

Agenda

Council

NOTICE OF MEETING

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

Council Chamber - Glenelg Town Hall
Moseley Square Glenelg

26 March 2024 at 7.00pm



Roberto Bria
Chief Executive Officer

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

holdfast.sa.gov.au



1. Opening

The Mayor will declare the meeting open at 7.00pm.

2. Kurna 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

6. Items Presented to Council

7. Declaration Of Interest

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

8. Confirmation Of Minutes

That the minutes of the Ordinary Meeting of Council held on 12 March 2024 be taken as read and confirmed.

9. Public Presentations

9.1 Petitions - Nil

9.2 Presentations - Nil



9.3 Deputations

- 9.3.1 Patawalonga Toilet Block
Mayor Wilson has approved a deputation from Ms Michelle Charters and Mr Rob Belfield regarding the Patawalonga Toilet Block.

10. Questions by Members

10.1 Without Notice

10.2 On Notice

- 10.2.1 Vacancy Rates – Jetty Road, Glenelg – Councillor Miller (Report No: 73/24)

11. Member's Activity Reports - Nil

12. Motions on Notice

- 12.1 Leave of Absence – Councillor O'Donohue (Report No: 69/24)
 12.2 Leave of Absence – Councillor Smedley (Report No: 72/24)

13. Adjourned Matters - Nil

14. Reports of Management Committees and Subsidiaries

- 14.1 Minutes – Jetty Road Mainstreet Committee – 6 March 2024 (Report No: 71/24)
 14.2 Information Report – Southern Region Waste Resource Authority Board Meeting – 29 February 2024 (Report No: 82/24)
 14.3 Minutes – Alwyndor Management Committee – 29 February 2024 (Report No: 87/24)

15. Reports by Officers

- 15.1 Items in Brief (Report No: 70/24)
 15.2 Monthly Financial Report – As at 29 February 2024 (Report No: 84/24)
 15.3 Events Planning 2024-25 (Report No: 85/24)
 15.4 Movement Transport Strategy (Report No: 86/24)
 15.5 Southern Region Waste Resource Authority Charter Review 2024 (Report No: 83/24)

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 Procurement Policy – Exemption (Report No: 88/24)

To be circulated under separate cover.

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

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

19. Closure


Roberto Bria
 Chief Executive Officer

Item No: 10.2.1**Subject:** QUESTION ON NOTICE – VACANCY RATES – JETTY ROAD, GLENELG –
COUNCILLOR MILLER

Question

Councillor Miller asked the following question:

“Can Administration advise the current vacancy rate on Jetty Road, Glenelg and how it compares to previous reported periods”?

Background

Recent high-profile vacancies on Jetty Road, Glenelg has once again brought empty tenancies into public discourse. It would be useful to know whether vacancies are actually higher than they have been historically, or if this is a misconception.

Answer – General Manager, Community and Business

JLL publish a quarterly report on vacancy rates across seven retail high streets in Adelaide. According to the most recent report (Q3 2023), the vacancy rate in Jetty Road, Glenelg was 4.8%. Comparisons to previous third quarter reports indicate fluctuation in vacancy rates since 2020 with the following results reported:

3Q Year	Percentage (%)
2020	6.6%
2021	4.7%
2022	9.7%
2023	4.8%

JLL reports that the vacancy rate on Jetty Road has halved over the last 12 months, and is currently the second lowest among the Adelaide retail precincts surveyed.

Overall vacancy rates across Adelaide’s retail high streets averaged 6.4% in the third quarter of 2023, which is the lowest rate recorded since JLL began tracking this data in 2015.

Item No: 12.1

Subject: MOTION ON NOTICE – LEAVE OF ABSENCE – COUNCILLOR
O'DONOHUE

Proposed Motion

Councillor O'Donohue proposed the following motion:

***That Council grant Councillor O'Donohue a Leave of Absence from Council for the period
9 - 24 April 2024.***

Item No: 12.2

Subject: MOTION ON NOTICE – LEAVE OF ABSENCE – COUNCILLOR SMEDLEY

Proposed Motion

Councillor Smedley proposed the following motion:

That Council grant Councillor Smedley a Leave of Absence from Council for the period 9 May to 25 June 2024.

Item No: 14.1

Subject: MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 6 MARCH 2024

Summary

The Minutes of the Jetty Road Mainstreet Committee meeting held 6 March 2024 are attached and presented for Council's information.

Jetty Road Mainstreet Committee Agenda, Report and Minutes are available on council's website and the meetings are open to the public.

Recommendation

1. That Council notes the minutes of the Jetty Road Mainstreet Committee of 6 March 2024

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Attachment 2 to Report No: 71/24 Minutes – Jetty Road Mainstreet Committee – 6 March 2024 in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Committee, pursuant to section 91(7) of that Act orders that Attachment 2 be retained in confidence for a period of 12 months and/or the Chief Executive Officer is authorised to release the documents when the negotiations have been finalised and that this order be reviewed every 12 months.
-

Background

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

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

Report

Minutes of the meetings of the Jetty Road Mainstreet Committee held 6 March 2024 are attached for member's information.

Refer Attachments 1 and 2

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

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

Council Policy

Not applicable

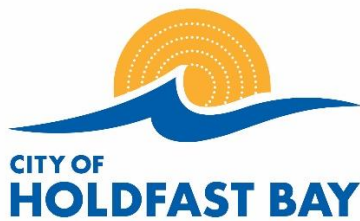
Statutory Provisions

Not applicable

Written By: General Manager, Community and Business

General Manager: Community and Business, Ms M Lock

Attachment 1



Minutes of the Jetty Road Mainstreet Committee Held in the Mayor's Parlour, Glenelg Town Hall on Wednesday 6 March 2024 at 6.00pm

ELECTED MEMBERS PRESENT

Mayor A Wilson
Councillor R Abley
Councillor A Kane

COMMITTEE REPRESENTATIVES PRESENT

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
Echelon Studio – Architecture and Design, Mr C Morley
Chatime, Mr A Chhoy
Ikos Holdings Trust, Mr A Fotopoulos
Independent Member, Ms S Mills
Independent Member, Mr C Brown

STAFF IN ATTENDANCE

Chief Executive Officer, Mr R Bria
General Manager, Community and Business, Ms M Lock
Manager, City Activation, Ms R Forrest
Jetty Road Development Coordinator, Ms A Klingberg
Event Lead, Mr H Colvill

1. OPENING

The Chair, Ms G Martin, declared the meeting open at 6.04pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chair, Ms G Martin stated:

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. APOLOGIES

3.1 Apologies Received:

3.2 Absent

4. DECLARATION OF INTEREST

Members were reminded to declare their interest before each item.

5. CONFIRMATION OF MINUTES

Motion

That the minutes of the Jetty Road Mainstreet Committee held on 7 February 2024 to be taken as read and confirmed.

Moved T Beatrice, Seconded A Chhoy

Carried

6. QUESTIONS BY MEMBERS

6.1 Without Notice: Nil

6.2 With Notice

7.1 PRESENTATIONS

7.1 Jetty Road Masterplan - In Confidence

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

1. That pursuant to section 90(2) of the *Local Government Act 1999* the Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Item 7.1, Jetty Road Masterplan in confidence.
2. That in accordance with section 90(3) of the *Local Government Act 1999* the Committee is satisfied that it is necessary that the public be excluded to considers the information contained information and documents of item 7.1, Glenelg Masterplan on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.
3. The Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved A Warren Seconded T Beatrice

Carried

A Fotopoulos joined the meeting at 6.23pm

RETAIN IN CONFIDENCE - Section 91(7) Order

That having considered Agenda Item 7.1, Jetty Road Masterplan Presentation in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Committee, pursuant to section 91(7) of that Act orders that the information and documents relevant to this item be retained in confidence for a period of 12 months and/or the Chief Executive Officer is authorised to release the documents when the negotiations have been finalised and that this order be reviewed every 12 months

Moved Councillor Abley, Seconded D Murphy

Carried

The meeting came out of confidence at 6.31pm.

Leave of Meeting

The Chair with the approval of two-thirds of the members sought leave of the meeting to propose that Item 10.1 **Winter Activation** (Report No: 61/24) be considered after Item 7.

Leave of the meeting was granted.

10. ITEMS IN CONFIDENCE

10.1 Winter Activation (Report No: 61/24)

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

1. That pursuant to section 90(2) of the *Local Government Act 1999* the Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Report No: 61/24 Winter Activation in confidence.
2. That in accordance with section 90(3) of the *Local Government Act 1999* the Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 61/24 Winter Activation on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information.

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

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

Moved A Warren, Seconded T Beatrice

Carried

RETAIN IN CONFIDENCE - Section 91(7) Order

That having considered Agenda Item 10.1, Winter Activation in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Committee, pursuant to section 91(7) of that Act orders that the report, attachment and minutes relevant to this item be retained in confidence for a period of 12 months and/or the Chief Executive Officer is authorised to release the documents when the negotiations have been finalised and that this order be reviewed every 12 months

Moved A Warren, Seconded T Beatrice

Carried

The meeting came out of confidence at 6.42pm.

The Chair resumed the order of business as determined by the agenda.

8. REPORTS/ITEMS OF BUSINESS

8.1 Independent Committee Member Welcome (Report No: 56/24)

The Jetty Road Mainstreet Committee (JRMCC) comprises of up to 13 persons who are a mix of the Jetty Road Mainstreet Precinct business owners, commercial property owners (nine persons) and Elected Members of Council (two persons) and, if the committee wishes to do so, independent members (two persons). At their meeting on 13 December 2023 the JRMCC endorsed advertising and appointing Independent Members to join the Committee.

Nominations were sought for the two positions for the remainder of the current term which expires 31 March 2025. Nominations were open from 29 January to 9 February 2024. The selection panel met on 19 February 2024 and this report provides their recommendations for the appointment of Independent Members.

Motion

That the Jetty Road Mainstreet Committee notes this report.

Moved A Chhoy, Seconded B Millard

Carried

8.2 Jetty Road Events Update (Report No: 57/24)

The Jetty Road Mainstreet Committee in partnership with the City of Holdfast Bay is 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 D Murphy, Seconded T Beatrice

Carried

Mayor Wilson joined the meeting at 6.58pm

8.3 Marketing Update (Report No: 58/24)

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

8.4 Monthly Finance Report (Report No: 59/24)

This report provides an update on the Jetty Road Mainstreet income and expenditure as at 31 January 2024.

Motion

That the Jetty Road Mainstreet Committee:

- 1. Notes this report; and**
- 2. Reallocates \$40,000 from the promotions budget to video and ad creation.**

Moved A Fotopoulos, Seconded D Murphy

Carried

9. URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING

10. ITEMS IN CONFIDENCE

Item 10.1 Winter Activation (Report No: 61/24) was considered in Item 7, Items in Confidence, as per leave of the meeting granted.

11. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 3 April 2024 to commence at 6.00pm in the Mayor's Parlour Glenelg Town Hall.

12. CLOSURE

The meeting closed at 7.23pm.

CONFIRMED 3 April 2024

CHAIR

Item No: 14.2

Subject: **INFORMATION REPORT – SOUTHERN REGION WASTE RESOURCE
AUTHORITY BOARD MEETING – 29 FEBRUARY 2024**

Summary

The Information Report of the Southern Region Waste Resource Authority Board meeting held 29 February 2024 is provided for information.

Recommendation

That Council notes the Information Report of the Southern Region Waste Resource Authority Board meeting held 29 February 2024.

Background

Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay (the "Constituent Councils"), pursuant to Section 43 of the *Local Government Act 1999*. The functions of SRWRA include providing and operating waste management services on behalf of the Constituent Councils.

In accordance with Section 4.5.2 of the SRWRA Charter - 2022, there shall be at least six ordinary meetings of the Board held in each financial year.

Furthermore, Section 4.5.11 states that prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

Report

In accordance with the above, the Information Report from the Board Meeting held on 29 February 2024 is provided for Members' information.

Refer Attachment 1

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

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

Council Policy

Not applicable

Statutory Provisions

Not applicable

Written By: Executive Assistant to the Chief Executive Officer

Chief Executive Officer: Mr R Bria

Attachment 1

Constituent Council Information Report

PUBLIC

Board Meeting Date: 29 February 2024

Report By: Chief Executive Officer

In accordance with Section 4.5.11 of the *Southern Region Waste Resource Authority Regional Subsidiary Charter - 2022*, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils (Cities of Onkaparinga, Marion, and Holdfast Bay).

Report Name	Report Summary
Charter Review	The SRWRA Charter is regularly reviewed with the last review process undertaken in 2022. The Draft Charter 2024 was tabled with minor updates recommended. The Charter review will be presented to the Constituent Councils for consideration.
Budget Review 2 - FY24	Budget Review 2 for the 2024 financial year was presented to the Board, with the forecast based on results to December 2023. During the first half of the year, SRWRA received higher waste volumes than budgeted. This has resulted in a revised forecast surplus of \$1,366,968.
Plant and Asset Management Plan	As part of the annual budgeting process, SRWRA's Plant and Asset Management Plan has been reviewed and updated. The review covers plant hours, running costs and scheduled replacement timeframes. Findings from this review will be incorporated into the financial year 2025 draft budget, which will be circulated for constituent council feedback in May, prior to adoption in late June 2024.
FY25 Financial Reporting Timetable, Budget Parameters and Assumptions	The FY25 – Financial Reporting Schedule, Budgeting Parameters and Assumptions Report was presented to the Board for consideration and feedback. The timetable, budgeting parameters and assumptions will assist in the formulation, approval and, adoption of the FY25 Annual Business Plan and Budget.
Compulsory Acquisition of Land along Main South Road	A portion of SRWRA owned land was compulsorily acquired by the Department of Infrastructure and Transport in 2021 for the purpose of the Main South Road Duplication Project. SRWRA has been in ongoing negotiations with the Department regarding the compensation payable for the portion of SRWRA land holdings.
Next Meeting	The next scheduled meeting date for the SRWRA Board is 25 March 2024.

Item No: 14.3

Subject: MINUTES - ALWYNDOR MANAGEMENT COMMITTEE – 29 FEBRUARY 2024

Summary

The minutes of the Alwyndor Management Committee meeting held 29 February 2024 are provided for information.

Recommendation

1. That the minutes of the Alwyndor Management Committee meeting held on 29 February 2024 be noted.

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Attachment 2 to Report No: 87/24 Minutes - Alwyndor Management Committee –29 February 2024 in confidence under section 90(2) and (3) (b) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of the Act orders that Attachment 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.
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Background

This report is presented following the Alwyndor Management Committee Meetings.

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

Report

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

Refer Attachments 1 and 2

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

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

Council Policy

Not applicable

Statutory Provisions

Not applicable

Written By: General Manager, Alwyndor

General Manager: Ms B Davidson-Park

Attachment 1

CITY OF HOLDFAST BAY

Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held in the Boardroom Alwyndor 52 Dunrobin Rd Hove and via Audio-visual telecommunications on Thursday 29 February 2024 at 6.30pm.

PRESENT

Elected Members

Councillor Susan Lonie
Councillor Robert Snewin

Independent Members

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

Staff

Chief Executive Officer – Mr Roberto Bria
General Manager Alwyndor – Ms Beth Davidson-Park
Manager, Residential Services – Ms Natasha Stone
Chief Financial Officer– Mr Rafa Mirzaev
Manager, People and Culture, Ms Lisa Hall
Executive Assistant – Ms Bronwyn Taylor

Guest

Alison Perrott, Senior Adviser, Ord Minnett, for Item 8.2.4

1. OPENING

The Chairperson declared the meeting opened at 6.34pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chair stated:

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

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

3. APOLOGIES

- 3.1 For Absence
- 3.2 Leave of Absence
- Nil

4. DECLARATION OF INTEREST

Committee members were reminded to declare any interest before each item.

Attachment 1 – Register of Interests

Noted the Chair declared he has been appointed as Non-Executive Director to the Board of Australian Unity Limited.

The Chair sought and received the approval of the Committee to move the Ord Minnett Investment Management Strategy Review 2023/24 Financial Year presentation as a part of Item 8.2.4 to be considered as the first item of business.

Move item 8.2.4 into confidence.

Moved by Ms Joanne Cottle, Seconded by Cr Susan Lonie

Carried

Retain item 8.2.4 in confidence.

Moved by Cr Susan Lonie, Seconded by Prof Judy Searle

Carried

5. CONFIRMATION OF MINUTES**Motion**

That the Public and Confidential minutes of the Alwyndor Management Committee held on 26 October 2023 be taken as read and confirmed.

Moved by Cr Susan Lonie, Seconded by Prof Judy Searle

Carried

6. REVIEW OF ACTION ITEMS**6.1 Action Items**

Noted

6.2 Annual Work Plan

Noted

7. GENERAL MANAGER REPORT

7.1 General Manager Report (Report No: 01/24)

7.1.1 November Staff Pulse Survey Results – Attraction & Retention

General Manager presented the results of the November 2023 pulse survey. The survey included the annual question regarding 'Truly great place to work' and measured our employee Net Promoter Scores (NPS). Each of these showed improved results with 81% of employees considering Alwyndor a truly great place to work and NPS scores of +42 for place to work and +50 for care.

It was noted that results are shared with the Leadership Group, employee meetings and through the General Manager e-news. Focus groups are also held to provide opportunities for additional consideration of the results and to inform any actions needed as an outcome of the survey.

In response to a question, it was also noted that results are segmented into functional areas for 5 or more employees and that industry benchmarks are available for many of the survey questions. It was confirmed that no work group areas had a culture of Blame or Blame +.

Action: Provide a more detailed segmentation of results, trends in particular groups as well as industry benchmarks on attraction and retention.

7.41pm – Ms Julie Bonnici left meeting

Members recognised the positive results of the survey.

7.43pm - Ms Julie Bonnici returned to meeting

7.1.2 ACQSC visit 9 January 2024

Noted.

7.1.3 Aged Care Reform Update

Noted.

The General Manager requested feedback from the Committee regarding the quantum of information they wish to receive on the Reform. It was noted there continues to be a significant body of work to be undertaken and it was agreed that this would form a part of the considerations of the Committee as a part of the Strategic Plan process.

The Committee noted the information slides provided by Ms Joanne Cottle from the Reform Update webinar she attended.

7.47pm – Ms Julie Bonnici left meeting

Action: Include this context and risks in the Strategic Plan

7.49pm - Ms Julie Bonnici returned to meeting

Motion:

That the Alwyndor Management Committee:

- 1. Note the outcome of the November Staff Pulse Survey results.**
- 2. Note the ACQSC 8 January 2024 outcomes.**
- 3. Note the Aged Care reform update.**

Moved by Cr Susan Lonie, Seconded by Ms Joanne Cottle

Carried

8. GENERAL MANAGER REPORT – CONFIDENTIAL

8.1 General Manager Report – Confidential (Report No:02/24)

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

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No: 02/24 in confidence.**
- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 02/24 on the following grounds:**

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

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

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

Moved by Cr Robert Snewin, Seconded by Prof Judy Searle

Carried

Motion:

That the Alwyndor Management Committee:

RETAIN IN CONFIDENCE - Section 91(7) Order

- 4. That having considered Agenda Item 8.1 General Manager's Report (Report No: 02/24) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 3 years and that this order be reviewed every 12 months.**

Moved by Cr Susan Lonie, Seconded by Prof Judy Searle

Carried

8.2 Finance Report – Confidential (Report No:03/24)

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

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No: 03/24 in confidence.**
- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 03/24 on the following grounds:**
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.**

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

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

Moved by Ms Julie Bonnici, Seconded by Prof Lorraine Sheppard

Carried

Motion:

That the Alwyndor Management Committee:

RETAIN IN CONFIDENCE - Section 91(7) Order

5. That having considered Agenda Item 8.2 Finance Report (Report No:03/24) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 3 years and that this order be reviewed every 12 months.

Moved by Prof Lorraine Sheppard, Seconded by Cr Robert Snewin

Carried

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

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Alwyndor Management Committee will be held on **Thursday 4 April 2024** in the Boardroom Alwyndor, 52 Dunrobin Road, Hove or via Audio-visual telecommunications..

11. CLOSURE

The meeting closed at 8.45pm.

CONFIRMED 4 April 2024

CHAIRPERSON

Item No: 15.1

Subject: ITEMS IN BRIEF

Summary

These items are presented for the information of Members.

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

Recommendation

1. That the following items be noted and items of interest discussed:
 - 1.1 Glenelg and Brighton Historical Societies Appreciation Letters
 - 1.2 Outstanding Council Actions
 - 1.3 International Women's Day
 - 1.4 Adelaide Festival Captain Boomer Activation
 - 1.5 Accessible Beach Days at Glenelg

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Agenda Item 15.1 Items in Brief in confidence under section 90(2) and (3)(b, d, k, & j) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of that Act orders that Attachment 4 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.
-

Report

1. **Glenelg and Brighton Historical Societies Appreciation Letters**

The Mayor sent correspondence to the former Historical Societies of Glenelg and Brighton to formally recognise their service to preserving, sharing and celebrating the history of Glenelg and Brighton.

Refer Attachments 1 and 2

2. **Outstanding Council Actions**

A list of outstanding Council Meeting Actions (including Confidential actions), along with a brief explanation of their status is provided. For brevity, completed actions have not been included.

Refer Attachments 3 and 4

3. International Women's Day

Councillor Abley tabled a Motion on Notice which was resolved by Council at its meeting on 28 March 2023 to purchase a table of 10 seats to the International Women's Day Breakfast, hosted by Senator the Hon Penny Wong.

The event, its largest yet, was held on 8 March 2024 at the Adelaide Convention Centre with over 3,000 people attending the distinguished event. Councillor Rebecca Abley accompanied seven young people with representation from Brighton Secondary, Sacred Heart College, and the HoldUp Youth Committee. The importance of inviting young people to attend such a high-profile event presents a significant opportunity to platform for wider change, inspire future conversations, and connect with potential mentors they may not have otherwise.

All seven young people in attendance were surveyed following the event, and identified the experience as having a positive impact, with five of them suggesting they'd be very likely to recommend the event to their peers.

Additionally, Council hosted their own International Women's Day event with the purpose being to initiate conversations regarding gender equality and the role City of Holdfast Bay can play in *Inspiring Inclusion*. The event began by sharing the story of Susan Grace Benny, the first woman in Australia to be elected to Local Government when she was elected to Brighton Council representing the Seacliff Ward in 1919. A panel session was held with Mayor Amanda Wilson, Marnie Lock, General Manager, Community and Business and Kelly Haniford, Community Safety Officer Lead sharing their stories of inspiration, lived experience and challenges they have overcome. An audience of over 50 staff provided overwhelmingly positive feedback of the impact of this event and a renewed commitment by all to create an inclusive workplace environment to continue to address issues of gender inequality.

4. Adelaide Festival Captain Boomer Activation

As part of Adelaide Festival, a 15-metre replica sperm whale appeared at Glenelg Beach in the early hours of the morning of Saturday 9 March. The work was a combination of sculpture and performance art, with the 'beaching' site being cordoned off and surrounded by actors playing the roles of scientists and officials. The actors stayed in character throughout, prompting early speculation as to whether the beaching was a real event.

The work was produced by Belgium-based group the Captain Boomer Collective, who have previously toured a replica whale across multiple sites in Europe. It deliberately blurs fact and fiction to spark conversation among spectators as well as providing educational information about the causes of beaching in the wild.

Media outlets reported an estimated 100,000 onlookers visited Glenelg over the long weekend, in addition to extensive news media coverage.

5. Accessible Beach Days at Glenelg

Throughout the 2023-24 summer season, the City of Holdfast Bay partnered with Paraquad South Australia to organise five Accessible Beach Day events at Glenelg. These events aimed to provide individuals with disabilities the opportunity to enjoy the beach with the provision of beach matting and beach wheelchairs, supported by dedicated volunteers.

The initiative originated from a successful trial event in 2022 and two events in early 2023. Following positive feedback and demand, the partnership expanded to host five events across the 2023-24 summer season. Accessible Beach Day events ensured that the simple pleasure of a dip in the ocean was not off-limits to anyone visiting Glenelg Beach.

Volunteers played a crucial role in supporting over 35 individuals to access the beach equipment and the water. Their presence made the events unique, with participants and their families expressing immense gratitude, with some participants citing decades since their last beach experience.

Challenges, such as the distance to the nearest changing places toilet were overcome with the Glenelg Community Centre providing a nearby private and discrete space for people to chair transfer with dignity and respect.

In January 2024, the events were relocated to the newly constructed DDA-compliant ramp close to the Glenelg Jetty. After an initial two-week trial of leaving the accessible mats out around the clock, they remained available for the rest of the season.

The success of these events underscores the importance of promoting inclusivity and accessibility in our community. Despite challenges, the dedication of volunteers and support from partnering organisations highlight the positive impact of these initiatives for our community.

Looking ahead, Accessible Beach Day events at Glenelg will return for the 2024-25 summer season. Additionally, Seacliff Beach, home to another accessible beach mat every weekend in summer, thanks to the Seacliff Surf Life Saving Club volunteers, contributes immensely to the City of Holdfast Bay's goal of ensuring accessibility for all members of the community to enjoy the coastline.

Written By:

Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

Attachment 1

8 March 2024

Mr Peter Alexander
Glenelg Historical Society
PO Box 1047
Glenelg South SA 5045

Via email: pjalex@tpg.com.au

Dear Peter

Glenelg Historical Society

I write on behalf of the City of Holdfast Bay to formally thank you, your committee and members of the former Glenelg Historical Society for your service to preserving, sharing and celebrating the history of Glenelg.

Council is aware of the many achievements the Society has accomplished since its inauguration and thanks you for the dedication the committee, particularly yourself and Secretary, Jo Cole, have shown in advocating for our past.

Amongst the many achievements of the Society stretching back to the inaugural committee led by Jan Smith, I particularly want to highlight the importance of the role the Society played in the erection of the Mary Thomas monument at the Old Gum Tree. An addition to the reserve that adds an important female perspective to the narrative of South Australia's Proclamation, and a monument that will see this history shared with generations of young families.

Council also acknowledges the generous donations collected via collaborations between the Society and Council during the annual History Festival, a financial contribution from the Society that has helped to again preserve Holdfast Bay's unique history.

We hope that you will continue your advocacy for Holdfast Bay's history through your relationship with Julia Garnaut our Curator, History and Exhibitions and the work that is carried out via the Holdfast Bay History Centre.

Yours sincerely



Amanda Wilson
Mayor

cc: jocole167@gmail.com

Attachment 2

8 March 2024

Mrs Jill Golley OAM
President
14 Jetty Road
Brighton SA 2048

Via email: mgolley@ozemail.com.au

Dear Jill

Brighton Historical Society

I write on behalf of the City of Holdfast Bay to formally thank you, your committee, and members of the former Brighton Historical Society for your 40 years of service toward preserving, sharing, and celebrating the history of Brighton. I particularly acknowledge the years of service you have given as President, along with Elizabeth Power who has balanced her dual roles as Secretary and Treasurer over these last years.

When Averil Holt started the Society in 1983, she too was a woman of great vision. The legacy she, and now you have created is a lasting one.

Council is aware of the many achievements the Society has accomplished since its inauguration in 1983. The work you have endeavoured to produce and advocate for has helped shape Holdfast Bay and has played a significant role in the unique history program and services we now offer our community. Your, and the Society's foresight in recognising the enrichment a history collection, History Centre and History Coordinator could bring to the community has been truly beneficial.

Beyond its founding, the collections of the Holdfast Bay History Centre have been significantly enhanced by the connections and relationships the Society has maintained and fostered and the research, information and donations that have resulted from these relationships.

Outside the History Centre, Council thanks the Society for the myriad of ways the group has shown endless support of history over the past four decades; financial support toward the preservation of St Jude's Cemetery, fostering our youngest generations through the Brighton Primary Celia Pitman Award, showcasing the best in built heritage through backing of the Holdfast Bay Character Restoration Awards and lastly through continual advocacy and fundraising for the memorialisation of significant individuals, like Sir Douglas Mawson.

Julia has made me aware that you aim to continue in your volunteering role at the History Centre. You and your wealth of knowledge are much valued in this role, and I look forward to hearing of new projects that lay ahead.

Yours sincerely



Amanda Wilson
Mayor

Attachment 3

Items in Brief – Attachment 3 - Outstanding Council Actions – current as of 15 March 2024

Meeting Date	Report No.	Report Title	Resolution No.	Resolution	Department	Progress Comments
NON-CONFIDENTIAL						
08-Feb-2022	34/22	Motion on Notice – Partridge House Maps Classification – Councillor Miller	C080222/2536	That Council, as owners of the site, classify Partridge House as ‘Parks and Garden’ on Google maps.	Community and Business	In May 2023, Administration submitted a request to change the primary category of Partridge House’s Google listing from an ‘Event Venue’ to a ‘Park and Garden’. In February 2024, Google reverted the listing back to an event venue. Administration has submitted a request to Google to recategorise as a 'park and garden' and will continue to monitor the listing.
26-Jul-2022	248/22	Motion on Notice - Portable Solar Speed Monitoring Signs – Councillor Fleming	C260722/2676	<ol style="list-style-type: none"> 1. That Council Administration investigate the feasibility of purchasing or hiring temporary, portable or permanent smart solar speed monitoring signs for school zones; and 2. That the Council report include, the most appropriate locations for the signs around our city, how many may be required and the cost of purchase and maintenance of them. 	Assets and Delivery	<p>Investigation is ongoing.</p> <p>Report to Council expected in Q4 2023/24.</p>
24-Jan-2023	07/23	Motion on Notice – Saltram Road Traffic Management - Councillor Miller	C240123/7319	<p>That Council staff work with the developer and builder of 21-25 South Esplanade, Glenelg development site to manage traffic during the demolition and construction phase including:</p> <ol style="list-style-type: none"> 1. Minimising large or heavy vehicles on the local road network including Saltram Road; and 2. If necessary, Council consider vehicle load / length limits and parking restrictions during the construction period. 	Strategy and Corporate	Council staff are awaiting the finalisation of the development application to embed the construction phase requirements into the Development Approval notice. This will take some time, as the active development applications are either before the Supreme Court or under the assessment of the SCAP.

Items in Brief – Attachment 3 - Outstanding Council Actions – current as of 15 March 2024

Meeting Date	Report No.	Report Title	Resolution No.	Resolution	Department	Progress Comments
14-Mar-2023	58/23	Motion on Notice - Pedestrian Safety and Traffic Calming Measures – Councillor Smedley	C140323/7369	<ol style="list-style-type: none"> 1. That Council installs a raised wombat crossing with amber flashing lights, to replace the existing emu school crossing on Partridge Street, Glenelg adjacent to St Peter’s Woodlands School and allocates a budget of \$150,000 in the 2022-23 financial year to undertake this work. 2. Administration to bring back to Council a report identifying other needed locations for crossings with lights as appropriate, along local and collector roads within the City, adjacent schools and aged care facilities, particularly Alwyndor. Such report is to suggest prioritised locations for gradual rollout as part of annual budget processes. 	Assets and Delivery	<ol style="list-style-type: none"> 1. Design to be completed by April, with construction in September. 2. Meeting held with the school 19 February 2024 to provide an update. 3. Report to be completed Q4 2023-24.
28-Mar-2023	103/23	Motion on Notice - Reclaiming Footpath Encroachments - Councillor Smedley	C280323/7392	That section 2.7 of Council’s Encroachments Policy is amended to require that any existing encroachment over public land that forms part of a new development application, is assessed for its suitability for return to public open space in consultation with the affected landowner, for the purpose of enhancing public safety, accessibility, and walkability, improving the interface between public and private spaces, whilst having regard to any construction costs required to implement the reclamation, and consideration of any logistical practicalities arising with Council assuming care and control of the land.	Strategy and Corporate	Amendments drafted. Audit continuing of extent of encroachments prior to finalisation of policy review.

Items in Brief – Attachment 3 - Outstanding Council Actions – current as of 15 March 2024

Meeting Date	Report No.	Report Title	Resolution No.	Resolution	Department	Progress Comments
23-May-2023	161/23	Developing a Poultry Policy	C230523/7448	That Council: 1. endorses the 'Guideline For Keeping Poultry' with the amended wording to reflect 'The keeping of roosters or peacocks in residential areas is prohibited' and; 2. develops a draft By-law for consideration to cover poultry, including prohibiting the keeping of roosters as part of the By-law review process in 2025.	Community and Business	1. Complete 2. Will be addressed as part of the By-law review process in 2025.
25-Jul-2023	243/23	Motion on Notice – Review of Moseley Square Dining Precinct - Councillor Smedley	C250723/7495	That Administration undertake a review of outdoor dining activities and policies as they relate to Moseley Square Glenelg, and to bring back recommendations to improve the dining amenity, aesthetic, cleanliness and best fee mechanism for this, our City's most well-known and frequented Square.	Community and Business	Angelina to coordinate a response with Anthony Marroncelli and Adrian Hill.
22-Aug-2023	272/23	Circular Hub Concept and Action Plan	C220823/7531	That Council endorses the development of a Circular Hub Concept and Action Plan.	Assets and Delivery	Engaged RawTech to undertake concept and action plan.
24-Oct-2023	363/23	Motion on Notice - Removal of Tea Trees in Dune System - Councillor Snewin	C241023/7582	That Council approves an additional \$42,000 to the 2023/24 budget to complete the removal of tea trees along the coastal dunes system.	Assets and Delivery	This work will take place in Autumn 2024.
24-Oct-2023	362/23	Partridge Street, Glenelg - Wombat Crossing	C241023/7587	That Council: 1. notes the report and project progress; and 2. endorses the additional budget of \$160,000, excluding GST, to complete the Partridge Street, Glenelg wombat crossing.	Assets and Delivery	Design to be completed by April, with construction in September. Meeting held with the school 19 February 2024 to provide an update.
14-Nov-2023	377/23	Motion on Notice - Aesthetics of Hoardings - Councillor Abley	C141123/7599	That Administration draft provisions, within Council's Hoarding, Scaffolding or Other Equipment and Damage Policy, to better manage and control the	Community and Business	Community Safety are collaborating with Traffic, City Activation and Development Services to work through any legal

Items in Brief – Attachment 3 - Outstanding Council Actions – current as of 15 March 2024

Meeting Date	Report No.	Report Title	Resolution No.	Resolution	Department	Progress Comments
				aesthetics of hoardings installed within the City. That the draft provisions be tabled with Council within a six-month period.		implications relating to the Local Government Act or by permit.
14-Nov-2023	368/23	Informal Sport and Recreation Infrastructure	C141123/7604	That Council: 1. considers a budget allocation of \$25,000 annually, as part of the 2024-25 Annual Business Plan process, for three years to enable a long term and strategic approach to the planning and provision of informal sport and recreation infrastructure; and 2. notes that new initiatives for the provision of informal sport and recreation infrastructure items in excess of \$25,000 will be submitted via the Annual Business Plan and budget process.	Strategy and Corporate	Currently included as part of 2024-25 annual business planning process.
12-Dec-2023	418/23	Motion on Notice – Feasibility into Expanding Community Safety Services - Councillor Abley	C121223/7628	That Administration bring a report back to Council on the feasibility of expanding community safety services to include: <ul style="list-style-type: none"> the establishment of a Community Safety Committee, with representation from various State Government Departments, local Service Providers, and key stakeholders that oversee the community safety efforts in the City of Holdfast Bay; and expand the current community safety service to include the monitoring of the City's CCTV network to identify community safety issues in real-time and coordinate responses by relevant bodies. 	Community and Business	Manager, Community and Safety is attending the first meeting of the year with Onkaparinga Council, to explore the feasibility in order to write a report.

Items in Brief – Attachment 3 - Outstanding Council Actions – current as of 15 March 2024

Meeting Date	Report No.	Report Title	Resolution No.	Resolution	Department	Progress Comments
				The report should include the costs, benefits, risks and consultation required. Consultation should occur with the City of Onkaparinga on the model used for community safety.		
12-Dec-2023	417/23	Sir Douglas Mawson Memorial	C121223/7634	That Council considers an allocation of \$48,000 in the 2024-25 annual business planning process for the commissioning of a memorial bronze bust to Sir Douglas Mawson on the corner of Wattle and Colton Avenues; and that a suitably qualified artist be commissioned to create the memorial through an Open Invitation process in accordance with Council's public art guidelines.	Community and Business	Awaiting 2024-25 budget process.
23-Jan-2024	03/24	Motion on Notice - The Local Music Festival - Councillor Miller	C230124/7654	That Council: <ol style="list-style-type: none"> Includes The Local Music Festival as a part of its annual events calendar; Continues to leverage opportunities for private and public sponsorship to tie in with The Local; and <p>Continues to host The Local Music Festival as a free event showcasing local and emerging musical talent.</p>	Community and Business	The Local is included in the proposed 2024-25 events budget

Items in Brief – Attachment 3 - Outstanding Council Actions – current as of 15 March 2024

Meeting Date	Report No.	Report Title	Resolution No.	Resolution	Department	Progress Comments
23-Jan-2024	13/24	Motion on Notice – Marine Environment Awareness - Councillor Lindop	C230124/7655	<ol style="list-style-type: none"> 1. That Council writes to The Hon. Clare Scriven MLC Minister for Primary Industries and Deputy Premier Dr Susan Close Minister for Climate, Environment and Water to ask: for a review into the impacts of recreational shark and stingray fishing on sharks and stingrays in metropolitan Adelaide waters; to review the potential for the protection of stingrays in South Australia; and, to advocate for the State Government to include in its recreational fishing information and communications, information that stingrays are considered to be of significant local native cultural significance and biodiversity as part of our fragile and important marine ecosystems. 2. That Council Administration looks at ways to raise awareness about sharing our beaches and ocean safely with stingrays, through an education and information campaign including brochures, signage, social media, and other forms of promotion featuring the many regular rays who frequent the shallows of Kingston Beach and Seacliff Beach. 3. That Administration installs information on coastal and inland biodiversity, aligned with our Environmental Strategy to promote awareness of the marine 	Assets and Delivery	<p>Administration is preparing a letter to the Ministers.</p> <p>A new initiative budget bid for signage has been proposed as part of the 2024-25 Annual Business Plan.</p>

Items in Brief – Attachment 3 - Outstanding Council Actions – current as of 15 March 2024

Meeting Date	Report No.	Report Title	Resolution No.	Resolution	Department	Progress Comments
				<p>environment at the Seacliff Beach access area, Brighton Jetty and Glenelg Jetty to educate the public on our local stingrays, which are commonly found in our inshore waters; and</p> <p>That a budget allocation of \$7,500 be considered within the 2024-25 budget for design and installation for three interpretive signs.</p>		
13-Feb-2024	41/24	Adjourned Report - Naming of New Roads	C130224/7666	<ol style="list-style-type: none"> 1. authorises the undertaking of community consultation in accordance with the City of Holdfast Bay's Naming of Public Spaces Policy, on the suggested names of Minear, Pearson, Hackett, Wauchope, Somerville, Corymbia and Citronella for two new public roads currently under construction on land located at 28 Sturt Road, Brighton; and 2. is provided with the results of the community consultation process for consideration prior to the ratification of the new road names. 	Strategy and Corporate	Project is in community consultation phase until 27 March 2024.
13-Feb-2024	26/24	Glenelg Dry Area Extension	C130224/7670	That Council approves Administration to proceed to make an application to Consumer Business Services to include the New Year's Eve temporary dry area to form part of the permanent Glenelg Dry Area.	Strategy and Corporate	Following the resolution of Council, Administration referred the matter to the decision to the Office of Design and Architecture SA and is currently awaiting its response prior to lodging the application formally with the Office of Liquor and Gambling Commissioner

Items in Brief – Attachment 3 - Outstanding Council Actions – current as of 15 March 2024

Meeting Date	Report No.	Report Title	Resolution No.	Resolution	Department	Progress Comments
13-Feb-2024	25/24	Purchase of Artwork - Brighton Jetty Sculptures Competition	C130224/7671	That Council: 1. endorses the purchase of the Brighton Jetty Sculpture entry 'Return' by Christian Hall for the sum of \$14,286; 2. approves the sculpture to be installed in front of the Brighton Beachfront Holiday Park/Seacliff Surf Life Saving Club; and 3. in 2025 commission a public artwork through the Brighton Jetty Sculptures for a location along Glenelg North esplanade.	Community and Business	Purchase in progress. Invoice received.
13-Feb-2024	09/24	Australian Local Government Association - National General Assembly - Call for Nominations	C130224/7675	1. That Council approves the attendance of Mayor Wilson and Councillor Abley at the National General Assembly from 2 – 4 July 2024, in accordance with Council's 'Elected Member Training and Development Policy'. 2. That both Elected Members attending the National General Assembly present a written report back to Council. 3. That Mayor Wilson be Council's voting delegate at the National General Assembly 2024.	Chief Executive	Registrations complete for Mayor Wilson and Councillor Abley. Flights to be booked in the coming weeks.
27-Feb-2024	N/A	Question Without Notice - Moseley Street / Jetty Road Cross Point	-	General Manager, Assets and Delivery took the question on notice.	Assets and Delivery	Under investigation
27-Feb-2024	55/24	Wayfinding for Brighton Beachfront Holiday Park	C270224/7687	The Council: 1. approves the unofficial naming of the access road to Brighton Beachfront Holiday Park, with Administration to bring back to Council options for names;	Assets and Delivery	Administration investigation and monitoring of car park site ongoing.

Items in Brief – Attachment 3 - Outstanding Council Actions – current as of 15 March 2024

Meeting Date	Report No.	Report Title	Resolution No.	Resolution	Department	Progress Comments
				<p>2. consideration of a new initiative of \$8,000 for a precinct sign for the Kingston Park Precinct in the 2024-25 budget process; and</p> <p>3. Administration monitors the safety the Kingston Park car park for a period of 12 months and provide a report back to Council prior to the 2025-26 budget process, to determine if further car park signage is a future requirement.</p>		

Item No: 15.2**Subject:** MONTHLY FINANCIAL REPORT – AS AT 29 FEBRUARY 2024

Summary

The financial report for Municipal activities to the 29 February 2024 confirms that Council is on target to meet its estimated surplus of \$617,520 in 2023-24. Favourable minor variances indicate a positive financial position for the remainder of the year.

Recommendation

That Council receives the financial report for Municipal activities for the eight months to 29 February 2024.

Background

Applying the principles of good corporate governance, Council is provided with monthly reports detailing its financial performance compared to its budget.

Report

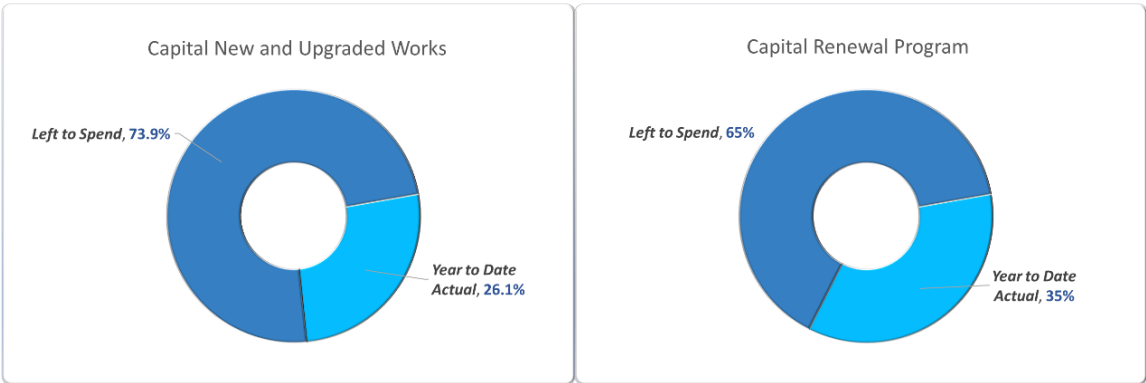
A summary of Council's financial performance to 29 February 2024 is provided in the following table.

All amounts in \$000	2023-24 Adopted Budget	2023-24 Year to date Budget	2023-24 Year to date Actuals	Variance	
Operating revenue	54,312	49,874	50,646	772	↑
Operating expenditure	(53,694)	(32,842)	(32,797)	45	↑
Result from Operational Activities	618	17,032	17,849	817	
Capital renewal Program (Net)	(12,609)	(5,826)	(4,259)	1,567	↑
Capital New and Upgraded Works (Net)	(16,065)	(3,152)	(2,055)	1,097	↑
Loan Repayments	(1,396)	(698)	(554)	144	↑
Loans repaid by community clubs	217	10	10	-	
Result from Capital Activities	(29,853)	(9,666)	(6,858)	2,808	
Add back non-cash items	7,628	5,411	5,430	19	↑
Funding (Requirement)/Surplus	(21,607)	12,777	16,421	3,644	

Operational activities are currently ahead of budget with additional revenue raised through car parking, cemeteries, and hoarding fees. Similarly, year to date expenditure is lower than budget due to a range of minor favourable variances. More detailed explanations of major variances by individual business units are provided in Attachment 1.

Refer Attachment 1

A detailed progress report on Council’s program of works is provided each quarter, however, in the interim the following graphs represent the percentage of total capital works financially completed by 29 February 2024.



Budget

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

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Not applicable

Statutory Provisions

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

Written By: Management Accountant Lead

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1



City of Holdfast Bay Municipal Funds Statement as at February 2024

2023 - 2024 Original Budget \$'000	Year to Date			2023 - 2024 Adopted Forecast \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
169	219	302	(82) Cemeteries	278	1
535	290	323	(32) Commercial & Club Leases	468	
(1,265)	(844)	(815)	(29) Council Administration	(1,265)	
(912)	(585)	(581)	(4) Development Services	(935)	
1,672	508	508	- FAG/R2R Grants	2,127	
(2,087)	(1,491)	(1,510)	19 Financial Services	(2,019)	
(10,911)	(5,411)	(5,429)	19 Financial Services-Depreciation	(10,821)	
(280)	-	-	- Financial Services-Employee Leave Provisions	(280)	
(985)	(210)	(225)	15 Financial Services-Interest on Borrowings	(785)	
91	-	-	- Financial Services-SRWRA	91	
41,372	42,089	42,119	(30) General Rates	41,372	
(2,992)	(2,342)	(2,404)	62 Innovation & Technology	(2,992)	2
(717)	(422)	(387)	(35) People & Culture	(722)	
(964)	(579)	(581)	2 Strategy & Governance	(964)	
(1,440)	(896)	(857)	(39) City Activation	(1,494)	
1,502	976	904	71 Commercial - Brighton Caravan Park	1,502	3
35	36	22	14 Commercial - Partridge House	35	
(583)	(385)	(376)	(9) Communications and Engagement	(583)	
(369)	(235)	(242)	7 Community and Business Administration	(369)	
(1,089)	(783)	(735)	(48) Community Events	(1,078)	
831	820	1,314	(494) Community Safety	999	4
(669)	(367)	(298)	(69) Community Wellbeing	(673)	5
(570)	(370)	(361)	(9) Customer Service	(570)	
-	146	167	(21) Jetty Road Mainstreet	(115)	
(1,565)	(1,040)	(1,062)	22 Library Services	(1,655)	
(335)	(316)	(309)	(7) Assets & Delivery Administration	(445)	
(1,532)	(874)	(855)	(19) Engineering & Traffic	(1,707)	
(659)	(458)	(417)	(42) Environmental Services	(725)	
(8,682)	(5,704)	(5,752)	48 Field Services & Depot	(8,841)	
(2,388)	(1,385)	(1,366)	(19) Property Management	(2,388)	
(572)	(337)	(326)	(11) Public Realm and Urban Design	(572)	
(726)	(392)	(331)	(62) Street Lighting	(726)	6
(4,530)	(2,626)	(2,588)	(38) Waste Management	(4,530)	
999	-	-	- Less full cost attribution - % admin costs capitalised	999	
386	17,032	17,849	(817) =Operating Surplus/(Deficit)	618	
10,911	5,411	5,429	(19) Depreciation	10,821	
189	-	-	- Other Non Cash Items	189	
11,100	5,411	5,429	(19) Plus Non Cash Items in Operating Surplus/(Deficit)	11,010	
11,486	22,442	23,278	(836) =Funds Generated from Operating Activities	11,628	
484	4,735	3,442	1,293 Amounts Received for New/Upgraded Assets	4,977	
201	603	419	183 Proceeds from Disposal of Assets	670	
685	5,338	3,861	1,477 Plus Funds Sourced from Capital Activities	5,647	
(8,170)	(6,429)	(4,678)	(1,751) Capital Expenditure on Renewal and Replacement	(13,278)	
(7,560)	(7,887)	(5,497)	(2,390) Capital Expenditure on New and Upgraded Assets	(21,042)	
(15,730)	(14,316)	(10,175)	(4,141) Less Total Capital Expenditure	(34,320)	7
217	10	10	- Plus:Repayments of loan principal by sporting groups	217	
217	10	10	- Plus/(less) funds provided (used) by Investing Activities	217	
(3,342)	13,475	16,975	(3,500) = FUNDING SURPLUS/(REQUIREMENT)	(16,829)	
Funded by					
-	(241)	(241)	- Increase/(Decrease) in Cash & Cash Equivalents	-	
-	13,018	19,598	(6,580) Non Cash Changes in Net Current Assets	3,382	
(4,738)	-	-	- Less: Proceeds from new borrowings	(21,607)	
-	-	(2,937)	2,937 Less: Net Movements from Cash Advance Debentures	-	
1,396	698	554	144 Plus: Principal repayments of borrowings	1,396	
(3,342)	13,475	16,975	(3,500) =Funding Application/(Source)	(16,829)	

Note 1 – Cemeteries - \$82,000 favourable

Cemetery fee revenue higher than forecast due to increased burials, purchased plots in perpetuity and maintenance requests of private sites.

Note 2 – Innovation & Technology- \$62,000 unfavourable

Increase in the Technology One annual fee due to the addition of a new module (\$36,000) and higher computer software licence charges (\$25,000).

Note 3 – Commercial - Brighton Caravan Park- \$71,000 unfavourable

Year to date revenue is behind forecast due to lower occupancy rates.

Note 4 – Community Safety - \$494,000 favourable

Employment cost savings due to temporary vacancies (\$46,000) along with higher than forecast revenue for car parking (\$403,000) and hoarding fees (\$35,000).

Note 5 – Community Wellbeing - \$69,000 favourable

Employment cost savings due to temporary vacancies.

Note 6 – Street Lighting- \$62,000 favourable

Year to date saving on electricity costs.

Note 7 – Capital Expenditure - \$4,141,000 favourable

There are positive variances on a number of capital projects mainly due to the timing of projects, including the following:

- Road reseal program
- Seacliff Plaza Upgrade
- Brighton Caravan Park - Stage 2 redevelopment

Item No: 15.3

Subject: EVENTS PLANNING 2024-25

Summary

Events form an integral part of the City's local and business communities, attracting more than 500,000 visitors and generating nearly \$50 million in the local economy each year. Council administration partners with local businesses, external event providers and community groups to deliver a vibrant and varied events calendar each year, in alignment with the City of Holdfast Bay Events Strategy 2021-2025. A proposed event budget is presented for consideration.

Recommendation

That Council endorses the events budget presented in the report to be included in the proposed Annual Business Plan 2024-25.

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. More than 350 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. 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.

Administration plays a number of 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, in line with the Events Strategy.

Report

Highlights of the 2023-24 season include the inaugural Glenelg Winter Arts Festival in July 2023, as well as the curtain raiser for the 2024 Adelaide Festival, *Baleen Moondjan*, held at Glenelg Beach. Another first for 2023 was the expansion of Proclamation Day commemorations to include a Signal Fires event held at Kingston Park reserve, led by Kurna Elders and the Kurna fire team from Firesticks – an Indigenous alliance across Australia reviving cultural burning and landscape management. There is considerable enthusiasm for expanding upon this in future years, potentially including other local council areas along the coast.

In 2023, the Glenelg Christmas Pageant was broadcast for the first time on Community TV Channel 44, with the broadcast being accompanied by Auslan translation. The Santa by the Sea activation, new for 2023 and held in Brighton over a weekend in December, was also popular. The intention is to continue these initiatives in 2024-25.

New Year's Eve entertainment was reimagined in 2023, with DJs located at both Glenelg and Brighton jetties replacing the live entertainment offered in previous years. This was well-received and reduced the costs of delivering the event by about \$75,000. However, most of the costs associated with the event were those related to public safety measures, which totalled more than \$100,000. In 2023-24, the State Government provided \$50,000 in funding to support these measures.

Three events, the Winter Activation, the Sea to Shore: Glenelg Seafood Festival and the Glenelg Ice Cream Festival were jointly funded by the Jetty Road Mainstreet Committee (JRMCC). The direct economic impact of these events, combined with their contribution to Glenelg's overall destination image, are recognised as being of critical importance to the precinct. These events are proposed to continue in 2024-25, with a focus on leveraging these events as the basis for a year-round destination marketing campaign. Commercial partnerships and grants are also being sought to support these events.

Several events included in the 2023-24 budget are not expected to proceed in 2024-25 and thus are not in the proposed budget. There are no new events proposed for 2024-25, however there is a proposed allocation of \$10,000 to support small events organised by community groups. If approved, the administration of these funds will be in accordance with council's grants procedures.

The proposed budget allocations from JRMCC to the 2024-25 events calendar are shown in the following proposed budget, which represents their cash contribution.

Event	2023-24 budget	2024-25 proposed	JRMC budget	Comment
Australia Day	\$16,000	\$18,000		Assumes grant from National Australia Day Council \$10,000
Citizenship Ceremonies	\$9,500	\$7,500		
Civic Receptions	\$3,000	\$3,100		
Proclamation Day	\$28,300	\$37,100		Incorporates Kaurua signal fires event
The Local	\$30,000	\$32,000		
Brighton Street Parties	\$35,500	\$40,000		Two parties October and June
Christmas Pageant	\$70,200	\$72,205	\$25,000 (sponsor)	Includes broadcast and Santa by the Sea
ANZAC Day	\$7,300	\$12,000		Glenelg and Brighton
Play Streets	\$9,500	\$9,500		
Bay Sports Festival	\$6,850	\$6,950		
Beach Volleyball	\$10,300	\$9,300		
Brighton Jetty Sculptures / Classic	\$17,000	\$17,400		
Tour Down Under	\$53,500	\$54,200		
City to Bay	\$13,800	\$14,200		50 th City to Bay in 2024
Bay Sheffield	\$39,500	\$40,500		
Glenelg Film Festival	\$10,000	\$10,000		
Ice Cream Festival	\$40,000	\$48,200	\$50,000	
Winter Activation	\$75,000	\$85,000	\$75,000	
Seafood Festival	\$50,000	\$58,000	\$50,000	
New Year's Eve	\$150,000	\$160,000		Assumes SA Gov grant
Christmas decorations	\$21,000	\$23,000		Storage costs, installation costs and graphics
Fork on the Road	\$2,900	-		Did not proceed in 2023-24
Artisan Markets	\$2,500	-		Did not proceed in 2023-24
Masters Games		-		Not in SA in 2024-25
Opera on Beach				In discussion for future years
3x3 Hustle				Did not proceed in 2023-24
Salaries / Contractors	\$413,900	\$432,637		
Net income from commercial activities	-\$107,000	-\$108,550		
Community events support	-	\$10,000		New for 2024-25
TOTAL	\$1,058,550	\$1,092,242		

Budget

Event allocation of **\$1,092,242** to be included in the 2024-25 annual budget.

Life Cycle Costs

Not applicable

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

Written By: Manager, City Activation

General Manager: Community and Business, Ms M Lock

Item No: 15.4

Subject: **MOVEMENT AND TRANSPORT PLAN 2024-2028**

Summary

The draft Movement and Transport Plan (the Plan) has been developed to meet our city's future needs in relation to the safe, efficient and sustainable movement of people and goods between destinations. The Plan incorporates short to medium-term actions and provides direction for long-term planning and decision-making.

We are seeking community engagement on the draft Plan to provide the community with an opportunity for feedback and ensure the actions are allocated appropriately.

Recommendation

That Council:

1. **endorses the draft Movement and Transport Plan 2024-2028 for the purpose of public consultation, subject to minor revisions of a typographical nature;**
 2. **notes the public consultation will commence 5 April 2024 and conclude 24 April 2024, in accordance with Council's Community Consultation and Engagement Policy; and**
 3. **notes that a report will come back to a future Council meeting that includes:**
 - a. **an engagement findings report following the public consultation period of the draft Movement and Transport Plan 2024-2028; and**
 - b. **a final proposed Movement and Transport Plan 2024-2028 for Council to consider and adopt.**
-

Background

The draft Movement and Transport Plan (the Plan) lays the groundwork for meeting our city's future needs in relation to the safe, efficient and sustainable movement of people and goods between destinations.

As well as defining short to medium-term actions on movement and transport, this Plan provides direction for long-term planning and decision-making to provide safe, efficient access for all, while supporting wellbeing, economic success and protecting the environment.

Refer Attachment 1

Community feedback has been used to inform the draft Plan through a series of engagement programs over the last four years. The following themes have been consistently brought forward by our community:

- Traffic and congestion
- Parking
- Access (east to west)
- Active Travel (walking and cycling)
- Public Transport
- Brighton Road (amenity, walking cycling, barrier)
- Local Road Network (speed limits, traffic calming, utilisation of roads)

This feedback has been used to directly inform our principles, focus areas and actions.

We are seeking community engagement on the draft Plan to provide the community with an opportunity for feedback and ensure the actions are allocated appropriately.

Report

The Movement and Transport Plan is subject to national and state imperatives while sitting within the City of Holdfast Bay's strategic planning framework.

The Plan is guided by five movement and transport principles. These principles align with the objectives and aspirations of *Our Holdfast 2050+* and provide a framework for future transport-related decision-making:

- to be safe and accessible
- to encourage active and sustainable travel
- to develop an integrated network
- to support productivity and business
- to leverage innovation and technology

The Plan has four focus areas designed to guide transport-related programs and activities in the City of Holdfast Bay:

- transport planning
- walking and cycling
- parking
- alternate transport options

Across the four focus areas, the Plan will inform decision-making on how we can develop and manage the city's services and infrastructure to improve mobility and accessibility.

To realise the outcomes for each focus area, short to medium-term actions have been defined.

A road hierarchy has been developed for the City of Holdfast Bay using a movement and place approach. The movement and place approach recognises that roads serve dual functions as both essential corridors for moving people and goods, and important public hubs of social exchange and activities. The road hierarchy is outlined in the Plan and can be explored through a mapping tool during the engagement.

To provide the community with an opportunity to provide input and feedback on the draft Plan, we are seeking to undertake public consultation for a period of 21 days, to commence 5 April 2024 and conclude on 24 April 2024.

The engagement will consist of a YourHoldfast webpage including access to the draft Plan, survey to provide feedback, map of the Road Hierarchy and a prioritisation tool to provide feedback on the priority of the Plan's actions.

Feedback will also be received in person at the Brighton Civic Centre, via mail, email and telephone.

Communications of this engagement will be undertaken through YourHoldfast, Facebook, Holdfast News, City of Holdfast Bay website, email via our mailing lists, and on signage in our libraries and community centres.

Budget

Community engagement will be completed within existing operational budgets.

Life Cycle Costs

Not applicable

Strategic Plan

Our Holdfast 2050+

Wellbeing: We have the highest physical activity rates in Greater Adelaide

Sustainability: Prioritise sustainable and active transport across the city

Sustainability: Support the creation of safer places by improving the public realm and collaborating with transport providers to increase transport options

Sustainability: Support mixed use development

Sustainability: 30 per cent of the City's roads are set aside for active transport and green space

Sustainability: 80 per cent of local trips are undertaken using active transport

Innovation: Early adoption and experimentation with beneficial technologies, including green technologies and smart technology

Council Policy

Not applicable

Statutory Provisions

Not applicable

Written By:

Manager Engineering

General Manager:

Assets and Delivery, Ms P Jackson

Attachment 1

Movement and Transport Plan

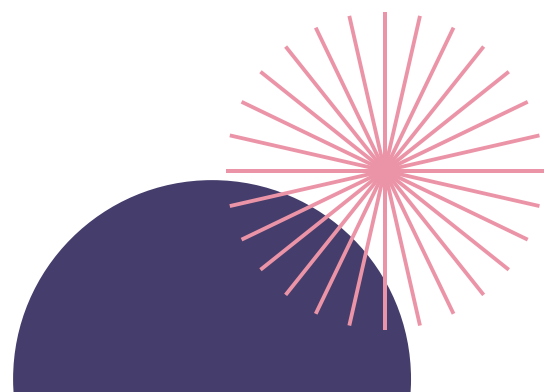
2024–28



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1 Introduction

1.1 Executive Summary

The *Movement and Transport Plan* (the plan) lays the groundwork for meeting our city's future needs in relation to the safe, efficient and sustainable movement of people and goods between destinations.

As well as defining short to medium-term actions on movement and transport, this plan provides direction for long-term planning and decision-making to provide safe, efficient access for all, while supporting wellbeing, economic success and protecting the environment.

The plan is guided by five movement and transport principles: to be safe and accessible; to encourage active and sustainable travel; to develop an integrated network; to support productivity and business; and to leverage innovation and technology.

A movement and place approach has been used to develop the road hierarchy. As transport is not limited to optimising vehicular movements, the plan takes a holistic view of our city's transport system that considers the movement of people, goods and services.

Across the four focus areas of transport planning, walking and cycling, parking and alternate transport options, this plan will inform decision-making on how we can develop and manage the city's services and infrastructure to improve mobility and accessibility.

1.2 Transport Vision

City of Holdfast Bay's Strategic Vision 2050+

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

Transportation plays a vital role in achieving our city's strategic vision.

Our Movement and Transport Vision for 2050+

Transport in the City of Holdfast Bay provides safe, efficient access for all, while supporting wellbeing, economic success and protecting the environment.

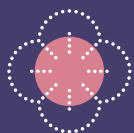
This plan will work towards this vision by applying the movement and transport principles through actions under the four focus areas.

1.3 Strategic Context

The *Movement and Transport Plan* is subject to national and state imperatives while sitting within the City of Holdfast Bay's strategic planning framework.

Movement and transport intersect with *Our Holdfast 2050+*, the city's strategic plan, across its focus areas of Wellbeing, Sustainability and Innovation, where a well-functioning, sustainable and integrated movement and transport system supports the wellbeing of our community and enables the economy to thrive.

This alignment provides strategic direction for the movement and transport vision, principles, focus areas and actions.



Wellbeing

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

People's health and wellbeing is at the heart of our city's future transport system where our residents and visitors feel safe, healthy and connected – no matter their age or abilities. Through planning that prioritises people, we create vibrant neighbourhoods and liveable places. This can be seen through a road hierarchy that values movement and place equally, to prioritise safe access for people to their destinations.



Sustainability

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

Sustainability means that we carefully manage our resources for the benefit of future generations. Given the transport sector's significant contribution to greenhouse gas emissions and the impact climate change is expected to have on our city, encouraging sustainable forms of transport is essential. Additionally, resilient climate design, including green elements, supports active neighbourhoods.



Innovation

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

Innovation is vital to a thriving economy and technology is used in how people and goods are transported, as well as how we manage the movement and transport network.

1 Introduction

Table 1 defines the relationship between the *Movement and Transport Plan* and key strategic documentation.

State and Federal Documents

Document	Description	Relationship
<i>National Road Safety Strategy 2021–30</i>	National commitment to the Safe System approach and to strengthen all elements of our road transport system through improvements under three key themes: safe roads, safe vehicles and safe road use. Speed management is embedded within all three themes.	2050 Vision Zero target, with a 2030 target to reduce fatalities by 50% and serious injuries by 30%. Local governments are responsible for funding, planning, designing and operating the road networks and footpaths in their local areas to provide safe roads.
<i>South Australia's Road Safety Strategy</i>	Developed to improve road safety for everyone living in and visiting our state. It will focus the South Australian Government's efforts on the things that will have the greatest impact on reducing lives lost and serious injuries on our roads.	Alignment of vision, strategic focus areas and targets: at least a 50% reduction in lives lost and at least a 30% reduction in serious injuries on South Australian roads by 2030.
<i>The 30-Year Plan for Greater Adelaide</i>	Outlines how Adelaide should grow to become more liveable, competitive and sustainable. It will guide the long-term growth of Adelaide and its surrounds until 2040.	Transport targets, policies and actions. Deliver a more connected and accessible Greater Adelaide.

City of Holdfast Bay Documents

Document	Description	Relationship
<i>Our Holdfast 2050+</i>	Council's shared vision for 2050+ and key strategies to support achieving the vision.	Provides high level community outcomes. Informs our movement and transport principles.

City of Holdfast Bay Documents (cont.)

Document	Description	Relationship
<i>Asset Management Plans</i>	Long-term plans outlining how the organisation will manage its infrastructure and other assets to an agreed standard of service.	The service levels for condition, function and utilisation for our road assets ensure we provide safe and fit for purpose roads. The road hierarchy will inform service levels.
<i>Environmental Strategy 2020–2025</i>	Sets the direction for Council’s activities and resource allocation as we strive to protect and enhance the region’s environment for future generations.	Provides direction in terms of Council’s strategy for the environment.
<i>Carbon Neutral Plan 2030</i>	The Carbon Neutral Plan outlines the path to eliminate, reduce and offset emissions generated by the City of Holdfast Bay by 2030.	Provides direction to ensure actions consider climate change mitigation, such as the fleet transition plan.
<i>Disability Access and Inclusion Plan 2020–2024</i>	Council’s strategic commitment to accessibility and inclusion, so that people with disability can have the same opportunities to participate in community life and enjoy a high quality of living.	Provides principles and an action plan to ensure everyone can access our places and move through our city. Alignment of actions.
<i>Open Space Strategy</i>	Articulates a long-term vision for the provision of high-quality, distinctive and vibrant open spaces and public realms across the city that support active and connected communities and visitors.	Guides the place hierarchy for our open space destinations. The strategy emphasises coastal areas and streets as important aspects of open space.
<i>Economic Activation Plan</i>	A plan to deliver actions through five key economic strategic focus areas: business capacity building, investment attraction and growth, innovation and digital evolution, regional collaboration and Adelaide’s premier seaside destination.	Guides the place hierarchy for our key economic destinations.

Table 1: Strategic Documentation

1 Introduction

1.4 Movement and Transport Principles

These principles align with the objectives and aspirations of *Our Holdfast 2050+* and provide a framework for future transport-related decision-making.

Safe and Accessible

A people first approach where safety is paramount when considering all transport modes and systems.

Accessibility is a fundamental human right. Our commitment to apply accessible design principles to all council projects, programs and services is outlined in our *Disability Action and Inclusion Plan 2020–2024* and specific objectives within *Our Holdfast 2050+*.

Active and Sustainable

Encouraging active travel by promoting safer walking and cycling and improving access to public transport supports general health and wellbeing, as well as aging well. Given the city's demographics, healthy and active aging is a key need in our community.

If an increasing number of journeys involve walking or cycling as the primary means of travel, a local road network will need to support and prioritise access for people who walk and cycle.

Encouraging clean and green transport is also essential, given the transport sector's significant contribution to greenhouse gas emissions and the impact that climate change is expected to have on our city.

The use of street trees and other green interventions in our movement corridors can provide biodiversity, increase shade, lower temperatures and improve amenity.

Integrated Network

In planning for our city's future transport network, we must consider future land use and development.

A hierarchy for the transport of people and goods provides guidance to allocate the use of our limited (and contested) street space and budgets against competing demands. New development must be concentrated in areas well served by public transport and connected within the city by good walking and cycling infrastructure.

An integrated movement and transport network goes beyond the movement of vehicles, supporting strategic objectives of community wellbeing, economic success and environmental protection.

Supporting Productivity and Business

A well-planned network for businesses and freight ensures efficient access for local businesses, including their employees, suppliers and customers, and will promote future prosperity.

Providing for effective movement of freight vehicles and business traffic through the city will also improve conditions for local businesses and the broader community.

Innovation and Technology

By using technology wisely, we can transport people and goods more efficiently and with less environmental impact.

1.5 Movement and Transport Focus Areas

This plan has four focus areas designed to guide transport-related programs and activities in the City of Holdfast Bay. Each is informed by the movement and transport principles.

Transport Planning



This focus area includes transport and land use planning to identify solutions for all types of movement and improve the vibrancy of our neighbourhoods to create connected liveable places. Transport planning integrates with Council's strategic objectives supporting wellbeing, economic success and protecting the environment.

An understanding of the transport network facilitates an approach to transport improvements, enabling our neighbourhoods to function locally and as part of the greater network.

Encouraging active, sustainable, inclusive modes of transport, will require our neighbourhoods and precincts to be designed to facilitate walking, cycling, shared and green transport wherever possible.

Walking and Cycling



Active transport, such as walking and cycling, is the healthiest and most sustainable mode of transport. As well as significant environmental benefits, active transport contributes positively to health and wellbeing outcomes for our community and enables people to age in place.

This focus area looks to facilitate safe and efficient active transport throughout our city.

Parking



This focus area covers on-street parking and off-street parking to facilitate accessible destinations. In particular high-demand places and balancing the competing demands of commuter, visitor, residential and business parking needs.

Alternative

Transport Options

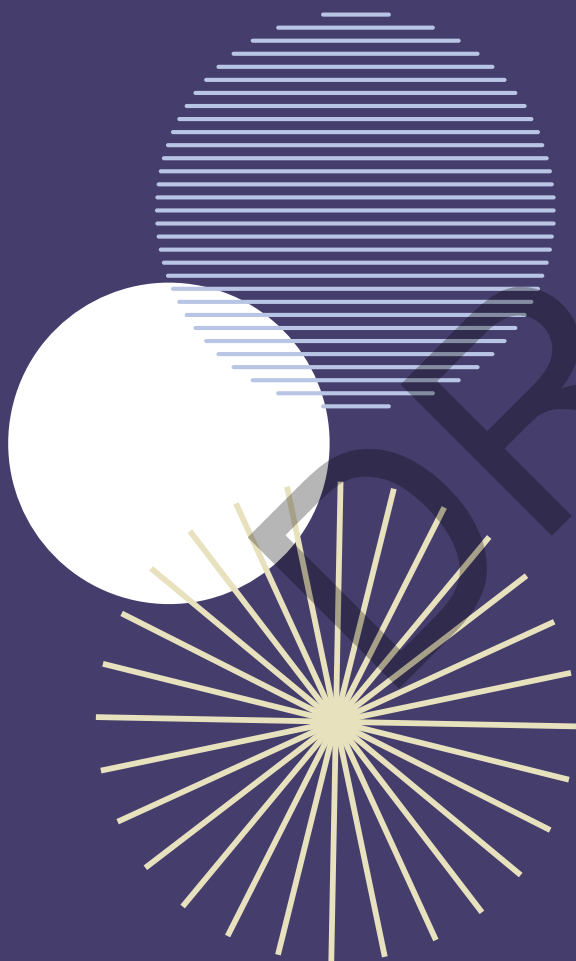


Facilitating access to a variety of connected transport options to meet the current and future needs of our community.

The future of transport is characterised by a shift from ownership to user-ship, with a focus on mobility. Alternative transport options are defined as any type of transport that reduces dependency on single occupancy private vehicles, and include:

- › Public transport (trains, trams, buses, and community transport services)
- › Shared transport (trips undertaken via ride-sharing, car-sharing and other innovative transport options)
- › Micro-mobility transport (shared bikes, electric bikes, e-scooters or similar)

2 How We Travel Today



2.1 About the City of Holdfast Bay



First

SA coastal council to recognise a climate emergency in 2019



9km
of coastline



14.6km²
comprises
City of Holdfast

2.5km
wide

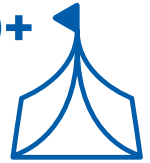


1,098,850

people visited Holdfast Bay

600,000+

people attended
Holdfast Bay
hosted events



**Total population
(2021):**

37,543

52.3% females
47.7% males



**Most common
age group:**

60–69 yrs

5,633 people (15%)
Older population

**Median
age:**



9,060

employees that
live outside
the City of
Holdfast Bay



12,460

residents
working outside
of the City of
Holdfast Bay

3,892

people living
and employed
within the City
of Holdfast Bay



Vehicle usage:

Private car is the most common travel method for journeys to work (80%). Public transport accounts for 8.5% and active travel (walking and cycling) 5%. Others worked from home.



178km
of roads



29,000
cars owned



4 bridges



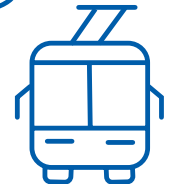
20
off-street
public
car parks

313km
of footpaths and
shared paths



3
train
stops

5
tram
stops



111

bus shelters



4 community
buses



15

Metro Adelaide
bus routes with
approximately
200 stops

2 How We Travel Today

2.2 Community Feedback

Across a series of engagement programs over the last four years, the following themes have been consistently brought forward by our community:

1. **Traffic and Congestion** – particularly along Brighton Road and at local schools; poor network performance leads to a perception of rat-running along the local road network.
2. **Parking** – parking management, particularly during peak times at destinations including Glenelg, Brighton, foreshore stations, and along the Esplanades.
3. **Access** – east-to-west travel can be challenging.
4. **Active Travel** – connectivity issues and conflict between pedestrians, cyclists and vehicles deter use of active travel; enhanced wayfinding and design treatments to improve amenity and safety; improved facilities.
5. **Public Transport** – contrasting levels of connectivity and access to public transport throughout the city.
6. **Brighton Road** – creates a barrier between the city's east and west sides; requested improvements for walking and cycling.
7. **Local Road Network** – traffic calming, road space utilisation and reduction in speed limits.

This feedback has been used to directly inform our principles, focus areas and actions.

2.3 Movement and Place

The way we design our roads determines people's quality of life, interactions and experiences. It is important to understand how we travel today and how the movement and transport network operates in its current state. To demonstrate this, the network is displayed in a hierarchy using the movement and place approach.

The movement and place approach recognises that roads serve dual functions as both essential corridors for moving people and goods, and important public hubs of social exchange and activities. By recognising and supporting the role of streets as destinations, we can reduce the need to travel, provide options for travel and design safer roads to maximise safe access for people.

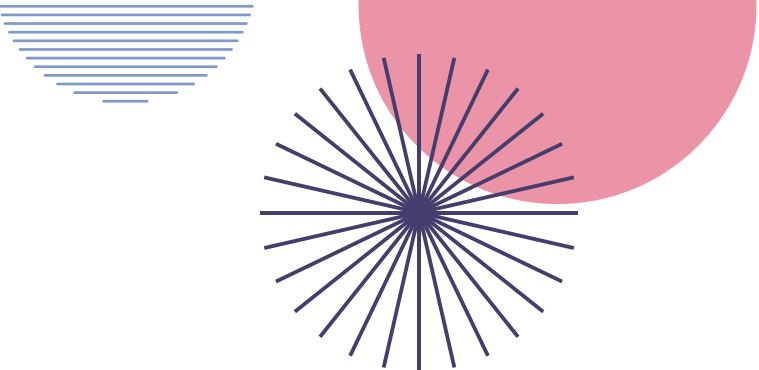
There is a natural tension between these two functions, with movement corridors aiming to minimise travel time and destinations aiming to attract and retain people within a place.

Not all roads can be popular destinations, just as not all streets can prioritise vehicle movement.

The hierarchy recognises the multiple functions and the competing demands between movement and place on our roads. The movement and place categories group roads to serve different roles and functions across different places.

There are six road hierarchy categories, each with unique roles and functions. The categorisation provides a framework for a well-planned and efficient transport network; it also serves as a practical guide for council to balance competing demands across the transport network and provide a consistent approach suitable to the road's function within the network.

Movement classifications communicate the role the road plays as a strict transport link and are defined as M1 to M5, as outlined below.



Movement	Category	Description
M1	Arterial Road	Mass movement of people and/or goods on routes with a state or national-level movement function
M2	Distributor Road	Important secondary role in the movement of vehicles, people and goods within and through the area
M3	Collector Road	Moderate movement of people and/or goods on routes connecting suburbs or provides primary access to places
M4	Local Road	Connecting properties to the collector/distributor network
M5	Lane/Cul-de-sac	Provide access for immediate properties only

Table 2: Movement Classifications

Place classifications communicate the role a place plays within the city and are defined as P1 to P5, as outlined below:

Place	Category	Description
P1	State	Place of state or national significance with tourism drivers and attracting interstate attendance
P2	Regional	Place of regional significance (e.g. coastal, sporting, commercial) and attracting visitors from outside the council area
P3	Community	Place of neighbourhood significance over multiple suburbs (e.g. recreational, high schools, retail precincts)
P4	Local	Place of local significance within a suburb
P5	Residential	Place of street level or block significance including all remaining residential areas

Table 3: Place Classifications

2 How We Travel Today

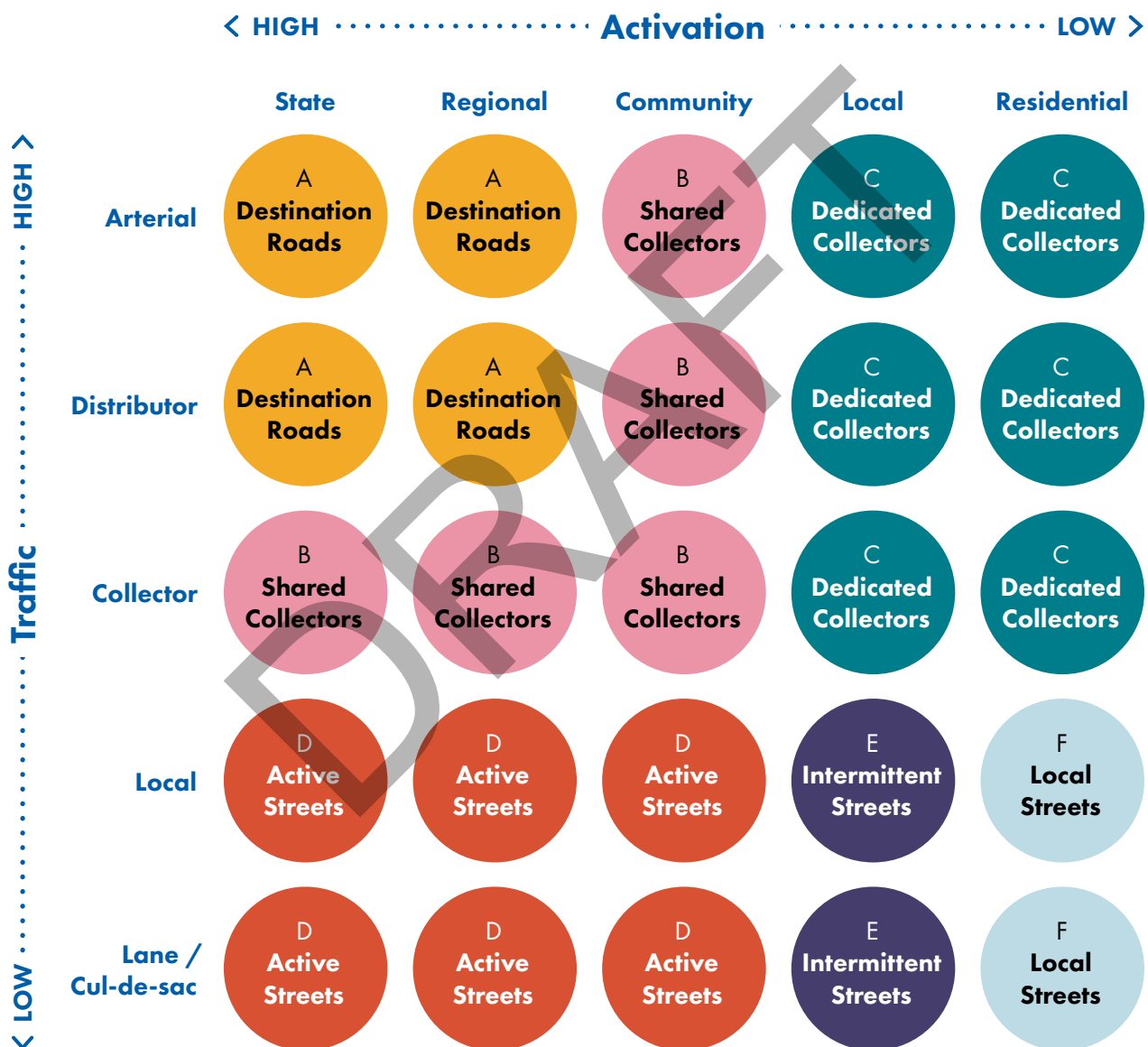


Figure 2: Movement and Transport Classifications

A Destination Roads

Destinations roads are our highest activated places with equally high demand for movement. These places are the vibrant city hubs where we must manage the high traffic volumes while accommodating the high pedestrian numbers.

B Shared Collectors

These areas are either highly activated places with high demand for pedestrian activities and connections to the primary transport networks or balancing the primary transport network with access to services including retail, recreational and education.

C Dedicated Collectors

These are our movement corridors, providing safe, reliable and efficient movement of people and goods between regions and strategic centres.

D Active Streets

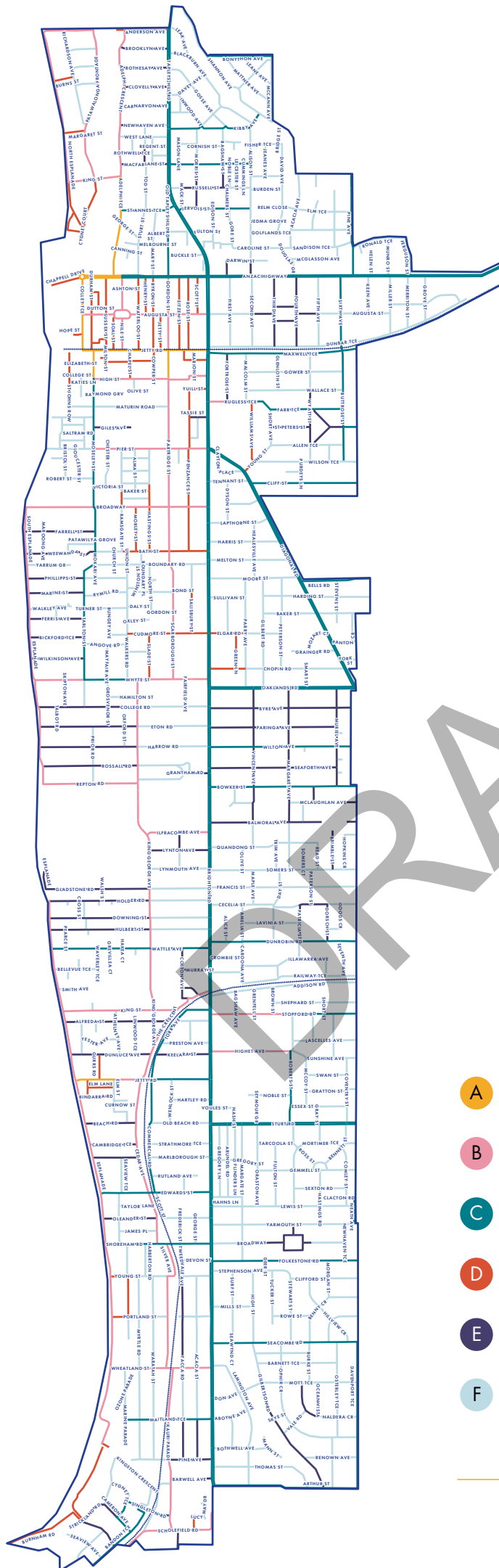
These are streets with high demand for pedestrian activities and lower levels of vehicle movement.

E Intermittent Streets


The function of intermittent streets changes at different times of the day, usually with low level vehicle movements with intermittent activity demands. They typically surround schools or reserves.

F Local Streets

Local streets provide safe and desirable residential access for all ages and abilities. This category also includes access laneways.



- A Destination Roads**
- B Shared Collectors**
- C Dedicated Collectors**
- D Active Streets**
- E Intermittent Streets**
- F Local Streets**



Options	Destination Roads A	Shared Collectors B	Dedicated Collectors C	Active Streets D	Intermittent Streets E	Local Streets F
Single traffic lane (two-directional) maintained (on-street parking managed for one lane)				✓	✓	✓
Minimum two traffic lanes maintained (on street parking managed to maintain two lanes)	✓	✓	✓			
Prioritised bicycle lanes	✓	✓	✓			
Shared bicycle facilities (on-street cycling)	✓	✓		✓	✓	✓
Local Area Traffic Management Treatments (speed management)	✓	✓	✓	✓	✓	✓
Local Area Traffic Management Treatments (traffic displacement)				✓	✓	✓
Pedestrian facilities (protected/priority crossings)	✓	✓	✓	✓	✓	
Encourage public transport	✓	✓	✓			

Figure 4: Road Hierarchy Treatment Matrix

Figure 4 outlines how our roads function within the road hierarchy and the priorities for each movement and place category within our limited road space. These functions inform the treatments we apply to our roads including parking facilitation and restriction, local area traffic management

devices, line marking, signage, and behavioural enforcement such as smart signage, inspections and speed cameras. Although the hierarchy provides us with this consistent approach, all treatments are reviewed on their merits considering local/unique factors such as available road space.

2 How We Travel Today

2.4 How We Use the Road Hierarchy

The movement and place approach recognises and supports the multiple roles and functions of our roads. The movement and place categories group roads to serve distinct roles and functions across the network, generating the road hierarchy.

The road hierarchy can be used as a practical tool to inform decision-making, safe design and treatments across all four transport focus areas.

Transport Planning

Transport planning ensures our roads are fit for purpose, that each plays its role within the network and is designed in line with the movement and transport principles.

The road hierarchy provides a framework for a well-planned and efficient transport network, moving from a street response to a network response when assessing a road. This ensures our neighbourhoods function at a local and network level.

Area/precinct reviews are driven from the road hierarchy, considering movement and place, to ensure our roads are safe, fit for purpose, provide suitable services for their function and integrate with the surrounding and greater network.

Walking And Cycling

The road hierarchy provides the foundation for a council-wide walking and cycling plan. From it, a cycling network will be developed that defines appropriate, safe and efficient routes for cycling to popular destinations.

Planning and infrastructure options will also be developed within the walking and cycling plan, to facilitate safe movements.

Parking

Both the road hierarchy and the dimensions of the road itself, inform the appropriate allocation of on-street parking with respect to movement and place to ensure equitable and consistent decision-making.

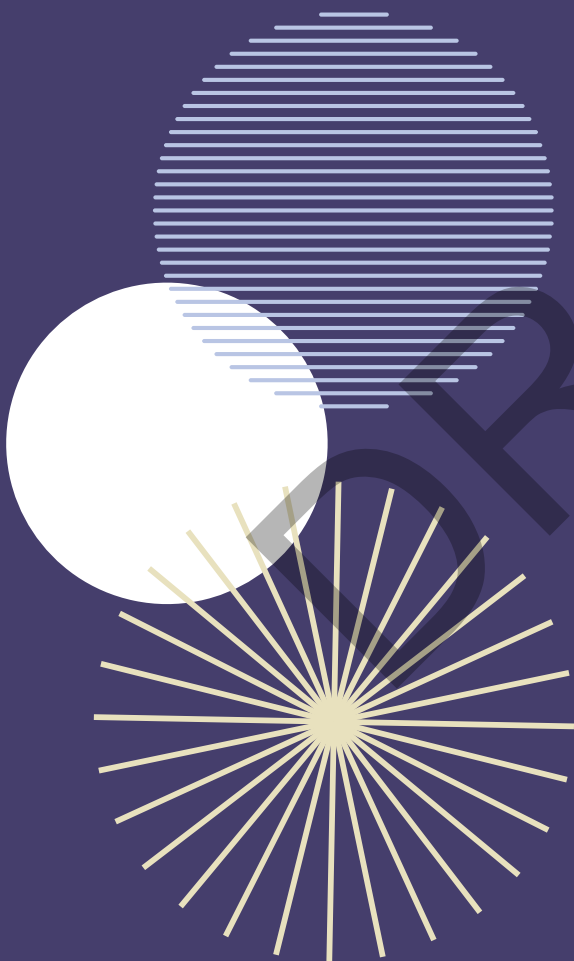
For safe and efficient road movement, compliance with the Australian Road Rules is required for on-street parking. The road hierarchy informs where regulatory treatments such as line marking and signage can be applied to manage on-street parking to ensure safe and efficient movement and that access to private property is maintained for the road corridor.

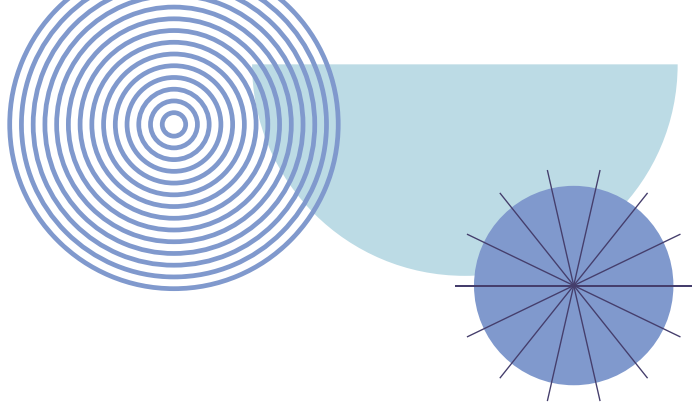
Alternate Transport Options

This focus area covers public, shared and micro-mobility transport. The road hierarchy provides guidance on the appropriate routes to use for each form of transportation to balance multiple forms of transport and demands within our limited space. This informs our levels of service to facilitate alternate forms of transport.



3 The Future of Travel

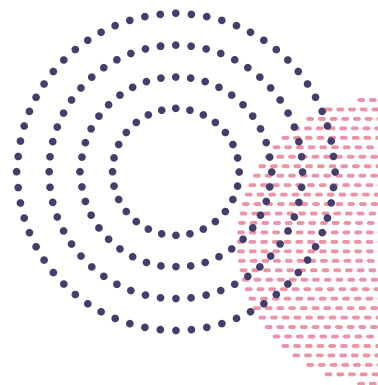




3.1 Future Demand

This section of the plan discusses external factors impacting our city and its transport network into the future. These range from the global impacts of climate change to forecasting our city's demographics. It is crucial to understand these demands when planning today's transport network so we can provide sustainable movement and transport options into the future.

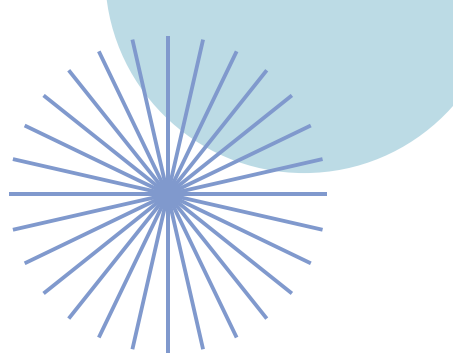
The following table outlines how these demands impact transportation and how we have incorporated these factors into the plan via movement and transport principles (Sections 1.4) and actions (Section 4).



3 The Future of Travel

Demand	Current State	Future State
Climate change	<p>Global temperatures have increased on average by 1.1 °C since the 1800s (United Nations, 2022).</p> <p>In 2019, Council recognised the world is in a state of climate emergency and there is an urgent need to act to avoid the most catastrophic impacts of climate change.</p>	<p>The consequences of these changes to the climate include increased risk, severity and prevalence of bushfire, extreme heat events, sea level rise, flooding and drought, and an increasing loss of biodiversity.</p>
Population growth	<p>Current population is 37,543 (2021).</p> <p>Increase in subdivisions:</p> <ul style="list-style-type: none"> › one property into two › multi-unit dwellings › multi-storey accommodation 	<p>Plan to accommodate 40,000 people by 2036.</p>
Visitor growth	<p>1.1 million visitors.</p> <p>600,000+ people attended local events.</p>	<p>Target return to visitation and expenditure to pre-COVID-19 levels of 1.4 million visitors and \$265 million in tourism expenditure annually (2023).</p>
Economic development	<p>Number of businesses: 3,573 (ABS 2023).</p> <p>9% increase from 2017 (3,271).</p>	<p>Projecting continued growth in businesses within the city.</p>
Equity of access and inclusion	<p>45% of the city's population requires support to participate in community life including, 6% with disabilities and 26% over 65 with restrictive long-term health conditions.</p>	<p>The development of the <i>Disability Access and Inclusion Plan</i> represents our commitment to help ensure social inclusion and access for all our residents and visitors into the future.</p>

Table 4: Future Demand



Impact to City of Holdfast Bay	Impact to Transport	Principle/Action	
The impacts of a changing climate are already affecting our city. It is essential Council acts in the best interests of the community to prepare for, adapt to and mitigate the effects of climate change, and work to reduce our impact on climate change.	Road transport represents 30% of the city's community emissions. The community is moving towards electric vehicles, active transport and alternate transport options. Localised heat island effects discourage active transport.	Principles: › <i>Active and sustainable</i>	Action: › <i>Walking and Cycling Plan</i>
Increased demand and utilisation of our transport network, resulting in increased congestion and increased demand on resources, including public spaces.	Increased number of vehicles increases demand for parking and traffic control. Increased demand for active transport, public transport and alternate transport.	Principles: › <i>Safe and Accessible</i> › <i>Integrated Network</i>	Actions: › <i>Parking Policy</i> › <i>Walking and Cycling Plan</i> › <i>Safe Schools Program</i> › <i>40km/h speed limits</i> › <i>Brighton Road corridor</i> › <i>DIT network improvement</i>
Increased demand and utilisation of our tourism precincts. Higher peaks during summer and events.	Increased demand for parking in tourism areas. Increased demand for safer and accessible pedestrian movements.	Principles: › <i>Safe and Accessible</i> › <i>Integrated Network</i> › <i>Productivity and Business</i>	Actions: › <i>Jetty Road Glenelg Masterplan</i> › <i>Parking Policy</i>
Increased demand and utilisation of our economic precincts. Increase in quantity and size of events. Increase in short-term accommodation across the city. More businesses opening in traditionally residential areas.	Increased demand for parking in commercial areas unless there is a change in transport model or economic area design. Increased demand for loading and goods delivery at commercial premises.	Principles: › <i>Productivity and Business</i>	Actions: › <i>Jetty Road Glenelg Masterplan</i> › <i>Parking Policy</i>
Increased demand to support inclusive access to existing and new services.	Requirements to meet standards. Facilities and services need to be universally accessible by design.	Principles: › <i>Safe and Accessible</i>	Actions: › <i>Walking and Cycling Plan</i> › <i>Road network safety plan</i> › <i>Public transport service improvements</i>

3 The Future of Travel

3.2 Transport Trends

Tracking how transport systems evolve is essential to ensure the network can respond to changing demands and use. These trends are to be considered for long-term integrated transport planning.

Walkability (less than 1km)

Large parts of our city are suitable for walking with predominantly flat terrain, a good network of bus, tram and train stops, and shopping centres and outdoor activity areas at various locations. Incidental exercise is a core ingredient to aging well, which enables people to age in place.

There are a few smaller areas that are less well connected and may be beyond 400–800m walking distance from transit, public open space or 1 km from a primary school.

Cycling (less than 3km)

Cycling has become more prevalent in recent years as different types of bicycles have become available to suit a broader range of abilities and purposes.

Cyclist safety is one of the primary issues that must be addressed to improve cyclability within our city. Improved cyclability also includes integrating bikes with public transport and ensuring there is adequate bicycle parking and other facilities at destination points.

Electric Vehicles (EVs)

Supporting the adoption of EVs by facilitating the installation of EV charging stations as part of the city's *Environment Strategy 2020–2025*, is one way we encourage a transition to zero emissions.

Shared Transport

Shared transport refers to vehicles where many people use the asset, none of whom necessarily own the asset. Examples include public and community transport, ride-share services (Uber), taxis, pedicabs, car-share options such as FlexiCar or micro-mobility (shared bicycles, e-scooters).

Mobility hubs are being created in Europe and North America to co-locate and connect different travel options, providing an alternative to private car ownership.

Micro-Mobility Vehicles

Micro-mobility vehicles are lightweight, non-motorised vehicles such as bicycles, scooters and skateboards, as well as light EVs like gophers, golf carts, e-bikes, and e-scooters. Micro-mobility vehicles can make short trips quick and easy; some can also improve access for people with mobility impairments.

Mobility as a Service

Mobility as a Service (MaaS) refers to the integration of various forms of transport services into a single mobility service accessible on demand. MaaS offers a variety of mobility options through online service platforms (an app) integrating services, information, payment and ticketing.

Autonomous Vehicles

Autonomous vehicles are an example of an emerging technology that has the potential to transform transport, with many successful global trials underway. If implementation is well designed, autonomous EVs could ease congestion, improve travel efficiency and safety, and improve access for people who cannot drive themselves.



4 Actions

To realise the outcomes for each focus area, short to medium-term actions have been defined.

Each action has been strategically aligned to both the road hierarchy and movement and transport principles, to ensure we move towards our transport vision.

4.1 Transport Planning

Integrated transport planning of our land use will improve the vibrancy of our neighbourhoods through movement options including walking, cycling, public transport and shared services.

Transport planning is essential to ensure roads are fit for purpose at both a local and network level. Improvements may include:

- › Increasing active travel by prioritising pedestrians and cycling
- › Targeted road safety improvements including Local Area Traffic Management
- › Lowering speed limits
- › Wayfinding and curating points of interest to encourage active transport

- › Channelling vehicles to safe and efficient corridors via the road hierarchy
- › Reclaiming streets for people to occupy
- › Improving street amenities such as paths, seating, lighting, vegetation, shade and water
- › Encouraging mixed-use development to localise goods and services
- › Pedestrianising precincts.

Improvements will be guided by the road hierarchy, movement and transport principles, and relevant masterplanning.

While council has limited scope to control urban development, we continue to influence through advocacy, partnerships, and modelling sustainable development approaches on our own properties.

Action	Outcome	Role	Priority
Develop a road network safety plan	Network-based risk analysis to provide information for infrastructure investment prioritisation to improve road safety outcomes.	Delivery	High
Develop and deliver a safe school's traffic management program	Improved safety and accessibility to educational facilities while encouraging active transport.	Delivery	High
Work with state government to implement a 40km/h area speed limit	Improved safety for local streets.	Delivery	High
Jetty Road Glenelg Masterplan	Enhanced main street and greater areas through visually appealing and functional environment for both residents and visitors.	Delivery	High
Majors Road Interchange (state government project)	Improved north-south regional connectivity.	Advocate	Medium
Partner with state government on Brighton Road corridor improvements including traffic flow, walking and cycling, and placemaking	Improved function of primary north-south corridor. Improved east-west connectivity. Improved amenity and place.	Partner	Medium
Precinct-based review of local area traffic management	Identify priority precincts to review.	Delivery	Low

Table 5: Transport Planning Actions

4 Actions

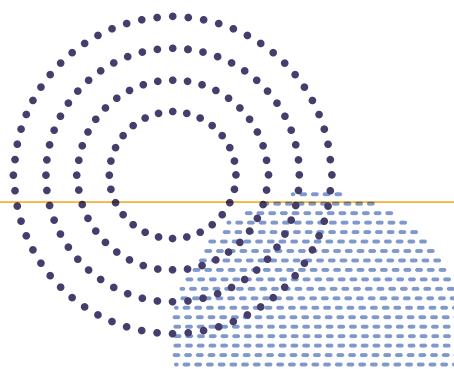
4.2 Walking and Cycling

Active transport, such as walking and cycling, is the healthiest and most sustainable mode of transport. Walking and cycling objectives include:

- › Supporting a transition to active transport for short, local trips (of less than 1 km for walking, and less than 3km for cycling)
- › Improving safety through lighting, removing obstacles, creating safe crossing points, and considering how micro-mobility transport options can be used safely on footpaths
- › Addressing safety needs of different types of cyclists, including leisure, sport, and commute
- › Defining a network of priority cycle routes (north-south and east-west).

Action	Outcome	Role	Priority
Create a <i>Walking and Cycling Plan</i> (WCP) to identify and prioritise the walking and cycling network and project for delivery	The WCP will provide a prioritised program of on-ground works to improve our city's walking and cycling network.	Delivery	High
Implement <i>Sturt River Linear Park Masterplan</i> – Pine Avenue to Tapleys Hill Road	A highly important link that will provide numerous transport, recreation, and ecological benefits for the community.	Delivery	Medium
Investigate improvements to the Esplanade and coast path to improve function and safety for active travel	Improved accessibility and safety along our coast.	Delivery	Medium

Table 6: Walking and Cycling Actions



4.3 Parking

On-street parking is common within our city and is supported where it can be performed in accordance with the Australian Road Rules. In line with the movement and transport principles, preserving on-street parking will not take a higher priority than road safety measures, and on-street parking will be in accordance with the road hierarchy, to preserve traffic corridors where needed for effective transport.

The Road Hierarchy Treatment Matrix (Figure 4) outlines the transport options for each of the six movement and place road hierarchy categories. The below table outlines the allocated on-street parking available, relative to the road dimensions for each of the transport options.

	Single traffic lane (one-way)	Single traffic lane (two-directional)	Two traffic lanes	Two traffic lanes (with bike lanes)
No on-street parking	0–5.1m	0–6.0m	0–8.1m	7.5–9.6m
One side on-street parking	5.1–7.2m	6.0–7.2m	8.1–10.2m	9.6–13.2m
Two sides on-street parking	7.2m+	7.2m+	10.2m+	13.2m+

Table 7: On-Street Parking for Road Width

4 Actions

4.3 Parking (continued)

There must be a minimum of a 3.0m width lane next to a parked vehicle, median treatment or solid centreline. One-sided on-street parking can be facilitated through a dedicated street side, a controlled staggered arrangement, or an uncontrolled staggered arrangement for single traffic lanes.

Regulatory controls such as line marking and signage can be used to assign parking locations, limit parking to specific locations or times, or in exceptional circumstances – reinforce existing road rules. Regulatory controls are installed following the *DIT Pavement Marking Manual and Code of Technical Requirements*. The Australian Road Rules are the first measure of control, and where the road rules already provide adequate parking guidance, education is the preferred option before additional controls are added.

When implementing changes to regulatory controls, community consultation is undertaken to inform/educate or consult, to ensure the outcomes are appropriate and understood.

Development of a parking policy and procedure is the first action for this focus area, aiming to:

- › Provide fair and equitable access
- › Optimise the use of on-street parking to best meet the needs of users
- › Ensure the management of on-street parking is clear, transparent and equitable.

The parking policy and procedure will provide further guidance for on-street and off-street parking, in line with the movement and transport principles and road hierarchy, as well as demand management strategies to ensure appropriate parking applications for the area including measures such as time limits, time restrictions and ticketed parking.

Action	Outcome	Role	Priority
Develop a council-wide parking policy and procedure	Consistent approach to parking. Future actions will be driven by the policy and procedure.	Delivery	High
Communication and education to be delivered with changes to parking arrangements	Informed residents and road users of Australian Road Rules.	Delivery / Ongoing	Medium

Table 8: Parking Actions

4.4 Alternative Transport Options

While public transport such as buses, trams and trains are the responsibility of the state government, council plays an important role in advocating for improved services and consistency of access.

The tram service to Glenelg is well used by commuters and visitors. However, competing vehicle and pedestrian traffic, along with multiple intersections along Jetty Road, creates ongoing challenges. The *Jetty Road Glenelg Masterplan* explores potential options for their resolution.

With 2020 ABS data showing that approximately 80% of our city's workforce comes from adjacent council areas, we will investigate opportunities to broaden our community bus service and provide other transport options in partnership with nearby councils.

The future of transport is characterised by:

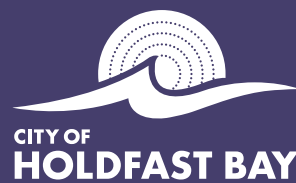
- › A shift from ownership to user-ship
- › A focus on mobility
- › A transition from combustion engines to electric motors.

Mobility as a Service (MaaS) will drive the evolution of public and shared transport by coordinating a variety of transport options and services around the needs of the individual. We will work with state government agencies to improve public transport links with new transport modalities, such as micro-mobility vehicles.

Our community bus service will be reviewed periodically to explore potential integration with on-demand technologies.

Action	Outcome	Role	Priority
Advocate for improved public transport services, links, station comfort and amenity, and real-time transport information	Improved public transport patronage.	Advocate / Ongoing	Medium
Develop a framework for new alternate transport technology	Consistent approach to new transport initiatives.	Delivery	Medium
Tram grade separation projects (state government)	Removal of level crossings where the Glenelg tram line crosses Marion Road and Cross Road in Plympton, and planning for Morphet Road in Morphetville.	Advocate	Medium
Improvements to rail synchronisation and optimisation (state government)	Improved traffic flow through Brighton Road.	Advocate	Medium
Pursue opportunities to support MaaS trials	Review opportunities for the feasibility of MaaS trials within the city.	Facilitate	Low

Table 9: Alternative Transport Options Actions



Brighton Civic Centre
24 Jetty Road
Brighton SA 5048

Post
PO Box 19
Brighton, SA 5048

8229 9999
mail@holdfast.sa.gov.au

holdfast.sa.gov.au

Item No: 15.5

Subject: **SOUTHERN REGION WASTE RESOURCE AUTHORITY CHARTER
REVIEW 2024**

Summary

The Southern Region Waste Resource Authority (SRWRA) Charter is for review. The SRWRA Charter 2015 (Clause 5.7) requires Constituent Councils to review the Charter every four years. The timing of the Charter review was significantly disrupted with the onset of COVID-19 and impact to the business and operations of the Constituent Councils.

The SRWRA Board has reviewed the SRWRA Charter 2024 and is recommending approval of the revised Draft SRWRA Charter 2024 by the Constituent Councils.

Recommendation

That Council approves the SRWRA Draft Charter 2024

Background

SRWRA is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay, pursuant to section 43 of the *Local Government Act 1999*. Under its Charter, SRWRA is responsible for providing and operating waste management services on behalf of its Constituent Councils.

Clause 2.1.2 of the SRWRA Charter allows for the Charter to be reviewed at any time by unanimous decision (expressed by resolution) of the Constituent Councils. The Charter was last reviewed in 2022.

SRWRA has undertaken a review of the SRWRA Charter 2022 in line with clause 2.1 Establishment and Charter, and following a recommendation from the SRWRA Independent Chair Appointment Panel convened in 2023.

Report

The SRWRA Board has recently reviewed the Charter and recommends the Constituent Councils consider several changes to improve Board succession planning and to acknowledge that an appropriate mix of skills is important for the effective operation of the Board. The key changes recommended by the Board include:

1. the addition of second independent Board Member;
2. a limitation on the maximum term for an independent members; and
3. consideration of a skills matrix when determining appointments to the SRWRA Board.

The attached letter from SRWRA Chief Executive Officer, Chris Adams, provides more detail on the rationale for recommended changes.

Refer Attachment 1

The proposed changes to the Charter are highlighted in Attachment 2, with a clean version provided in Attachment 3.

Refer Attachments 2 and 3

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

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

Council Policy

Not applicable

Statutory Provisions

Not applicable

Written By:

Executive Assistant to the Chief Executive Officer

Chief Executive Officer: Mr R Bria

Attachment 1

6 March 2024

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

Sent via email: rbria@holdfast.sa.gov.au

Dear Roberto,

SRWRA Charter Review 2024

While the SRWRA Charter (Charter) is required to be reviewed at least once in every 4 years it may be reviewed by the Constituent Councils at any time. The Charter was last reviewed in 2022 however, the SRWRA Board has recently reviewed the Charter 2022 and recommends the Constituent Councils consider several changes to improve Board succession planning and to acknowledge that an appropriate mix of skills is important for the effective operation of the Board.

The key changes recommended by the Board include:

1. The addition of second independent Board Member,
2. A limitation on the maximum term for an independent members, and
3. Consideration of a skills matrix when determining appointments to the SRWRA Board.

Background

The Constituent Council CEOs requested SRWRA review the current Charter provisions as an action arising from the last appointment process for the Board Chair. It was observed that the current Chair's term of service is more than 20 years, which is beyond what is suggested in the *Australian Institute of Company Directors' Principle 3: Board Composition* to encourage Board renewal.

"Boards should consider how a director's tenure may impact their performance, particularly if serving for ten years or longer. Even if a director does serve for an extended period, limiting

tenure will encourage regular review about whether their appointment continues to be in the best interest of the organisation.”

The Board observed that the current Chair provides significant and ongoing value to the organisation.

Addition of a second independent Board Member

The current Board is comprised of seven members, one member with expertise in waste management and/or business is appointed jointly by the Constituent Councils as Chair, two members from each of the Constituent Councils, one of whom must be an officer of the Constituent Council making the appointment.

The inclusion of a second independent member is recommended to provide for a staged renewal of independent members which;

- improves continuity and assist in the retention of corporate knowledge of the Board,
- allows for the introduction of different skills not necessarily found in local government, and
- provides a potential succession plan for the Chair role.

Independent members and their term

The Board considered setting limits to the term of appointment for all Board members, however it concluded that it was not practical for the type of entity SRWRA is (local government owned and operated), and the desired composition of the Board in the Charter. The Board, in reaching this conclusion found:

- The composition of members includes Elected Members, Council Officers and at present one independent member.
 - Elected Members have natural limits of tenure via election cycles and there is opportunity for renewal as part of the Constituent Council Board Member appointment process. Difficulties have recently been observed in sourcing Elected Members to fill Board positions.
 - Council Officers may have long terms of service and the seniority of officers required to make effective decisions limits the number of candidates available. The application of a skills matrix may further limit the number of suitable candidates.
 - Independent Members are more likely to be available in the market and the most likely segment of the Board Members to have term limits applied. *Australian Institute of Company Directors' Principle 3: Board Composition* provides guidance with regards to a term of 10 years.

Skills Based Board

SRWRA has grown in scale, complexity and commerciality which requires the Board to possess a range of skills and attributes that reflects the needs of the organisation. In response to the environment SRWRA operates within, the Board is compiling a skills matrix to identify the range of skills needed to provide the necessary governance and commercial oversight required. The Board

considers that this would be a useful tool for the Constituent Councils to consider when making Board appointments.

Your Sincerely

A handwritten signature in black ink, appearing to read 'Chris Adams', with a stylized, cursive script.

Chris Adams

Chief Executive Officer

Attachment 2

LOCAL GOVERNMENT ACT 1999
SOUTHERN REGION WASTE RESOURCE AUTHORITY
REGIONAL SUBSIDIARY
Charter ~~2022~~2024

PART I: GENERAL

1. INTRODUCTION

1.1 Name

The name of the subsidiary is Southern Region Waste Resource Authority (referred to as '**the Authority**' in this Charter).

1.2 Definitions

- 1.2.1 **absolute majority** means a majority of the whole number of the Board members or of the Constituent Councils as the case may be;
- 1.2.2 **Act** means the *Local Government Act 1999*;
- 1.2.3 **Board** means the board of management of the Authority;
- 1.2.4 **Budget** means a budget consistent with clause 6.5 and last adopted by the Board
- 1.2.5 **Constituent Councils** means the Councils identified at Clause 2.1 of this Charter;
- 1.2.6 **Gazette** means the *South Australian Government Gazette*;
- 1.2.7 **net assets** means total assets (current and non-current) less total liabilities (current and non-current) as reported in the annual audited financial statements of the Authority together with the net present value of the projected future cash inflows net of cash outflows of the remaining useable airspace over the SRWRA Landfill Operation as licensed by the Environment Protection Authority;
- 1.2.8 **simple majority** means a majority of those present and entitled to vote;
- 1.2.9 **SRWRA Landfill Operation** means that land which is held by the Authority under certificates of title volume 5822, folio 967; volume 5822, folio 966; volume 5822, folio 965; volume 5299, folio 719; volume 5299, folio 720; volume 6199, folio 621 and volume 6217, folio 132;
- 1.2.10 **waste** means any or all waste as approved under the Environment Protection Act licence held by the Authority or its contractor.

PART II: GOVERNANCE

2. THE AUTHORITY

2.1 Establishment and Charter

- 2.1.1 The Authority is a regional subsidiary established pursuant to section 43 of and Schedule 2 to the Act by the:
 - 2.1.1.1 City of Holdfast Bay;
 - 2.1.1.2 City of Marion; and
 - 2.1.1.3 City of Onkaparinga.

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2.1.2 This Charter may be amended at any time by unanimous decision (expressed by resolution) of the Constituent Councils.

2.1.3 Before the Constituent Councils vote on a proposal to alter this Charter, they must take into account any recommendations of the Board.

2.1.4 For the purposes of clause 19(5)(b) of Schedule 2 to the Act, the Chief Executive Officers of the Constituent Councils have determined that a copy of the Charter, must be published on the website of the Authority.

2.1.5 This Charter must be read in conjunction with Parts 2 and 3 of Schedule 2 to the Act. The Authority shall conduct its affairs in accordance with Schedule 2 to the Act except as modified by this Charter in a manner permitted by Schedule 2.

2.2 Objects and Purposes

2.2.1 The Authority is established to:

- 2.2.1.1 provide and operate services at a place or places for the management of waste by or on behalf of the Constituent Councils and/or any other approved councils;
- 2.2.1.2 undertake anything relevant (including educational programmes and processes) to the management of waste;
- 2.2.1.3 provide a forum for discussion and/or research for the ongoing improvement of management of waste;
- 2.2.1.4 undertake management of waste on behalf of the Constituent Councils on a competitive basis;
- 2.2.1.5 fulfil, on behalf of the Constituent Councils, any ongoing obligation in relation to rehabilitation and monitoring of waste management facilities under its control;
- 2.2.1.6 secure best value and value for money in waste management activities and services;
- 2.2.1.7 develop or facilitate activities or enterprises that result in a beneficial use of waste;
- 2.2.1.8 be financially self-sufficient;
- 2.2.1.9 develop or facilitate activities or enterprises that result in a beneficial use of the landfill site or infrastructure;
- 2.2.1.10 keep the Constituent Councils informed about relevant emerging opportunities, trends or issues in waste management; and
- 2.2.1.11 have regard in the performance of its functions to sustainable, environmentally efficient practices with regard to waste management

2.2.2 The Authority must in the performance of its role and functions and in all of its plans, policies and activities:

2.2.2.1 operate in a sustainable manner by giving due weight to economic, social and environmental considerations; and

2.2.2.2 conduct its activities in compliance with all regulatory requirements and in a manner that minimises risk to the Constituent Councils.

2.3 Powers and Functions of the Authority

Subject to this Charter, the Authority may exercise the following powers in the performance or discharge of its objects and purposes:

- 2.3.1 the accumulation of surplus funds including for investment purposes;
- 2.3.2 investing any of the funds of the Authority in any investment authorised by the *Trustee Act 1936*, or with the Local Government Finance Authority provided that:
 - 2.3.2.1 in exercising this power to invest the Authority must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
 - 2.3.2.2 the Authority must avoid investments that are speculative or hazardous in nature;
- 2.3.3 setting aside a reserve fund or funds clearly identified for the upkeep and/or replacement of fixed assets of the Authority or meeting any deferred liability of the Authority;
- 2.3.4 borrowing money and/or to incurring expenditure in accordance with clause 6.2 of this Charter;
- 2.3.5 opening and operating bank accounts;
- 2.3.6 entering into contracts, purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any personal property or interests therein;
- 2.3.7 purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any real property or interests therein, provided that it is a condition precedent, that in any such transaction where the Authority will incur a singular or a total liability of \$1,000,000 or more that unless the liability is included in the Budget; the prior written approval of two-thirds of the Constituent Councils is obtained;
- 2.3.8 participating in a joint venture, trust, partnership or similar for the purpose of engaging in a commercial activity or enterprise;
- 2.3.9 appointing, managing, suspending and dismissing the Chief Executive Officer of the Authority;
- 2.3.10 engaging retaining, and dispensing with the services of professional advisers to the Authority;
- 2.3.11 charging whatever fees, the Authority considers appropriate for services rendered to any person, body or Council;
- 2.3.12 making any election for the purpose of any tax or statutory charge;
- 2.3.13 determining the types of waste which shall be received and the method of collection, treatment, recycling and disposal of that waste;
- 2.3.14 undertaking all manner of things relating and incidental to the collection, treatment, recycling and disposal of waste;
- 2.3.15 pursuing the concept of co-operative regionalism in the collection,

- treatment, recycling and disposal of waste for which the Constituent Councils are or may become responsible
- 2.3.16 causing all waste collected by the Authority to be treated, recycled and disposed of in a sanitary and environmentally acceptable way;
 - 2.3.17 providing a forum for the discussion and consideration of topics related to the Constituent Councils' obligations and responsibilities in respect of waste;
 - 2.3.18 adopting and using a trading name provided that the Authority shall first register the trading name with the Australian Securities and Investment Commission;
 - 2.3.19 commencing legal proceedings provided that any legal proceedings seeking urgent relief be the subject of an urgent report to the Constituent Councils by the Chief Executive Officer;
 - 2.3.20 without limiting the Authority's powers and functions, making submissions to and negotiating with the Federal Government, State Government and other sources of grant funding in relation to the provision and receipt of funding for the Authority; and
 - 2.3.21 anything else necessary or convenient for or incidental to the exercise, performance or discharge of its powers and, functions or the attainment of its objects and purposes.

2.4 National Competition Policy

If the Authority engages in any commercial activity or enterprise which constitutes a significant business activity of the Authority, it will, where necessary and having regard to a cost/benefit analysis, apply relevant principles of competitive neutrality to that activity.

2.5 Acting Outside Areas of Constituent Councils

The Authority may undertake its activities outside the areas of the Constituent Councils in accordance with the Act but only where such activities have been approved by the Constituent Councils as being necessary or expedient to the performance by the Authority of its functions and the activity is included in the annual business plan of the Authority.

2.6 Delegation by the Authority

The Authority may delegate any of its powers except those to:

- 2.6.1 impose charges;
- 2.6.2 enter into transactions in excess of \$250,000
- 2.6.3 subject to this Charter, borrow money or obtain any other form of financial accommodation;
- 2.6.4 approve expenditure of money on the works, services or operations of the Authority not set out in the Budget or where required by this Charter, approved by the Constituent Councils;
- 2.6.5 approve the payment of allowances to members of the Board;
- 2.6.6 adopt or revise an annual business plan or Budget or any financial estimates and reports; and
- 2.6.7 make any application or recommendation to the Minister.

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2.7 Committees

- 2.7.1 The Board may establish a committee comprised of any persons to deal with any matter within the Authority's functions and as detailed in the terms of reference adopted by the Board for the committee.
- 2.7.2 The Board may delegate powers and functions to a committee.
- 2.7.3 A member of a committee established under this clause holds office at the pleasure of the Board.
- 2.7.4 The Chair of the Board is an *ex-officio* a member of any committee established by the Board.

3. CONSTITUENT COUNCILS

3.1 Withdrawal

- 3.1.1 A Constituent Council may not withdraw from the Authority except with the approval of the Minister and subject to the Act and this Charter.
- 3.1.2 A Constituent Council which intends to withdraw from the Authority shall give to the Board and the other Constituent Councils written notice of such intention, specifying the date of intended withdrawal. The notice shall be a minimum of twenty-four months' notice expiring on 30 June of the relevant financial year.
- 3.1.3 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council for the payment of its contribution towards any actual or contingent deficiency in the net assets of the Authority at the end of the financial year in which such withdrawal occurs.
- 3.1.4 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council to contribute to any loss or liability incurred by the Authority at any time before or after such withdrawal in respect of any act or omission by the Authority prior to such withdrawal. For the avoidance of doubt, any and all costs associated with closure processes (including but not limited to capping and post-closure monitoring and necessary actions) of a waste cell or the landfill site generally is a liability incurred before the withdrawal of a Constituent Council and is, therefore, a continuing liability for the purposes of this clause.
- 3.1.5 Payment by or to the withdrawing Constituent Council must be fully paid by 30 June of the financial year following 30 June of the year in which the withdrawal occurs unless there is agreement of alternative payment arrangements made by the Constituent Councils.

3.2 New Members

Subject to the provisions of the Act, the Constituent Councils may unanimously agree to admit a new Constituent Council or Councils, to membership of the Authority, with or without conditions.

3.3 Direction by Constituent Councils

To be effective, a direction of the Constituent Councils for the purposes of clause 26 of Schedule 2 to the Act must be evidenced by a minute signed by the Chief Executive

Officer of each of the Constituent Councils and provided to the Chief Executive Officer of the Authority, as a true and accurate record of the decision made by the delegate or at the relevant Council meeting.

4. BOARD OF MANAGEMENT

The Authority is a body corporate and is governed by the Board, which has the responsibility to manage the business and other affairs of the Authority in accordance with this Charter and any delegations made to it by the Constituent Councils.

4.1 Functions of the Board

- 4.1.1 The formulation of strategic plans and strategies aimed at improving the business of the Authority.
- 4.1.2 To provide professional input and policy direction to the Authority.
- 4.1.3 Monitoring, overseeing and measuring the performance of the Chief Executive Officer of the Authority.
- 4.1.4 Implementing effective risk management policies, practices, procedures and strategies, including by ensuring the protection of assets under the care and control of the Authority.
- 4.1.5 Ensuring that a code of ethical behaviour and integrity is established and implemented in all business dealing of the Authority.
- 4.1.6 Developing business plans.
- 4.1.7 Exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.
- 4.1.8 Observing all plans, targets, structures, systems and practices required or applied to the Authority by the Constituent Councils.
- 4.1.9 Ensuring that all information furnished to a Constituent Council is accurate.
- 4.1.10 Ensuring that the Constituent Councils are advised, as soon as practicable, of any material development that affects the financial or operating capacity of the Authority or gives rise to the expectation that the Authority may not be able to meet its debts as and when they fall due.

4.2 Membership of the Board

- 4.2.1 The Board shall consist of ~~seven~~ eight members appointed as follows:
 - 4.2.1.1 two persons appointed by each Constituent Council, one of whom must be ~~a~~ a senior officer of the Constituent Council making the appointment;
 - 4.2.1.2 ~~one person~~ two persons appointed jointly by the Constituent Councils who ~~is~~ are ~~not~~ are members or officers of a Constituent Council but who, in the opinion of the Constituent Councils, ~~has~~ have expertise in waste management and/or business. ~~This person~~ These persons will be chosen from a list of persons circulated to the Constituent Councils and appointed by a panel comprising the Chief Executive Officer (or nominee) and one other person from each Constituent Council nominated by the Chief Executive Officer.

- 4.2.2 With the exception of the persons appointed pursuant to subclause 4.2.1.2, a Board Member shall, subject to this Charter, be appointed for a term not

exceeding the term determined by the Constituent Council and specified in the instrument of appointment and at the expiration of the term of office will be eligible for re-appointment.

~~4.2.24.2.3~~ 2.3 The maximum term of service for Board Members appointed pursuant to subclause 4.2.1.2 ~~shall~~ should not exceed 10 years.

~~4.2.4~~ 2.4 The Constituent Councils may appoint either a specific Deputy for each Board Member appointed pursuant to subclause 4.2.1.1 or one non-specific Deputy for both such Board Members and a second Deputy to that Deputy. In the absence of a Board Member, the specific Deputy or the non-specific Deputy will be deemed to be the Board Member for that time or, where a non-specific Deputy and second Deputy have been appointed and both Board Members are absent then both Deputies will be deemed to be the Board Members for that time, exercising all of the rights and privileges and being subject to all of the obligations and liabilities of the Board Member(s) during the absence of the Board Member(s).

~~4.2.34.2.5~~ 2.5 ~~The Constituent Councils should give consideration to the skills that may be required for the~~ may consider a Board to operate effectively ~~skills matrix when making Board appointments.~~

~~4.2.44.2.6~~ 2.6 In addition to the circumstances provided for under clause 20(3) of Schedule 2 to the Act, the office of a Board Member will become vacant upon:

~~4.2.4.14.2.6.1~~ 2.6.1 the Constituent Council (or Constituent Councils as the case may be) responsible for appointing the Board Member providing written notice to the Board Member and the Board of the Constituent Council's (or Constituent Councils') decision to remove the Board Member from office. The Board Members appointed under subclause 4.2.1.2, can only be removed from office by a unanimous decision of the Constituent Councils; or

~~4.2.4.24.2.6.2~~ 2.6.2 if the Board Member is an elected member or officer of a Constituent Council, upon ceasing to be either an elected member of or an employee of the Constituent Council as the case may be; or

~~4.2.4.34.2.6.3~~ 2.6.3 if the Board Member has been appointed pursuant to subclause 4.2.1.1, upon the Constituent Council withdrawing from the Authority.

~~4.2.54.2.7~~ 2.7 The Board may by a two-thirds majority vote of the Board Members present (excluding the Board Member subject to this subclause 4.2.57) make a recommendation to the relevant Constituent Council requesting the Constituent Council to terminate the appointment of a Board Member that it has appointed under subclause 4.2.1.1 or, to all of the Constituent Councils to terminate the appointment of ~~at the~~ Board Member appointed under subclause 4.2.1.2 for:

~~4.2.5.14.2.7.1~~ 2.7.1 any behaviour of the Board Member which, in the opinion of the Board, amounts to impropriety and includes, but is not limited to, a breach of the Member's obligations under the Act;

~~4.2.5.24.2.7.2~~ 2.7.2 serious neglect of duty in attending to his/her responsibilities as a Board Member;

~~4.2.5.34.2.7.3~~ 2.7.3 breach of fiduciary duty to the Authority;

~~4.2.5.44.2.7.4~~ breach of the duty of confidentiality to the Authority; or
~~4.2.5.54.2.7.5~~ any other behaviour which, in the opinion of the Board,
may discredit the Authority.

~~4.2.64.2.8~~ If any casual vacancy occurs in the membership of the Board it will be filled in the same manner as the original appointment for the balance of the term of the original appointment.

~~4.2.74.2.9~~ The Board Member appointed pursuant to subclause 4.2.1.2 shall be eligible for an allowance from the funds of the Authority as the Board shall determine from time to time.

4.3 Propriety of Members of the Board

4.3.1 Whilst all Board Members must comply with their statutory obligations under the Act, only the ~~Independent Chair Board Members appointed pursuant to subclause 4.2.1.2~~ ~~is~~are required to comply with Division 2, Part 4 (Register of Interests) of Chapter 5 of the Act.

4.4 Chair of the Board

4.4.1 The Chair of the Board shall be ~~the a~~ person appointed pursuant to subclause 4.2.1.2 and shall hold office for a term of three years, unless he/she resigns, is removed from office pursuant to subclause 4.2.46 or, is otherwise no longer eligible to act as a Board Member.

4.4.2 ~~Subject to clause 4.2.3,~~ ~~The~~ Chair is eligible for re-appointment at the expiration of the term of office. The decision regarding re-appointment is made by the panel formed pursuant to subclause 4.2.1.2.

4.4.3 The Board will choose a person appointed pursuant to subclause 4.2.1.1 ~~or 4.2.1.2~~ to be the Deputy Chair of the Board for a term determined by the Board.

4.4.4 In the event of the Chair being absent from a meeting, the Deputy Chair shall preside and in the event of both the Chair and the Deputy Chair being absent from a meeting, the Board Members present shall appoint a person from amongst themselves to chair the meeting.

4.4.5 In the event that the Chair either resigns or is no longer eligible to act as a Board Member prior to the expiration of their term, the Deputy Chair shall hold office until a further appointment is made pursuant to subclause 4.2.1.2 whereupon the person so appointed will hold office for the duration of the original appointment. ~~The~~ Deputy Chair is not entitled to any allowance that is paid to the Chair whilst acting in the office of the Chair.

4.5 Meetings of the Board

4.5.1 Subject to the requirements of Schedule 2 to the Act, this Charter and any direction of the Constituent Councils, the Board must determine its own meeting procedures for the proceedings and conduct of all Board meetings and set them out in a *Code of Practice for Meetings* which shall be reviewed every two years.

4.5.2 Ordinary meetings of the Board must take place at such times and places as may be fixed by the Board or the Chief Executive Officer of the Authority from time to time. There shall be at least six ordinary meeting of the Board held in each financial year. Meetings shall not be held before 5

p.m. unless the Board resolves otherwise by resolution supported unanimously by all of the Board Members present at the meeting which determines the issue.

- 4.5.3 An ordinary meeting of the Board will constitute an ordinary meeting of the Authority.
- 4.5.4 Notice of ordinary meetings of the Board must be given by the Chief Executive Officer to each Board Member in the same manner as notice is given by a Chief Executive Officer of a council for an ordinary meeting of ~~the a~~ council and for these purposes section 83 of the Act extends to the Authority as if it were a council.
- 4.5.5 Any Constituent Council or Board Member may by delivering a written request to the Chief Executive Officer of the Authority require a special meeting of the Board to be held. The request will only be valid if it is accompanied by the agenda for the special meeting. On receipt of the request the Chief Executive Officer shall send a notice of the special meeting to all Board Members at least 24 hours prior to the commencement of the special meeting. Such notice shall comply with subclauses 4.5.7 and 4.5.9 of this Charter.
- 4.5.6 The quorum for a meeting of the Board is one-half of the members in office, ignoring any fraction plus one.
- 4.5.7 Each Board Member present at a Board Meeting, excluding the Chairperson, is entitled to vote on a matter. All matters will for decision at a meeting of the Board will be decided by a simple majority of votes of the Board Members present and entitled to vote on the matter except where this Charter provides otherwise. ~~In the event of a tied vote, the Board Chair may cast a deliberative vote that the votes are equal the Chairperson may exercise a casting vote.~~
- 4.5.8 Subject to complying with their statutory obligations, all Board Members present at a meeting shall vote.
- 4.5.9 Chapter 6, Part 3 of the Act does not apply to the Authority. Meetings of the Board will not be open to the public unless the Board otherwise resolves.
- 4.5.10 Each Board Member must be supplied with a copy of all minutes of the proceedings of a meeting within five days of the meeting.
- 4.5.11 Prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

PART III: BUSINESS & FINANCIAL REQUIREMENTS

5. STAFF

- 5.1 The Board must appoint a Chief Executive Officer of the Authority to manage the business of the Authority on terms determined by the Board, acting reasonably. The Chief Executive Officer may be a natural person or a body corporate.
- 5.2 The Chief Executive Officer shall cause records to be kept of the business and financial affairs of the Authority in accordance with this Charter.
- 5.3 In the absence or likely absence of the Chief Executive Officer for any period exceeding two weeks, a suitable person to act in the position of Chief Executive

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Officer of the Authority must be appointed by the Chief Executive Officer after consultation with the Chair or, in default, by the Chair.

- 5.4 The Chief Executive Officer is responsible for the day to day management of the Authority and will ensure that sound business and human resource management practices are applied in the efficient and effective management of the operations of the Authority.
- 5.5 The functions of the Chief Executive Officer shall be specified in the terms and conditions of appointment and shall include but not be limited to:
- 5.5.1 attending at all meetings of the Board unless excluded by resolution of the Board;
 - 5.5.2 ensuring that lawful decisions of the Board are implemented in a timely and efficient manner;
 - 5.5.3 providing information to assist the Board to assess the Authority's performance against its Strategic and business plans;
 - 5.5.4 appointing, managing, suspending and dismissing other employees of the Authority;
 - 5.5.5 determining the conditions of employment of employees of the Authority, within budgetary constraints set by the Board;
 - 5.5.6 providing advice and reports to the Board on the exercise and performance of the powers and functions under this Charter or any Act;
 - 5.5.7 ensuring that the Authority is at all times complying with all relevant statutory obligations;
 - 5.5.8 co-ordinating and initiating proposals for consideration of the Board including but not limited to continuing improvement of the operations of the Authority;
 - 5.5.9 ensuring that the assets and resources of the Authority are properly managed and maintained;
 - 5.5.10 ensuring that records required under the Act or any other legislation are properly kept and maintained;
 - 5.5.11 exercising, performing or discharging other powers, functions or duties conferred on the Chief Executive Officer by or under the Act or any other Act, and performing other functions lawfully directed by the Board;
 - 5.5.12 achieving financial outcomes in accordance with adopted plans and the Budget of the Authority;
 - 5.5.13 inviting any person to attend at a meeting of the Board to act in an advisory capacity; and
 - 5.5.14 providing reports to the Constituent Councils in accordance with subclause 4.5.11⁹.
- 5.6 The Chief Executive Officer may delegate or sub-delegate to an employee of the Authority any power or function vested in the Chief Executive Officer or, in the case of a sub-delegation, any power delegated to the office by the Board. A delegation or sub-delegation by Chief Executive Officer may be subject to any conditions or limitations as determined by the Chief Executive Officer.
- 5.7 A written record of all delegations and sub-delegations must be kept by the Chief Executive Officer.
- 5.8 The Chief Executive Officer and any other officer declared by the Board to be subject to this provision is required to comply with Division 2 of Part 4 of Chapter

7 (Register of Interests) of the Act. Section 118 (Inspection of Register) of the Act and section 119 (Restrictions on disclosure) of the Act will apply in respect of the returns furnished by officers of the Authority.

6. MANAGEMENT

6.1 Financial Management

- 6.1.1 The Authority must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist it to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard its assets and to secure (as far as possible) the accuracy and reliability of its records.
- 6.1.2 The Authority must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.
- 6.1.3 Any cheques must be signed by two persons authorised by resolution of the Board. Any payments made by Electronic Funds Transfer must be made in accordance with procedures which have received the prior written approval of the Board.
- 6.1.4 The Chief Executive Officer must act prudently in the handling of all financial transactions for the Authority and must provide quarterly financial and corporate reports to the Board.
- 6.1.5 The Authority's books of account are available for inspection by any Board Member or authorised representative of any Constituent Council at any reasonable time on request.

6.2 Borrowings and Expenditure

- 6.2.1 The Authority has the power to incur expenditure and/or to borrow money:
 - 6.2.1.1 in accordance with the Budget of the Authority; or
 - 6.2.1.2 pursuant to the provisions of subclauses 2.3.41-5.7 and 6.2.4 of this Charter; or
 - 6.2.1.3 with the prior approval of two-thirds of the Constituent Councils for amounts which do not exceed 25% of the value of the net assets of the Authority and with the prior approval of all the Constituent Councils for other amounts, which approval must be evidenced by formal resolution of the Councils, or
 - 6.2.1.4 otherwise for genuine emergency or hardship.
- 6.2.2 For the purpose of exercising the powers at clause 6.2.1 of this Charter the Authority may borrow money from the Local Government Finance Authority or from a registered bank or financial institution within Australia.
- 6.2.3 For the purposes of clause 6.2.2 but subject to this Charter borrowings of the Authority:
 - 6.2.3.1 must not be used for the purpose of funding operational costs; and
 - 6.2.3.2 where the borrowings are undertaken with the prior approval of the Constituent Councils, must be drawn down within a period of twenty-four months from the date of approval.

6.2.4 The Authority may operate an overdraft facility or facilities as required provided that the overdrawn balance must not exceed \$100 000 or the amount set out in the annual business plan, whichever is the greater, without the prior approval of two-thirds of the Constituent Councils.

6.3 Audit

6.3.1 The Authority shall appoint an auditor in accordance with the *Local Government (Financial Management) Regulations 2011*, on terms and conditions set by the Board.

6.4 Strategic Plan

The Authority shall:

- 6.4.1 prepare a five-year Strategic Plan linking the core business activities of the Authority to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period; and
- 6.4.2 review the Strategic Plan annually; and
- 6.4.3 consult with the Constituent Councils prior to adopting or amending the Strategic Plan.

6.5 Annual Business Plan and Budget

- 6.5.1 The Authority shall, after 31 May but before the end of June in each financial year, prepare and adopt an annual business plan and Budget for the ensuing financial year in accordance with the Act.
- 6.5.2 The draft annual business plan and the draft Budget must be referred to the Constituent Councils with sufficient time to receive any comments from the Councils for consideration by the Board at the time it is considered by the Board for adoption.
- 6.5.3 For the purposes of subclause 6.5.2, a Constituent Council may comment in writing to the Chief Executive Officer on the draft annual business plan and draft Budget but may only do so at least five business days before the Board meeting at which it will be considered
- 6.5.4 The Authority must provide a copy of its annual business plan and Budget to the Constituent Councils within five business days after adoption by the Board.
- 6.5.5 Reports summarising the financial position and performance of the Authority against the annual business plan and the Budget shall be prepared and presented to the Board every three calendar months and copies provided to the Constituent Councils within five days of the Board meeting to which they have been presented.

6.6 Reporting

- 6.6.1 The Authority must submit to the Constituent Councils by 30 September in each year in respect of the immediately preceding financial year, a report on the work and operations of the Authority detailing achievement of the aims and objectives of its Business Plan and incorporating the audited Financial Statements of the Authority and any other information or reports required by the Constituent Councils.
- 6.6.2 The Board shall present a balance sheet and full financial report to the Constituent Councils at the end of each financial year.

7. MISCELLANEOUS

7.1 Equitable Interest

7.1.1 Subject to subclause 7.1.2 the equitable interest of the Constituent Councils in the Authority is agreed as follows:

7.1.1.1 City of Holdfast Bay: 15%.

7.1.1.2 City of Marion: 30%.

7.1.1.3 City of Onkaparinga: 55%.

7.1.2 The equitable interests of the Constituent Councils in the Authority as set out at subclause 7.1.1 may be varied by agreement of the Constituent Councils and will be varied where a new Constituent Council or Councils is admitted to or and existing Constituent Council withdraws from the Authority pursuant to Clause 3.1.

7.2 Insurance Requirements

7.2.1 The Authority shall register with the Local Government Mutual Liability Scheme and comply with the Rules of that Scheme.

7.2.2 The Authority shall advise Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of the Authority.

7.2.3 The Authority must register with the Local Government Workers Compensation Scheme and comply with the Rules of that Scheme.

7.3 Winding Up and Statutory Guarantee

7.3.1 On winding up of the Authority, the surplus assets or liabilities of the Authority, as the case may be, shall be distributed between or becomes the responsibility of the Constituent Councils in the same proportion as their equitable interest in the Authority in accordance with subclause 7.1.

7.3.2 If there are insufficient funds to pay all expenses due by the Authority on winding up (or at any other time there are unfunded liabilities which the Authority cannot meet), the Constituent Councils must financially contribute in proportion to their equity share for the purpose of satisfying their statutory guarantee of the liabilities of the Authority.

7.4 Common Seal

7.4.1 The Authority will have a common seal, which may be affixed to documents requiring execution under seal and where affixed must be witnessed by two Board Members or where authority has been conferred by instrument executed under the common seal of the Authority, by the Chair of the Board and the Chief Executive Officer.

7.4.2 The common seal must not be affixed to a document except to give effect to a resolution of the Board.

7.4.3 The Chief Executive Officer must maintain a register which records the resolutions of the Board giving authority to affix the common seal and details of the documents to which the common seal has been affixed with the

particulars of persons who witnessed the fixing of the seal and the date that the seal was affixed.

8. DISPUTE RESOLUTION

8.1 About this clause:

- 8.1.1 The procedure in this clause must be applied to any dispute that arises between the Authority and a Constituent Council concerning the affairs of the Authority, or between Constituent Councils concerning the affairs of the Authority, including as to the meaning or effect of this Charter.
- 8.1.2 The Authority and a Constituent Council must continue to observe and perform this Charter despite the dispute.
- 8.1.3 This clause does not prejudice the right of a party:
 - 8.1.3.1 to require the continuing observance and performance of this Charter by all parties; or
 - 8.1.3.2 to institute proceedings to enforce payment due under this Charter or to seek injunctive relief to prevent immediate and irreparable harm.
- 8.1.4 Subject to this clause, a dispute must not be the subject of legal proceedings between any of the parties in dispute. If legal proceedings are initiated or continued in breach of this provision, a party to the dispute is entitled to apply for and be granted an order of the court adjourning those proceedings pending completion of the procedure set out in this clause.

8.2 Dispute Resolution Process

- 8.2.1 The Constituent Councils and the Authority agree to work together in good faith to resolve any matter requiring their direction or resolution.
- 8.2.2 A party to the dispute must promptly notify each other party to the dispute:
 - 8.2.2.1 of the nature of the dispute, giving reasonable details; and
 - 8.2.2.2 what action (if any) the party giving notice thinks will resolve the dispute; but a failure to give such notice does not entitle any other party to damages.
- 8.2.3 Upon receipt of a notice under subclause 8.2.2, the parties to a dispute may agree to refer the dispute for mediation by a mediator agreed by the parties or, if no agreement can be reached, a mediator nominated by the then President of the of the South Australian Bar Association (or equivalent officer of any successor organisation). The cost of any mediation are to be borne by the parties to the dispute in equal shares.
- 8.2.4 Where the parties are unable to resolve a matter (including by way of any mediation process) within ninety (90) days of the matter being presented to them, the matter will be referred for arbitration in accordance with this clause 8.2.
- 8.2.5 There must be only one arbitrator who must be a natural person agreed by the parties or, if they cannot agree within fourteen business days, an arbitrator nominated by the then Chairperson of the Resolution Institute.
- 8.2.6 The role of the arbitrator is to resolve the dispute and make decisions binding on the parties; The arbitration must take place in a location in Adelaide determined by the arbitrator.

- 8.2.7 A party must cooperate in arranging and expediting arbitration.
- 8.2.8 A party must send to the arbitration a senior manager with authority to resolve the dispute.
- 8.2.9 The parties may provide evidence and given written and verbal submissions to the arbitrator within the time set by the arbitrator.
- 8.2.10 The arbitrator must:
- 8.2.10.1 consider the evidence and submissions, decide the dispute; and
 - 8.2.10.2 give written reasons to each party.
- 8.2.11 Subject to this clause, the arbitration must take place in accordance with the provisions of the *Commercial Arbitration Act 2011* or subject to this clause, the arbitrator must fix the rules of arbitration.
- 8.2.12 The costs and expenses of the arbitrator and of each party must be borne as the arbitrator decides.

9. CIRCUMSTANCES NOT PROVIDED FOR

If any circumstances arise about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions, the Board has the power to consider the circumstance and determine the action to be taken.

CHRIS ADAMS
Chief Executive Officer

Attachment 3

LOCAL GOVERNMENT ACT 1999
SOUTHERN REGION WASTE RESOURCE AUTHORITY
REGIONAL SUBSIDIARY
Charter 2024

PART I: GENERAL

1. INTRODUCTION

1.1 Name

The name of the subsidiary is Southern Region Waste Resource Authority (referred to as '**the Authority**' in this Charter).

1.2 Definitions

- 1.2.1 **absolute majority** means a majority of the whole number of the Board members or of the Constituent Councils as the case may be;
- 1.2.2 **Act** means the *Local Government Act 1999*;
- 1.2.3 **Board** means the board of management of the Authority;
- 1.2.4 **Budget** means a budget consistent with clause 6.5 and last adopted by the Board
- 1.2.5 **Constituent Councils** means the Councils identified at Clause 2.1 of this Charter;
- 1.2.6 **Gazette** means the *South Australian Government Gazette*;
- 1.2.7 **net assets** means total assets (current and non-current) less total liabilities (current and non-current) as reported in the annual audited financial statements of the Authority together with the net present value of the projected future cash inflows net of cash outflows of the remaining useable airspace over the SRWRA Landfill Operation as licensed by the Environment Protection Authority;
- 1.2.8 **simple majority** means a majority of those present and entitled to vote;
- 1.2.9 **SRWRA Landfill Operation** means that land which is held by the Authority under certificates of title volume 5822, folio 967; volume 5822, folio 966; volume 5822, folio 965; volume 5299, folio 719; volume 5299, folio 720; volume 6199, folio 621 and volume 6217, folio 132;
- 1.2.10 **waste** means any or all waste as approved under the Environment Protection Act licence held by the Authority or its contractor.

PART II: GOVERNANCE

2. THE AUTHORITY

2.1 Establishment and Charter

- 2.1.1 The Authority is a regional subsidiary established pursuant to section 43 of and Schedule 2 to the Act by the:
 - 2.1.1.1 City of Holdfast Bay;
 - 2.1.1.2 City of Marion; and
 - 2.1.1.3 City of Onkaparinga.

- 2.1.2 This Charter may be amended at any time by unanimous decision (expressed by resolution) of the Constituent Councils.
- 2.1.3 Before the Constituent Councils vote on a proposal to alter this Charter, they must take into account any recommendations of the Board.
- 2.1.4 For the purposes of clause 19(5)(b) of Schedule 2 to the Act, the Chief Executive Officers of the Constituent Councils have determined that a copy of the Charter, must be published on the website of the Authority.
- 2.1.5 This Charter must be read in conjunction with Parts 2 and 3 of Schedule 2 to the Act. The Authority shall conduct its affairs in accordance with Schedule 2 to the Act except as modified by this Charter in a manner permitted by Schedule 2.

2.2 Objects and Purposes

2.2.1 The Authority is established to:

- 2.2.1.1 provide and operate services at a place or places for the management of waste by or on behalf of the Constituent Councils and/or any other approved councils;
- 2.2.1.2 undertake anything relevant (including educational programmes and processes) to the management of waste;
- 2.2.1.3 provide a forum for discussion and/or research for the ongoing improvement of management of waste;
- 2.2.1.4 undertake management of waste on behalf of the Constituent Councils on a competitive basis;
- 2.2.1.5 fulfil, on behalf of the Constituent Councils, any ongoing obligation in relation to rehabilitation and monitoring of waste management facilities under its control;
- 2.2.1.6 secure best value and value for money in waste management activities and services;
- 2.2.1.7 develop or facilitate activities or enterprises that result in a beneficial use of waste;
- 2.2.1.8 be financially self-sufficient;
- 2.2.1.9 develop or facilitate activities or enterprises that result in a beneficial use of the landfill site or infrastructure;
- 2.2.1.10 keep the Constituent Councils informed about relevant emerging opportunities, trends or issues in waste management; and
- 2.2.1.11 have regard in the performance of its functions to sustainable, environmentally efficient practices with regard to waste management

2.2.2 The Authority must in the performance of its role and functions and in all of its plans, policies and activities:

- 2.2.2.1 operate in a sustainable manner by giving due weight to economic, social and environmental considerations; and
- 2.2.2.2 conduct its activities in compliance with all regulatory requirements and in a manner that minimises risk to the Constituent Councils.

2.3 Powers and Functions of the Authority

Subject to this Charter, the Authority may exercise the following powers in the performance or discharge of its objects and purposes:

- 2.3.1 the accumulation of surplus funds including for investment purposes;
- 2.3.2 investing any of the funds of the Authority in any investment authorised by the *Trustee Act 1936*, or with the Local Government Finance Authority provided that:
 - 2.3.2.1 in exercising this power to invest the Authority must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
 - 2.3.2.2 the Authority must avoid investments that are speculative or hazardous in nature;
- 2.3.3 setting aside a reserve fund or funds clearly identified for the upkeep and/or replacement of fixed assets of the Authority or meeting any deferred liability of the Authority;
- 2.3.4 borrowing money and/or to incurring expenditure in accordance with clause 6.2 of this Charter;
- 2.3.5 opening and operating bank accounts;
- 2.3.6 entering into contracts, purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any personal property or interests therein;
- 2.3.7 purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any real property or interests therein, provided that it is a condition precedent, that in any such transaction where the Authority will incur a singular or a total liability of \$1,000,000 or more that unless the liability is included in the Budget; the prior written approval of two-thirds of the Constituent Councils is obtained;
- 2.3.8 participating in a joint venture, trust, partnership or similar for the purpose of engaging in a commercial activity or enterprise;
- 2.3.9 appointing, managing, suspending and dismissing the Chief Executive Officer of the Authority;
- 2.3.10 engaging retaining, and dispensing with the services of professional advisers to the Authority;
- 2.3.11 charging whatever fees, the Authority considers appropriate for services rendered to any person, body or Council;
- 2.3.12 making any election for the purpose of any tax or statutory charge;
- 2.3.13 determining the types of waste which shall be received and the method of collection, treatment, recycling and disposal of that waste;
- 2.3.14 undertaking all manner of things relating and incidental to the collection, treatment, recycling and disposal of waste;
- 2.3.15 pursuing the concept of co-operative regionalism in the collection,

- treatment, recycling and disposal of waste for which the Constituent Councils are or may become responsible
- 2.3.16 causing all waste collected by the Authority to be treated, recycled and disposed of in a sanitary and environmentally acceptable way;
 - 2.3.17 providing a forum for the discussion and consideration of topics related to the Constituent Councils' obligations and responsibilities in respect of waste;
 - 2.3.18 adopting and using a trading name provided that the Authority shall first register the trading name with the Australian Securities and Investment Commission;
 - 2.3.19 commencing legal proceedings provided that any legal proceedings seeking urgent relief be the subject of an urgent report to the Constituent Councils by the Chief Executive Officer;
 - 2.3.20 without limiting the Authority's powers and functions, making submissions to and negotiating with the Federal Government, State Government and other sources of grant funding in relation to the provision and receipt of funding for the Authority; and
 - 2.3.21 anything else necessary or convenient for or incidental to the exercise, performance or discharge of its powers and functions or the attainment of its objects and purposes.

2.4 National Competition Policy

If the Authority engages in any commercial activity or enterprise which constitutes a significant business activity of the Authority, it will, where necessary and having regard to a cost/benefit analysis, apply relevant principles of competitive neutrality to that activity.

2.5 Acting Outside Areas of Constituent Councils

The Authority may undertake its activities outside the areas of the Constituent Councils in accordance with the Act but only where such activities have been approved by the Constituent Councils as being necessary or expedient to the performance by the Authority of its functions and the activity is included in the annual business plan of the Authority.

2.6 Delegation by the Authority

The Authority may delegate any of its powers except those to:

- 2.6.1 impose charges;
- 2.6.2 enter into transactions in excess of \$250,000
- 2.6.3 subject to this Charter, borrow money or obtain any other form of financial accommodation;
- 2.6.4 approve expenditure of money on the works, services or operations of the Authority not set out in the Budget or where required by this Charter, approved by the Constituent Councils;
- 2.6.5 approve the payment of allowances to members of the Board;
- 2.6.6 adopt or revise an annual business plan or Budget or any financial estimates and reports; and
- 2.6.7 make any application or recommendation to the Minister.

2.7 Committees

- 2.7.1 The Board may establish a committee comprised of any persons to deal with any matter within the Authority's functions and as detailed in the terms of reference adopted by the Board for the committee.
- 2.7.2 The Board may delegate powers and functions to a committee.
- 2.7.3 A member of a committee established under this clause holds office at the pleasure of the Board.
- 2.7.4 The Chair of the Board is an *ex-officio* a member of any committee established by the Board.

3. CONSTITUENT COUNCILS

3.1 Withdrawal

- 3.1.1 A Constituent Council may not withdraw from the Authority except with the approval of the Minister and subject to the Act and this Charter.
- 3.1.2 A Constituent Council which intends to withdraw from the Authority shall give to the Board and the other Constituent Councils written notice of such intention, specifying the date of intended withdrawal. The notice shall be a minimum of twenty-four months' notice expiring on 30 June of the relevant financial year.
- 3.1.3 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council for the payment of its contribution towards any actual or contingent deficiency in the net assets of the Authority at the end of the financial year in which such withdrawal occurs.
- 3.1.4 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council to contribute to any loss or liability incurred by the Authority at any time before or after such withdrawal in respect of any act or omission by the Authority prior to such withdrawal. For the avoidance of doubt, any and all costs associated with closure processes (including but not limited to capping and post-closure monitoring and necessary actions) of a waste cell or the landfill site generally is a liability incurred before the withdrawal of a Constituent Council and is, therefore, a continuing liability for the purposes of this clause.
- 3.1.5 Payment by or to the withdrawing Constituent Council must be fully paid by 30 June of the financial year following 30 June of the year in which the withdrawal occurs unless there is agreement of alternative payment arrangements made by the Constituent Councils.

3.2 New Members

Subject to the provisions of the Act, the Constituent Councils may unanimously agree to admit a new Constituent Council or Councils, to membership of the Authority, with or without conditions.

3.3 Direction by Constituent Councils

To be effective, a direction of the Constituent Councils for the purposes of clause 26 of Schedule 2 to the Act must be evidenced by a minute signed by the Chief Executive

Officer of each of the Constituent Councils and provided to the Chief Executive Officer of the Authority, as a true and accurate record of the decision made by the delegate or at the relevant Council meeting.

4. BOARD OF MANAGEMENT

The Authority is a body corporate and is governed by the Board, which has the responsibility to manage the business and other affairs of the Authority in accordance with this Charter and any delegations made to it by the Constituent Councils.

4.1 Functions of the Board

- 4.1.1 The formulation of strategic plans and strategies aimed at improving the business of the Authority.
- 4.1.2 To provide professional input and policy direction to the Authority.
- 4.1.3 Monitoring, overseeing and measuring the performance of the Chief Executive Officer of the Authority.
- 4.1.4 Implementing effective risk management policies, practices, procedures and strategies, including by ensuring the protection of assets under the care and control of the Authority.
- 4.1.5 Ensuring that a code of ethical behaviour and integrity is established and implemented in all business dealing of the Authority.
- 4.1.6 Developing business plans.
- 4.1.7 Exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.
- 4.1.8 Observing all plans, targets, structures, systems and practices required or applied to the Authority by the Constituent Councils.
- 4.1.9 Ensuring that all information furnished to a Constituent Council is accurate.
- 4.1.10 Ensuring that the Constituent Councils are advised, as soon as practicable, of any material development that affects the financial or operating capacity of the Authority or gives rise to the expectation that the Authority may not be able to meet its debts as and when they fall due.

4.2 Membership of the Board

- 4.2.1 The Board shall consist of eight members appointed as follows:
 - 4.2.1.1 two persons appointed by each Constituent Council, one of whom must be a senior officer of the Constituent Council making the appointment;
 - 4.2.1.2 two persons appointed jointly by the Constituent Councils who are not members or officers of a Constituent Council but who, in the opinion of the Constituent Councils, have expertise in waste management and/or business. These persons will be chosen from a list of persons circulated to the Constituent Councils and appointed by a panel comprising the Chief Executive Officer (or nominee) and one other person from each Constituent Council nominated by the Chief Executive Officer.
- 4.2.2 With the exception of the persons appointed pursuant to subclause 4.2.1.2, a Board Member shall, subject to this Charter, be appointed for a term not exceeding the term determined by the Constituent Council and specified in

the instrument of appointment and at the expiration of the term of office will be eligible for re-appointment.

- 4.2.3 The maximum term of service for Board Members appointed pursuant to subclause 4.2.1.2 should not exceed 10 years.
- 4.2.4 The Constituent Councils may appoint either a specific Deputy for each Board Member appointed pursuant to subclause 4.2.1.1 or one non-specific Deputy for both such Board Members and a second Deputy to that Deputy. In the absence of a Board Member, the specific Deputy or the non-specific Deputy will be deemed to be the Board Member for that time or, where a non-specific Deputy and second Deputy have been appointed and both Board Members are absent then both Deputies will be deemed to be the Board Members for that time, exercising all of the rights and privileges and being subject to all of the obligations and liabilities of the Board Member(s) during the absence of the Board Member(s).
- 4.2.5 The Constituent Councils should give consideration to the skills that may be required for the Board to operate effectively when making Board appointments.
- 4.2.6 In addition to the circumstances provided for under clause 20(3) of Schedule 2 to the Act, the office of a Board Member will become vacant upon:
 - 4.2.6.1 the Constituent Council (or Constituent Councils as the case may be) responsible for appointing the Board Member providing written notice to the Board Member and the Board of the Constituent Council's (or Constituent Councils') decision to remove the Board Member from office. The Board Members appointed under subclause 4.2.1.2, can only be removed from office by a unanimous decision of the Constituent Councils; or
 - 4.2.6.2 if the Board Member is an elected member or officer of a Constituent Council, upon ceasing to be either an elected member of or an employee of the Constituent Council as the case may be; or
 - 4.2.6.3 if the Board Member has been appointed pursuant to subclause 4.2.1.1, upon the Constituent Council withdrawing from the Authority.
- 4.2.7 The Board may by a two-thirds majority vote of the Board Members present (excluding the Board Member subject to this subclause 4.2.7) make a recommendation to the relevant Constituent Council requesting the Constituent Council to terminate the appointment of a Board Member that it has appointed under subclause 4.2.1.1 or, to all of the Constituent Councils to terminate the appointment of a Board Member appointed under subclause 4.2.1.2 for:
 - 4.2.7.1 any behaviour of the Board Member which, in the opinion of the Board, amounts to impropriety and includes, but is not limited to, a breach of the Member's obligations under the Act;
 - 4.2.7.2 serious neglect of duty in attending to his/her responsibilities as a Board Member;
 - 4.2.7.3 breach of fiduciary duty to the Authority;
 - 4.2.7.4 breach of the duty of confidentiality to the Authority; or

- 4.2.7.5 any other behaviour which, in the opinion of the Board, may discredit the Authority.
- 4.2.8 If any casual vacancy occurs in the membership of the Board it will be filled in the same manner as the original appointment for the balance of the term of the original appointment.
- 4.2.9 The Board Member appointed pursuant to subclause 4.2.1.2 shall be eligible for an allowance from the funds of the Authority as the Board shall determine from time to time.

4.3 Propriety of Members of the Board

- 4.3.1 Whilst all Board Members must comply with their statutory obligations under the Act, only the Board Members appointed pursuant to subclause 4.2.1.2 are required to comply with Division 2, Part 4 (Register of Interests) of Chapter 5 of the Act.

4.4 Chair of the Board

- 4.4.1 The Chair of the Board shall be a person appointed pursuant to subclause 4.2.1.2 and shall hold office for a term of three years, unless he/she resigns, is removed from office pursuant to subclause 4.2.6 or, is otherwise no longer eligible to act as a Board Member.
- 4.4.2 Subject to clause 4.2.3, the Chair is eligible for re-appointment at the expiration of the term of office. The decision regarding re-appointment is made by the panel formed pursuant to subclause 4.2.1.2.
- 4.4.3 The Board will choose a person appointed pursuant to subclause 4.2.1.1 or 4.2.1.2 to be the Deputy Chair of the Board for a term determined by the Board.
- 4.4.4 In the event of the Chair being absent from a meeting, the Deputy Chair shall preside and in the event of both the Chair and the Deputy Chair being absent from a meeting, the Board Members present shall appoint a person from amongst themselves to chair the meeting.
- 4.4.5 In the event that the Chair either resigns or is no longer eligible to act as a Board Member prior to the expiration of their term, the Deputy Chair shall hold office until a further appointment is made pursuant to subclause 4.2.1.2 whereupon the person so appointed will hold office for the duration of the original appointment. The Deputy Chair is not entitled to any allowance that is paid to the Chair whilst acting in the office of the Chair.

4.5 Meetings of the Board

- 4.5.1 Subject to the requirements of Schedule 2 to the Act, this Charter and any direction of the Constituent Councils, the Board must determine its own meeting procedures for the proceedings and conduct of all Board meetings and set them out in a *Code of Practice for Meetings* which shall be reviewed every two years.
- 4.5.2 Ordinary meetings of the Board must take place at such times and places as may be fixed by the Board or the Chief Executive Officer of the Authority from time to time. There shall be at least six ordinary meeting of the Board held in each financial year. Meetings shall not be held before 5 p.m. unless the Board resolves otherwise by resolution supported

- unanimously by all of the Board Members present at the meeting which determines the issue.
- 4.5.3 An ordinary meeting of the Board will constitute an ordinary meeting of the Authority.
 - 4.5.4 Notice of ordinary meetings of the Board must be given by the Chief Executive Officer to each Board Member in the same manner as notice is given by a Chief Executive Officer of a council for an ordinary meeting of a council and for these purposes section 83 of the Act extends to the Authority as if it were a council.
 - 4.5.5 Any Constituent Council or Board Member may by delivering a written request to the Chief Executive Officer of the Authority require a special meeting of the Board to be held. The request will only be valid if it is accompanied by the agenda for the special meeting. On receipt of the request the Chief Executive Officer shall send a notice of the special meeting to all Board Members at least 24 hours prior to the commencement of the special meeting. Such notice shall comply with subclauses 4.5.7 and 4.5.9 of this Charter.
 - 4.5.6 The quorum for a meeting of the Board is one-half of the members in office, ignoring any fraction plus one.
 - 4.5.7 Each Board Member present at a Board Meeting, excluding the Chairperson, is entitled to vote on a matter. All matters will for decision at a meeting of the Board will be decided by a simple majority of votes of the Board Members present and entitled to vote on the matter except where this Charter provides otherwise. In the event that the votes are equal the Chairperson may exercise a casting vote.
 - 4.5.8 Subject to complying with their statutory obligations, all Board Members present at a meeting shall vote.
 - 4.5.9 Chapter 6, Part 3 of the Act does not apply to the Authority. Meetings of the Board will not be open to the public unless the Board otherwise resolves.
 - 4.5.10 Each Board Member must be supplied with a copy of all minutes of the proceedings of a meeting within five days of the meeting.
 - 4.5.11 Prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

PART III: BUSINESS & FINANCIAL REQUIREMENTS

5. STAFF

- 5.1 The Board must appoint a Chief Executive Officer of the Authority to manage the business of the Authority on terms determined by the Board, acting reasonably. The Chief Executive Officer may be a natural person or a body corporate.
- 5.2 The Chief Executive Officer shall cause records to be kept of the business and financial affairs of the Authority in accordance with this Charter.
- 5.3 In the absence or likely absence of the Chief Executive Officer for any period exceeding two weeks, a suitable person to act in the position of Chief Executive Officer of the Authority must be appointed by the Chief Executive Officer after consultation with the Chair or, in default, by the Chair.

- 5.4 The Chief Executive Officer is responsible for the day to day management of the Authority and will ensure that sound business and human resource management practices are applied in the efficient and effective management of the operations of the Authority.
- 5.5 The functions of the Chief Executive Officer shall be specified in the terms and conditions of appointment and shall include but not be limited to:
- 5.5.1 attending at all meetings of the Board unless excluded by resolution of the Board;
 - 5.5.2 ensuring that lawful decisions of the Board are implemented in a timely and efficient manner;
 - 5.5.3 providing information to assist the Board to assess the Authority's performance against its Strategic and business plans;
 - 5.5.4 appointing, managing, suspending and dismissing other employees of the Authority;
 - 5.5.5 determining the conditions of employment of employees of the Authority, within budgetary constraints set by the Board;
 - 5.5.6 providing advice and reports to the Board on the exercise and performance of the powers and functions under this Charter or any Act;
 - 5.5.7 ensuring that the Authority is at all times complying with all relevant statutory obligations;
 - 5.5.8 co-ordinating and initiating proposals for consideration of the Board including but not limited to continuing improvement of the operations of the Authority;
 - 5.5.9 ensuring that the assets and resources of the Authority are properly managed and maintained;
 - 5.5.10 ensuring that records required under the Act or any other legislation are properly kept and maintained;
 - 5.5.11 exercising, performing or discharging other powers, functions or duties conferred on the Chief Executive Officer by or under the Act or any other Act, and performing other functions lawfully directed by the Board;
 - 5.5.12 achieving financial outcomes in accordance with adopted plans and the Budget of the Authority;
 - 5.5.13 inviting any person to attend at a meeting of the Board to act in an advisory capacity; and
 - 5.5.14 providing reports to the Constituent Councils in accordance with subclause 4.5.11.
- 5.6 The Chief Executive Officer may delegate or sub-delegate to an employee of the Authority any power or function vested in the Chief Executive Officer or, in the case of a sub-delegation, any power delegated to the office by the Board. A delegation or sub-delegation by Chief Executive Officer may be subject to any conditions or limitations as determined by the Chief Executive Officer.
- 5.7 A written record of all delegations and sub-delegations must be kept by the Chief Executive Officer.
- 5.8 The Chief Executive Officer and any other officer declared by the Board to be subject to this provision is required to comply with Division 2 of Part 4 of Chapter 7 (Register of Interests) of the Act. Section 118 (Inspection of Register) of the Act and section 119 (Restrictions on disclosure) of the Act will apply in respect of the

returns furnished by officers of the Authority.

6. MANAGEMENT

6.1 Financial Management

- 6.1.1 The Authority must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist it to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard its assets and to secure (as far as possible) the accuracy and reliability of its records.
- 6.1.2 The Authority must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.
- 6.1.3 Any cheques must be signed by two persons authorised by resolution of the Board. Any payments made by Electronic Funds Transfer must be made in accordance with procedures which have received the prior written approval of the Board.
- 6.1.4 The Chief Executive Officer must act prudently in the handling of all financial transactions for the Authority and must provide quarterly financial and corporate reports to the Board.
- 6.1.5 The Authority's books of account are available for inspection by any Board Member or authorised representative of any Constituent Council at any reasonable time on request.

6.2 Borrowings and Expenditure

- 6.2.1 The Authority has the power to incur expenditure and/or to borrow money:
 - 6.2.1.1 in accordance with the Budget of the Authority; or
 - 6.2.1.2 pursuant to the provisions of subclauses 2.3.4 and 6.2.4 of this Charter; or
 - 6.2.1.3 with the prior approval of two-thirds of the Constituent Councils for amounts which do not exceed 25% of the value of the net assets of the Authority and with the prior approval of all the Constituent Councils for other amounts, which approval must be evidenced by formal resolution of the Councils, or
 - 6.2.1.4 otherwise for genuine emergency or hardship.
- 6.2.2 For the purpose of exercising the powers at clause 6.2.1 of this Charter the Authority may borrow money from the Local Government Finance Authority or from a registered bank or financial institution within Australia.
- 6.2.3 For the purposes of clause 6.2.2 but subject to this Charter borrowings of the Authority:
 - 6.2.3.1 must not be used for the purpose of funding operational costs; and
 - 6.2.3.2 where the borrowings are undertaken with the prior approval of the Constituent Councils, must be drawn down within a period of twenty-four months from the date of approval.
- 6.2.4 The Authority may operate an overdraft facility or facilities as required provided that the overdrawn balance must not exceed \$100 000 or the

amount set out in the annual business plan, whichever is the greater, without the prior approval of two-thirds of the Constituent Councils.

6.3 Audit

6.3.1 The Authority shall appoint an auditor in accordance with the *Local Government (Financial Management) Regulations 2011*, on terms and conditions set by the Board.

6.4 Strategic Plan

The Authority shall:

6.4.1 prepare a five-year Strategic Plan linking the core business activities of the Authority to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period; and

6.4.2 review the Strategic Plan annually; and

6.4.3 consult with the Constituent Councils prior to adopting or amending the Strategic Plan.

6.5 Annual Business Plan and Budget

6.5.1 The Authority shall, after 31 May but before the end of June in each financial year, prepare and adopt an annual business plan and Budget for the ensuing financial year in accordance with the Act.

6.5.2 The draft annual business plan and the draft Budget must be referred to the Constituent Councils with sufficient time to receive any comments from the Councils for consideration by the Board at the time it is considered by the Board for adoption.

6.5.3 For the purposes of subclause 6.5.2, a Constituent Council may comment in writing to the Chief Executive Officer on the draft annual business plan and draft Budget but may only do so at least five business days before the Board meeting at which it will be considered

6.5.4 The Authority must provide a copy of its annual business plan and Budget to the Constituent Councils within five business days after adoption by the Board.

6.5.5 Reports summarising the financial position and performance of the Authority against the annual business plan and the Budget shall be prepared and presented to the Board every three calendar months and copies provided to the Constituent Councils within five days of the Board meeting to which they have been presented.

6.6 Reporting

6.6.1 The Authority must submit to the Constituent Councils by 30 September in each year in respect of the immediately preceding financial year, a report on the work and operations of the Authority detailing achievement of the aims and objectives of its Business Plan and incorporating the audited Financial Statements of the Authority and any other information or reports required by the Constituent Councils.

6.6.2 The Board shall present a balance sheet and full financial report to the Constituent Councils at the end of each financial year.

7. MISCELLANEOUS

7.1 Equitable Interest

- 7.1.1 Subject to subclause 7.1.2 the equitable interest of the Constituent Councils in the Authority is agreed as follows:
- 7.1.1.1 City of Holdfast Bay: 15%.
 - 7.1.1.2 City of Marion: 30%.
 - 7.1.1.3 City of Onkaparinga: 55%.
- 7.1.2 The equitable interests of the Constituent Councils in the Authority as set out at subclause 7.1.1 may be varied by agreement of the Constituent Councils and will be varied where a new Constituent Council or Councils is admitted to or and existing Constituent Council withdraws from the Authority pursuant to Clause 3.1.

7.2 Insurance Requirements

- 7.2.1 The Authority shall register with the Local Government Mutual Liability Scheme and comply with the Rules of that Scheme.
- 7.2.2 The Authority shall advise Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of the Authority.
- 7.2.3 The Authority must register with the Local Government Workers Compensation Scheme and comply with the Rules of that Scheme.

7.3 Winding Up and Statutory Guarantee

- 7.3.1 On winding up of the Authority, the surplus assets or liabilities of the Authority, as the case may be, shall be distributed between or becomes the responsibility of the Constituent Councils in the same proportion as their equitable interest in the Authority in accordance with subclause 7.1.
- 7.3.2 If there are insufficient funds to pay all expenses due by the Authority on winding up (or at any other time there are unfunded liabilities which the Authority cannot meet), the Constituent Councils must financially contribute in proportion to their equity share for the purpose of satisfying their statutory guarantee of the liabilities of the Authority.

7.4 Common Seal

- 7.4.1 The Authority will have a common seal, which may be affixed to documents requiring execution under seal and where affixed must be witnessed by two Board Members or where authority has been conferred by instrument executed under the common seal of the Authority, by the Chair of the Board and the Chief Executive Officer.
- 7.4.2 The common seal must not be affixed to a document except to give effect to a resolution of the Board.
- 7.4.3 The Chief Executive Officer must maintain a register which records the resolutions of the Board giving authority to affix the common seal and details of the documents to which the common seal has been affixed with the particulars of persons who witnessed the fixing of the seal and the date that the seal was affixed.

8. DISPUTE RESOLUTION

8.1 About this clause:

- 8.1.1 The procedure in this clause must be applied to any dispute that arises between the Authority and a Constituent Council concerning the affairs of the Authority, or between Constituent Councils concerning the affairs of the Authority, including as to the meaning or effect of this Charter.
- 8.1.2 The Authority and a Constituent Council must continue to observe and perform this Charter despite the dispute.
- 8.1.3 This clause does not prejudice the right of a party:
 - 8.1.3.1 to require the continuing observance and performance of this Charter by all parties; or
 - 8.1.3.2 to institute proceedings to enforce payment due under this Charter or to seek injunctive relief to prevent immediate and irreparable harm.
- 8.1.4 Subject to this clause, a dispute must not be the subject of legal proceedings between any of the parties in dispute. If legal proceedings are initiated or continued in breach of this provision, a party to the dispute is entitled to apply for and be granted an order of the court adjourning those proceedings pending completion of the procedure set out in this clause.

8.2 Dispute Resolution Process

- 8.2.1 The Constituent Councils and the Authority agree to work together in good faith to resolve any matter requiring their direction or resolution.
- 8.2.2 A party to the dispute must promptly notify each other party to the dispute:
 - 8.2.2.1 of the nature of the dispute, giving reasonable details; and
 - 8.2.2.2 what action (if any) the party giving notice thinks will resolve the dispute; but a failure to give such notice does not entitle any other party to damages.
- 8.2.3 Upon receipt of a notice under subclause 8.2.2, the parties to a dispute may agree to refer the dispute for mediation by a mediator agreed by the parties or, if no agreement can be reached, a mediator nominated by the then President of the of the South Australian Bar Association (or equivalent officer of any successor organisation). The cost of any mediation are to be borne by the parties to the dispute in equal shares.
- 8.2.4 Where the parties are unable to resolve a matter (including by way of any mediation process) within ninety (90) days of the matter being presented to them, the matter will be referred for arbitration in accordance with this clause 8.2.
- 8.2.5 There must be only one arbitrator who must be a natural person agreed by the parties or, if they cannot agree within fourteen business days, an arbitrator nominated by the then Chairperson of the Resolution Institute.
- 8.2.6 The role of the arbitrator is to resolve the dispute and make decisions binding on the parties; The arbitration must take place in a location in Adelaide determined by the arbitrator.
- 8.2.7 A party must cooperate in arranging and expediting arbitration.
- 8.2.8 A party must send to the arbitration a senior manager with authority to

resolve the dispute.

8.2.9 The parties may provide evidence and given written and verbal submissions to the arbitrator within the time set by the arbitrator.

8.2.10 The arbitrator must:

8.2.10.1 consider the evidence and submissions, decide the dispute;
and

8.2.10.2 give written reasons to each party.

8.2.11 Subject to this clause, the arbitration must take place in accordance with the provisions of the *Commercial Arbitration Act 2011* or subject to this clause, the arbitrator must fix the rules of arbitration.

8.2.12 The costs and expenses of the arbitrator and of each party must be borne as the arbitrator decides.

9. CIRCUMSTANCES NOT PROVIDED FOR

If any circumstances arise about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions, the Board has the power to consider the circumstance and determine the action to be taken.

CHRIS ADAMS
Chief Executive Officer