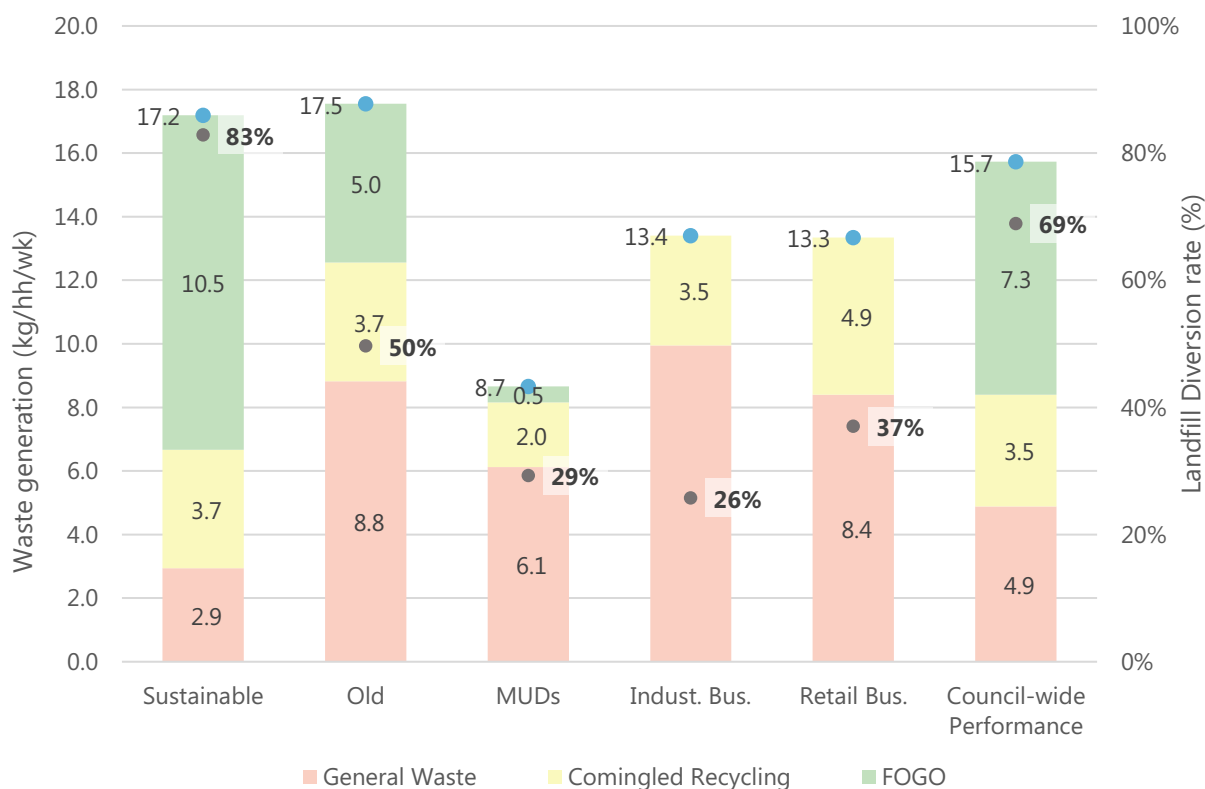


Figure 1: Average waste generation and diversion of Sustainable Service, Old Service, MUDs, Industrial Business, and Retail Business audit samples, against the council-wide performance (weighted average).

<sup>2</sup> Diversion rate is the proportion of materials discarded into comingled and organics bins out of all materials disposed.

## 2.2. Bin composition

### 2.2.1. General waste bin composition and unrecovered resources

**Sustainable Service: General Waste composition (2.9 kg/hh/wk)**

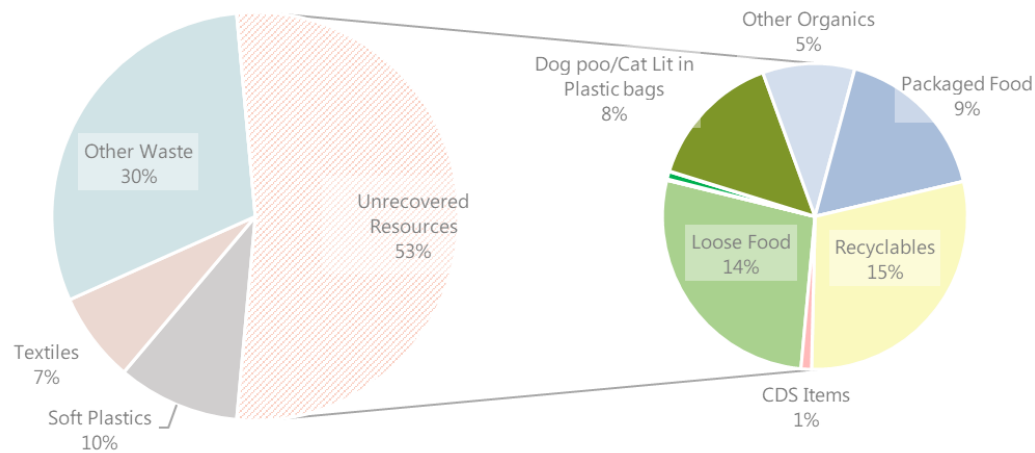


Figure 2: Sustainable Service General Waste bin composition (% weight)

**Old Service: General Waste composition (8.8 kg/hh/wk)**

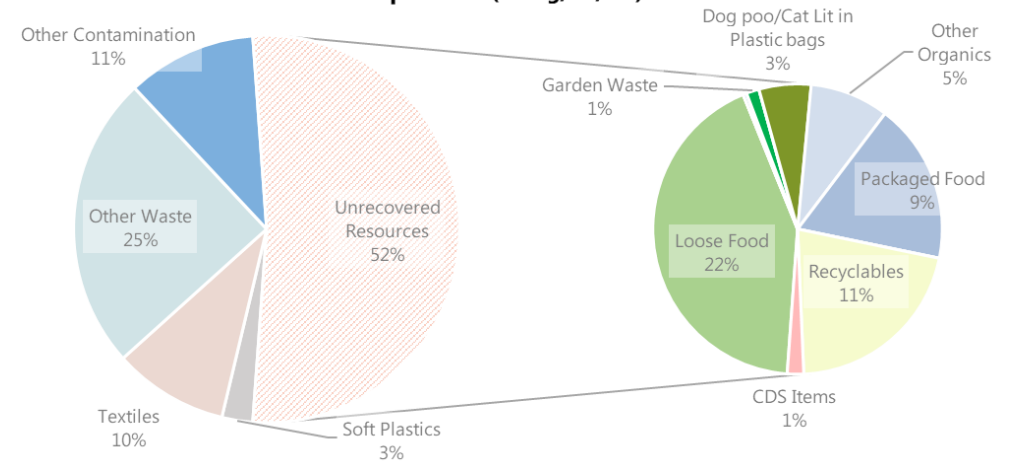


Figure 3: Old Service General Waste bin composition (% weight)

**MUDs: General Waste composition (6.1 kg/hh/wk)**

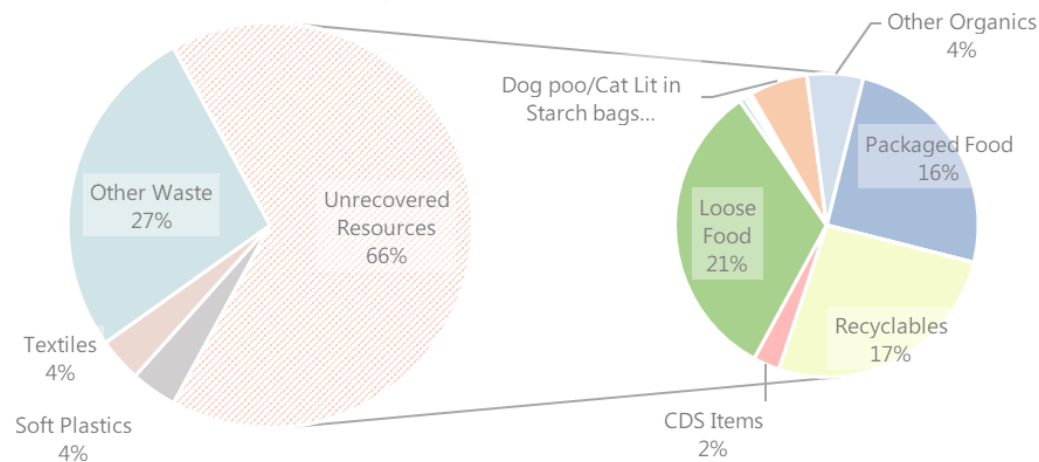


Figure 4: MUDs General Waste bin composition (% weight)

**2021 Residential Audit: General waste (4.5 kg/hh/wk)**

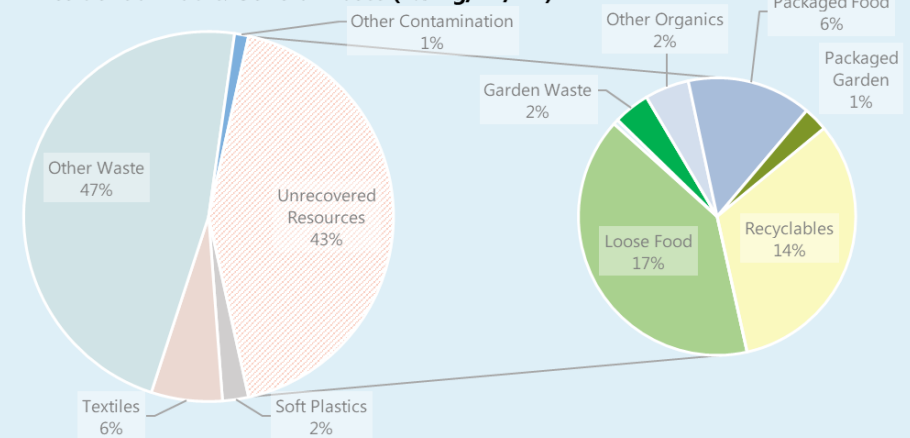


Figure 5: 2021 Audits Residential General Waste bin composition (% weight)



The composition between the three audit samples is relatively similar. All three have very high proportions of unrecovered resources (52 percent to 66 percent), of which most is suitable for the FOGO bin (37 percentage points to 47 percentage points).

There are large differences in total general waste generation rates. The Sustainable (Figure 2) and Old Services (Figure 3) vary a lot (2.9 to 8.8 kg/hh/wk), and MUDs (Figure 4) have a lower generation rate (6.1 kg/hh/wk). In terms of kg/hh/week of recoverable resources still available in general waste, there is significantly less from the households on the Sustainable Service compared to the Old Service. This is due to the significantly lower generation rates of general waste from Sustainable Service households.

Loose food placed in the general waste bin is also of note. The Old Service and MUDs have similar proportions (22 and 21 percent), while the Sustainable Service is lower at 14 percent. Total food (loose and packaged) and other organics makes up 42 percent of the MUD general waste bin.

Compared to the 2021 Audits (Figure 5), composition remains similar. Unrecovered resources still account for around half (43 percent in 2021), of which a large portion is suitable for the FOGO bin (28 percent in 2021).

Figure 6 below shows the relative general waste generation rates between the three residential audit samples and the previous 2021 Audit. Key findings include:

- Sustainable Service households generate the least general waste (2.9 kg/hh/wk).
- Not accounting for unrecovered resources, Old Service General Waste generation is greater than Sustainable Service or MUDs General Waste generation (4.2 kg/hh/wk compared to 1.4 kg/hh/wk and 1.3 kg/hh/wk respectively)
- MUDs total organics in general waste is 2.86 kg/hh/wk
- Total general waste generation is similar to the 2021 Audit, while the unrecovered resources percentage increased (2021 Audit: 43 percent, 2023 Residential Performance: 55 percent)

### Comparative General Waste bin composition

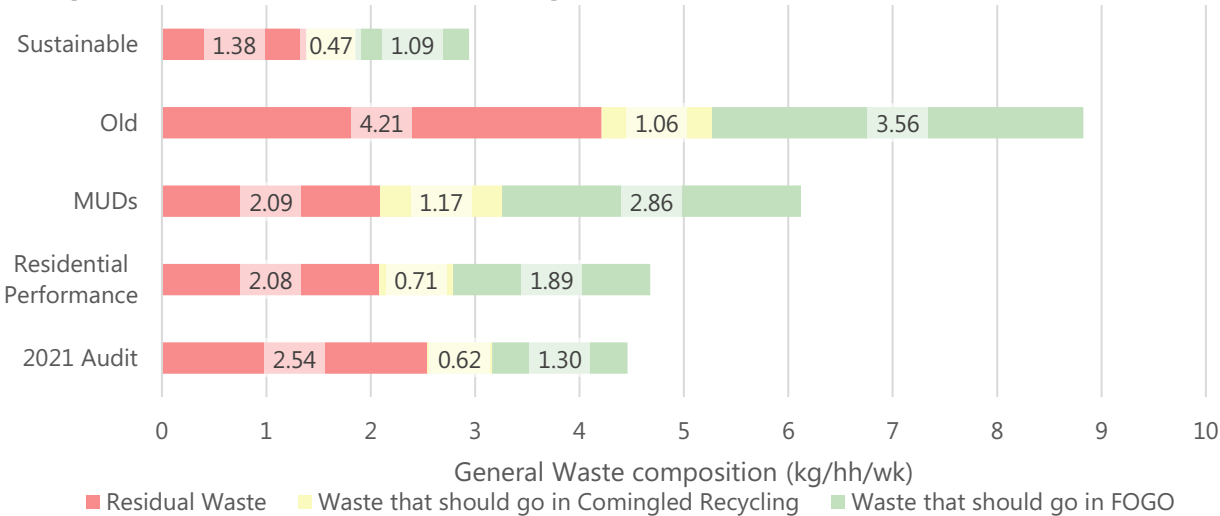


Figure 6: Comparison of residential general waste generation rates, showing the contaminant generation rates by suitable waste stream

The bin inspections completed give a distribution of general waste bin fullness displayed in Figure 7. Key findings include:

- All residents will likely use their general waste bin, regardless of frequency, as most bins are greater than 50% full (70% of Sustainable Service, 76% of Old Service, and 82% of MUDs)
- Sustainable Service residents are the most likely to underfill (<50%) their general waste bins (30%), despite having half the fortnightly volume compared to the other residential groups
- Almost half of all MUD general waste bins (48%) are completely full (>95%).

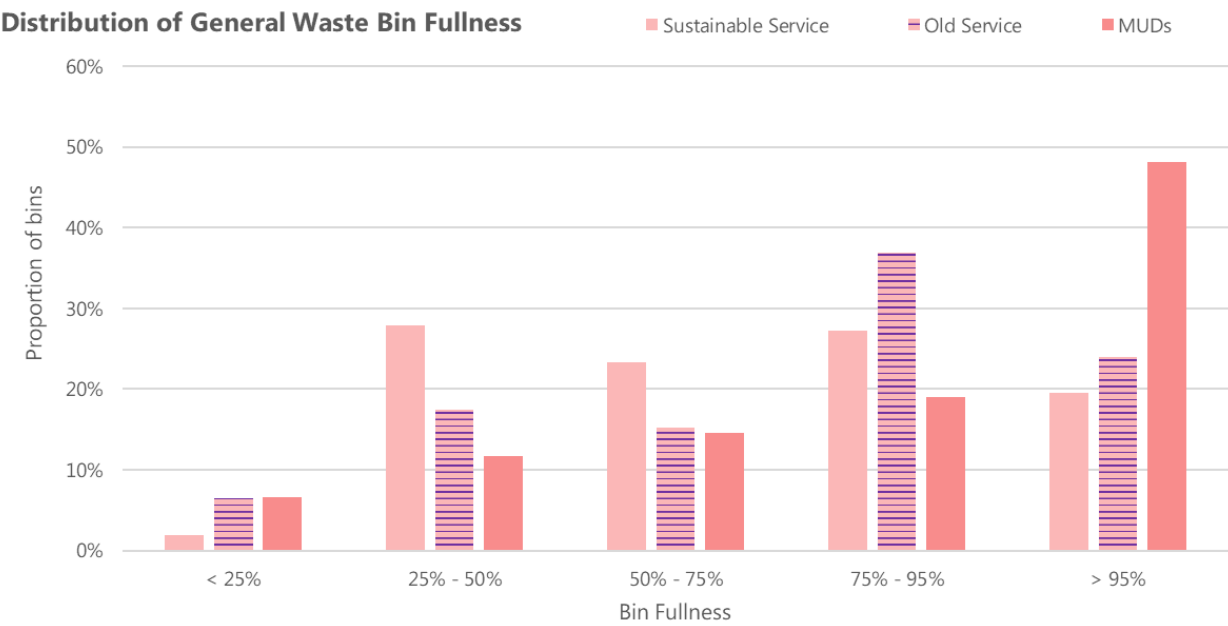
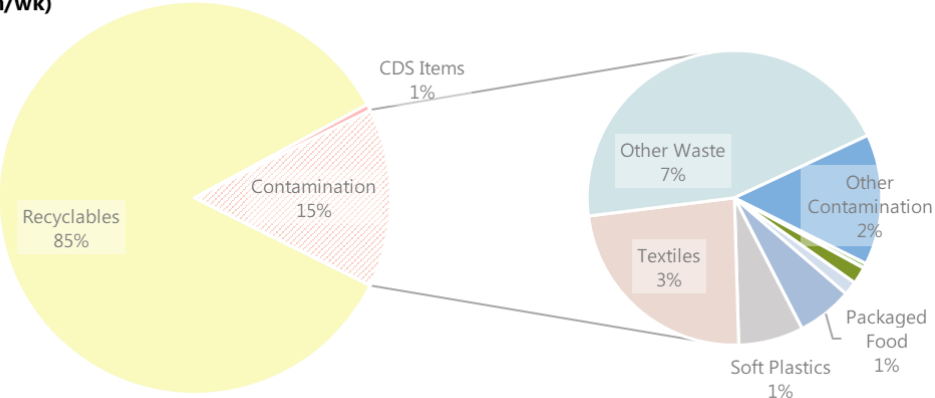


Figure 7: General Waste bin fullness distribution across all three residential streams according to bin inspection data



2.2.2. Comingled recycling bin composition and contamination

**Sustainable & Old Services: Comingled Recycling composition (3.7 kg/hh/wk)**



**MUDs: Comingled Recycling composition (2.0 kg/hh/wk)**

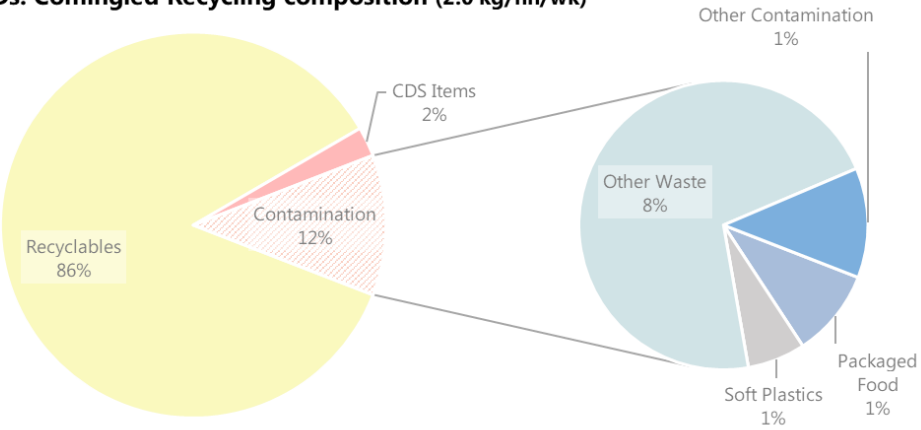


Figure 8: Sustainable and Old Service (SUDs) Comingled Recycling bin composition (% weight)      Figure 9: MUDs Comingled Recycling bin composition (% weight)

**2021 Residential Audit: Comingled recycling (2.7 kg/hh/wk)**

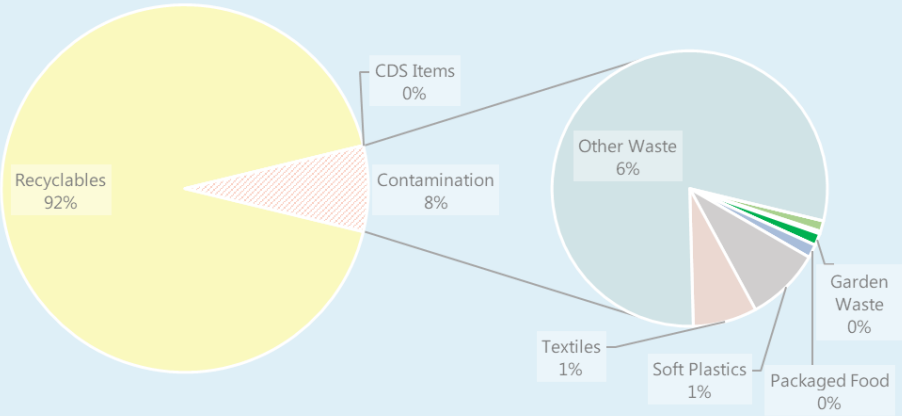


Figure 10: 2021 Audits Comingled Recycling bin composition (% weight)

Comingled recycling bin composition and generation was very similar between the Sustainable and Old Service models according to previous audits (opt-in trial audits and opt-out trial audits). As such, only one comingled recycling audit was completed for SUDs (Figure 8), collecting a combination of Sustainable Service and Old Service households.

Contamination between the SUDs and the MUDs (Figure 9) was high (15 per cent and 12 percent). The contamination was mostly containing of waste suitable for the general waste bin (13 percent and 10 percent), while FOGO suitable material comprised 1-2 percent of each sample.

The major difference between the SUDs and the MUDs comingled recycling is the generation rate, where SUDs generate almost double the comingled recycling of MUDs (3.7 kg/hh/wk and 2.0 kg/hh/wk).

Similar results are presented when comparing to the 2021 Audit (Figure 10). There is an increase in contamination and waste generation (compared to SUDs), however the composition of the contamination remains constant.

Figure 11 shows the composition of all three comingled recycling bins against the 2021 Audit results. Key findings include:

- Very little organics contaminates the comingled recycling bin across all three residential groups, indicating that the change in FOGO bin collection frequency would not impact the comingled recycling bin composition.
- Residual waste suitable for the general waste bin remains a key issue in the comingled recycling bins across all three groups. The maximum contamination rate accepted by most MRFs is 10%.
- Both usage of and contamination in the comingled recycling bin have increased since the 2021 Audits

### Comaprative Comingled Recycling bin composition

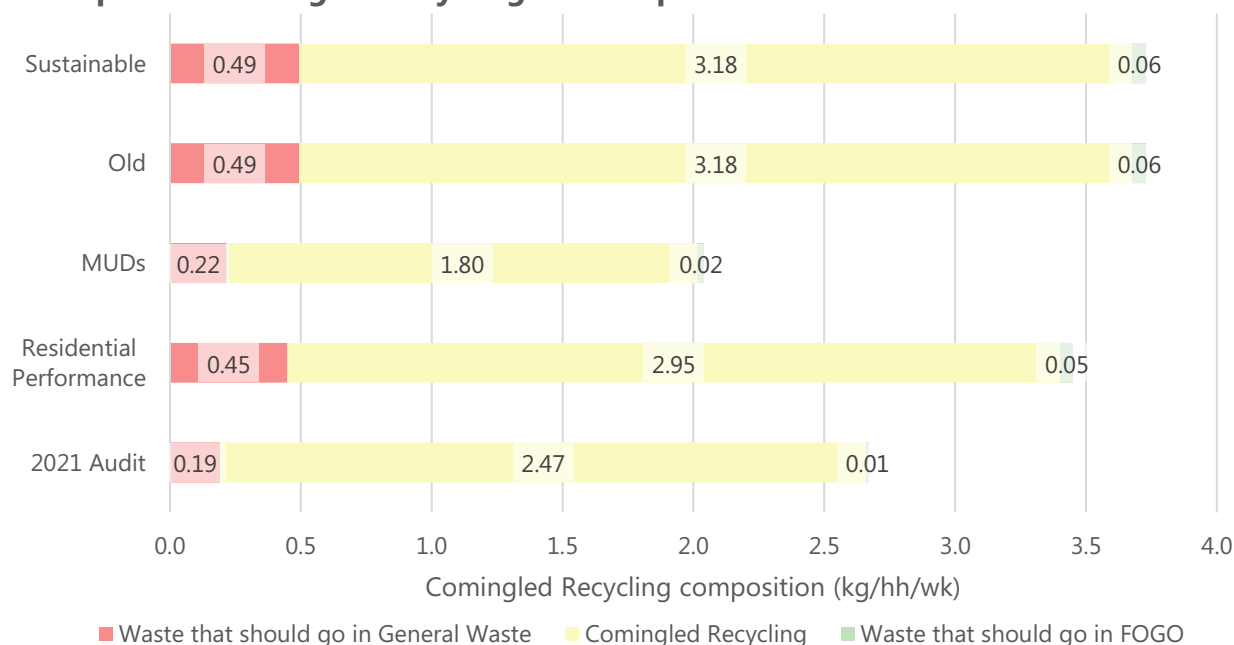


Figure 11: Comparison of residential comingled recycling generation rates, showing the contaminant generation rates by suitable waste stream

The bin inspections completed give a distribution of comingled recycling bin fullness displayed in Figure 12. Key findings include:

- All residents are likely to use their comingled recycling bin to its full capacity, as most bins are greater than 75% full (63% of Sustainable Service, 55% of Old Service, and 75% of MUDs)
- Over half of all MUD comingled recycling bins (52%) are completely full (>95%).
- Very few residents from any group underuse (<25%) their comingled recycling bins (5% of Sustainable Service, 4% of Old Service, and 8% of MUDs)

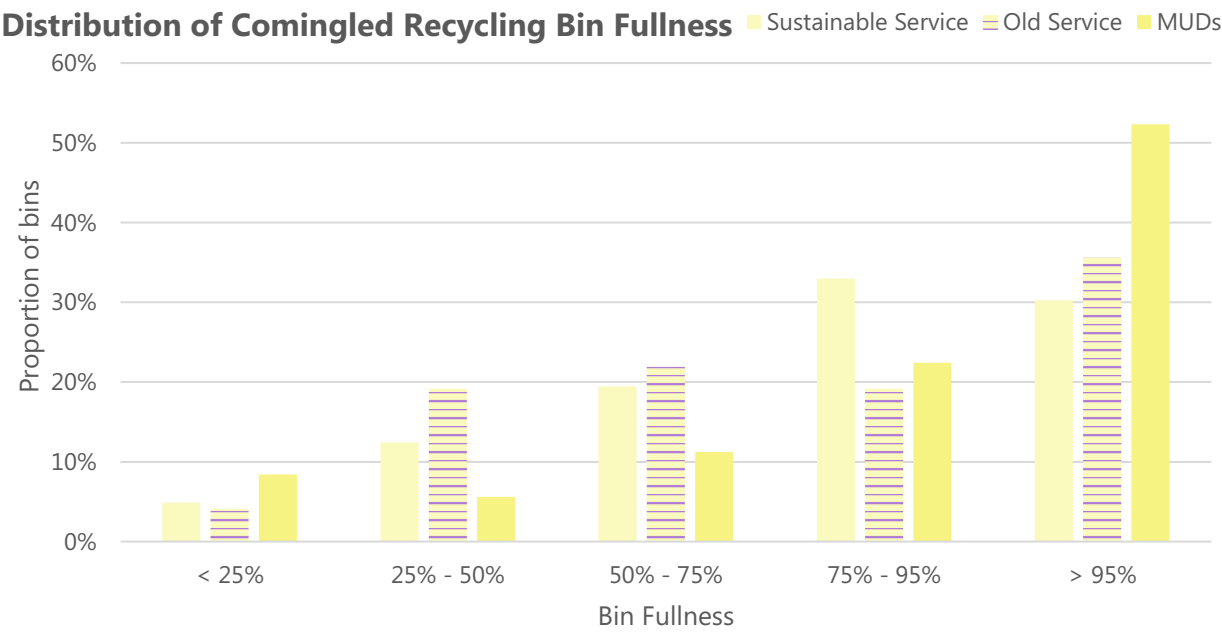


Figure 12: Comingled Recycling bin fullness distribution across all three residential streams according to bin inspection data



2.2.3. FOGO bin composition and contamination

Sustainable Service: FOGO composition (10.5 kg/hh/wk)

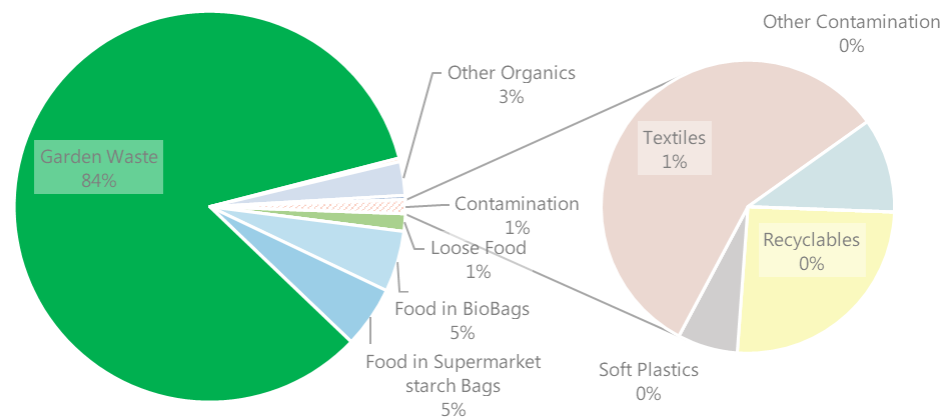


Figure 13: Sustainable Service FOGO bin composition (% weight)

Old Service: FOGO composition (5.0 kg/hh/wk)

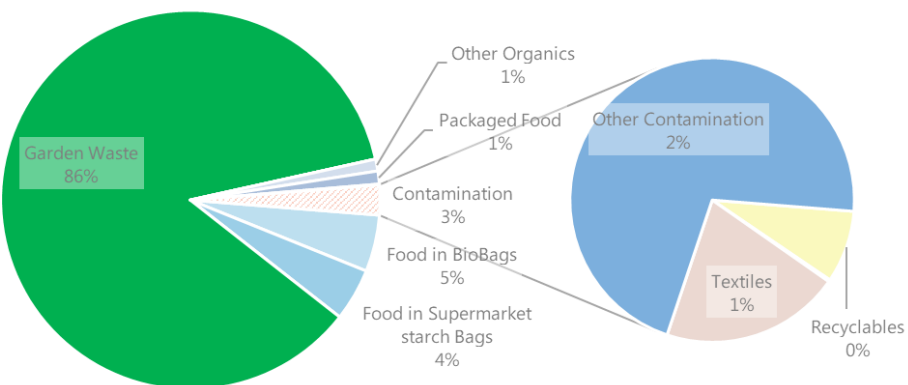


Figure 14: Old Service FOGO bin composition (% weight)

MUDs: FOGO composition (0.5 kg/hh/wk)

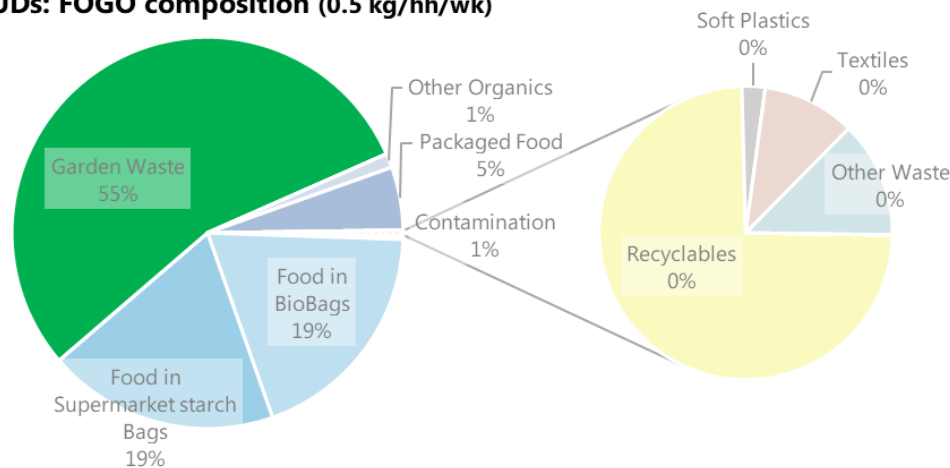


Figure 15: MUDs FOGO bin composition (% weight)

2021 Residential Audit: FOGO (3.9 kg/hh/wk)

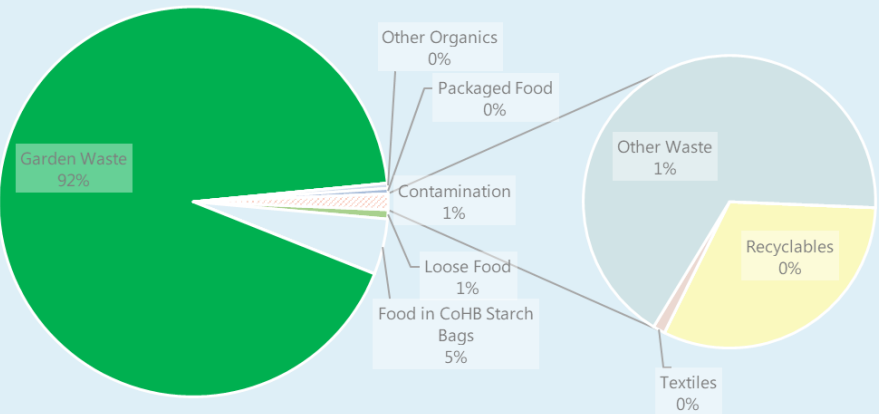


Figure 16: 2021 Audits FOGO bin composition (% weight)

Contamination remains at acceptable rates across all three FOGO audit groups (1 percent to 3 percent). Both SUDs audit groups had similar composition rates of FOGO acceptable material, with garden waste at 84 (Sustainable Service) and 86 (Old Service) percent, and food either loose or in compostable bags at 11 (Sustainable Service) and 9 (Old Service) percent. Textiles and Recyclables were main contributors to contamination in both Sustainable Service and Old Service FOGO bins, totalling around 1 percent for both audit groups. However, Other Contamination was the main contaminant for the Old Service FOGO bins, totalling 2 percent of total weight.

Comparing all three generation rates, the Sustainable Service FOGO bin usage is twice that of the Old Service (10.5 kg/hh/wk and 5.0 kg/hh/wk), while the MUDs barely use/generate FOGO waste (0.5 kg/hh/wk).

The MUDs FOGO bin composition also differs from the SUDs as garden waste is a far lower proportion of the FOGO bin, at only 55 percent, while properly disposed of food makes up 38 percent of the bin. Recyclables and Textiles present as main contaminants again.

This year's audits show that residents are using supermarket starch bags for collecting and disposing of food waste at a greater rate than the 2021 Audits, while continuing to use CoHB provided starch bags in at similar rates. It also shows that food waste makes up a larger proportion of the bin's contents compared to 2021 (6 percent). Comparing generation rates, SUDs have increase in FOGO generation too (3.9 kg/hh/wk in 2021), most likely due to the larger amounts of food waste being disposed in the FOGO bin.

All three residential FOGO samples have acceptable contamination rates, and comparatively, there is a large difference in the utilisation of the FOGO bins by the three residential groups and the 2021 Audits. The key findings, shown in Figure 17, include:

- MUD residents had the lowest contamination rate of all three groups, indicating that those who do use the FOGO bin in MUDs are champions of source separation.
- Sustainable Service households generate over double the amount of FOGO waste compared to that of Old Service households, whilst also having less contamination proportionately.
- Overall FOGO bin usage increased compared to the 2021 Audits

### Comparative FOGO Bins Composition

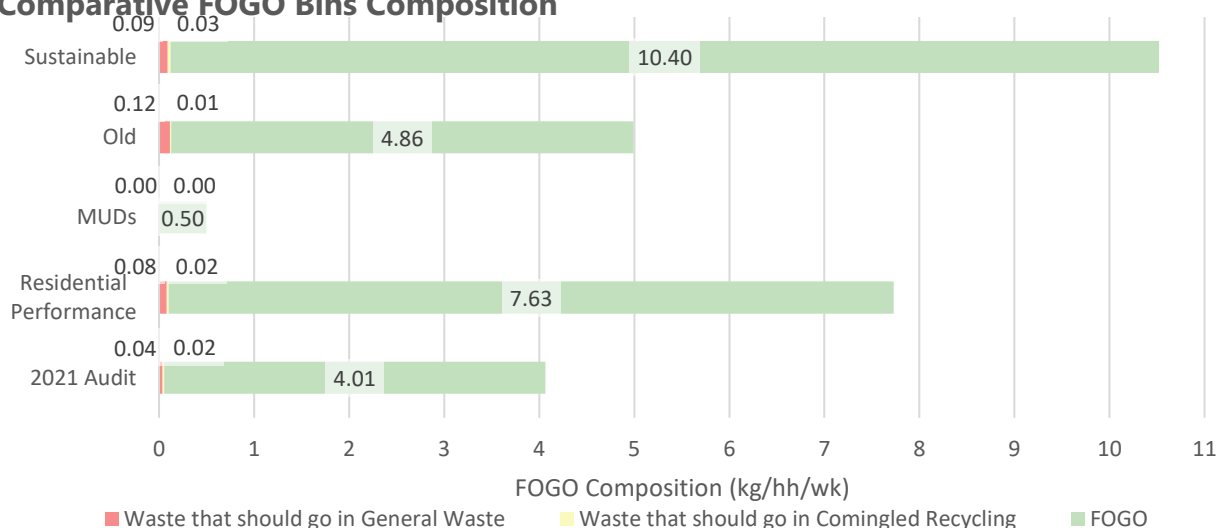


Figure 17: Comparison of residential FOGO generation rates, showing the contaminant generation rates by suitable waste stream

The bin inspections completed give a distribution of FOGO bin fullness displayed in Figure 18. Key findings include:

- Old Service households have an even distribution across all five fullness categories, indicating varied use of the FOGO bin, where some households generate very small volumes of organic waste, and others generate larger amounts.
- Sustainable Service and MUDs are less likely to fill their FOGO bin compared to the Old Service, with over half of residents underfilling (<50 percent) their bins (55 percent of Sustainable Service, and 70 percent of MUDs).
- MUDs are the least likely to use their FOGO bins, with over half (55 percent) filling the bin less than a quarter full.

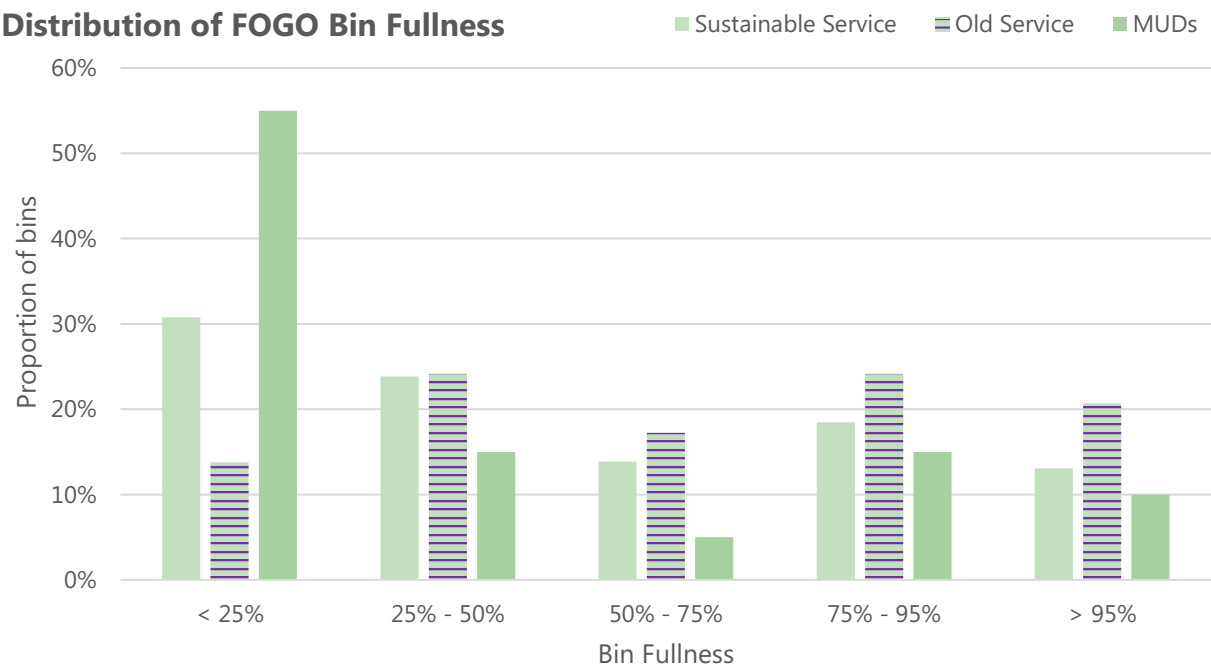


Figure 18: FOGO bin fullness distribution across all three residential streams according to bin inspection data





## 2.3. Compostable bag use and food waste recycling

Table 5: Estimate of the number of compostable bags used per week and per household in Sustainable Service households

Compostable bags per week <sup>3</sup> (Sustainable Service)			
	CoHB bags (Bio Bag)	Supermarket bags	Total
General waste	8	0	8
Comingled recycling	0	0	0
Organics recycling	390	307	697
<b>Compostable bags per hh per week</b>			<b>1.7</b>

Table 6: Estimate of the number of compostable bags used per week and per household in Old Service households

Compostable bags per week <sup>3</sup> (Old Service)			
	CoHB bags (Bio Bag)	Supermarket bags	Total
General waste	0	0	0
Comingled recycling	0	0	0
Organics recycling	97	19	116
<b>Compostable bags per hh per week</b>			<b>0.4</b>

Table 7: Estimate of the number of compostable bags used per week and per household in MUD households

Compostable bags per week <sup>3</sup> (MUDs)			
	CoHB bags (Bio Bag)	Supermarket bags	Total
General waste	4	7	11
Comingled recycling	0	0	0
Organics recycling	52	34	86
<b>Compostable bags per hh per week</b>			<b>0.3</b>

The transition to supermarket compostable barrier (fruit and veg) bags is important. It reduces the need for council-provided bags and reuses supermarket starch bags.

Table 5: Estimate of the number of compostable bags used per week and per household in Sustainable Service households, Table 6: Estimate of the number of compostable bags used per week and per household in Old Service households, and Table show that almost half of all compostable bags used by Sustainable Service households and MUDs are supermarket bags (44% and 42%). This compares 7% supermarket compostable bags in the 2021, showing this transition is well underway. The forthcoming legislation change to require these barrier bags to all be compostable in September 2023 will further assist with this transition.

Old Service households only use 16% of compostable bags sourced via supermarkets.

<sup>3</sup> Does not include Pet Waste in starch bags.

## 2.4. Material separation efficiency

Material efficiency is important to track. It represents the proportion of a given material disposed correctly. Figure 19 shows efficiency including contamination and assumes packaging weight is negligible. This figure also includes re-calculated data from the previous 2021 audit, as packaged organics were previously not included in efficiency calculations.

The key findings include:

- Sustainable Service households are more food efficient than Old Service households (62 percent and 13 percent)
- Sustainable Service garden efficiency is very high at 97 percent and compared to 92 percent for Old Service households.
- MUD residents have a very low Food efficiency (7 percent) and therefore lower overall FOGO efficiency (14 percent) compared to the Old Service residents (57 percent). This is due to lower food and garden efficiencies, and the higher ratio of food to garden waste generated. Garden waste comprises 55 percent of the MUDs FOGO bin (Figure 15), compared to 86 percent of the Old Service FOGO bin (Figure 14)
- The 2023 audits compared to the 2021 audits show the effect of increasing food efficiency, as garden efficiency and comingled recycling remain constant, both landfill diversion and FOGO efficiency increased.

### Material Efficiency and Landfill Diversion

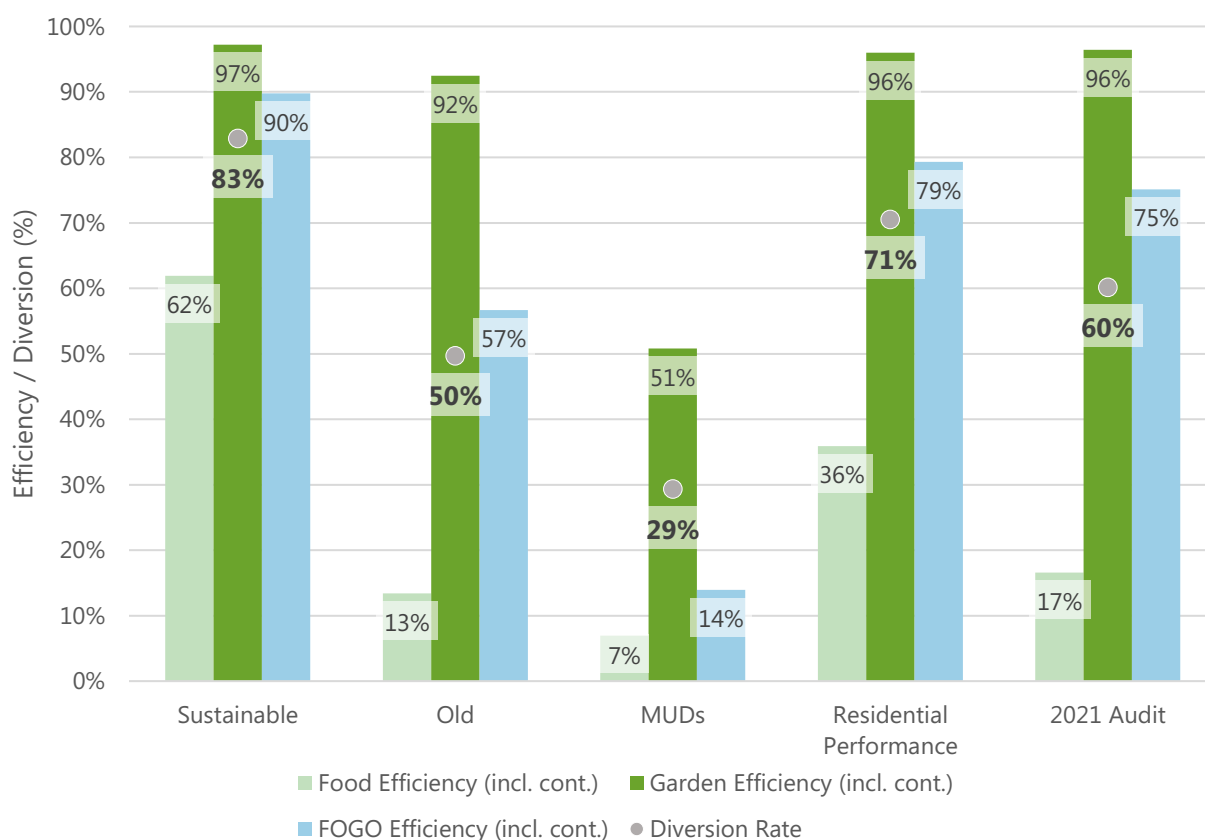


Figure 19: Material separation efficiency of organic materials in the kerbside bins

# Business Audit Results

## 3.1. Waste generation and kerbside diversion

Figure 20 shows the generation rates of different waste streams and the overall diversion rates by the business samples compared to the council-wide performance. Key findings include:

- Both business groups generate similar total waste volumes, however it is expected that industrial businesses may have access to commercial waste services.
- Both business samples generate more general waste and comingled recycling than the average council service premises.
- As businesses only have access to general waste and comingled recycling streams, the greatly reduced landfill diversion rate is expected.

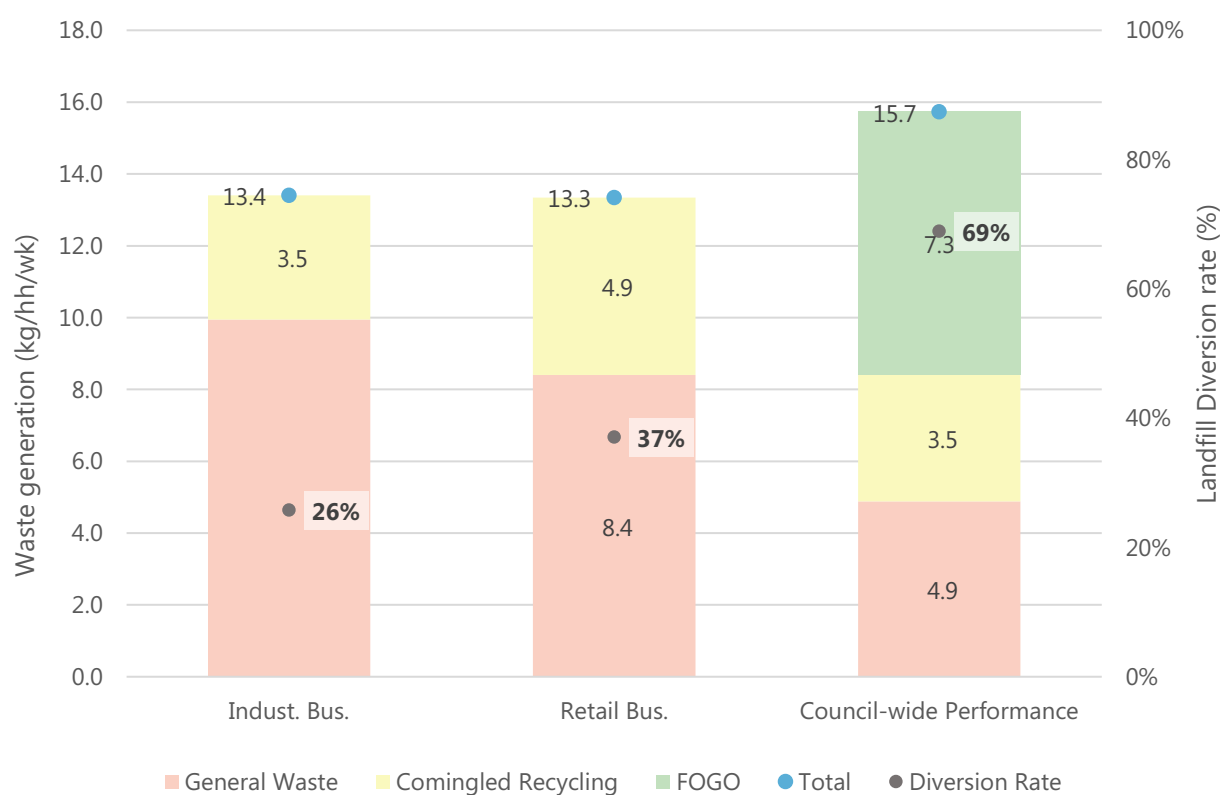


Figure 20: Waste generation profiles of Industrial and Retail Businesses samples compared to the Council-wide performance

## 3.2. Bin composition

### 3.2.1. General waste bin composition and unrecovered resources

**Industrial Businesses: General Waste composition (9.9 kg/hh/wk)**

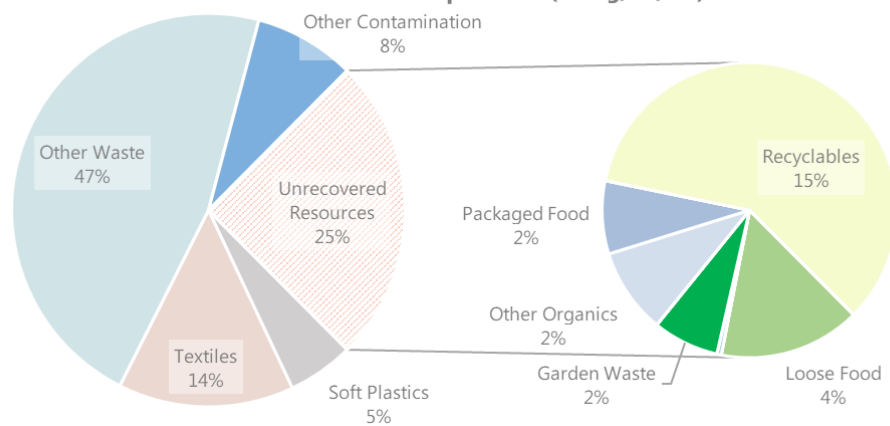


Figure 21: Industrial Business General Waste bin composition (% weight)

**Retail Businesses: General Waste composition (8.4 kg/hh/wk)**

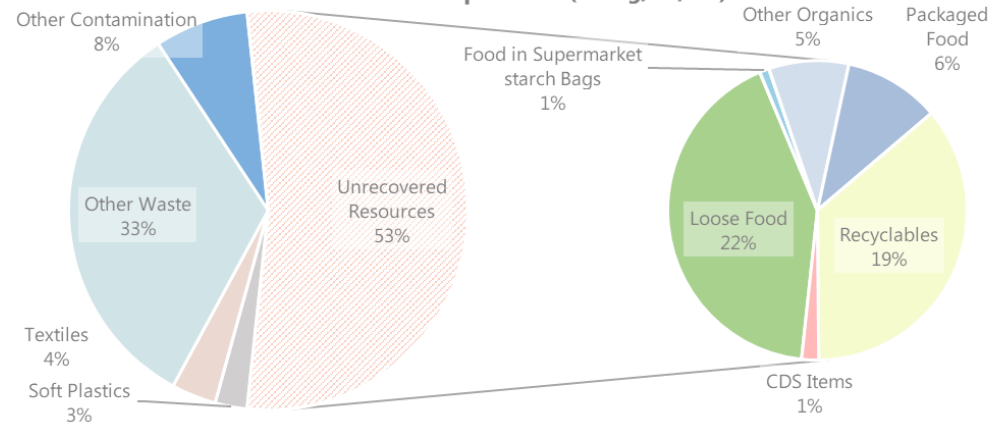


Figure 22: Retail Business General Waste bin composition (% weight)

The general waste bin composition differs greatly between the two business samples. Industrial businesses have a lower rate of unrecovered resources (25 percent) compared to the retail businesses (53 percent). Despite this, both audit groups have similar levels of recyclables (15 and 19 percent), packaged food (2 and 6 percent), and other organics (2 and 5 percent).

The main contributor to the high unrecovered resources rate is the level of loose food disposed in the general waste bin (4 percent compared to 22 percent). Generation rates are similar between the audit groups, with Industrial Businesses generating more (9.9 kg/hh/wk compared to 8.4 kg/hh/wk).

Figure 23 compares the two business audit groups and assigns the waste generated to a waste stream appropriate. Key findings include:

- Industrial Businesses almost generate double the amount of residual waste appropriate for the general waste bin compared to Retail Businesses.
- The quantity of incorrectly disposed recycling does not differ significantly between the two samples
- Retail Businesses generate a large amount of organic waste, but do not have access to a council-provided organic waste bin to dispose this waste correctly.

### Comparative General Waste bin composition

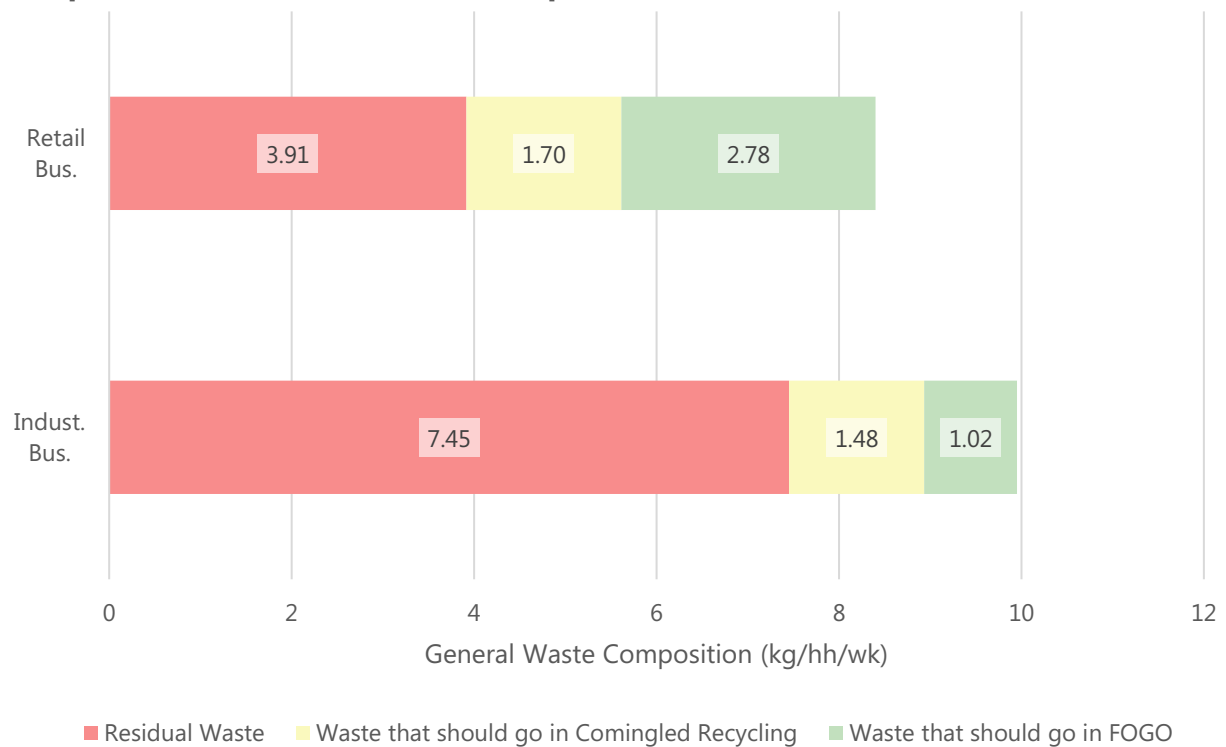
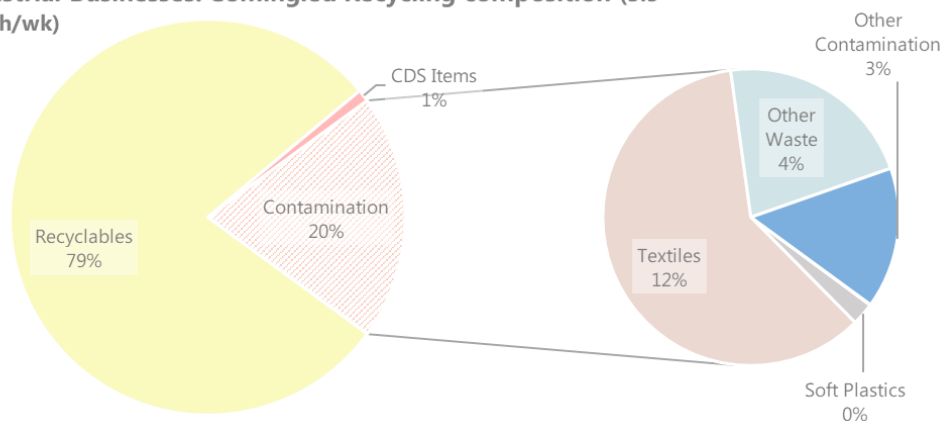


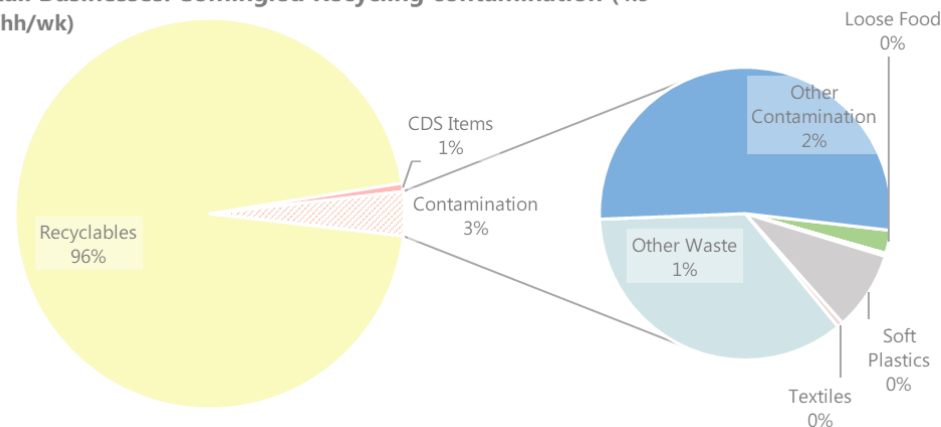
Figure 23: Comparative general waste bin composition by what streams are appropriate for the waste generated

### 3.2.2. Comingled recycling bin composition and contamination

**Industrial Businesses: Comingled Recycling composition (3.5 kg/hh/wk)**



**Retail Businesses: Comingled Recycling contamination (4.9 kg/hh/wk)**



*Figure 24: Industrial Business Comingled Recycling bin composition (% weight)*

*Figure 25: Retail Business Comingled Recycling bin composition (% weight)*

Contamination in the comingled recycling bin is very high for industrial businesses (20 percent), while the Retail Business comingled recycling sample is very low (3 percent), and “the least contamination [the auditors had] ever seen”<sup>4</sup>. The main contributor to the contamination in the Industrial businesses was textiles (12 percent) and other waste (4 percent). No organics were reported in the Industrial Business comingled recycling bin sample.

Comingled recycling generation for both audit groups is similar, with Industrial Businesses generating less (3.5 kg/hh/wk to 4.9 kg/hh/wk). This could be given that Industrial Businesses are more likely to have a commercial service for a recycling stream as well as the council service bins.

<sup>4</sup> Dynamic 3E, May 2023

Figure 26 below shows the recycling bin composition of the business audit groups, portioned by what stream is appropriate for that waste. Key findings include:

- Industrial Businesses dispose of a large proportion of general waste in the comingled recycling bin.
- Retail Businesses generate more comingled recycling, with a very low contamination rate.
- Some organic waste suitable for FOGO bins is still disposed in the Retail Businesses comingled recycling bins.

### Comparative Comingled Recycling bin composition

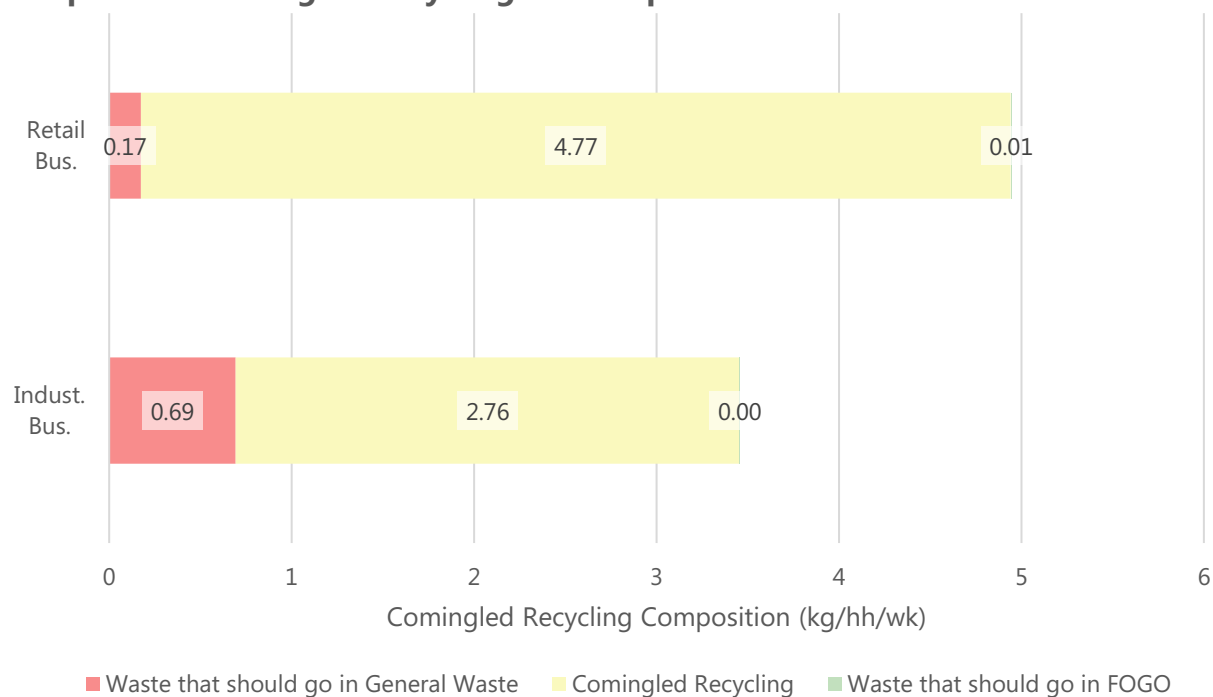


Figure 26: Comparative comingled recycling bin composition by what streams are appropriate for the waste generated

## Comparison to previous audits

### 4.1. Waste generation and landfill diversion

Figure 27 outlines the change in the waste generation (kg/hh/wk) and diversion rate across the previous five audits. As can be seen in Figure 27, has increased overall since 2014. This is mainly because of a large increase in FOGO waste in the 2023 audits, which also explains the increase in landfill diversion, where previously it had not changed in seven years (2014 to 2021).

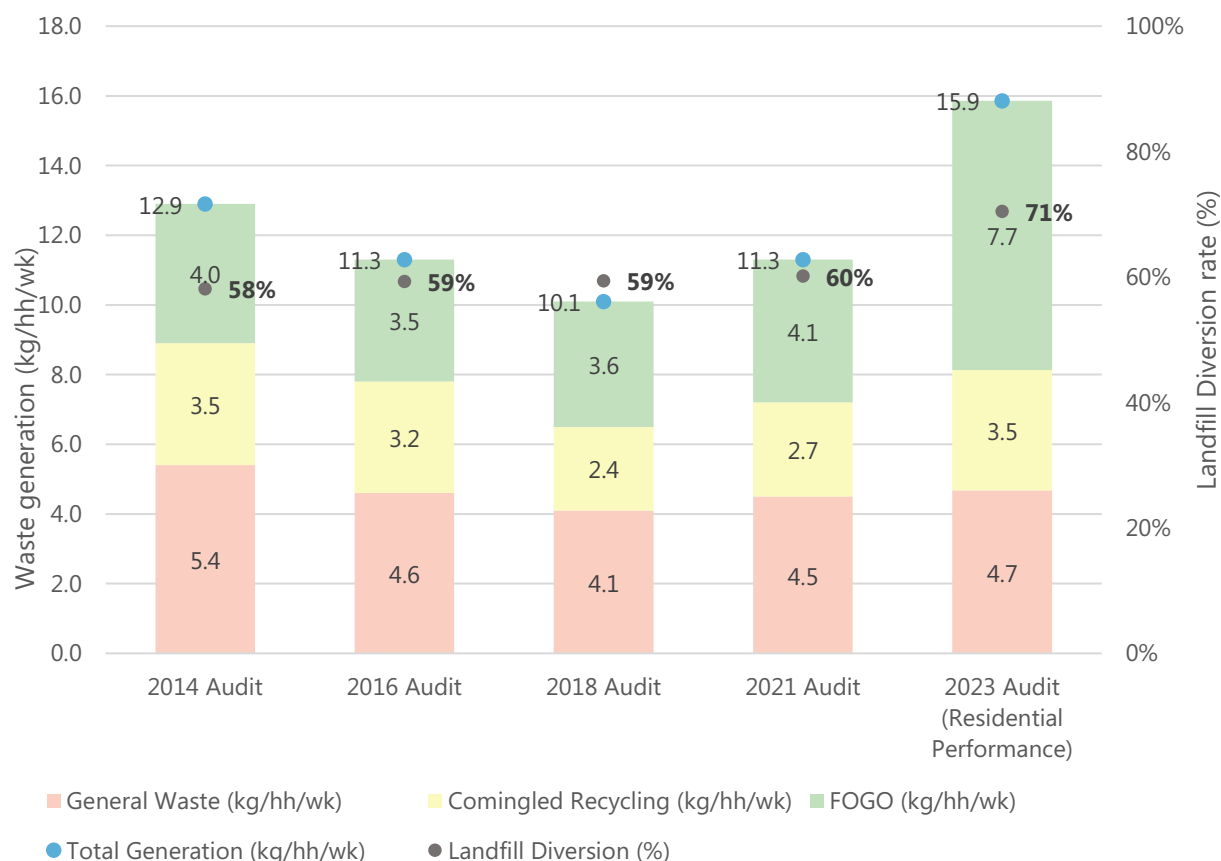


Figure 27: Comparison of kg/hh/wk and diversion rates - 2014 to 2023



## 4.2. Food waste generation and landfill diversion

Figure 28 outlines food waste generation and diversion over the past five audits. There has been a big drop in total food waste generation from 2014 to 2021, but has increased back to 2014 levels in the 2023 Audit. In 2023, far more food waste is being disposed in the correct FOGO bin, both as a portion and total weight. This accounts for the large increase in food waste efficiency of 11 percentage points from the previous high in 2018.

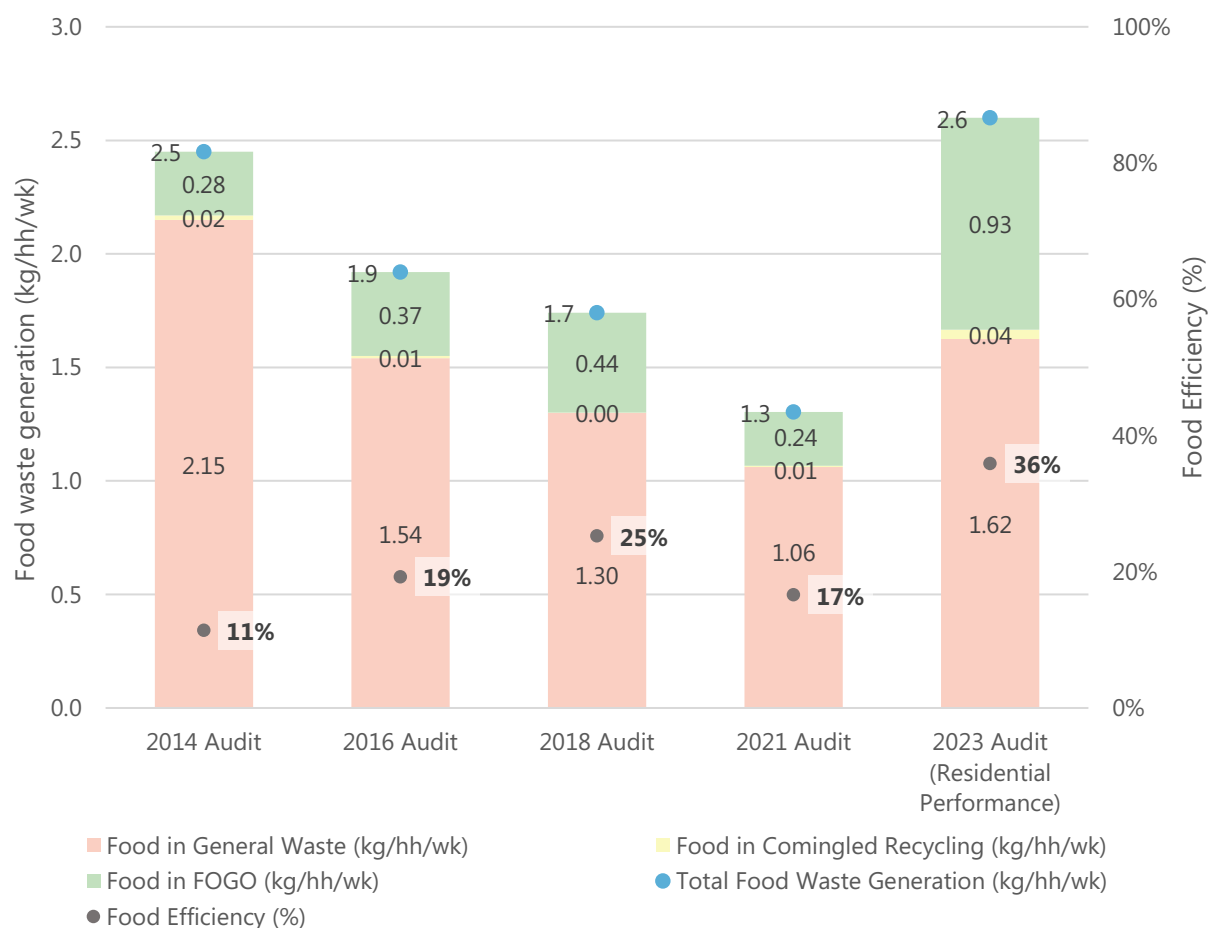


Figure 28: Food waste generation, destination, and efficiency across previous audits (2014-2023)

### 4.3. Contamination rate in organics and comingled recycling bins

Figure 29 outlines the contamination rates of the comingled recycling and green organics bin over the five audits. FOGO contamination has remained acceptable council wide, despite the reduced fortnightly allocation of general waste bins and increased fortnightly allocation of FOGO bins. In 2023 the comingled contamination rate almost double that of the previous audit, reaching an unacceptable contamination rate.

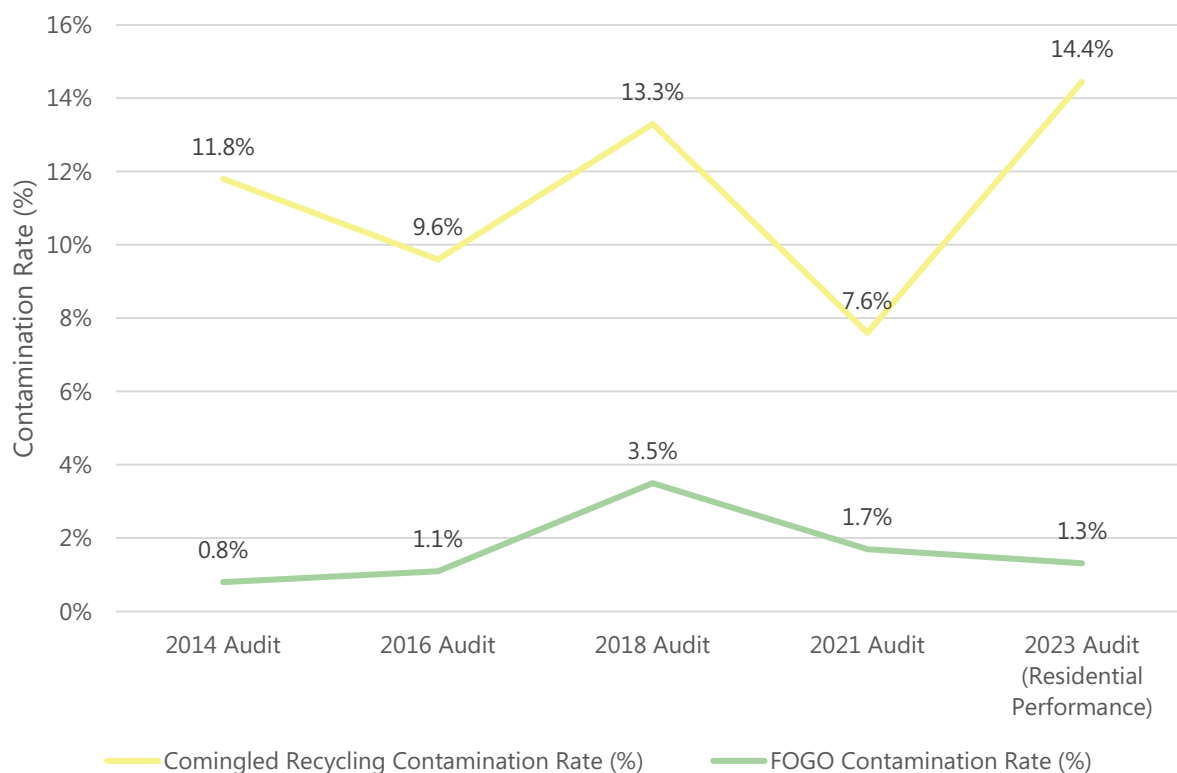


Figure 29: Comparison of the contamination rates for the comingled recycling and green organics bins - 2014 to 2023

# Recommendations and opportunities

## 5.1. Switch more residents from the Old Service to the Sustainable Service

We congratulate council on the Sustainable Service's success. These audits show that moving SUDs over to a weekly FOGO, fortnightly general waste collection model decreases general waste generation (reducing landfill levy costs for council), and increases landfill diversion and food efficiency.

The next stage of this journey is to move more residents from the Old Service to the Sustainable Service. Only  $\frac{3}{4}$  of SUDs in CoHB are on the Sustainable Service, despite being the default collection service. This will be a challenge, as residents have explicitly chosen to subscribe to the Old Service.

We recommend that council investigates ways to maximise Sustainable Service participation through option such as:

- Putting a time limit on the Old Service, so that residents need to re-evaluate every 12 to 24 months.
- Increasing barriers to those who want to switch to the Old Service. Currently, anyone can 'opt out' within 2 minutes, with any reasoning. We recommend increasing the difficulty of 'opting out', such as 'only by exemption'.
- Consider an incentive/disincentive fee structure to maximise participation on the Sustainable Service.

There is a substantial difference in waste performance between the service models. The Sustainable Service underpins CoHB's waste success over the past year, and increasing participation will reduce costs for council, decrease greenhouse emissions, and increase participation in the circular economy.

## 5.2. Increasing use of FOGO bins in MUDs

MUDs have 29 percent landfill diversion, with very little use of their FOGO bins for food waste. Previous interventions to increase food waste disposal in FOGO bins in CoHB focused on SUDs. As such, MUDs remain a large (and increasing) portion of the council that haven't had any specific interventions implemented to increase food efficiency and landfill diversion.

Only 19 FOGO bins were audited, which represent 176 households in MUDs. Comparatively, those households have access to over 100 bins of general waste and comingled recycling. MUDs' FOGO generation was also very low compared to the Old Service (0.5 kg/hh/wk vs 5.0 kg/hh/wk).

This shows that MUDs don't have adequate access to FOGO bins, and are under-using their FOGO service. We recommend CoHB takes steps to increase FOGO use (and food efficiency, and landfill diversion), such as:

- Increasing the number of FOGO bins serviced on a per household, per week basis (e.g. more bins or more collections per fortnight).
- Increase signage and communication to MUDs to educate on food waste going into the FOGO bin
- Ensure that all MUDs residents have access to a kitchen caddy and a roll of kitchen caddy liners.

These three measures have increased rates of FOGO use, food efficiency, and FOGO source separation. These all have marked impacts on landfill diversion, which reduce disposal fees for Council.



### **5.3. Provide FOGO access to Retail Businesses**

The audits show that business types vary in waste generation profiles. Despite this, CoHB provides no change in waste service for different businesses. Consequently, there are very high and very low levels of contamination in the business audits. Organic waste arose as a large unrecovered resource in Retail Businesses. Council can address this with a change in service.

Retail businesses generated 2.8 kg/hh/wk of organic waste which is suitable for the FOGO bin. This is three times the amount generated by MUDs. Supplying appropriate disposal methods to retail businesses could remove this waste from the general waste bin. This will help decrease landfill costs for council, as well as decreasing GHG emissions.

We recommend that council looks further into the types of businesses included in the 'Retail Business' district, and strategically supply FOGO bins to those that generate large volumes of organic waste. This could be an Op in weekly FOGO service to selected business types.

### **5.4. Further investigate Industrial Business' comingled recycling contamination**

This audit shows that comingled recycling contamination is a key issue in Industrial Businesses (20 percent). The current industry acceptable contamination rate for MRFs is less than 12 percent. As such, this is a poor reflection on Industrial businesses waste practices in CoHB.

Most of the contamination was suitable for the General Waste bin. Industrial businesses also generated the most general waste (9.9 kg/hh/wk) with the least unrecovered resources (25 percent). This indicates that the comingled recycling contamination might be due to a lack of general waste collection volume.

We recommend that this be further investigated. A joint campaign by Council and the collection contractor to use in-vehicle technology to target offending business may be able to reduce contamination. Council could also offer select businesses added general waste capacity via a 'user pays' model.



## Appendix 1 – Further Audit Information

Sustainable Service	
<b>Number of SEPs in Council</b>	11,288 (60%)
<b>Bin collection frequency</b>	Fortnightly General Waste Fortnightly Comingled Recycling Weekly FOGO
<b>Audited area</b>	Tuesday collection zone Full streets were collected up until a certain number of bin lifts was reached Streets were within the boundaries: <ul style="list-style-type: none"> <li>- North: Hulbert St &amp; Dunrobin Rd</li> <li>- East: Seventh Ave</li> <li>- South: Alfreda St &amp; Addison Rd</li> <li>- West: Esplanade</li> </ul>
<b>Audit dates</b>	General Waste: 16 <sup>th</sup> May 2023 Comingled Recycling: 23 <sup>rd</sup> May 2023 (combined with Old Service) FOGO: 16 <sup>th</sup> May 2023
<b>Collected sample size</b>	General Waste: 204 bins, 1,480 kg Comingled Recycling: 100 bins, 900 kg FOGO: 300 bins, 4,360 kg
<b>Audited sample size</b>	General Waste: 196.56 kg Comingled Recycling: 358.40 kg FOGO: 368.78 kg
Old Service	
<b>Number of SEPs in Council</b>	3,690 (19%)
<b>Bin collection frequency</b>	Weekly General Waste Fortnightly Comingled Recycling Fortnightly FOGO
<b>Audited area</b>	Tuesday collection zone Full streets were collected up until a certain number of bin lifts was reached Streets were within the boundaries:

- North: Hulbert St & Dunrobin Rd
- East: Seventh Ave
- South: Alfreda St & Addison Rd
- West: Esplanade

<b>Audit dates</b>	General Waste: 23 <sup>rd</sup> May 2023 Comingled Recycling: 23 <sup>rd</sup> May 2023 (combined with Sustainable Service) FOGO: 16 <sup>th</sup> May 2023
<b>Collected sample size</b>	General Waste: 147 bins, 1,600 kg Comingled Recycling: 100 bins, 900 kg FOGO: 105 bins, 1,620 kg
<b>Audited sample size</b>	General Waste: 318.64 kg Comingled Recycling: 358.40 kg FOGO: 335.56 kg

MUDs	
<b>Number of SEPs in Council</b>	2,964 (16%)
<b>Bin collection frequency</b>	Weekly General Waste Fortnightly Comingled Recycling Fortnightly FOGO
<b>Audited area</b>	MUDs located in the Thursday collection Zone Collected all bins from a MUD until the target number of bin lifts was reached MUDs were located around: <ul style="list-style-type: none"> <li>- ANZAC Highway, west of Brighton Rd</li> <li>- Jetty Rd precinct</li> <li>- Partridge Rd</li> <li>- Broadway</li> </ul>
<b>Audit dates</b>	General Waste: 18 <sup>th</sup> May 2023 Comingled Recycling: 25 <sup>th</sup> May 2023 FOGO: 18 <sup>th</sup> May 2023
<b>Collected sample size</b>	General Waste: 137 bins, 1,080 kg Comingled Recycling: 103 bins, 720 kg FOGO: 19 bins, 176 kg
<b>Audited sample size</b>	General Waste: 293.60 kg Comingled Recycling: 321.91 kg



FOGO: 176.46 kg

Industrial Businesses	
<b>Number of SEPs in Council</b>	163 <sup>5</sup> (1%)
<b>Bin collection frequency</b>	Weekly General Waste Fortnightly Comingled Recycling
<b>Audited area</b>	Business located in the Wednesday Collection Zone Collect all bins from businesses only until the target number of bin lifts has been reached Streets were within the boundaries: <ul style="list-style-type: none"><li>- North: Oaklands Rd</li><li>- East: Margaret St</li><li>- South: Bowker St</li><li>- West: Bridgton Rd</li></ul>
<b>Audit dates</b>	General Waste: 24 <sup>th</sup> May 2023 Comingled Recycling: 24 <sup>th</sup> May 2023
<b>Collected sample size</b>	General Waste: 184 bins, 1,980 kg Comingled Recycling: 117 bins, 940 kg
<b>Audited sample size</b>	General Waste: 277.56 kg Comingled Recycling: 393.40 kg
Retail Businesses	
<b>Number of SEPs in Council</b>	827 (4%)
<b>Bin collection frequency</b>	Weekly General Waste Fortnightly Comingled Recycling
<b>Audited area</b>	Business located in the Thursday Collection Zone Collect all bins from businesses only until the target number of bin lifts has been reached Streets were within the boundaries: <ul style="list-style-type: none"><li>- North: ANZAC Pde</li><li>- East: Brighton Rd</li><li>- South: Broadway</li></ul>

<sup>5</sup> This is smaller than the number of identified 'Industrial Businesses' in the Industrial Business General Waste audit, shown in Appendix 4. We cannot confirm that some Industrial Businesses were missed in the calculation of this total, nor can we confirm that all SEPs sampled were Industrial Businesses in the Appendix 4 number.

- West: Colley Tce & Moseley St

<b>Audit dates</b>	General Waste: 25 <sup>th</sup> May 2023 Comingled Recycling: 25 <sup>th</sup> May 2023
<b>Collected sample size</b>	General Waste: 100 bins, 840 kg Comingled Recycling: 93 bins, 920 kg
<b>Audited sample size</b>	General Waste: 211.79 kg Comingled Recycling: 341.30 kg





## Appendix 2 – Audit categories

Table 8: Audit categories

#	Category	Acceptable Waste Stream
1	Loose Food	FOGO
2	Food in CoHB Starch Bags	FOGO
3	Food in BioBags	FOGO
4	Food in Supermarket starch Bags	FOGO
5	Food in Newspaper	FOGO
6	Garden Waste	FOGO
7a	Dog poo/Cat Lit in Starch bags	FOGO
7b	Dog poo/Cat Lit in Plastic bags	FOGO
8	Other Organics	FOGO
9	Packaged Food	FOGO
10	Packaged Garden	FOGO
11	Recyclables	Comingled Recycling
12	Soft Plastics	General Waste
13	CDS Items	Comingled Recycling
14	Textiles	General Waste
15	Other Waste	General Waste
16	Other Contamination	General Waste

## Appendix 3 – Audit Results & Photos

Located in separate document, 'CoHB 2023 Kerbside Audit – Fast Field Forms'



## Appendix 4 – Assumptions & Calculations used in the Analysis

### Presentation rates:

#### Sustainable Service:

- General Waste: 81.1%
  - Calculated as  $\frac{\text{Number of General Waste Bin Lifts on green-red weeks}}{\text{Total Residential properties}} * 100$
- Comingled Recycling: 82.9%
  - Calculated as  $\frac{\text{Number of Comingled Recycling Bin Lifts on all weeks}}{\text{Total Residential properties}} * 100$
- FOGO: 72.4%
  - Calculated as  $\frac{\text{Number of FOGO Bin Lifts on green-yellow weeks}}{\text{Total Sustainable Service properties}} * 100$

#### Old Service:

- General Waste: 81.1%
  - Calculated as  $\frac{\text{Number of General Waste Bin Lifts on green-red weeks}}{\text{Total Residential properties}} * 100$
- Comingled Recycling: 82.9%
  - Calculated as  $\frac{\text{Number of Comingled Recycling Bin Lifts on all weeks}}{\text{Total Residential properties}} * 100$
- FOGO: 64.7%
  - Calculated as  $\frac{\text{Number of FOGO Bin Lifts on green-red weeks}}{\text{Total Residential properties}} * 100$

#### MUDs:

- Assumed 100% presentation for all streams. As MUDs do not have a 1:1 bin to household ratio, we derived an 'Allocation Rate' ( $\frac{\text{Number of bins provided}}{\text{Number of SEPs}} * 100$ ) to use.
- General Waste: 77.6%
- Comingled Recycling: 74.2%
- FOGO: 18.4%

#### Industrial Businesses:

- Calculated presentation rate based on an assumption of 1:1 bin to SEP ratio  
 $\left( \frac{\text{Number of bins collected}}{\text{Number of SEPs located on the streets the bins were collected from}} \right)$
- General Waste: 92.5%
- Comingled Recycling: 86.0%

#### Retail Businesses:

- Assumed to be 100% for both streams (as number of bins collected > Number of SEPs located on the streets the bins were collected from)

## Number of households/SEPs:

### Sustainable Service:

- Back calculated from the number of bins and Presentation rate ( $\frac{\text{Number of bins collected}}{\text{Presentation rate}}$ )
- General Waste: 252
- Comingled Recycling: 121
- FOGO: 414

### Old Service:

- Back calculated from the number of bins and Presentation rate ( $\frac{\text{Number of bins collected}}{\text{Presentation rate}}$ )
- General Waste: 181
- Comingled Recycling: 121
- FOGO: 162

### MUDs:

- General Waste: 176
  - Back calculated from the number of bins and Allocation rate ( $\frac{\text{Number of bins collected}}{\text{Allocation rate}}$ )
- Comingled Recycling: 176
  - Assumed to be the same number of SEPs as General Waste
- FOGO: 176
  - Assumed to be the same number of SEPs as General Waste

### Industrial Businesses:

- Used CoHB Database to count the number of SEPs on the streets collected
- General waste: 199<sup>6</sup>
- Comingled Recycling: 136

### Retail Businesses:

- Used CoHB Database to count the number of SEPs on the streets collected
- General waste: 79
- Comingled Recycling: 86

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<sup>6</sup> This is larger than the number of identified 'Industrial Businesses' in CoHB shown in Appendix 1. We cannot confirm that all SEPs sampled were Industrial Businesses, nor can we confirm that some Industrial Businesses were missed in the calculation of the number in Appendix 1.



## Other Calculations:

Waste generation rates (kg/hh/wk or kg/SEP/wk):

$$\frac{\text{Total Sample Weight (kg)} * \text{Collections per week } (\frac{1}{wk})}{\text{Number of SEPs represented by the bins collected (\#SEPs)}}$$

Number of SEPs represented (# SEPs):

$$\frac{\text{Bins collected (\#)}}{\text{Presentation (or Allocation) Rate (\%)}}$$

*See Analysis for exceptions*

Food Efficiency (%):

$$\frac{\text{Acceptable Food Waste in the FOGO Bin (kg)}}{\text{Contained Food Waste in all bins (kg) + Acceptable Food Waste in all bins (kg)}} * 100$$

Acceptable Food Waste (kg):

$$\text{Categories 1} + 2 + 3 + 4 + 5 + 8$$

*See Table 8 for category list*

Contaminated Food Waste (kg):

$$\text{Category 9}$$

*See Table 8 for category list*

Garden Efficiency (%):

$$\frac{\text{Acceptable Garden Waste in the FOGO Bin (kg)}}{\text{Contained Garden Waste in all bins (kg) + Acceptable Garden Waste in all bins (kg)}} * 100$$

Acceptable Garden Waste (kg):

$$\text{Categories 6} + 7a$$

*See Table 8 for category list*

Contaminated Garden Waste (kg):

$$\text{Categories 7b} + 10$$

*See Table 8 for category list*

FOGO Efficiency (%):

$$\frac{\text{Acceptable Food Waste in the FOGO Bin (kg)} + \text{Acceptable Garden Waste in the FOGO Bin (kg)}}{\text{Contained Food Waste in all bins (kg)} + \text{Acceptable Food Waste in all bins (kg)} + \text{Contained Garden Waste in all bins (kg)} + \text{Acceptable Garden Waste in all bins (kg)}} * 100$$





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# Attachment 2





# City of Holdfast Bay

## Weekly FOGO Program Research

June 2023 | Ref 12350



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# Contents

Methodology	3	Appendix: Focus Group Composition	35
Executive Summary	4		
Support for the Weekly FOGO Program	8		
Knowledge and Attitudes	13		
Experience with the Weekly FOGO Program	17		
Choice and Flexibility	23		
Communications	25		
Cost recovery	31		

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# Methodology

This research project was conducted by McGregor Tan from 29<sup>th</sup> May to 1st June 2023



The purpose of the research is to understand the views and experiences of residents in different user groups of the weekly FOGO program.

This will allow future communications and other directions relative to the program to be further tailored to suit the waste management needs of residents in the Holdfast Bay area.



Market research has been conducted in accordance with ISO 20252.

Focus group recruitment was conducted by McGregor Tan and participants were qualified by our in-house recruitment team.

Moderator: Kaitlin Stewart

Author: Kaitlin Stewart

Project sponsor: Jaclyn Thorne



Three focus groups were conducted. These comprised:

Group 1: Default FOGO-ers, residents who were currently on the weekly FOGO program

Group 2: Opted out then opted in, residents currently on the weekly FOGO program who initially opted out

Group 3: Opted out, residents not currently on the weekly FOGO program



Over the past 40 years, McGregor Tan has grown to be one of the largest independent market and social research companies in Australia.

We have achieved this through the vision of our researchers which is underpinned by a strong company ethos respecting tradition while driving innovation and new technologies.



# Executive Summary

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# Executive Summary

High support for the move to weekly FOGO across the majority of group members, with suggestions for improvements to encourage greater program uptake and being more conscious of diversion from landfill waste in general.

## SUPPORT FOR THE PROGRAM

The research revealed a high level of support for the Council's weekly FOGO program among residents. Most participants acknowledged the need for waste reduction measures and praised the program's environmental benefits. While some suggested improvements, such as providing more compostable bags and clarifying recycling confusion, almost all agreed that the program is a positive step in the right direction. To encourage uptake, residents recommended Council role modeling, promoting program success, and focusing on the recycling bin.

## KNOWLEDGE AND ATTITUDES

Participants generally had a strong environmental consciousness and desired better waste management practices. The weekly FOGO program was seen as an effective way to encourage waste reduction and shift mindsets. However, concerns were raised about the transparency of the waste management process, media influence, and the frequency of bin usage. Overall, there was agreement that the program promotes better waste management behaviour, although some participants questioned its relevance if their green bin wasn't filled weekly. Improving transparency and addressing bin usage concerns were identified as key areas for program enhancement.

## EXPERIENCES WITH WEEKLY FOGO

Participants in the default group experienced increased awareness of waste separation through the FOGO program, leading them to realise they could place more items in the green or recycling bins. Some had minimal red bin waste and even shared bins with neighbours. Initial motivation was seen as important, but once engaged, participants found the program simple and easy. In the opted-out-opted-in and opted out groups, reasons for opting out initially included moving or already composting at home. Concerns were raised about traffic and uncertainty about environmental benefits was expressed, while flexibility for smaller households was highlighted. Simplifying the process and addressing concerns about odour are likely to enhance program participation.

## CHOICE AND FLEXIBILITY

The findings revealed that participants in the default group were generally content to follow the local community's lead and transition to a new system without a strong preference for weekly or fortnightly pickup of the green FOGO bin. However, participants in the opted-out-opted-in and opted out groups emphasised the importance of always having a choice between weekly FOGO and red bin collection. They highlighted the need to accommodate diverse household needs and preserve residents' choice.

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## Executive Summary cont.

The prospect of additional costs on residents seen to be more vulnerable was not well-received across all groups. The idea of incentives and discounts to Council rates for being on the weekly FOGO program was suggested instead.

### COST RECOVERY

The proposed idea of additional costs to those who chose to remain on the weekly landfill collection service generated strong opposing views from participants across all groups. Residents preferred positive reinforcement through incentives and discounts over additional fees for weekly red bin collection. They also raised concerns about the potential economic burden on certain vulnerable groups and suggested sharing the costs rather than penalising specific individuals. Overall, participants felt that incentives would more effectively promote desired waste management behavior.

When the facts were provided to give context to the additional costs, a few were sceptical although most found the information valuable and believed it should be more widely shared with residents. They appreciated gaining context about the FOGO system and its importance. Some participants expressed the desire for more information on the achievements and impacts of waste diversion, suggesting that such information should be circulated to encourage desired waste management behaviour.









### COMMUNICATIONS

The communications for the weekly FOGO program elicited a range of responses from residents. The initial letter of introduction was criticised for containing ample information and lacking visual appeal, making it difficult for residents to absorb all the details. However, visual imagery used in other communications was well-received, although some participants suggested providing more context to statements and providing contact information. Tips on managing odours, particularly relating to disposal of solid waste before nappies were thrown away, were met with scepticism by parents who found this to be unrealistic. Many felt they were too busy to read most of the materials, however also indicated they wanted more education.

The inclusion of information about menstrual items in parent-targeted communications was deemed unnecessary and condescending by some. On the other hand, the comprehensive information pack was highly valued for its usefulness and clarity, despite being perceived as overwhelming by a few due to its volume.

Suggestions for improvement included incorporating more visuals, providing accessible information for culturally diverse residents, utilising QR codes for easy access to information, and highlighting the environmental impact and commitment by Council to environmental targets in future communications.

# Recommendations

	<b>Waste management education</b>	All groups desired more information on waste management and separation. Providing guides or tip sheets for transitioning households and clear guidance on when to put out bins would assist residents in adopting effective waste management practices.
	<b>Visual and concise communications</b>	Future communications should focus on being more visual, with relevant and concise information to allow easy reading. More visual communications were favoured because they were seen to cater to all education and cultural backgrounds.
	<b>Multiple channels</b>	Some comments were made about the paper and plastic used to deliver communications to residents. Although there was an understanding this is appropriate for those of the older generation who are not on social media, others wanted alternative forms to limit resources being used.
	<b>Provide compostable bags</b>	To promote weekly FOGO behaviour, residents suggested providing a yearly allocation of compostable bag rolls. This would enable residents to engage in proper waste management practices without the need to purchase potentially expensive bags from stores.
	<b>Role model</b>	Role modelling behaviour by having more options for yellow and green bins in public spaces was seen as a key factor in cultivating a new norm in waste management behaviour among residents in the Holdfast bay area.
	<b>Collaborate with other Councils</b>	There was some suggestion that all councils are essentially working toward a shared goal in waste management, and so should be working in cohesion with one another instead of individually. Holdfast Bay Council has the opportunity to be leaders in this space for other SA Councils to achieve successful outcomes.
	<b>Cost recovery initiative</b>	The idea of charging extra for weekly red bin collection was unpopular. Residents believe the Council should incentivise and promote weekly FOGO uptake instead. They also proposed sharing any extra costs among residents rather than burdening vulnerable households with different waste management needs.
	<b>Option for smaller households</b>	Some smaller households mentioned that their red or green bins were not getting filled enough to justify weekly pick-ups. Consider introducing a waste collection option with less frequent landfill pick ups specifically for smaller households to better cater to their needs.





# Support for the Weekly FOGO Program

# Overall, high support for the program across all user groups

The weekly FOGO program has the support of the vast majority of residents, with only a couple being sceptical about its impact and purpose.

Most across all groups stated high levels of support, giving it a 10/10 and referring to the need for measures that curb waste from landfill and help the environment. Of those who indicated a 7-9 for overall support of the system believed it was a good idea but felt it required some improvements before their support for it could increase. Some increased their support toward the end of the group after discussions, citing their increased knowledge and understanding from the discussions created more appeal toward the program

A couple in the opted-out and opted back in groups remained sceptical about the difference the FOGO program would actually make, even when given more information they were still hesitant to jump on board with the idea. One in the opted-out group was particularly sceptical about where the waste from either bin ends up, seemingly influenced by media coverage on the topic and reluctant to believe anything that challenged this. One in the opted back in group was also quite vocal about their negative sentiment toward the waste management system in general, with additional information provided being dismissed and only adding to their negative views. Almost all agreed the Council's weekly FOGO program is a step in the right direction and saw the value in moving to this new system.



Residents conveyed support toward the weekly collection of the green FOGO bin, with future directions of the program likely to have support on the basis of its impact on the environment.

*"I said 8 before and now I'm a 9, there's just a bit of tweaking to do I think. I still need some education. I like the idea of a bit more flexibility on an individual family basis, and more bin runs at peak times."*

**– Default group**

*"I do like that Council is trying and that this is what they're doing to try and help the issue."*

**– Opt-out-opt-in group**

*"I think the implementation could have been done a bit better."*

**– Opted out group**

*"I don't trust that they actually recycle anything. I don't think any of it goes where it's actually supposed to so what's the point."*

**– Opted out group**

*"I think the Council has other areas they should focus on, this seems very minor and I've seen no research or evidence on this."*

**– Opt-out-opt-in group**



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# Provision of additional compostable bags from Council was desired

Across all groups, suggestions were made to improve the current system relative to communications, supply of additional bags, additional services during peak times, and collaboration with other councils.

## Suggested improvements to the system across all groups included:

- Provide more compostable bags, with the suggestion of offering a certain amount per household per year.
- Address the confusion around recycling soft plastics and polystyrene foam by informing residents about specific drop-off points.
- Increase advertising for soft plastic drop-off points.
- Consider the option for households to have additional collection services during peak holiday times, considering the increased number of recyclables, food waste, and landfill items generated by households during these periods.
- Improve the promotion of upsizing bins, as many residents missed this information in initial communications.
- Encourage collaboration between councils in South Australia to address the issue.
- Incorporate QR codes or stickers on bins to provide clear instructions on waste segregation.
- Explore alternative delivery channels for information, reducing the use of paper and plastic in letterbox drops.



## Some indicated they want to continue to recycle soft plastics in convenient ways

Some across all groups also indicated the system should not have the option of one or the other, and that it should be one system for all to allow for consistency and cohesiveness in the logistics of collection.

*"It would be good if you could request as a once off extra collection because we had a party, and the red bin was full. I've notice it's been getting fuller with the red cycle stopping because we didn't know you could take them to other places. So we've just been chucking more in the red bin and along with the nappies, etc." – Default group*

*"It depends what you have at Christmas as to what goes into which bin, and I know they did an extra run, but it didn't work. It can be trickier to maintain all of your waste around the holiday season." – Default group*

*"More convenient, environmentally friendly stream for soft plastics and polystyrene foam." – Default group*

*"They should allocate you maybe [more compostable bags] if they're trying to encourage people to use [FOGO bins]. I'm not saying an infinite supply but give households four rolls a year or something." – Default group*

*"Council should be working with other governments to help solve this problem. Businesses need to be represented as they are the ones with the most food waste." – Opt-out-opt-in group*

*"I don't think it should be opt out, I think it would be better if everyone was just made to do it." – Opt-out-opt-in group*

*"Surely instead of all of this paper we could just have QR codes on each bin and then it just shows you exactly what can go in there." – Opted out group*

*"I think it's a great system, people just need to be educated more around behaviour change." – Opted out group*

*"I wish they still did the soft plastics, when they had it at Woolies it was easy because I was going there anyway, but now I would have to make an extra trip." – Opted out group*

# Role modelling and accessible information to encourage weekly FOGO uptake

The pink sticker to indicate the old service was labelled the 'shame sticker' and left some residents feeling outed from the status quo of the neighbourhood.

Suggestions across groups to encourage uptake of the weekly FOGO program and also better waste management behaviours in general included:

- **Council role modelling:** Residents identified that Council's active participation and proper maintenance of green and yellow bins in public spaces, particularly in high foot-traffic areas, would encourage others to separate their waste effectively.
- **Promoting program success:** Residents suggested increased promotion of the program's success in public places to raise awareness and encourage participation.
- **Focus on recycling bins:** Some residents, particularly in the opted-out group, emphasised the need for more focus on the recycling bin, suggesting increased pick-up frequency to promote recycling efforts.

Some participants across the opt-out-opt-in and opted out groups expressed discomfort with the pink stickers indicating the use of the old service. Some labelled them as "shame stickers" that made them feel guilty and socially shamed for not being part of the weekly FOGO program. This sentiment was widely agreed upon, although some saw it as a positive way to encourage responsible behavior, while others viewed it as a way to force residents into the status quo.



Debate across all groups existed around whether it was better to fill up the bin before having it collected or just putting it out anyway. Direction from Council about best practice behaviour may give clarity to residents about which behaviour is preferred.

*"Why would someone sign up for weekly FOGO when the Council don't even have green bins in public spaces?" - Default group*

*"We were in the city of Marion, but we didn't really get it so didn't do it. And then this one was sent with information; it has the sticker with what we should put in it. And then when they said 'oh, we're taking the green bins weekly now' and told us what to put in it. It was like, Oh, this is this is it. They made it simple for us and made it simple, so it was a no brainer." - Default group*

*"I'm filling up for recycling bin a lot more than any other bin. I think more of the focus should be on that." - Opted out group*

*"If they had weekly collection of the recycling bin that would be good, but then you're taking 3 bins out once a fortnight so that doesn't really work." - Opted out group*

*"More information and making it more readily available." - Opt-out-opt-in group*



# Knowledge and Attitudes



## Default FOGO-ers were champions of the program

This group had a strong care factor for the environment and was eager to separate their waste appropriately and do what they felt was right.

The default group demonstrated a strong environmental consciousness, with some noting that they make an active effort to reduce plastic waste, make more sustainable choices when shopping, and are quite cautious about what they put into each bin. This cohort wanted to do the right thing for the environment, although some expressed that they felt they could be doing better when it comes to separating their household waste.

This group believed that the weekly collection of the green FOGO bin facilitated a shift in mindsets for people to redirect their waste to accommodate for the less frequent collection of the red landfill bin. One mentioned that he thought some people prefer putting things in the red bin because that bin would go more often, and therefore they have less waste stacked up in their bins waiting to be collected.



One woman, in particular, wanted to reach out to the Council to organise for them to do an information session at the local church that she volunteers at in the area. Almost all took the information home with them and found it useful, indicating they would like to receive more information on this topic in the future.

*"It's good to encourage people to redirect organics which should go to the green waste. It probably helps them subconsciously redirect their recyclables to the yellow bin as well because they're thinking 'I don't want to fill up my red bin'."*

**– Default group**

*"I think it also changes mindsets, because some people just prefer the red bin because that was going weekly."*

**– Default group**

*"The other benefit is that the general area, in theory, would look nicer because I know for ourselves, we're able to do more gardening and trim more things and fill up our green because it goes every week."*

**– Default group**

*"To me, it doesn't make any difference because I hardly put anything in the red bin beforehand anyway."*

**– Default group**

*"You're doing your bit; you know that's not going to landfill."*

**– Default group**

## Some uncertainty about processes and impact, but positive sentiment overall

Media coverage seemed to fuel scepticism about waste management practices in general, while the FOGO program was commended for educating residents and positively influencing household habits.

Although many hoped they were doing the right thing by taking part in the weekly FOGO collection, some were somewhat sceptical about the process the waste from each bin goes through because of their exposure to negative media surrounding the topic. They felt that more transparency around the process was necessary in order to facilitate greater knowledge and understanding of the waste management system, and the impact it has on the environment.

Almost all agreed that the program encouraged better waste management behaviour, with some detailing that the change in collection made people think more about their waste management habits to reduce the size of their red bins.

*"The media are inherently negative, there was coverage on Four Corners about things not happening with the waste the way they should be, and it makes you wonder if that's happening here. I hope it's not and that it does go to a place that is actively composting." – Opt-out-opt-in group*

*"I think it's good to show people where it goes, what happens and the benefits." – Opt-out-opt-in group*

*"I found the program was clever in the sense that you had to opt out of it, or you were just changed into it. You were educated on what was going on which was a positive outcome, and you had to take action to opt-out. As a result of that, people then change their habits to reduce their red bin." – Opt-out-opt-in group*



Residents' concerns can be alleviated by exposing them to positive and transparent messaging around the waste management system to counteract any negative influence media coverage on the topic may have on their perceptions.


# Positive sentiment toward weekly FOGO and good understanding of its purpose

Weekly FOGO collection seemed not to be worthwhile if a resident was not able to fill up their green FOGO bin each week.

Almost all agreed that the weekly FOGO program does encourage better waste management behaviour for households. One mentioned that there are still a lot of landfill waste products being produced, and so the availability of these when shopping means that you inherently fill up your red landfill bin more and your green FOGO bin less. Some agreed with this sentiment.

When asked about what difference they think the weekly FOGO system makes, reducing landfill and encouraging more frequent use of the green FOGO bin were mentioned, indicating a sufficient level of understanding for the introduction of the new system.

The main attitudinal deterrent for opting into the weekly FOGO program seemed to be that most felt that their participation in the program would be obsolete because they do not fill up their green bin often enough to warrant the weekly collection. There ensued some debate among participants around FOGO not being worthwhile if they weren't filling up their green FOGO bin each week, while others agreed that you can still put it out even if you don't fill it up in that week.



It seemed that this cohort required more information about what can and cannot go into the green bin. One participant, in particular, had quite strong views about the weekly FOGO being unrealistic but left the group with the information pack and feeling better informed about what can and cannot go into each bin.

*“It does, but whether people fill that bin up weekly or not is another thing because the environment is really still not encouraging reusable. Everything you buy from the shops is a greater percentage of materials to put in the red bin.”*  
– **Opted out group**

*“They’re trying to encourage greater volume of green waste.”*  
– **Opted out group**

*“Reducing landfill.”* – **Opted out group**

*“Encouraging people to use the green bin more.”*  
– **Opted out group**



# Experience with the FOGO Program




# Default FOGO-ers felt the program made them more conscious of materials

Some expressed that they were surprised by the number of items they could divert from their red landfill bin.

Almost all default weekly FOGO-ers felt that the program made them more conscious of how they separate their waste. Some indicated that even though they felt they were avid separators of their waste, they realised through their participation in the program that they could put a lot of their landfill items into the green or recycling bins. Plastic meat containers were specifically mentioned. One noted that they have so little red bin waste that they share their red bin with their neighbour.

One expressed feeling they had to be motivated to a certain extent to want to do it in the first place and most agreed with this. The consensus across the group was that although the residents initially thought it would be difficult to adjust to, they ended up feeling it was simple and easy once they were actually doing it.



There was some indication that initial reluctance to be on the weekly FOGO collection schedule may come from the mental discomfort involved with accepting and adjusting to new changes to usual routines.

*"We were quite astonished how, when we thought twice, we realized that 'oh no, that could go in the recycling', and you learn to look for the triangle and the symbols and whatnot on the packaging." – Default group*

*"I thought, 'Oh, well that'll be a struggle', but it's really easy, actually." – Default group*

*"I've adjusted to it fine. And we've got a little food scrap bin. I had one of them before when I lived somewhere else, and I never used it. But now I find it really easy." – Default group*

*"You have to be pretty motivated." – Default group*

*"I share my red bin with my neighbour so we only put one bin out." – Default group*

## Delayed uptake of FOGO due to temporary change in waste management needs

Moving house and composting at home were mentioned as the main reasons for delaying the start of weekly FOGO collection.

Some opted out initially and then opted back in because they were moving house at the time the weekly FOGO system was introduced and they still required the weekly landfill bin collection. Once they had completed their move, they switched to the new system. Others said they composted at home so didn't initially feel the need for a more frequent collection of the green FOGO bin. Some were concerned that the two different systems posed issues for traffic in the streets with extra trucks around, while others mentioned that the extra truck manoeuvring around the neighbourhood each week for those still on the weekly red bin collection was counterproductive for benefits to the environment. Some agreed that moving to weekly FOGO reduced the size of their red landfill bin.

One was relatively negative toward the experience of FOGO, saying they felt it didn't take into account a lot of people's issues and that it is too complex. They were particularly concerned about the smell and the attraction of rats and possums, while others felt there was no difference in odour and were sceptical that it attracted wildlife. They expressed feeling that the smell from the bins was 'unhealthy', although it was unclear how they thought changing to a weekly collection of the green FOGO bin made this worse. The same person also indicated scepticism about the change to the system being made solely based on the diversion of food scraps from the landfill bin to the green FOGO bin.



It seemed that particular residents could benefit from greater information about the FOGO system to reassure them about the direction of waste management in the area, and tips about how they can adapt to the new system to limit any perceived issues.

## Mixed reactions relating to convenience of FOGO and overall sentiment for it

*"I was originally on the weekly red bin collection just because I was moving house when they introduced it. And so I had a lot of crap I needed to get rid of, but yeah as soon as that was done, I was fine." – Opt-out-opt-in group*

*"You don't want to leave it there for too long because it stinks, it smells, it's unhealthy." – Opt-out-opt-in group*

*"We got the bigger red bin and it was our red bin day today and I didn't put it out because it didn't have much in it, so it's not like we need it all the time, but it's nice to have it there." – Opt-out-opt-in group*

*"It's too complex, doesn't take into account people's issues, or the issues of rats and the smell. And the fact you have to actually put out a green bin every week despite it not being full." – Opt-out-opt-in group*

*"The trucks having to make a special run for five people on the street and I feel sorry for the greenhouse gas emissions from most trucks." – Opt-out-opt-in group*

*"Mine isn't by my back door, it's away from the house, so I only smell it when I put something in it but even then, it's not that bad. It's waste and it's going to smell regardless." – Opt-out-opt-in group*

*"We compost at home anyway so initially didn't feel we needed the weekly collection but found some of the larger garden organics like branches that take a long time to break down to nothing were better disposed of by professionals." – Opt-out-opt-in group*

*"You don't have to put the green bin out if it's not full." – Opt-out-opt-in group*

*"So I bought a property, and it already had the pink sticker on the bin, which was handy when I moved in, because I had all this rubbish I was trying to get rid of. But I've peeled all the stickers off now. I very rarely fill the red bin anyway and I'm more than happy for my neighbors to use it if they need room to put their rubbish." – Opt-out-opt-in group*


# Opting out too easy and not enough green waste to warrant weekly pick-up

Residents were limited in various ways from taking part in the weekly FOGO collection, even where they supported the program.

Of those in the opted-out group, many felt that opting out was a relatively simple, easy, and straight forward process, with a few mentioning that it was perhaps so easy that it was counterintuitive for encouraging participation. Most mentioned ringing up the Council, filling out a form online, or going into Council to opt out.

Many in the group seemed to be apprehensive about switching to the weekly FOGO system because they felt that they didn't need it as they barely filled up the green bin each fortnight, let alone each week. Those from smaller households reported having barely enough waste for the red bin each week, indicating choice and flexibility to cater to smaller households may be warranted as well. One said that her partner was responsible for the bins in their household, and although she was happy to move to the weekly collection of the green FOGO bin, her partner protested, and they ended up opting out.

One from a retirement village said that although he liked the idea and would be happy to participate, his building manager decided against it. This indicates that apartment buildings or similar shared properties have additional barriers to weekly FOGO uptake, and talking to building managers may be warranted to make the shift to weekly FOGO.



It may be the case that residents' red bins in this cohort are filling up more than their other bins because these households are not separating their waste as well as they could be. Some indicated a lack of knowledge as the cause for this, while one expressed simply not caring about separating their waste.

*"I think it's very premature, down the track I might think about it. You had to really read what was going on otherwise it was confusing." – **Opted out***

*"I fill the recycling bin more than the other bins. I think the green bin is a bit of overkill, like how many food scraps am I going to have to put in there to fill it in a week? That's a lot. If my red bin isn't full I tend to just not put it out, but it's generally weekly." – **Opted out***

*"Just convenience. We have a cat, and the kitty litter stinks so we just want to get rid of it [implied kitty litter goes into the red bin]." – **Opted out***

*"We were renovating at the time so using a lot more of the red bin and didn't have the space for a third bin in the kitchen while we were sleeping there. Now that's finished, the only thing holding us back from switching is changing behaviours and habits." – **Opted out***

*"I think we opted out because we were given the option and we know we are filling up the red bin every week, but we are supportive of it." – **Opted out***

## Four main sub-groups of the opted-out cohort have been identified

It is important to consider the situational differences in these households in order to effectively implement the weekly FOGO system and ensure its outcomes are achieved.

### 1. Smaller households

- Not accumulating enough waste to warrant more frequent collections (for red and/ or green bins)

*“My partner does the bins and he felt we used the red bin more so we opted out, but I disagree with him. I’m a bit lazy so I just haven’t really gone back to fix it. Because there’s only two of us, I don’t feel like the bin ever gets full so sometimes we only put [the red bin] out once a fortnight anyway.” – Opted out*

### 2. Large families/ children in nappies

- Have an abundance of landfill waste (e.g., nappies)
- Households with older children potentially not separating household waste into the correct bins

*“My red bin is full all the time, I have teenage kids at home and we live busy lives.” – Opted out*

### 3. Forced opted-out (apartments, other shared property types, or renters)

- The occupant does not have authority to make decisions regarding the waste management system at their property

*“I’ve got two young children in nappies, so I didn’t want to have a fortnightly pick up. They did offer a larger bin, but it wasn’t so much the space as it was the smell.” – Opted out*

### 4. Sceptics

- Sceptical of motivations for introducing programs such as weekly FOGO
- Quick to challenge and disagree with statistics

*“I didn’t have a choice, our building manager decided they didn’t want to do it, so we don’t do it.” – Opted out*

*“I don’t have a lot of rubbish. I pay enough Council rates so I’m going to keep the option and do what I want. I only put bottles in my recycling bin for a man in the neighbourhood to collect, everything else goes in my red bin, I probably could divert more from it but won’t do anything differently. I think the Council is more motivated by the money side of it.” – Opted out*





# Choice and Flexibility

## Some felt that weekly FOGO should be the only option

Almost all acknowledged that there is still the need to consider individual circumstances and offer exemptions where needed.

Most in the default group said that having a choice between weekly and fortnightly pickup of their green FOGO bin was not important to them personally. There was a strong sense that this group was happy to 'go with the flow' and move to a new system if that was what was happening in the local community. A few felt having the option was important to account for different household needs.

Most across the opted back in and opted out groups felt that there should always be a choice between having the green FOGO bin or the red bin collected weekly. This was mostly based on the acknowledgment of there being differences in waste management needs between different households, and that the weekly FOGO collection may not suit everyone. Others seemed to be protective of their right to have a choice rather than be forced into change and some were concerned it may lead to increased contamination of green bins if residents were not given a choice.



If the current legislation requiring residents to be given a choice between weekly FOGO collection and weekly landfill collection is removed upon review, appropriate policy would to deter/ prevent any possible green bin contamination as a result would need to be considered.

*"I think a choice should be given to each household. With the current program, you have a choice to opt out, which I think is a fair choice, because every family is different." – Default group*

*"I'm happy with it, I don't care that much, but I do understand [participant x's] point about it not suiting everyone. It's a tough task but I think on the whole, they generally are getting it right." – Opt-out-opt-in group*

*"I think it should be a choice." – Opt-out-opt-in group*

*"I wish we couldn't opt out. I wish it was just one choice for everybody and find a better solution for those who can't cope with the new system." – Opt-out-opt-in group*

*"Very important, everyone's different." – Opted out group*

*"I disagree, I think if we weren't given the option, we would have just had to do it. If you give people the choice, they will just flex that choice." – Opted out group*



# Communications



# Letter of introduction contained too much information for residents to take in

Most found it needed to include a more visual aspect and be more considerate toward culturally diverse and neurodivergent residents.

The letter of introduction to the FOGO program was remembered by most. Although the letter contained a wide array of information, many found it to contain so much information that they didn't read everything and ended up missing out on some key information they would have otherwise liked to know.

There was a sense that it was not visual enough to hold attention, particularly for CALD residents and those with neurodivergence affecting concentration and focus.

Those who did read it found the information useful for making decisions about their household waste management.



*"There's too much information. It bombards you with information and needs to be easier to read, especially for people whose first language isn't English." – Default group*

*"I remember getting it and reading it, but I don't remember reading the thing about the soil. I probably just skipped over all of the information." – Default group*

*"This is how I knew about upsizing my bins." – Default group*

*"See there it says about opting out, it should just be we are moving to the new system. It would be good to be more forceful about the messaging in getting people to move across. It's not encouraging people to go to the new system." – Opted out group*

*"I don't believe the Council would do anything that's not monetarily motivated. I just don't believe in any of this." – Opted out group*

*"I think it's a bit woeful. It's got too many words, not enough pictures, too many messages and people who don't speak English won't know what to do with this; so it's quite poor." – Opt-out-opt-in group*

# Visual imagery was well-liked among all groups

More context around statements was needed, along with contact information.

Most expressed familiarity with this communication. There was praise for the more visual approach taken and that it included the broader impacts of the system on the community. However, it was suggested by some that the detail about what can go in the green bin, and even including what can go into the recycling bin, should be made more of a focal point. This suggestion arose due to there still being some confusion around what can be included in the green FOGO bins.

A few disliked the facts incorporated in the communication, dismissing them as irrelevant or without context. Greater context to these statements was preferred to increase relevance specifically to residents.



*"It's picked up everything else, but it doesn't tell you exactly what you can put in there – it's right down the bottom in the smallest print and I'm only focussed on the two columns."*  
– **Default group**

*"A picture of each type of thing you can put in there would be useful."* – **Default group**

*"I like the red and green visuals in this one."*  
– **Opt-out-opt-in group**

*"There's facts on there that I just don't care about, and there's no contact information."* – **Opt-out-opt-in group**

*"The other side could have been what needs to go in the recycling bin because that's what people get confused about."*  
– **Opted out group**

*"I find this one very useful, it breaks it down and shows you what the bigger impacts of it are."* – **Opted out group**

# Tips about ‘dispelling the smell’ were seen as unrealistic

Parents, in particular, were averse to suggestions about disposing of solid faeces before disposing of nappies and using cloth nappies.

One mum of young children remembered this communication and said that it gave her comfort to give the weekly FOGO program a go initially.

Incorporating information about women’s menstrual items in communications targeted toward parents was unappealing for some women in the group, with one commenting that it felt condensing.

A few were sceptical about the study’s finding that there was no difference in smell, and other parents across the groups felt the tips were somewhat unrealistic in practice. Some pointed out that using cloth nappies actually consumes more water during the cleaning process, making it counterintuitive to use them.



*"It gave me comfort to give it a go at first." – Default group*

*"I read the tips on the sheet and no one is going to scrape the poo from the nappy into the toilet and then put it into a bag." – Opted out group*

*"Cloth nappies use up more water to clean than the disposable ones, so it just becomes obsolete." – Opted out group*

*"I'd love to get eco-nappies but they're twice the price." – Opt-out-opt-in group*

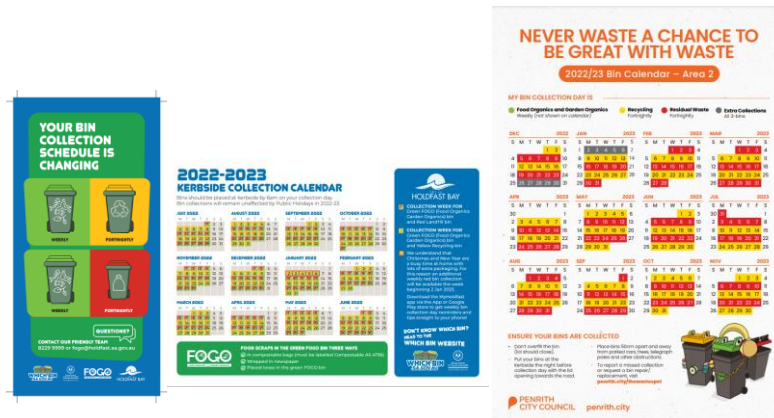
*"I find the mention of women's menstrual items a little bit condescending." – Opt-out-opt-in group*

# The information pack was highly comprehensive

Information contained within the pack was valued, although some expressed not reading it because it was 'too much'.

Some couldn't remember the pack at first but upon opening it remembered bits and pieces. The information in the pack was seen as highly useful and informative for many, some felt it had too many different pieces to look at and expressed not having time to go through every single piece, making it more likely they would miss something. They found the calendar useful and all of the information easy to understand particularly because it was more visual. Some expressed wanting more information about the yellow bins and others wanted more information about composting at home.

Almost all found the Penrith calendar confusing. Some mentioned it would be good to have the regular calendar A4 size to make it more eyesight friendly. Others mentioned the need for the calendar to include a magnet.



*"[Holdfast Bay calendar] isn't very accessible for people with low eyesight." – Default group*

*"What's the point in not having the green bin shown on the [Penrith] calendar? It makes you think you can't do the green anymore." – Default group*

*"It's too much, I don't even remember getting it, it would take me along time to get through it." – Opt-out-opt-in group*

*"This is quite comprehensive, it's got the visuals. The calendar is great I have it on my fridge and consult it each week. That is the most valuable thing in that pack." – Opt-out-opt-in group*

*"I think it covers everybody's different educational levels." – Opt-out-opt-in group*

*"That information is good because I didn't know pizza boxes could also go in the green bin. I might take this home with me." – Opted out group*

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# Incorporating imagery, facts, and targets around weekly FOGO were desired

Residents indicated that information about impacts, benefits, and logistics of the weekly FOGO could be used in future communications.

Most across all groups agreed that they often don't have enough time to sift through information provided by council, with some branding it as 'junk mail' that ends up in their recycling bin. This cohort preferred communications via technology platforms (e.g., apps, email, social media), however the older cohorts preferred the letter box drop communications due to their lack of engagement with technology.

## Improvements to future communications across all groups included:

- Make communications more visually appealing to enhance engagement with materials.
- Consider using visual prompts on bin lids to reinforce waste segregation instructions.
- Ensure information is accessible for residents whose first language is not English (CALD cohorts).
- Utilise QR codes to enhance accessibility and provide quick access to information.
- Clearly communicate what materials can be composted and recycled, including specific guidance on separating waste.
- Include information about home composting for interested residents.
- Include relevant statistics to emphasise the impact and benefits of waste management efforts and the performance of the system in general.
- Communicate the specific commitments made by the Council for the environment.

*"QR codes in different languages. And then having it come up with 15 different languages, and then you just click on the one that you're more familiar with. QR codes are pretty universal."*  
– **Default group**

*"The other thing that might be is people don't understand it, because this is all in English. And I don't know if they have any translation services or anything for households. They just wouldn't understand my does not understand."* – **Default group**

*"They should probably get some sticky bits and put them on top of the bins so that when you bring your bin back in, there's something you can read on it."* – **Default group**

*"Some of the statistics like you just read out would be great."*  
– **Opted out group**

*"I want to see a communication from Council about their commitment to a target."* – **Opted out group**

*"Similar to how they have those ads around quitting smoking, after a day, after two weeks, after a month. Something similar to that."* – **Opted out group**





# Cost recovery

# Learning that landfill was 6x more expensive was eye-opening for most

Although a few were sceptical of the facts and challenged their accuracy, most felt the information was valuable and should be more widely shared with residents.

Most in the groups were appreciative of the facts, as they felt it gave them a bit more context to the FOGO system and why it is important.

Some mentioned that it was nice to hear about what their community is achieving and how much waste is being diverted from landfill from those on weekly FOGO compared to those on weekly landfill collection. There were some suggestions that information about the impacts and what is being achieved should be more widely circulated among residents to encourage desired behaviour.

## Facts used in the discussions:

- FOGO provides an extra 100L of bin volume for you to separate your waste into
- Minimal methane greenhouse gas emissions are produced when organics from the green bin are composted, compared to when they end up in landfill
- The materials that you put in your red bin are 6x more expensive to dispose of
- Weekly FOGO-ers:
  - Recycle two thirds of their food waste via the green bins, whereas those on the weekly landfill service are recycling less than 10% of their food waste in the green bin
  - Are diverting 83% of their household waste from landfill compared to only 50% for those on weekly landfill collections
- Less than 50% of households on weekly landfill collections listed a “large family, family member in nappies and/or with a medical issue” as a reason for opting out.

*“I was surprised that the red bin is 6x more expensive, that’s a fair bit. I infer from that, that if we don’t do [weekly FOGO] then our Council rates will go up.”*

*– Opt-out-opt-in group*

*“It all makes sense to me, the [waste] levy should be higher in my opinion.” – Opt-out-opt-in group*

*“It’s nice to know that information, I think it’s encouraging knowing our community is making that much difference. It’s exciting.” – Opt-out-opt-in group*

*– Opt-out-opt-in group*

*“I just assumed everyone else was the same as me and just wanted their [red] bins taken weekly because of the smell.” – Opted out group*

*“I’m still not quite sure how the green bin is taking precedence, between 8 residents in my building we have four green bins and still only put one out, so I’m not sure how people are filling it up.” – Opted out group*

---

# The idea of additional costs to residents on weekly landfill was not supported

Positive reinforcement via incentives and discounts was the preferred method of addressing the additional costs associated with having the red landfill bin collected on a weekly basis.

No one was willing to pay an additional fee for weekly collection of the red bins, nor did they believe it was fair for Council to introduce such measures. Most expressed that if this was to be introduced, they would switch to FOGO to avoid additional costs. Some suggested an incentive rather than a disincentive might be a better approach and many agreed as it seemed to be more positively directed toward residents.

Some raised concerns that families with an abundance of single-use nappies and those with medical conditions have valid reasons for opting out, and in their already economically vulnerable circumstances should not be penalised further. Some expressed that in consideration of this, they were happy to share any additional costs with them instead of those people being discriminated against and singled out. A few further suggested that this may encourage people to contaminate their green bins with landfill waste instead. Default FOGO-ers were ultimately unsure if either incentives or disincentives would encourage the right behaviour in the community.

One participant was very vocal and believed the Council was not able to legally introduce any additional costs under their current model.



Opportunity for Council to develop positive reinforcement strategies, such as discounted Council rates to encourage FOGO participation instead.



## Support for incentivising participation higher across all groups

*"I wonder if public perception would be bad because collecting the bin is seen as a Council's responsibility. So, putting an extra charge when you already pay Council fees could be a common argument."* – **Default group**

*"Everyone has different circumstances, and we all pay Council rates. And if someone's not as well off financially, then it's a little bit unfair to put an extra burden on them. We're in a community so we can all share the burden a little bit equally for minor things like that."* – **Default group**

*"If there's an incentive for people to have the green bin collected weekly, because they're getting some money or some benefit out of it, they may misuse the system."* – **Default group**

*"You could flip it and offer a discount for going into the FOGO – like dangle the carrot instead of the stick"* – **Default group**

*"I don't think it's fair for them to single out families considering how they justify other ways of spending their money."* – **Opt-out-opt-in group**

*"The Council cannot introduce that under their current model."*  
– **Opt-out-opt-in group**

*"It should be more of an education process where Council says that if you are a responsible person, you should be doing this."*  
– **Opt-out-opt-in group**

*"Maybe they could turn it around and instead of saying pay more they could give discount."*  
– **Opt-out-opt-in group**

*"I think that's a slippery slope."*  
– **Opted out group**

*"Everyone's household is different so that's sort of discriminative. Why should large families be penalised because they have different waste."*  
– **Opted out group**

*"It's like the carrot or the stick and they've jumped straight to the stick with that idea. What about the alternative whereas people who opt in get something for doing that."*  
– **Opted out group**



# Appendix: Focus Group Composition

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# Focus Group Composition

## Group 1: Default FOGO-ers

Gender	Age	Suburb	Compost at home	Household structure
Male	60	North Brighton	No	Family with teenager/adult living at home
Male	53	Glenelg North	No	Family with teenager/adult living at home
Female	58	Brighton	Yes	Older couple OR single with no children in household
Male	45	Somerton	Yes	Family with youngest child 12 years or under
Male	73	Glenelg South	No	Older couple OR single with no children in household
Female	42	Brighton	Yes	Young, single living alone or sharing accommodation with friends
Female	33	Glenelg North	No	Family with youngest child 4 years or under
Female	51	Glenelg North	No	Older couple OR single with no children in household
Male	67	Somerton Park	No	Older couple OR single with no children in household

---

## Focus Group Composition

### Group 2: Opted-out-opted in

Gender	Age	Suburb	Compost at home	Household structure
Female	46	Kingston Park	No	Young, single living alone or sharing accommodation with friends
Male	62	Brighton	No	Family with teenager/adult living at home
Male	71	Seacliff	Yes	Older couple OR single with no children in household
Female	61	Somerton Park	No	Older couple OR single with no children in household
Female	52	Glenelg East	Yes	Family with teenager/adult living at home
Male	59	Somerton Park	Yes	Family with youngest child 12 years or under

---

# Focus Group Composition

## Group 3: Opted out

Gender	Age	Suburb	Compost at home	Household structure
Male	75	Somerton Park	No	Older couple OR single with no children in household
Female	58	Glenelg East	No	Older couple OR single with no children in household
Male	62	Glenelg East	No	Family with teenager/adult living at home
Female	38	Glengowrie	Yes	Young couple no children
Female	58	Glenelg North	Yes	Family with teenager/adult living at home
Male	38	Seacliff	No	Family with youngest child 4 years or under
Male	53	Glenelg South	No	Older couple OR single with no children in household
Female	36	Kingston Park	No	Family with youngest child 4 years or under
Female	46	Glenelg South	Yes	Young couple no children



MC GREGOR **TAN**  
RESEARCH. STRATEGY. SOLUTIONS.

---

THANK YOU



Item No: 15.6

Subject: **GLENELG DRY ZONE EXTENSION**

Date: 26 September 2023

Written By: Development Administration Team Lead

General Manager: Community and Business, Ms M Lock

---

## **SUMMARY**

The City of Holdfast Bay currently has three long-term regulated Dry Areas in operation which were established pursuant to section 131 of the *Liquor Licensing Act 1997*.

Council at its meeting on 28 February 2023, (resolution C280223/7349) carried unanimously *'That Council Administration bring back a report to Council on the considerations of extending the current Glenelg Dry Area to align with the boundaries of the New Year's Eve Extended Dry Areas'*.

This report provides an overview of considerations and the application process to extend permanently the Glenelg Dry Zone area to include the area temporarily included for New Year's Eve.

---

## **RECOMMENDATION**

**That Council:**

1. **notes the report;**
  2. **endorses Administration to commence consultation with relevant stakeholders on the proposal for the New Year's Eve Extended Dry Zone to be permanently included in the Glenelg Dry Zone area; and**
  3. **notes that a report is to come back to Council with the results from the consultation for Council's further consideration on the proposed extended Glenelg Dry Zone area.**
- 

## **STRATEGIC PLAN**

Wellbeing: providing opportunities for inclusion and participation by all

## **COUNCIL POLICY**

Liquor Licensing Policy

## STATUTORY PROVISIONS

*Liquor Licensing Act 1997* [s 131]

## BACKGROUND

Council, at its meeting of 28 February 2023 (resolution C280223/7349) carried unanimously the **Motion of Notice - Expansion of Existing Glenelg Dry Area – Councillor Patton**.

This report provides an overview of considerations and the application process to extend permanently the Glenelg Dry Zone that incorporates the area temporarily included for New Year's Eve and clearly defines next steps for Council, including the requirement to commence stakeholder/community consultation. The temporary extended dry zone for the 2023 New Year's Eve celebrations is provided for members' reference.

*Refer Attachment 1*

Section 131 of the *Liquor Licensing Act 1997* provides for the establishment of a Dry Area to prohibit, by regulation, the consumption or possession of liquor in a specified public place.

There are presently three long-term regulated Dry Areas enforced in the City of Holdfast Bay. These include:

- Glenelg
- Brighton
- Seacliff

The Dry Areas in Brighton and Seacliff apply only to the beach areas, while the Dry Area in Glenelg includes, in addition to the beach area, the area of land up to Colley Terrace as well as Wigley Reserve. Maps and written references depicting the City's existing Dry Areas are provided for members' reference.

*Refer Attachment 2*

Each year the Glenelg Dry Area is extended to include Jetty Road to the tram stop east of Brighton Road and surrounding streets bounded by Augusta Street South to High Street for New Year's Eve.

## REPORT

### Key Considerations

SAPol approached Administration in October 2022 requesting Council considers the implementation of a dry zone for an extended six-month period, covering the entire length of Jetty Road, Glenelg for the 2023/24 Spring - Summer period. SAPol has indicated that an extension of the dry zone would assist policing of alcohol-related problems and anti-social behaviour within the precinct. At the time, a response was provided to SAPol outlining the dry zone application process, and Council's obligations pursuant to section 131 of the *Liquor Licensing Act 1997* for an extension of the dry zone within Jetty Road, Glenelg.

Documentation that must accompany an application to Consumer Business Services for a Dry Area is as follows:



- A letter outlining why Council is seeking the dry zone
- Evidence of community consultation
- Consultation with relevant service providers to address displacement issues
- A letter of support from the officer in charge (SAPOL)
- A letter of support from local Member of Parliament
- A detailed and accurate description and plan of the area in the application including GIS data of the boundary

The stakeholders consulted, required by legislation, include but not limited to:

- Local residents
- Businesses within the Jetty Road precinct
- SAPol
- Members of Parliament for the area
- Agencies that provide drug and alcohol services and rehabilitation
- Kaurua representatives

The consultation period required is 21 days.

Importantly, Council and the Jetty Road Mainstreet Committee (JRMCC), since the closure of Glenelg Police Station located on Sussex Street, Glenelg have lobbied together to State Government to reinstate resources to reopen Glenelg Police Station. In addition, requests have consistently voiced the need to increase dedicated precinct patrols all year round to curb escalating anti-social behaviour and reduce drug and alcohol offences. The focus of the correspondence and discussions with both State Government and SAPol is to restore business confidence and increase public safety.

*Refer Attachment 3*

Additionally, the City of Holdfast Bay Elected Members resolved at the 8 February 2022 Council meeting to instigate a petition to the South Australian Parliament which received 1,334 signatures responding positively to the petition. The Petition, titled: South Australian Police presence at Jetty Road and Moseley Square, Glenelg was submitted to the Hon. Joe Szakacs, Minister for Police, Emergency and Correctional Services on 3 June 2022 requesting for additional police presence to be made permanent.

Discussions regarding anti-social behaviour within the Glenelg retail precinct and surrounding areas with various stakeholders, including retailers, SAPol and residents, suggested that permanently establishing the New Year's Eve Area Dry Zone will have a benefit to the area to ensure action can be taken by the relevant authorities for a safer environment, particularly during the summer period.

It should be noted that there will be no impact to retailers that may wish to have outdoor dining facilities licensed, not dissimilar to existing restaurants and cafes currently trading in Moseley Square, nor will there be an impact on bottle shops that exist within the proposed precinct as you can traverse through a dry zone with alcohol providing that the alcohol is not opened.

To assist with concerns regarding public safety and anti-social behaviour within the Glenelg retail precinct and abutting areas, consultation should incorporate the New Year's Eve

extension to the Glenelg Dry Area as a permanent extension be conducted. A report noting the results from the consultation will be brought back to Council and a submission then made to Consumer Business Services for the Glenelg Dry area amendment, thereafter if endorsed by Council.

**BUDGET**

It is envisaged that the budget expenses associated with an extension to the existing Glenelg Dry Zone will be relevant to signage only.

**LIFE CYCLE COSTS**

Not applicable

# Attachment 1

# EXTENDED DRY AREA

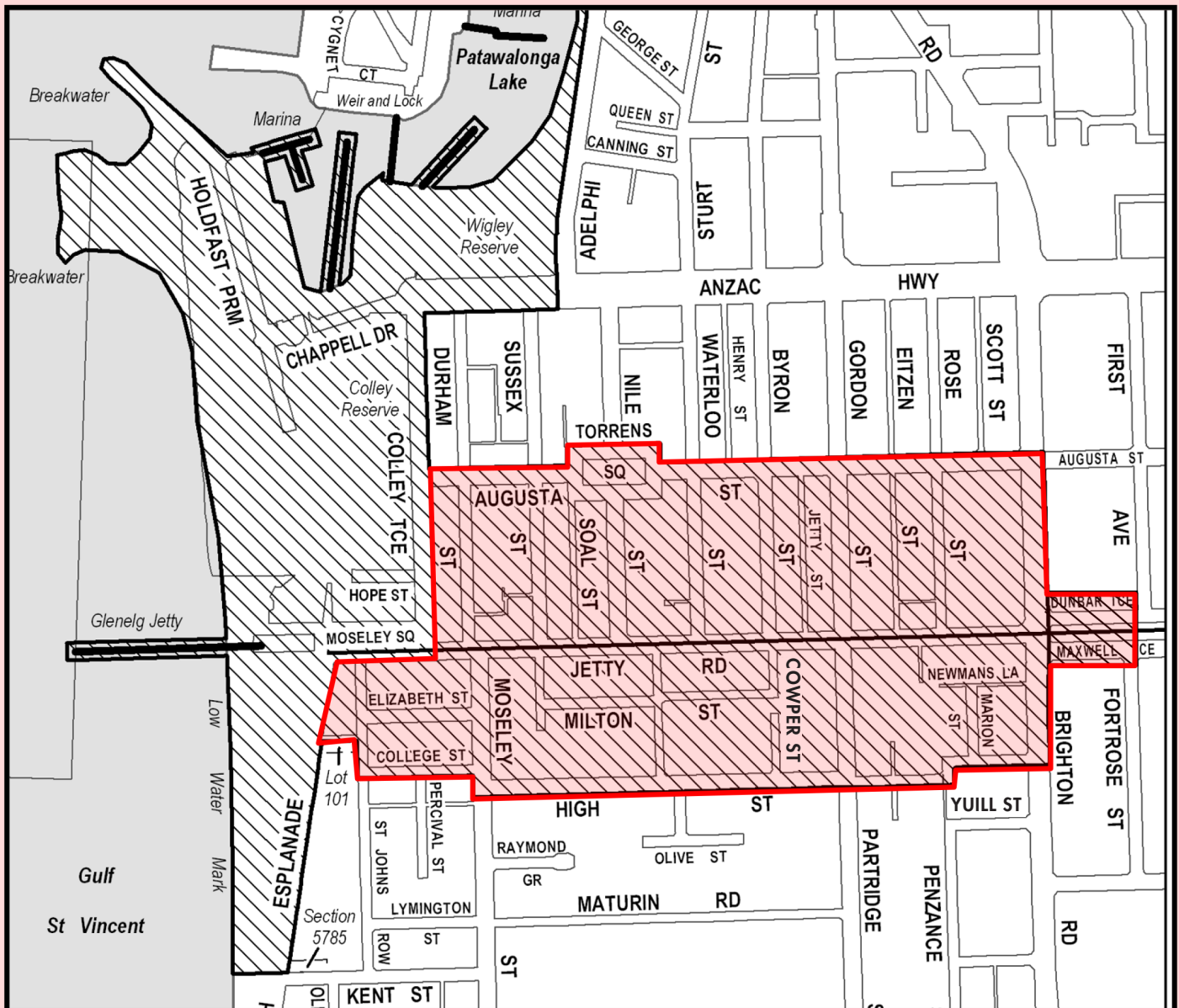
NEW YEARS EVE 31 DECEMBER 2023



Glenelg Dry Area



New Year's Eve Extended Area



# Attachment 2





KING ST BRIDGE

ADELPHI TCE

DRY ZONE  
GLENELG

FORESHORE

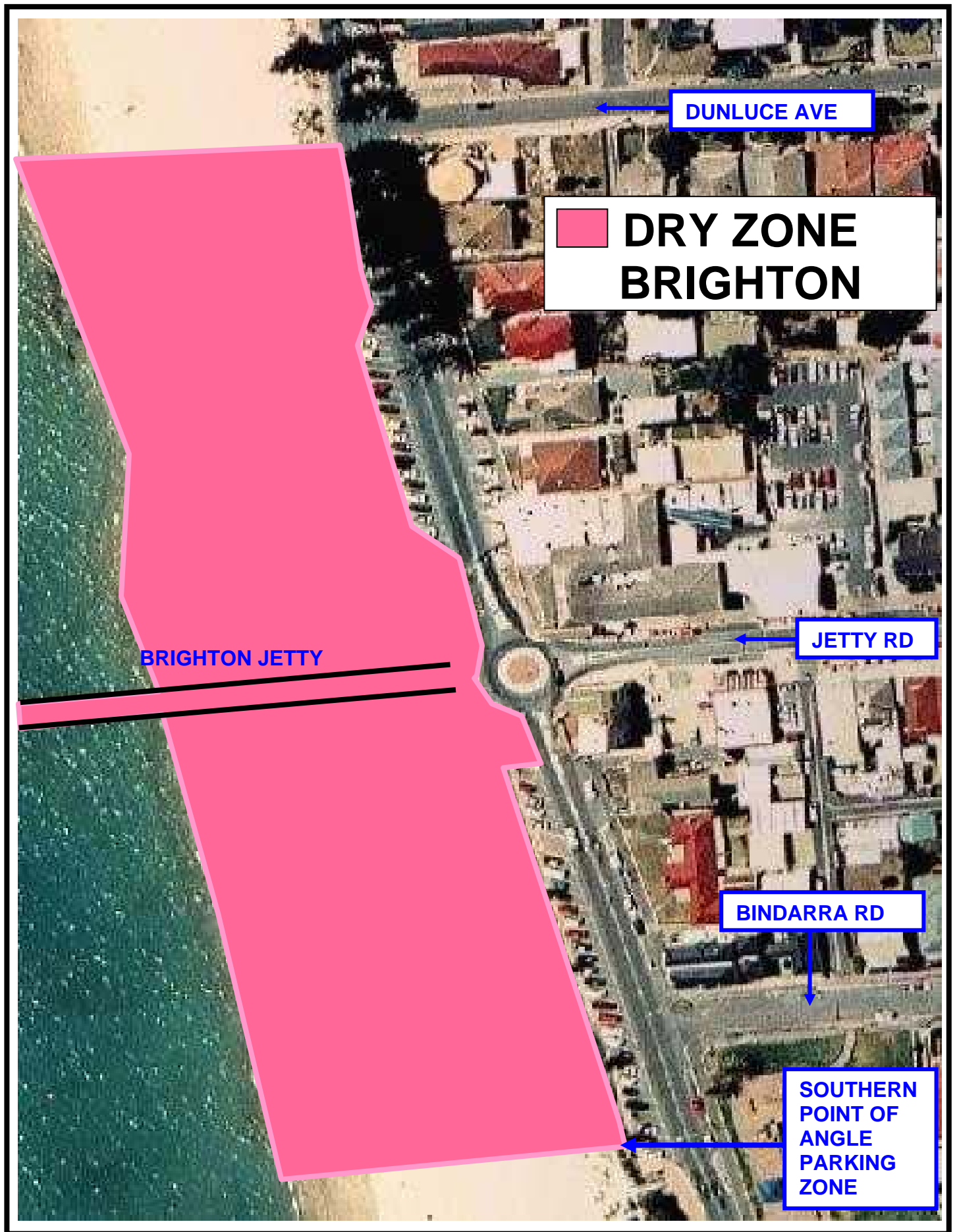
ANZAC HWY

COLLEY

JETTY RD

GLENELG JETTY

JIMMY MELROSE PARK TO NORTHERN  
PROPERTY ALIGNMENT OF KENT STREET



DUNLUCE AVE

**DRY ZONE  
BRIGHTON**

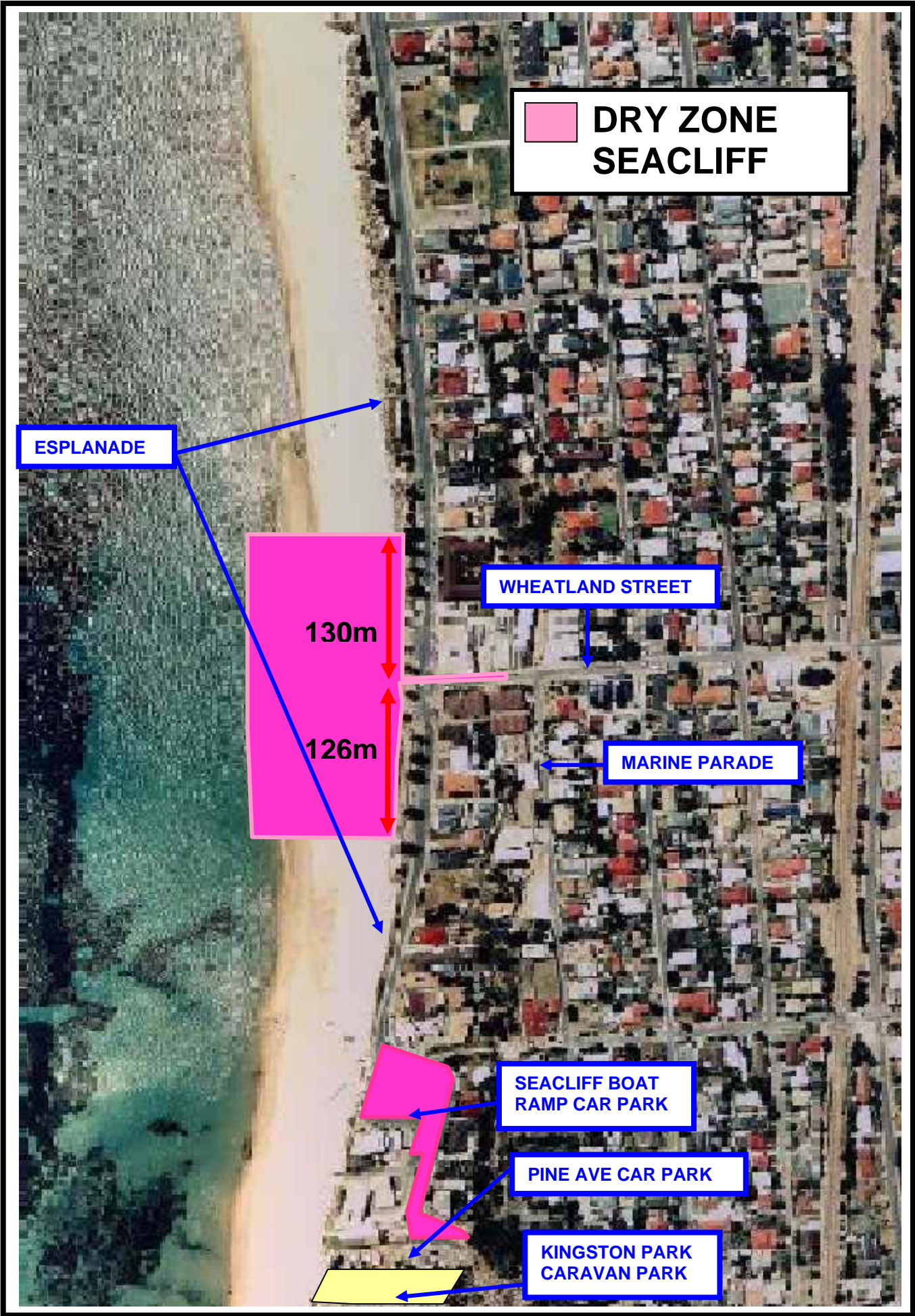
BRIGHTON JETTY

JETTY RD

BINDARRA RD

SOUTHERN  
POINT OF  
ANGLE  
PARKING  
ZONE







# Attachment 3



[holdfast.sa.gov.au](http://holdfast.sa.gov.au)

Brighton Civic Centre 24 Jetty Road, Brighton SA 5048

PO Box 19 Brighton SA 5048

P 08 8229 9999 F 08 298 4561

Glenelg Customer Service Centre and

Library 2 Colley Terrace, Glenelg SA 5045

## OFFICE OF THE MAYOR

7 March 2023

Joe Szakacs, MP  
Minister for Police  
GPO Box 6446  
Halifax Street  
Adelaide SA 5001

Via email: [ministerszakacs@sa.gov.au](mailto:ministerszakacs@sa.gov.au)

Dear Minister Szakacs

Thank you for taking the time to visit the Jetty Road, Glenelg precinct and meet with Mayor Amanda Wilson, Ms Marnie Lock and myself in late January. On behalf of the traders, I would like to extend my gratitude for your time in meeting with traders and your sincere understanding regarding the importance of an increased police presence within the Glenelg Precinct.

The Jetty Road Mainstreet Committee (JRMCC) and the City of Holdfast Bay are dedicated to supporting the Jetty Road traders and advocating for a safe and vibrant destination. Operation Jericho has had a positive impact on the precinct and has been greatly valued by traders, the wider community and visitors to the precinct. Businesses are demonstrating how they are working together to create a safe destination, as demonstrated through chat group established by licenced venues, however ongoing support is needed from South Australia Police (SAPOL) to ensure safety is maintained in public spaces.

Increased police visibility within the precinct has a significant positive impact on trader confidence and improved community perception. Operation Jericho and the ability to have direct contact with SAPOL has been integral in developing relationships with traders and not only providing support when there is an incident, but also providing advice on how to avoid incidents in the future.

It is important that we retain the positive sentiment through a more permanent police presence in the Jetty Road, Glenelg precinct. While a year-round presence would be ideal, we understand resourcing constraints and would welcome a 9-10 month operation from September through to the end of May to cover the peak visitation periods. As a key tourism destination, visitation is strong year-round and there is significant effort from both Council and the private sector to bring people to the precinct outside of the summer period.



Together we, the City of Holdfast Bay and the JPMC, are committed to working with the South Australian Police and all stakeholders to ensure there is a reduction in anti-social and criminal behaviour in the Glenelg Precinct year-round.

We look forward to continuing to discuss this with you.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Amanda Wilson', with a stylized, flowing script.

**Amanda Wilson**  
Mayor

A handwritten signature in blue ink, appearing to read 'Gilia Martin', with a stylized, flowing script.

**Gilia Martin**  
Jetty Road Mainstreet Chair

CC: Mr Roberto Bria – Chief Executive Officer, City of Holdfast Bay  
Ms Marnie Lock – General Manager Community and Business, City of Holdfast Bay



## OFFICE OF THE MAYOR

[holdfast.sa.gov.au](http://holdfast.sa.gov.au)

Brighton Civic Centre 24 Jetty Road, Brighton SA 5048

PO Box 19 Brighton SA 5048

P 08 8229 9999 F 08 298 4561

Glenelg Customer Service Centre and Library

2 Colley Terrace, Glenelg SA 5045

2 August 2022

Joe Szakacs, MP  
Minister for Police, Emergency Services and Correctional Services  
PO Box 6446  
Halifax Street  
Adelaide SA 5001

via email: [ministerszakacs@sa.gov.au](mailto:ministerszakacs@sa.gov.au)

Dear Minister

Thank you for meeting Marnie and myself on Thursday 28 July 2022. We acknowledge that as the Minister for Police, Emergency Services and Correctional Services Portfolio how busy you are and we are extremely appreciative of your time last week.

The City of Holdfast Bay is committed to working with the South Australian Police and all relevant stakeholders to ensure there is a reduction in antisocial and criminal behaviour within the Glenelg Precinct year round. We are grateful for the positive tactical response and extension of the 'Jericho' operation committed for the upcoming peak season to improve community perception, restore business confidence and increase police visibility.

This action provides much needed support for all members of the community and ensures that Glenelg continues to contribute economically to South Australia's Gross Domestic Productivity by encouraging visitation and increasing expenditure within the precinct.

We look forward to working with your Government to ensure our tourism destination is a safe place to visit.

Yours sincerely

Amanda Wilson  
**Mayor**



Item No: 15.7

Subject: **EVENTS SEASON 2022/23 SUMMARY**

Date: 26 September 2023

Written By: Event Lead

General Manager: Community and Business, Ms M Lock

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## **SUMMARY**

Events form a significant part of the City of Holdfast Bay's community and economy. In 2022/23, a total of 355 events were held attracting more than 670,000 visitors and contributing nearly \$65 million to the local economy.

This report provides a summary of the 2022/23 Events Season including economic value and event satisfaction.

---

## **RECOMMENDATION**

**That Council notes this report.**

---

## **STRATEGIC PLAN**

Innovation: economic and social vibrancy and a thriving environment

## **COUNCIL POLICY**

City of Holdfast Bay Events Strategy 2021-2025

## **STATUTORY PROVISIONS**

Not applicable

## **BACKGROUND**

One of Holdfast Bay's greatest strengths is its impressive calendar of public events. Events form an integral part of the City's local and business communities. The *City of Holdfast Bay Events Strategy 2021-2025* identifies four key priority areas for events:

- Economic value – attracting visitation, investment and spend in the City of Holdfast Bay;

- Destination awareness – positioning Holdfast Bay as a leading events destination and Adelaide’s premier seaside destination, via positive media attention and Word of Mouth;
- Lifestyle and legacy – bringing the community together, activating public spaces and embracing our cultural heritage;
- Sustainability – financial and environmental sustainability.

*Refer Attachment 1*

Council Administration plays several different roles in event delivery, ranging from in-house design and delivery to attracting and supporting events organised by third parties. Revenue generated from commercial hire of Council spaces contributes to the cost of delivering community events.

## REPORT

There were 355 events held in the City of Holdfast Bay during 2022/23. While this is numerically fewer than 2021/22, the return of major events post-COVID means that the number of events specific visitors increased.

Year	Event Numbers
2019/20	207
2020/21	186
2021/22	380
2022/23	355*

\* Stand up Paddle Board, Giant Wheel and Moseley Beach Club counted as single events.

The 2022/23 event count includes more than 136 beach sports events (e.g., Beach Handball, Volleyball and Surf Lifesaving events) but excludes private events such as weddings and birthday parties.

Attendance at Council organised/supported events as well as significant external events are summarised below. In addition, more than 50 smaller scale external events primarily organised by sporting, community, and neighbourhood groups were held. Together these events attracted more than 670,000 event visitors to the area. Most of these visitors are intrastate day trippers. Assuming the average daily spend of \$97 per day trip visitor<sup>1</sup>, the event season contributed nearly \$65 million to the local economy.

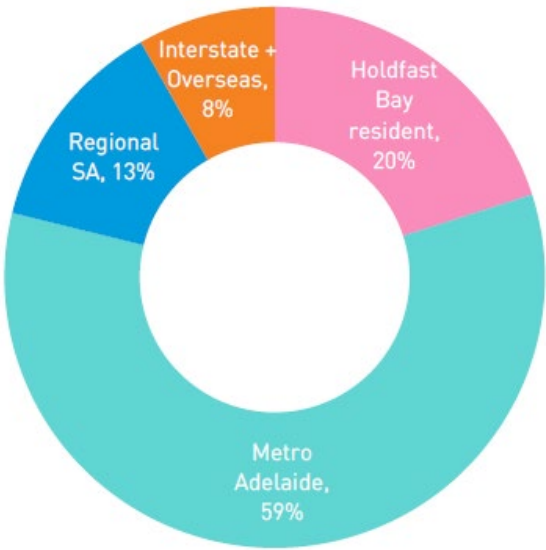
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<sup>1</sup> National Visitor Survey and International Visitor Survey from Tourism Research Australia, Department of Resources Energy and Tourism (Aust), Assessed Event Attendee Statistics City of Holdfast Bay, Australian Bureau of Statistics (ABS) Tourism Accommodation Small Area Data, Hotels, motels and serviced apartments with 15 or more rooms

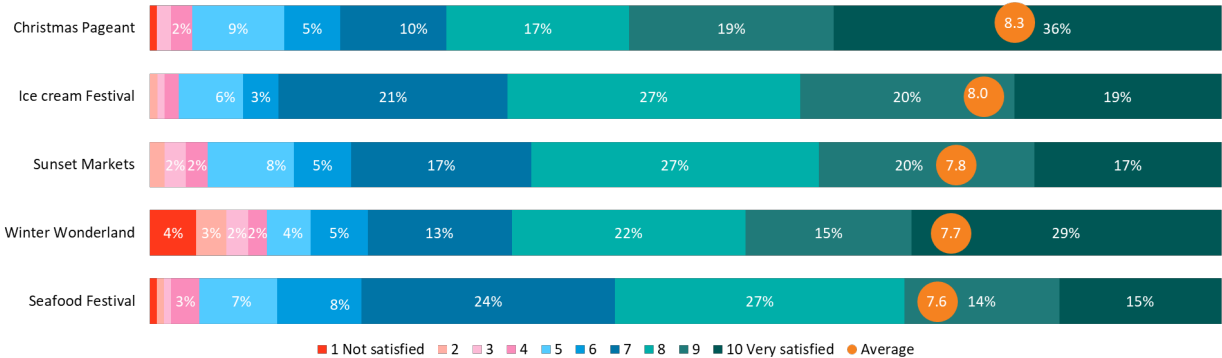
<b>Event</b>	<b>2022/23 Season Attendees</b>
Winter Wonderland	12,734
Glenelg Ice Cream Festival	30,000
Sea to Shore Glenelg Seafood Festival	25,000
Fork on the Road (1 event)	2,000
Rendez-Vous Markets (2 events)	6,000
Glenelg Asia Street Food (1 event/ 3days)	10,000
City to Bay Fun Run	25,000
Glenelg Sunset Markets (5 events)	20,000
Christmas Pageant	30,000
The Local/Summer Block Parts (1 event/2 days)	1,000
Bay Sheffield (1 event/ 2 days)	8,000
Proclamation Day	250
New Year's Eve (Glenelg and Brighton)	100,000
Tour Down Under (2 events)	17,000
Australia Day	600
Glenelg Greek Festival and Blessing of the Waters (1 event/ 2 days)	6,000
Brighton Jetty Classic and Sculptures	140,000
Anzac Day Dawn Services (Glenelg and Brighton)	11,500
Brighton Street Parties (2 events)	11,021
Moseley Beach Club	65,000
Giant Ferris Wheel	96,533
Mini Meet the Machines	4,500
Small/Medium Car shows (10 events)	15,000
All Japan Day – Major Car Show	10,000
Stihl Timbersports	12,000
Beach volleyball (multiple events)	6,000
SLSSA events (50 events)	4,800
Citizenship ceremonies	300
<b>TOTAL</b>	<b>670,238</b>

For the 2022/23 season, McGregor Tan was engaged to conduct market research with visitors to five events in Glenelg: Winter Wonderland; Sea to Shore Glenelg Seafood Festival; Christmas Pageant; Ice Cream Festival; and Sunset Markets. Event participants across all five events were predominantly from metropolitan Adelaide, with 20 percent being from within Holdfast Bay. Event satisfaction was moderate to high across all events, with the Christmas Pageant receiving the highest overall rating at 8.3/10. The satisfaction with the Seafood Festival was the lowest at 7.6 (the reduced score for this event is attributed to food stalls selling out of food earlier than expected on the day). Findings and recommendations from this research will be used to inform planning of future events.

Event participants surveyed



Overall experience with event



BUDGET

Event delivery expenditure was contained within the approved 2022/23 budget.

LIFE CYCLE COSTS

Not applicable



# Attachment 1



# EVENTS STRATEGY 2021-2025

*I WANT  
TO STAY*





### Acknowledgement of Country

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





# CONTENTS

OVERVIEW ..... 4

INTRODUCTION ..... 6

STRATEGIC CONTEXT  
VALUE OF EVENTS  
EVENT CAPACITY  
COUNCIL’S ROLE

OUR VISION ..... 8

OBJECTIVES  
KEY PRIORITY AREAS

EVENTS PORTFOLIO ..... 10

EVENTS MATRIX

ACTION PLAN ..... 12

ECONOMIC VALUE  
DESTINATION AWARENESS  
LIFESTYLE AND LEGACY  
SUSTAINABILITY

REFERENCES ..... 14

# OVERVIEW

Vibrant community events play a vital role in increasing visitation and economic development. One of Holdfast Bay's greatest strengths is its impressive calendar of public events. More than 250 public events and festivals are staged throughout the year, attracting more than 500,000 event-specific visitors and generating \$49 million to the local economy and reaching an audience of 53.9 million people.

With 11km of beautiful beaches and thanks to its close proximity to the SA Aquatic and Leisure Centre, sporting fields and golf courses, the City of Holdfast Bay provides a variety of accommodation options for people attending many large sporting events that take place in Adelaide including the Australian Women's Golf Open, Pacific School Games, Australian Swimming Championships and Lifesaving Championships, each with more than 4,000 competitors.

The City of Holdfast Bay Events Strategy provides a clear framework and direction for the development, management and investment in events in a creative, sustainable and economically responsible way for the next five years. It explains why and how Council supports and assesses

events, key priority areas and an outline of Council's role. It also establishes a clear pathway for Council to maximise outcomes and optimise its resources, while outlining the activities associated with identifying, attracting and supporting events in Holdfast Bay.

Council's aspiration is for Holdfast Bay to be a must visit destination with a vibrant events calendar that connect people and place. For this to occur, Holdfast Bay must be a place alive with festivity and offer our community and visitors a combination of significant major events, as well as a range of community events that tell our story and celebrate our unique attributes.







# INTRODUCTION

## STRATEGIC CONTEXT

The City of Holdfast Bay's Event Strategy aligns to Council's Strategic Plan *Our Holdfast 2050+* which encompasses three strategic focus areas which outlines objectives and aspirations to effectively build for our future;

- **Wellbeing** – Foster an inclusive, healthy, creative and connected community that supports economic prosperity and develops a built and natural environment that supports living well.
- **Sustainability** – Encourage socially responsible, sustainable and innovative economic development by supporting local, inclusive, Aboriginal, green businesses and innovators.
- **Innovation** – Apply creativity in all aspects of thought and action to build an economy and community that are inclusive, diverse, sustainable and resilient.

The Events Strategy also aligns to the Tourism Recovery Plan 2023, a post COVID-19 rebuilding strategy, together with the Economic Activation Plan 2023, to restimulate tourism in our region.

## VALUE OF EVENTS

Events are an integral part of the City of Holdfast Bay local and business communities. Council, business and community recognises events play an important role in connecting community and to creating stronger sense of place. They act to bring people together, foster creativity and provide opportunities for new experiences and understanding. In doing so, events encourage greater participation, important indicators of community wellbeing and quality of life.

Events also provide economic benefits of;

- Showcasing the destination and attracting visitors from outside the city
- Injection of new spend in the city
- Stimulating multiple industries – tourism, accommodation, retail, dining, transport
- Opportunity for local business to develop partnerships
- Employment opportunities for the local community
- Catalyst for infrastructure improvements and commercial investment

Hosting events strengthens the city's reputation and brand as a regional, national and international visitor and events destination.

## EVENT CAPACITY



30 commercial accommodation properties offering 1500 rooms



15 conference and function venues



7 outdoor bookable event spaces including foreshore reserves, Moseley Square, beaches, Chapel Plaza



Regional hub sporting facilities including Glenelg Oval, Brighton Sporting Complex, Kauri Community Sports Centre and 4 surf clubs.

## COUNCIL'S ROLE

To realise the event vision, a collective partnership between event organisers, the tourism industry, private enterprise and all levels of government and the community will be required. The event roles and responsibilities of the City of Holdfast Bay are outlined below.

<b>Leader and Provider</b>	<p>Provide a framework for the growth and development of events for economic and community benefit.</p> <p>Provide approval, advice and guidance for events to ensure safe and successful events that minimise impacts on the environment.</p> <p>Activate potential venues and open spaces.</p> <p>Provide advice and information to event organisations to assist in event development and delivery.</p>
<b>Facilitator</b>	<p>Collaborate and foster partnerships between key stakeholders, organisers and businesses.</p> <p>Provide access to event planning resources and other opportunities that help build capacity and enhance event sustainability.</p> <p>Facilitating event monitoring and post evaluation of the economic and social impact of events.</p>
<b>Creative Designer and Attractor</b>	<p>Curate an annual events calendar to showcase the diversity and quality of events dispersed throughout the city.</p> <p>Develop events that connect people and place providing community, social, cultural or economic benefit.</p> <p>Attract, bid and sustain events that attracts visitation from outside the city, increasing spend and length of stay.</p>
<b>Promotor and Supporter</b>	<p>Evaluate opportunities to invest as an in kind and/or cash sponsor for events that align with the key priority areas and event vision.</p> <p>Provide administrative support and mentoring for event applications and bookings.</p> <p>Develop a marketing plan to effectively promote events to the community, local businesses and visitors.</p>



# OUR VISION

Events are a key driver of positive economic, social wellbeing and quality of life. A vibrant, diverse and inclusive calendar of events across Holdfast Bay creates community pride and economic prosperity.

## OBJECTIVES

- Utilising events to create reasons to visit Holdfast Bay across the whole year and strengthen the quieter seasons
- To increase economic activity, community pride and participation and add to the cultural fabric of the City of Holdfast Bay
- Align with and attract those desired target markets to achieve the best return on investment for the community
- Enhance the appeal of Holdfast Bay as a great place to live, visit and do business
- Identify, attract and support new events to drive the visitor economy
- Support the sustainability and development of existing events through individuals, community groups, businesses and organisations to deliver quality events
- Continue to build partnerships with government, private sector, not-for-profit, community and sporting groups



## KEY PRIORITY AREAS

Events are reviewed periodically to ensure a well-balanced calendar of activities across the city throughout the year which deliver community and economic benefit. The key priority areas below form the framework for assessing council support for events, such as providing in-kind assistance and/or funding, in line with the event vision and objectives.

<b>1. Economic Value</b>	<ul style="list-style-type: none"> <li>Attracts visitation from outside the city, increasing spend and length-of-stay.</li> <li>Attract target audiences from regional areas, interstate and internationally.</li> <li>Generates new investment and business.</li> <li>Increases visitation to local mainstreets and surrounding retail businesses.</li> <li>Sponsorship opportunities.</li> </ul>
<b>2. Destination Awareness</b>	<ul style="list-style-type: none"> <li>Promotes our image and reputation as Adelaide's premier seaside destination.</li> <li>Build Holdfast Bay's profile as a leading events destination.</li> <li>Opportunities to showcase Holdfast Bay to new markets and encourage travel to the region.</li> <li>Achieves a high level of positive awareness and engagement.</li> <li>Attracting positive media attention and word of mouth recommendations.</li> </ul>
<b>3. Lifestyle and Legacy</b>	<ul style="list-style-type: none"> <li>Brings people and communities together to create a sense of identity and activates public spaces.</li> <li>Encourages community support and participation and/or involvement.</li> <li>Embraces cultural heritage.</li> <li>Creates an event legacy with return visitation.</li> </ul>
<b>4. Sustainability</b>	<ul style="list-style-type: none"> <li>Demonstrates financial sustainability and a commitment to safety and risk management.</li> <li>Demonstrates partnering with local businesses to stimulate local activity and/or employment.</li> <li>Contributes to off-peak and shoulder seasons.</li> <li>Zero or negligible negative impact on the environment and incorporates 'green' initiatives.</li> <li>Attendance and resources can be effectively measured.</li> </ul>



# EVENTS PORTFOLIO

The City of Holdfast Bay has an established portfolio of events from local to major events incorporating a range of requirements and types such as sports, entertainment and cultural events. Council has identified a gap of food and wine events which market research has shown would encourage more visitation from South Australians and visitors.

The events matrix outlines the different types of events, their characteristics and examples to maintain a well-balanced calendar of events. Destination events are events of international significance that will attract international and interstate visitors and provide a substantial economic benefit to the host region and state. Major events are those

that strongly identify with the spirit of a city or region and gain recognition and awareness. They will attract visitors from interstate and will provide a significant local economic impact. Local and community events predominantly attract visitors from within and surrounding the host region which benefit the local community.

## EVENTS MATRIX

TYPE OF EVENT	CHARACTERISTICS	EXAMPLES
<b>Destination Events</b>	<ul style="list-style-type: none"> <li>• Internationally recognised event</li> <li>• Attracting people from intrastate, interstate and internationally</li> <li>• Significant Events Team input, coordination and involvement</li> <li>• Significant Council Sponsorship or hosting (this can be either/or money or in kind support)</li> <li>• High value economically and brand promotion</li> <li>• Depot and facilities support: labour, asset management, infrastructure and equipment</li> <li>• Road closures/traffic management</li> <li>• Focus on ensuring safety and security</li> <li>• Additional permits/licensing (food permits, vehicle permits, stall holders, amusements, liquor licensing)</li> <li>• Emergency Services involvement, i.e. SAPOL with preplanning</li> <li>• High risk potential</li> </ul>	Tour Down Under Lifesaving World Championships Australian Masters Games
<b>Major Events (managed and sponsored)</b>	<ul style="list-style-type: none"> <li>• Unique to the region</li> <li>• Attract people from intrastate and interstate</li> <li>• Significant Events Team management or input, mentoring and involvement</li> <li>• Enhancement of the destination image encouraging repeat visitation and positive word of mouth</li> <li>• Council sponsorship (money or in kind support)</li> <li>• Depot and facilities support – bins, cleaning, irrigation, infrastructure and equipment</li> <li>• Additional permits/licensing (food permits, vehicle permits, stall holders, amusements, liquor licensing)</li> <li>• Emergency Services involvement, i.e. SAPOL with preplanning</li> <li>• High risk potential</li> </ul>	New Years Eve Christmas at the Bay Street Parties Brighton Jetty Sculptures Beach Music Concerts



TYPE OF EVENT	CHARACTERISTICS	EXAMPLES
<b>Sporting Events, Competitions and Carnivals</b>	<ul style="list-style-type: none"> <li>• Supports local sporting organisations</li> <li>• Attracts participants + accompanying visitors</li> <li>• Encourages day trip and overnight visitation</li> <li>• Events team to facilitate application requirements</li> <li>• Large sporting events will require depot support</li> </ul>	City to Bay Bay Sheffield Brighton Jetty Classic Volleyball Competitions Surf Lifesaving Carnivals Triathlons
<b>Local and Community Events</b>	<ul style="list-style-type: none"> <li>• Attract locals and people from surrounding LGA's and Regional SA</li> <li>• Events Team manage the operations, regulatory compliance or facilitate event application</li> <li>• Engagement of local community groups</li> <li>• Offers community interest or benefit</li> <li>• Broad participation</li> <li>• Short term use of Council assets</li> <li>• Located in a position not impacting on local businesses but can drive trade to local retail precincts</li> <li>• Car shows promote overnight visitation</li> <li>• Low investment and risk</li> </ul>	Winter Activation Meet the Machines School Holiday Activation Markets Car Shows Charity Walks
<b>Civic and Cultural Events</b>	<ul style="list-style-type: none"> <li>• Open and accessible events that provide a social benefit of arts, culture, tradition or community life</li> </ul>	Proclamation Day Australia Day NAIDOC week Reconciliation week
<b>Promotional and Commercial Activations</b>	<ul style="list-style-type: none"> <li>• Offers community interest or benefit</li> <li>• Short term use to attract attention to produce, service or experience</li> <li>• Attracts new target markets</li> <li>• Good media exposure</li> <li>• Filming activities help promote the area</li> <li>• Located in a position not impacting on local businesses</li> <li>• Approved on a commercial rental basis</li> </ul>	Giant Ferris Wheel Moseley Beach Club Moseley Igloos
<b>Business Events</b>	<ul style="list-style-type: none"> <li>• Introduces first time visitors to the city</li> <li>• Attracts 2 to 3 nights overnight visitation</li> <li>• Represent high yield per delegate spend and create midweek bookings</li> <li>• Use of local suppliers</li> <li>• Activates existing venues</li> </ul>	Meetings Conferences Incentives Exhibitions



# ACTION PLAN

The Action Plan outlines the actions that will achieve the event objectives aligned to the key priority areas;

1. Economic Value
2. Destination Awareness
3. Lifestyle and Legacy
4. Sustainability

## ECONOMIC VALUE

REF	STRATEGY	ACTION	TIMEFRAME	TEAMS
1.1	<b>Encourage events that offer the best opportunity for economic growth and add value to residents wellbeing and the local business community</b>	<p>Define and categorise events</p> <p>Review calendar of events – timing and locations</p> <p>Develop a communication database with other event organisers, stakeholders and operators, performers, stallholders and musicians</p> <p>Continue strong partnership with Jetty Rd Coordinator to ensure the local business community is engaged in events that will increase visitor spending</p> <p>Creatively produce a diverse selection of events that encourage community participation</p> <p>Create a Neighbourhood Street Gathering initiative to build a community spirit (tie in with Christmas at the Bay and Cultural programs)</p> <p>Develop and/or partner with unique and bespoke events that attract niche markets (prestige car shows, artisan events, live music)</p>	<p>On going</p> <p>September 2021</p>	<p>Events Team</p> <p>Jetty Rd Team</p> <p>Event Coordinator</p>
1.2	<b>Ensure council event sponsorship and funding is achieving the maximum return on investment</b>	<p>Review sponsorship process and documents to ensure they align with this strategy – criteria, funding, measuring outcomes, acquittal process and council reports</p>	July 2021	Team Leader Events
1.3	<b>Events, Promotional Activities, Commercial Activation Applications</b>	<p>Review online event toolkit useability</p> <p>Continue to curate a regular program of events and festivals that activate our outdoor, public and natural environment, while protecting natural assets and managing expectations and concerns of residents</p>	<p>July 2021</p> <p>Ongoing</p>	<p>Event Coordinator</p> <p>Events Team</p>

## DESTINATION AWARENESS

REF	STRATEGY	ACTION	TIMEFRAME	TEAMS
2.1	<b>Promote a higher profile of Holdfast Bay through unique events that showcase the destination and local experiences</b>	Identify, attract, and develop key events that generates destination awareness with potential to attract significant long-term tourism and economic benefits in particular around food and wine	April 2022	Events Team Tourism Development Coordinator Jetty Rd Coordinator Communications Team
		Actively seek funding sources and sponsorship for major and significant events by developing a sponsorship prospectuses for iconic events	Ongoing	External agency Team Leader Events
2.2	<b>Increase length of stay of event attendees</b>	Develop communications and marketing plan to promote events to visitors, businesses and residents	Ongoing	Tourism Development Coordinator, Communications Team, Events Team Tourism operators
		Develop packaging around events and pre and post touring options by initially targeting national sporting events, music festivals and winter activation		
2.3	<b>Event Branding and positioning</b>	Improve awareness of the City of Holdfast Bay's events in order to attract new market segments by incorporating contemporary marketing and promotional actions that are aligned with the character of the event	Ongoing	Events Team Communication Team
		Increase social media reach and engagement at City of Holdfast Bay managed events	2021-2022	
		Develop event branding guidelines		



## LIFESTYLE AND LEGACY

REF	STRATEGY	ACTION	TIMEFRAME	TEAMS
3.1	<b>Build the capacity of local event organisers and industry</b>  <b>Promote and create opportunities for local musicians and performers</b>	Create and implement evaluation program for events and festivals for economic as well as social, infrastructure and environmental pressures/opportunities that were created because of the event	October 2021	Events Team
		Ensure openness and continuous improvement through grant programs, expressions of interest for the delivery of events	Ongoing	
		Undertake qualitative and quantitative market research of residents and visitors to establish satisfaction, needs, expectations and opportunities (including council managed events and external event)	Ongoing	Hire external company
		Stage 'The Local' live music event annually		
		Engage local musicians at City of Holdfast Bay promoted events, such as Street Parties, New Year's Eve, and Winter Solstice	Ongoing	Events Team
3.2	<b>Facilitate investment in event infrastructure, open spaces and precincts across the city</b>	Undertake an audit of event infrastructure	August 2021	Events Team and Depot
		Undertake a gap analysis to identify potential areas for infrastructure investment i.e. lighting or power upgrades, installation of seating, staging or shade infrastructure, permanent toilet facilities, storage for external events	On going	
3.3	<b>Facilitate continual improvement of event development and servicing</b>	Benchmarking against other councils – fees, restrictions, processes	On going	Events Team
		Provide assistance to community groups in providing successful events by reviewing the event toolkit and grant programs	Ongoing	
		Review existing processes, guidelines and regulations and focusing on making the process easier and faster	Ongoing	
3.4	<b>Review staff capabilities and plan a comprehensive development program to build the capabilities needed to achieve the outcomes in this Event Strategy</b>	Review position description's, processes and event timing	December 2021	Team Leader Events People and Culture Manager City Activation
		Review event team structure and align position description's with event strategy		



## SUSTAINABILITY

REF	STRATEGY	ACTION	TIMEFRAME	TEAMS
4.1	<b>Encourage events with sound environmental and sustainable practices</b>	Embrace sustainable environmental practices into our planning and programming events and festivals in line with the Environmental Strategy 2020 - 2025	On going	Events Team
		Provide educational information for event organisers in the toolkit and encourage sustainable events	October 2021	Event Coordinator
		Establish guidelines and targets for improving the sustainable managed of local events (both external and internal)	Ongoing	Events Team
		Protecting natural assets	Ongoing	Events and Environment Teams
		Create a 3 bin system at all events and use the wider volunteer program to educate event attendees on create waste procedures and signage	June 2022	Events Team and Environment Team
4.2	<b>Stakeholder Engagement</b>	Work with key internal and external stakeholders to maximise event design and delivery and ensure longevity by creating a preferred supplier database	Ongoing	Events Team
4.3	<b>Ensure statutory compliance with council policies, Federal and State legislation and regulations</b>	Review and update existing plans according to current legislation	Ongoing	Events Team
		Accessibility at events	Ongoing	Events Team



# REFERENCES

- City of Holdfast Bay, **Our Holdfast Strategic Plan 2050+**
- City of Holdfast Bay, **Economic Activation Plan 2018 – 2023**
- City of Holdfast Bay, **Open Space and Public Realm Strategy 2019-2030**
- City of Holdfast Bay, **Arts and Culture Strategy 2019 - 2024**
- City of Holdfast Bay, **Environment Strategy 2020-2025**
- City of Holdfast Bay, **Disability Access and Inclusion Plan 2020-2024**
- South Australian Tourism Commission, **State Tourism Plan 2030**
- Tourism Industry Council South Australia, **Strategic Plan 2019 – 2022**
- UniSA, **Value of Events: Beyond the Short-term Economic Impact Report 2021**
- McGregor Tan Research, 2019, ***Tourism Project for City of Holdfast Bay, Group Discussions, Quantitative and Qualitative Surveys – Resident, Daytrippers, Interstate Domestic & International***
- McGregor Tan Research, 2020, ***COVID-19 Effect on the South Australian Community - Consumer Sentiment***
- Intuito Market Research, 2013 & 2016, ***Tourism Project for City of Holdfast Bay, Group Discussions, Quantitative and Qualitative Surveys – Resident, Daytrippers, Interstate Domestic & International***







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Item No: 15.8

Subject: **BRIGHTON STREET PARTIES 2023**

Date: 26 September 2023

Written By: Manager, City Activation

General Manager: Community and Business, Ms M Lock

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## **SUMMARY**

Biannual street parties in Jetty Road, Brighton were first approved by Council on 24 August 2021 (C240821/2396).

This report summarises the economic and community outcomes of the two events held in April and June 2023.

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## **RECOMMENDATION**

**That Council:**

- 1. notes this report; and**
- 2. endorses the rescheduling of the April 2024 street party to October 2024, with the timing to be reviewed each year thereafter.**

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## **STRATEGIC PLAN**

Wellbeing: Encouraging people to connect

Sustainability: supporting localized activation and embracing and promoting Jetty Road, Brighton as a plastic free precinct

Innovation: Providing opportunities for businesses to extend their business footprint

## **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

Not applicable

## BACKGROUND

The Brighton Jetty Road Precinct is a sought-after business location with any vacancies quickly tenanted. However, the seasonal nature of the precinct means businesses welcome the additional economic injection that event activations provide. The Brighton Winter Solstice was first held in 2021 to support low trade in the cooler months and also to offset the impacts of Covid-19. At the 24 August 2021 meeting, Council approved \$30,000 funding to stage two Jetty Road Brighton Street Parties annually (C240821/2396). For the 2022/23 events season, \$34,000 was allocated to hold two street parties in the months of April and June.

## REPORT

The Brighton Street Parties are a much loved and welcomed addition to the precinct with the community, businesses and visitors embracing the festivities. The events create a sense of community and vibrancy within the precinct not experienced in many other event locations.

For each event, Jetty Road is closed to vehicular traffic between the Esplanade and Elm Street and established as a designated licenced area, including the car park of the Esplanade Hotel. Twinings Lane is closed to accommodate pop up activations by local businesses.

This year the April event was held on Saturday 1 April from 1.00pm to 9.00pm and the June event on Saturday 24 June from 4.00pm to 9.00pm. As in previous years, event timing was designed for maximum community participation and economic outcomes allowing traders and local creative industries to enliven the space. Scheduling aims to strike a balance between business types, with retail traders citing greater benefits from an earlier start time, while later finishes benefit hospitality. Budget constraints also influence timing as security costs required by the liquor licence increase with event duration.

The Events team worked closely with the businesses across the precinct, Council's Library and Community Wellbeing teams to deliver a range of activities for a cross section of ages. Each event offered different activities focussing on a kid's zone and interactive play. With the Winter Solstice event commencing from 4.00pm, there was more focus on catering for an older audience, however the inclusion of a silent disco and lantern making to light up the street meant that children were well catered for. Community feedback indicated both these activities were a huge success, particularly for a cross section of ages. All activities created a valuable opportunity to speak with parents and children for feedback about library and youth services to inform future planning.

Attendance across both events totalled 11,021, with 5,280 attending the April event and 5,741 in June. Although the April event was held over a longer period, lower attendance was attributed to an AFL Showdown match held on the same evening, noting that the AFL match fixture was unknown at the time of scheduling the Street Party.

Each year the event has experienced good weather on the day, however forecasts of inclement weather in the days leading up to the June event necessitated a number of mitigations to ensure the safety and success of the event. Due to weather and other factors, five businesses withdrew

from the event at short notice, leading to gaps in programming and a requiring a late modification to the event configuration.

In 2023, Spendmapp data indicated slightly lower spend than reported in 2022. Possible impacts include the South Australian Government hosting the first ever AFL Gather Round and the International LIV Golf Tournament.

The event background data relating to spend as a result of the event activations indicated that all three sectors for hospitality, retail and specialised goods experienced a significant increase in spend by visitors to the precinct.

Spendmapp data for April and June 2023 Street Party events provided the following data:

<b>APRIL STREET PARTY</b>	Saturday prior to event	<b>Event</b>	Saturday post event
	25 March 2023	<b>Sat 1 April 2023</b>	8 April 2023
Hospitality	\$140k	<b>\$237k</b>	\$122k
Retail	\$0	<b>\$4.97k</b>	\$0
Specialised goods	\$36.9k	<b>\$37.3k</b>	\$40.7k
<b>SOLSTICE FESTIVAL</b>	17 June 2023	<b>24 June 2023</b>	1 July 2023
Hospitality	\$159K	<b>\$183K</b>	\$192k
Retail	\$0	<b>\$14.3K</b>	\$9.49k
Specialised goods	\$32K	<b>\$50.9K</b>	\$50.1k

\*\* The \$0k figure is the result of data masking, which is done to safeguard the anonymity of individual businesses when the overall number of transactions is small.

The timing of the street parties in both 2022 and 2023 coincided with the final weekend of Daylight Savings Time in April, and the closest Saturday to the Winter Solstice in June. Looking ahead, the South Australian Government's commitment to both the AFL Gather Round and LIV Golf Tournament in the coming year means there will be additional competition during April. Rather than attempting to compete with these activities, there is the option to move the April Street Party to October, for instance to coincide with the first weekend of Daylight Savings Time. This would also space the two events more evenly across the year (approx. 4 months apart compared to 12 weeks).

In consideration of the date change, it is worthy to note in 2022/23, Brighton event activations included:

- 19 January - Stage Two - Santos Tour Down Under
- 18-29 January - Brighton Sculptures
- 6 February - Brighton Jetty Classic
- 6 February - Marilyn Swim
- 1 April - Brighton Street Party
- 24 June - Brighton Winter Solstice



The addition of the Santos Tour Down Under, Stage 2 Men's Race, coupled with the existing Brighton Jetty Classic, Marilyn Swim and Brighton Sculptures, led to a particularly busy summer period in Brighton. Generally, feedback is for the street parties to be held outside of the summer peak season to stimulate economic and community activity in the off-peak and shoulder seasons.

## **BUDGET**

The budget allocation for the two events was \$34,000, with actual costs totalling \$36,780. Due to a forecast of inclement weather in the days leading to the June event, additional shelter was organised at short notice incurring unforeseen additional costs.

Increased supply costs and availability of equipment led to unexpected increases in material prices and some activities had to be scaled back to remain within budget. Traders also indicated stresses on supply costs, lack of staff or trained staff, and increases in wages has had a considerable impact on their ability to participate in a manner in keeping with former events without impacting their bottom-line.

## **LIFE CYCLE COSTS**

Future event budgets will include an allocation for Brighton Street Parties in alignment with the Council motion.

Item No: 15.9

Subject: **PROCLAMATION DAY 2023**

Date: 26 September 2023

Written By: Manager, City Activation

General Manager: Community and Business, Ms M Lock

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## **SUMMARY**

Each year the City of Holdfast Bay holds a Proclamation Day Ceremony on 28 December, a civic function with historical significance for the entire state of South Australia.

This report summarises the plans for the 2023 event, including a new event led by Kurna to occur in the lead up to the 28 December.

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## **RECOMMENDATION**

**That Council notes this report.**

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## **STRATEGIC PLAN**

Wellbeing: encouraging people to connect with country, place and each other.

## **COUNCIL POLICY**

Civic Functions, Awards and Ceremonies Policy

## **STATUTORY PROVISIONS**

Not applicable

## **BACKGROUND**

Proclamation Day marks the arrival of Governor Hindmarsh and the reading of the Proclamation document under the Old Gum Tree to the first European settlers of South Australia on 28 December 1836. The Day also recognises the colonial settlement of South Australia and the displacement this caused for Aboriginal South Australians.

Proclamation Day presents an opportunity to recognise the importance of the Letters Patent as a founding document for South Australia. When issued, the Letters Patent was the first time Aboriginal rights were legislatively acknowledged in Australia's colonial history. The Proclamation and acknowledgment of the provisions set out in the Letters Patent for Traditional Owners remain close to the hearts of the Kurna people and the wider Aboriginal Community. It is also widely documented that Kurna and Peramangk (Adelaide Hills), lit

fires as communication signals upon the arrival of colonising ships along South Australia's Gulf St Vincent in 1836. In 2023, this history will be highlighted in the lead up to Proclamation Day in a collaboration between the Kurna Nation, Firesticks and the City of Holdfast Bay. Firesticks is an Australia wide, not-for-profit Indigenous network that aims to activate and increase the practice of cultural burning within the Australian landscape. The Kurna team are a small, community-based team who, via Kurna Elders first approached the City of Holdfast Bay with this concept in late 2022.

To mark Proclamation Day, the City of Holdfast Bay holds a Proclamation Day Ceremony on 28 December each year at the Old Gum Tree Reserve, Glenelg North. This significant civic function is attended by a number of dignitaries, including Kurna Elders, the Governor, Premier and Mayors/Elected Members from a number of South Australian LGAs.

## REPORT

The City of Holdfast Bay plans its annual Proclamation commemorations in close consultation with representatives of the Kurna Nation. For the past two years, Kurna Nation hosted a small overnight camp on the evening of 27 December. This year, Kurna representatives, in collaboration with Firesticks are planning to expand upon this element of the commemoration by lighting a series of signal fires along the Holdfast Bay coast, as would have been done by their ancestors to mark the arrival of the colonising ships.

Conversations for this event are ongoing (with dates to be confirmed), however there will be multiple events occurring throughout November to help accommodate filming of the fires and to encourage community engagement:

- Mid-November, four fires to be lit over four days by Firesticks
- Fires to be lit on the beach in Kingston Park, Brighton, Glenelg and Glenelg North
- At each site, a cultural activity will take place (i.e., a workshop or cultural performance)
- At each site, local Holdfast Bay school children and children from South Australia's network of Indigenous schools will be invited to participate
- Filming will take place at each of these sites
- Over one final day, four concurrent fires will be lit from Kingston Park to Glenelg North. On the evening of this event, Kurna will hold a camp and cultural fire at Kingston Park
- Community will be encouraged to participate in the final event by visiting the sites, where they can also engage with the Firesticks team
- Two community engagement sessions to be held prior to the events

Following on from this educational event, Proclamation Day formalities will be led by a Welcome to Country and smoking ceremony followed by a speech by a Kurna representative. The filming created throughout the signal fire events will be used by Kurna as part of this speech. This will be followed by a reading of the Proclamation of South Australia by Her Excellency the Honourable Francis Adamson AC, Governor of South Australia. This will be followed by speeches by the Mayor and Premier of South Australia. The event will also include performances from the Glenelg Brass Band and the presentation of the Governor's Civic Awards for schools.

**BUDGET**

\$28,300 has been allocated to Proclamation Day in the 2023/24 events budget.

**LIFE CYCLE COSTS**

Not applicable

Item No: 15.10

Subject: **ELECTED MEMBER BEHAVIOURAL MANAGEMENT POLICY**

Date: 26 September 2023

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

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## **SUMMARY**

Following the 2022 Local Government Elections, the Behavioural Standards for Council Members commenced, which replaced the former Code of Conduct for Council Members.

In accordance with section 262B of the *Local Government Act 1999* which states 'a council must prepare and adopt a policy relating to the management of behaviour of members of the council (a behavioural management policy)' it is now mandatory for all councils to prepare and adopt a Behavioural Management Policy.

Council must, prior to 10 November 2023, adopt its own Behavioural Management Policy.

This report provides Council with a draft Behavioural Management Policy that has been prepared based on the Local Government Association Model Policy and sets the framework which is consistent with legislative requirements.

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## **RECOMMENDATION**

**That Council:**

- 1. receives and notes the report; and**
  - 2. adopts the Elected Member Behavioural Management Policy subject to any minor typographical corrections required, for publishing purposes.**
- 

## **STRATEGIC PLAN**

Statutory compliance

## **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

*Independent Commission Against Corruption Act 2021*

*Local Government Act 1999*

*Ombudsman Act 1972*

*Public Interest Disclosure Act*

## BACKGROUND

The provisions relevant to the Behavioural Management Framework commenced immediately following the 2022 Local Government periodic election. At this time, the Behavioural Standards for Council Members (Behavioural Standards) replaced the former Code of Conduct for Council Members. At the same time, the investigative and disciplinary powers of the Behavioural Standards Panel commenced.

To support councils' compliance with the Behavioural Management Framework requirements, transitional provisions were enacted which deemed the Local Government Association's Model Policy as the Behavioural Management Policy for each council. The Local Government Association Model Behavioural Management Policy was developed in consultation with Local Government Risk Services, the Office of Local Government and the Local Government Association's Legal Connect partners, Norman Waterhouse Lawyers.

## REPORT

The new Elected Member Behavioural Management Policy is aimed at providing a comprehensive framework to guide the behaviour and conduct of elected members. Elected members play a pivotal role in representing the community and shaping policy decisions. Ensuring their behaviour aligns with ethical standards and organisational values is essential for maintaining public confidence and fostering a productive working environment.

### Behavioural Standards for Council Members

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

*Refer Attachment 1*

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

### Behaviour Management Policy

In accordance with section 262B of the Act, all councils must adopt a Behavioural Management Policy for the purposes of managing the behaviour of members of council. This policy must be prepared and adopted within 12 months of a general election. Until such time as the Policy is adopted, the Local Government Association Model Policy applies. The Model Policy sets the framework which is consistent with the legislative requirements.

The Behavioural Management Framework is comprised of four components:

- Part 1 The legislative framework within which all council members must operate.
- Part 2 The Behavioural Standards for Council Members, determined by the Minister for Local Government (developed in consultation with the Local Government section), which apply to all council members in South Australia.

- Part 3 The mandatory Behavioural Management Policy relating to the management of behaviour of council members and adopted pursuant to section 262B of the Local Government Act.
- Part 4 Optional Behavioural Support Policy (or policies), designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the Local Government Act.

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

A draft Behavioural Management Policy is provided for members' reference and is prepared based on the LGA Model Policy. This Policy reflects the changes to the role of the principal member of council, set out in section 58 of the Act. Consistent with the increased leadership obligations, the Policy assigns responsibility for the management of complaints to the Mayor (except in circumstances where the complaint relates to the conduct of the Mayor).

*Refer Attachment 2*

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

Part 1: Informal Action: Where the matter can be resolved directly between the parties.

Part 2: Formal Action: Where the matter cannot be resolved using informal action and a formal process of consideration is required.

Part 3: Referrals to the Behavioural Standards Panel: The circumstance under which the Mayor, the Council or other authorised person(s) will make a referral.

In accordance with the Behavioural Standards, councils must provide for a Behavioural Standards Panel Contact Officer for matters referred to the Behavioural Standards Panel. This person is responsible for the provision of information to and receipt of notice from the Behavioural Standards Panel. Council, at its meeting of 28 February 2023, Resolution Number C280223/7358, appointed Ms Ania Karzek Manager, Strategy and Governance as the Behavioural Standards Panel Contact Officer.

Section 75F of the Act commenced operation on 17 November 2022 and requires councils to consider whether to adopt a Behavioural Support Policy. This section requires all councils to consider, within six months after the conclusion of each periodic election, whether it wishes to adopt a Behavioural Support Policy (or policies) to support appropriate behaviour by members of the Council. Council, at its meeting of 26 April 2023, Resolution Number C260423/7425 carried unanimously to not adopt a Behavioural Support Policy at this time.

## **BUDGET**

No specific budget is provided for the implementation of the Elected Member Behavioural Management Policy.

## **LIFE CYCLE COSTS**

Not applicable



# Attachment 1

## LOCAL GOVERNMENT ACT 1999

## SECTION 75E OF THE LOCAL GOVERNMENT ACT 1999

*Behavioural Standards for Council Members*

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

**Statement of Intent**

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

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

**Behavioural Standards**

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

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

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

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

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

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

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

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

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

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

**2. Responsibilities as a member of Council**

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

**3. Relationship with fellow Council Members**

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

**4. Relationship with Council employees**

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

**Definitions**

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

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

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

**Note -**

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

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

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

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

**Note -**

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

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

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

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

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

**Requirement applying to behavioural management policies of councils**

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

**Commencement**

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

Dated: 3 November 2022

HON GEOFF BROCK MP  
Minister for Local Government

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

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

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

Dated: 3 November 2022

HON GEOFF BROCK MP  
Minister for Local Government

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

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

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

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

Dated: 3 November 2022

HON GEOFF BROCK MP  
Minister for Local Government

# Attachment 2

## COUNCIL BEHAVIOURAL MANAGEMENT POLICY

ECM DSID Number:	
First Issued / Approved:	Date of first issue/approval
Last Reviewed:	Date of last review
	Resolution Number
Next Review:	12 months from policy adoption date
Responsible Officer:	Responsible Officer
Date Placed on Webpage/ Intranet:	

### 1. PREAMBLE

The Council Behavioural Management Policy reflects the changes to the role of the principal member of council, set out in section 58 of the *Local Government Act 1999*. Consistent with the increased leadership obligations, the Policy assigns responsibility for the management of complaints to the Mayor (except in circumstances where the complaint relates to the conduct of the Mayor).

### 2. PURPOSE

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

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

### 3. SCOPE

This Policy sets out the process to be adopted where there has been an alleged breach of the Behavioural Standards for Council Members, this Behavioural Management Policy and/or any Behavioural Support Policy adopted by the Council. These procedures do not apply to complaints about council employees or the council as a whole.

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

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

### 4. DEFINITIONS

***Behavioural requirements*** – in this document refers collectively and individually to the Behavioural Standards for Council Members and the Behavioural Management Policy adopted by the Council.

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

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

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

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

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

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

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

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

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

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

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

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

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

## 5. PRINCIPLES

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

The following principles will apply:

- Where a council member considers there has been behaviour that is inconsistent with the **behavioural requirements** is, a council member may, in appropriate circumstances, seek to respectfully and constructively raise this issue with the member concerned, without the need to lodge a complaint under this Policy
- If a matter proceeds to a complaint, all council members will continue to comply with the procedures set out in this Policy and support the person responsible for managing the complaint
- A consistent approach to the assessment, investigation and resolution of complaints will be adopted to facilitate timely and efficient resolution and minimisation of costs
- Where required, Council may engage the assistance of skilled advisors and support persons in the assessment, investigation and resolution of complaints and avoid adopting an unreasonably legalistic approach
- Ongoing training and relevant resources will be provided to all council members to ensure they have the skills and knowledge necessary to perform their role in accordance with the **behavioural requirements** and the *Local Government Act 1999*
- Training and relevant support will be provided to persons with specific obligations under this Policy to facilitate the management, reporting and resolution of complaints alleging a breach of the **behavioural requirements**.

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

## 6. THE COMPLAINT MANAGEMENT PROCESS

### 6.1 Dispute versus Complaint

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



# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

Policy. The Mayor (or another person) may play a role in facilitating a resolution to a dispute.

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

## 6.2 Confidentiality

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

Access to information relating to complaints and information about complaints will be limited to parties to the complaint and individuals with a responsibility within the complaint handling process or as otherwise provided for within this Policy<sup>1</sup>.

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

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

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

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

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<sup>1</sup> There are circumstances in the *Work Health and Safety Act 2012* where information must be disclosed, for example where the health and safety of an employee is at risk.

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

## 6.3 Stages of Action

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

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

## 6.4 Part 1: Informal Action

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

Alternatively, a person may raise their concern with the Mayor on an informal basis. If the concerns relate to or involve the Mayor the person may raise the matter with the Deputy Mayor (if appointed) or other council member appointed by the Council as the person responsible for managing complaints under this Policy.

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

### 6.4.1 Record Keeping

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

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

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

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

## 6.5 Part 2: Formal Action

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

- Received
- Assessed
- Investigated
- Resolved
- Recorded

A complaint made under the Behavioural Management Policy must:

- Be received in writing. Subject to an alternative resolution of the Council, a complaint should be marked with “Confidential Council Member Complaint” and forwarded to:
  - [mail@holdfast.sa.gov.au](mailto:mail@holdfast.sa.gov.au)
  - Chief Executive Officer, City of Holdfast Bay  
PO Box 19, Brighton SA 5048
- Provide the name of the council member who has allegedly breached the **behavioural requirements**, the name and contact details of the complainant, the name and contact details of the person submitting the complaint (if different to the complainant) and the name and contact details of any witnesses or other persons able to provide information about the complaint
- Be specific (including identifying the **behavioural requirements** the complainant alleges have been breached)
- Provide as much supporting evidence as possible to assist an investigation, including the grounds and circumstances of the complaint (e.g. where, when, impact of the behaviour, actions taken to try to resolve the issue, relevant records or documents)
- Identify the outcome being sought
- Be lodged within six (6) months of the alleged conduct occurring on the basis that it is important to address alleged breaches of **behavioural requirements** in a timely manner (with discretion provided to the person responsible for managing the complaint to allow a longer time limit to apply in particular cases. This will be assessed on a case-by-case basis).

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

## 6.5.1 Receipt of a Complaint

This step is an administrative process undertaken by the Chief Executive Officer or delegate:

- Receipt
- Initial acknowledgement
- Record keeping
- Allocation of the matter to the person responsible for managing the complaint.

The Chief Executive Officer or delegate does not undertake an assessment of the merits of the complaint.

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

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

A complainant may withdraw their complaint at any stage.

## 6.5.2 Initial Complaint Assessment

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

### Step 1

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

In undertaking the assessment, the person responsible for managing the complaint will have regard to the following matters<sup>2</sup>:

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

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<sup>2</sup> The person responsible for managing the complaint will also have regard to whether the council has obligations to report the matter to either the Local Government Association Mutual Liability Scheme (LGAMLS) or the Local Government Association Workers Compensation Scheme (LGAWCS), pursuant to the Rules of those Schemes and council's agreement with those bodies.

## COUNCIL BEHAVIOURAL MANAGEMENT POLICY

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

### Step 2

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

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

### Action from initial assessment

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

- Refusing to deal with the complaint<sup>3</sup>
- Determining to take no further action
- Referring to an alternative resolution mechanism or to propose training for relevant parties (e.g. facilitated discussion, provision of training, mediation, arbitration, conflict resolution, etc.)
- Referring the matter to another body or agency (e.g., the Ombudsman SA or the Behavioural Standards Panel).

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

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<sup>3</sup> section 270(4a)(a)(i) of the *Local Government Act 1999* precludes a review of a decision to refuse to deal with the complaint

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

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

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

- The complainant must be provided written reasons explaining the decision<sup>4</sup>
- The person complained about should be provided with a brief summary of the complaint and the reasons for not proceeding
- A record of these steps and the decision not to proceed should be made.

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

## ***Decision to refer to alternative resolution mechanism***

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

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

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

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

## ***Decision to refer to another body or agency***

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

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

## ***Decision to proceed to formal consideration***

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

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

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

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

### **6.5.3 Formal Consideration**

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

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

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

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



# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

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

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

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

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

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

## 6.5.4 Report

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

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

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

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

## COUNCIL BEHAVIOURAL MANAGEMENT POLICY

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

### **Outcome – No breach found**

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

The complaint will remain confidential in accordance with the requirements of this Policy, except at the request of the person complained about. If such a request is made, a copy of the final report will be tabled<sup>5</sup> at the next practicable Council meeting. If no such request is received, no further action will be taken.

### **Outcome – agreed actions (breach found)**

Where the finding is that a breach of the **behavioural requirements** has occurred and the complainant and the person complained about<sup>6</sup> agree to a path for resolution, that agreement will be documented including matters such as:

- Actions to be undertaken
- Responsibility for completing actions
- Timeframes for completion of actions
- What will occur if there is a repeat of the behaviours complained about
- Monitoring arrangements for completion of actions
- What will occur if the actions aren't completed
- Confirmation that the matter is considered resolved

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

The complaint will remain confidential in accordance with the requirements of this Policy except at the request of the person complained about. If such a request is made, a copy of the final report will be tabled<sup>7</sup> at the next practicable Council meeting. The matter must be reported in the Council's Annual Report which must contain the information required by the regulations.<sup>8</sup>

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<sup>5</sup> Note that the complainants identity may need to be redacted.

<sup>6</sup> Where the conduct complained about is not raised by the person directly affected by the conduct it will usually be appropriate to discuss the proposed resolution with that person prior to finalising agreement. This is intended to apply in a circumstance where the 'victim' is not the complainant to provide them a reasonable opportunity to have input into the resolution.

<sup>7</sup> Note that the complainants identity may need to be redacted.

<sup>8</sup> Schedule 4(1)(d), *Local Government Act 1999*

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

## Outcome – no agreed action (breach found)

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

### 6.5.5 Actions of Council

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

- Taking no further action
- Passing a censure motion in respect of the member
- Requiring the member to issue a public apology (in a manner determined by the Council)
- Requiring the member to undertake a specified course of training or instruction
- Removal or suspension from one or more offices held in the member's capacity as a member of the Council or by virtue of being a member of the Council – but not the office of Member of the Council.

If Council determines to take action, a report on the matter must be considered at a meeting open to the public<sup>9</sup>.

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

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

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

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<sup>9</sup> Section 262C(2), *Local Government Act 1999*

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

The matter must be reported in Council's Annual Report which must contain the information required by the regulations.<sup>10</sup>

## 6.6 Behavioural Standards Panel

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

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

<b>Legislative definition</b>	<b>Plain language explanation</b>
<b><i>misbehaviour</i></b> means—  (a) a failure by a member of a council to comply with a requirement of the council under section 262C(1) (b) a failure by a member of a council to comply with a provision of, or a requirement under, the council's behavioural management policy (c) a failure by a member of a council to comply with an agreement reached following mediation, conciliation, arbitration or other dispute or conflict resolution conducted in relation to a complaint under Division 1.	Misbehaviour means:  (a) a council member fails to take the action required by council (b) a council member fails to comply with this policy (c) a council member fails to comply with an agreement reached pursuant to this policy
<b><i>repeated misbehaviour</i></b> means a second or subsequent failure by a member of a council to comply with Chapter 5 Part 4 Division 2	A second or subsequent breach of the <b>behavioural requirements</b>
<b><i>serious misbehaviour</i></b> means a failure by a member of a council to comply with section 75G	A breach of health and safety duties (including sexual harassment) as set out in section 75G of the <i>Local Government Act 1999</i>

A complaint alleging misbehaviour, repeated misbehaviour or serious misbehaviour by a member of council may be referred to the Panel by<sup>11</sup>:

- A resolution of the council
- The Mayor
- At least three members of the council
- Responsible person under 75G – direction not to attend meeting

<sup>10</sup> Schedule 4(1)(d), *Local Government Act 1999*

<sup>11</sup> section 262Q, *Local Government Act 1999*

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

## Behavioural Standards Panel Contact Officer

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

### 6.7 Responsibilities

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

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

The Chief Executive Officer (or delegate) is responsible under this Policy to:

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

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

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

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

# COUNCIL BEHAVIOURAL MANAGEMENT POLICY

## 7. REFERENCES

### 7.1 Legislation

*Independent Commission Against Corruption Act 2012*

*Local Government Act 1999*

*Ombudsman Act 1972*

*Public Interest Disclosure Act 2018*

This Policy is based on the Local Government Association's Model Behavioural Management Policy.

DRAFT

Item No: 15.11

Subject: **CALL FOR NOMINATIONS – DOG AND CAT MANAGEMENT BOARD**

Date: 26 September 2023

Written By: Executive Support Officer

Chief Executive Officer: Mr R Bria

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## **SUMMARY**

The Dog and Cat Management Board is established under the *Dog and Cat Management Act 1995*. It is the public face for the management of companion dogs and cats in South Australia.

The Local Government Association is seeking nominations from a suitably qualified council member or employee of the council to fill a position on the Board for a term of up to three years, commencing immediately upon appointment by the Minister.

Any members who wish to be nominated need to have their nomination endorsed by Council prior to submission to the Local Government Association. If Council does not have a nominee, it may just note the report.

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## **RECOMMENDATION**

**That Council:**

1. **notes the report;**

**OR**

2. **nominates Councillor \_\_\_\_\_ for consideration by the Local Government Association of South Australia to be nominated for the Dog and Cat Management Board.**

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## **STRATEGIC PLAN**

Statutory compliance

## **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

*Dog and Cat Management Act 1995*



## BACKGROUND

The Dog and Cat Management Board works closely with key partner organisations and State Government to improve dog and cat management in South Australia.

It also provides policy leadership to councils and acts as an advocate working with vets, breeders, pedigree organisations, animal rescue and shelter organisations, as well as assistance dog organisations to ensure that South Australia's dog and cat laws meet the objectives of the *Dog and Cat Management Act 1995* (the DCM Act).

## REPORT

The Local Government Association (LGA) is seeking nominations to fill one of the LGA-nominated positions on the Dog and Cat Management Board. The current member is eligible for reappointment.

Appointments to the Dog and Cat Management Board are for a period of up to three years and meetings are held 11 times a year. The sitting fees are \$206 per meeting.

To be eligible to nominate, you must have practical knowledge of and experience in Local Government, including local government processes, community consultation and the law as it applies to local government. You must also have experience in the administration of legislation, financial management and in education and training. You are required to be a currently serving council member or employee of a council or other Local Government entity (unless otherwise determined by the LGA Board of Directors). Only nominations submitted by a council, following a resolution of council, will be considered.

The Call for Nominations Information Sheet is provided for Members' information. It provides further information about the role and a selection criterion to be addressed by the nominee. A current curriculum vitae must also be supplied by the nominee.

*Refer Attachment 1*

Council is required to complete the nomination form and forward to the Nominations Coordinator by **5.00pm Friday 27 October 2023**.

*Refer Attachment 2*

## BUDGET

Not applicable

## LIFE CYCLE COSTS

Not applicable

# Attachment 1

**PART A**

## LGA Appointments and Nominations to Outside Bodies — Call for Nominations

<b>Dog and Cat Management Board</b>	
<b>Governing Statute (if applicable)</b>	Section 12(1)(a) Dog and Cat Management Act
<b>Purpose/Objective</b>	Public face for the management of companion dogs and cats in South Australia and provides policy leadership to councils. The Board also plays a key role as an advocate and intermediary, working with vets, breeders and pedigree organisations, animal rescue and shelter organisations and assistance dog organisations to ensure South Australia's dog and cat laws meet the objects of the Dog and Cat Management Act.
<b>Administrative Details</b>	11 meetings per year with a fee of \$206/session
<b>Selection Criteria (to be addressed by applicant)</b>	<ul style="list-style-type: none"> <li>• Local government knowledge and experience</li> <li>• practical knowledge of and experience in local government, including local government processes, community consultation and the law as it applies to local government</li> <li>• experience in the administration of legislation</li> <li>• experience in financial management</li> <li>• experience in education and training.</li> </ul>
<p><i>In accordance with the LGA Appointments and Nominations to Outside Bodies Policy, selection for appointment or nomination to this Outside Body may include the conduct of interviews and checking of referees by the LGA. By applying, the applicant accepts that the LGA may request an interview and/or the details of referees.</i></p>	
<p><b>Liability and indemnity cover</b></p> <p><i>The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.</i></p>	
<p><b>For more information contact:</b> LGA Nominations Coordinator at <a href="mailto:nominationscoordinator@lga.sa.gov.au">nominationscoordinator@lga.sa.gov.au</a> or 8224 2000</p>	

# Attachment 2

**PART B**

## LGA Appointments and Nominations to Outside Bodies — Nomination Form

### Instructions

*This form:*

- *Must be submitted by a council*
- *Must be emailed in PDF format to [nominationscoordinator@lga.sa.gov.au](mailto:nominationscoordinator@lga.sa.gov.au)*
- *Receipt of nomination will be acknowledged by return email*
- *CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially*

*This nomination form fulfils the requirements of the LGAs Appointments and Nominations to Outside Bodies Policy, [available here](#).*

**SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.**

Please refer to the **Call for Nominations** information sheet (PART A) for details of the Outside Body and the selection criteria to be met by the nominee.

### SECTION 1: COUNCIL to complete

Dog and Cat Management Board		
Council Details		
<b>Name of Council submitting the nomination</b>		
<b>Contact details of council officer submitting this form</b>	<b>Name:</b>	
	<b>Position:</b>	
	<b>Email:</b>	
	<b>Phone:</b>	
<b>Council meeting date and minute reference</b>		
<b>Nominee Full Name</b>		
elected member <input type="checkbox"/> OR employee of council <input type="checkbox"/> OR employee of local government entity <input type="checkbox"/>		
<i>Note: by submitting this nomination council is recommending the nominee is suitable for the role.</i>		

**PART B**

## SECTION 2: NOMINEE to complete

Dog and Cat Management Board			
<b>Nominee Details</b>			
* Denotes a Mandatory Field. The information in this form is provided by the LGA to the relevant Minister/State Government Authority for the purposes of actioning an appointment to an outside body. Successful Nominees may be contacted directly by the relevant body using the information provided in this form.			
<b>First Name:*</b>		<b>Gender</b>	
<b>Middle Name:*</b>			
<b>Surname:*</b>			
<b>Home / Personal Postal Address:*</b>			
<b>Phone:</b>		<b>Mobile:</b>	
<b>Personal Email:</b>			
<b>Why are you interested in this role?</b>			
<b>CV</b>	attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
<b>Response to selection criteria (if applicable)</b> <i>Please refer to the Call for Nominations information sheet for the selection criteria to be addressed.</i>	<i>Nominee to provide response to selection criteria (of no more than 2 pages) for consideration by the LGA Board of Directors.</i>  attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
<b>Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies?</b>  Yes <input type="checkbox"/> OR No <input type="checkbox"/>  If Yes, please list any fields of interest or Outside Bodies of interest:  • • •			
<b>Undertaking:</b>  <i>The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?</i>  Yes <input type="checkbox"/> No <input type="checkbox"/>  Signature of Nominee: _____			

Item No: 15.12

Subject: **GLENELG FOOTBALL CLUB – FINANCIAL SUPPORT**

Date: 26 September 2023

Written By: Chief Executive Officer

Chief Executive Officer: Mr R Bria

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## **SUMMARY**

In April 2023, Council endorsed the re-forming of the Glenelg Football Club Working Group to November 2023 to work with the Club to assess its long-term financial viability ahead of the lease and licence agreement expiring on 31 October 2023.

This work is underway, however additional time is required to complete the review in full.

This report seeks an extension of both the appointment of the Elected Members to the Working Group and the current lease and licence agreement.

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## **RECOMMENDATION**

**That Council:**

1. notes the report;
  2. approves the extension of the current financial assistance to the Glenelg Football Club to 29 February 2024 being:
    - a) that the Glenelg Football Club continue to not be charged interest on existing borrowings;
    - b) that the current lease and licence be held over at an annual rental of \$40,000 pa (including GST); and
  3. approves the extension of the Glenelg Football Club Working Group to February 2024, including the continued appointment of Councillors Abley, Smedley and Snewin to the Working Group.
- 

## **STRATEGIC PLAN**

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



**COUNCIL POLICY**

Not applicable

**STATUTORY PROVISIONS**

Not applicable

**BACKGROUND**

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

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

In April 2023, Council approved the re-forming of the Glenelg Football Club Working Group with the primary purpose of reviewing the financial support arrangements provided to the Glenelg Football Club and that its objectives will only be advisory and consultative and report back to Council with any recommendations for Council consideration.

Councillors Abley, Smedley and Snewin were appointed as the Elected Member representatives on the Glenelg Football Club Working Group until November 2023.

**REPORT**

The Glenelg Football Club Working Group have met on a number of occasions since April. Through those meetings it has been determined that a long-term financial forecast is required to assess the future financial viability of the Club. The Club is currently developing its long-term financial forecast which will allow us to assess the financial stability of the Club. This analysis is taking longer than was anticipated.

An independent consultant (BRI Ferrier) has been engaged to undertake an independent review of the Club's financial position and forecasted assumptions. The consultant's work will be completed once the Club has finalised its long-term financial plan. This is due to be completed by the middle October 2023. Once BRI Ferrier's report is completed, options to review the financial assistance to the Club can be assessed. It is envisaged that the review will not be finalised by the 31 October 2023 expiry of the current arrangements. As the independent financial review is still underway it would be prudent to extend the current financial assistance arrangements to enable this work to be completed in full.

It is recommended that an extension of the current financial assistance to the Club, the continuation of not charging interest on existing borrowings and the holding over of the lease and licence and maintenance of the rent at \$40,000 pa (including GST) until 29 February 2024 be endorsed. This will allow time for options to be canvassed with the Club and Council and will allow time for any approval process through Council bearing in mind the Christmas, New Year break of Council. The review of financial assistance to the Glenelg Football Club will come back to Council once completed which could be earlier than the 29 February 2024.

Accordingly, it is recommended the term of the Working Group and appointed Elected Members also be extended to 29 February 2024.

#### **BUDGET**

The 2023/24 budget was developed with an assumption that the status quo would continue.

#### **LIFE CYCLE COSTS**

Not applicable