

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**

11 November 2025 at 7.00pm



Pamela Jackson
Chief Executive Officer



1. Opening

The Mayor will declare the meeting open at 7.00pm.

2. Kaurna Acknowledgement

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

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

3. Service to Country Acknowledgement

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

4. Prayer

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

5. Apologies

5.1 Apologies received – Councillor R Abley

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 28 October 2025 be taken as read and confirmed.

9. Public Presentations

9.1 Petitions - Nil

9.2 Presentations - Nil



9.3 **Deputations - Nil**

10. **Questions by Members**

10.1 **Without Notice**

10.2 **On Notice - Nil**

11. **Member's Activity Reports - Nil**

12. **Motions on Notice - Nil**

13. **Adjourned Matters - Nil**

14. **Reports of Management Committees and Subsidiaries**

14.1 Minutes – Jetty Road Mainstreet Committee – 5 November 2025 (Report No: 398/25)

15. **Reports by Officers**

15.1 Items in Brief (Report No: 391/25)

15.2 Budget and Annual Business Plan Update – 30 September 2025 (Report No: 393/25)

15.3 Appointment of Deputy Mayor (Report No: 392/25)

15.4 Elected Member Appointments to the Council Assessment Panel (Report No: 394/25)

15.5 Drowning Prevention Stakeholders Meeting (Report No: 370/25)

15.6 Library Services Report (Report No: 397/25)

15.7 Circular Hub Concept and Action Plan (Report No: 395/25)

15.8 Southern Region Waste Resource Authority Strategic Plan – Vision 2030: Shaping our Future (2025 - 2030) (Report No: 390/25)

15.9 Aged Care Act 2024 and Elected Members as Responsible Persons (Report No: 401/25)

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 Beach Activation (Report No: 399/25)

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:



- 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.

18.2 Unsolicited Bids (Report No: 400/25) - 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:

- 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



Pamela Jackson
Chief Executive Officer

Item No: 14.1

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 5 NOVEMBER 2025**

Summary

The Minutes of the Jetty Road Mainstreet Committee meeting held on 5 November 2025 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

That Council notes the minutes of the Jetty Road Mainstreet Committee of 5 November 2025.

Background

The Jetty Road Mainstreet Committee (JRMCM) 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

The public minutes of the meetings of the Jetty Road Mainstreet Committee held on 5 November 2025 are attached for member's information.

Refer Attachment 1

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

Local Government Act 1999, section 41

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 5 November 2025 at 6.00pm

ELECTED MEMBERS PRESENT

Mayor A Wilson
Councillor R Abley
Councillor A Kane

COMMITTEE REPRESENTATIVES PRESENT

Attitudes Boutique, G Martin
Beach Burrito, A Warren
The Colley Hotel, K Bailey
Cibo Espresso, T Beatrice
Theodorakakos Property Group, J Theodorakakos
Peter Shearer Menswear, M Gilligan
Yo-Chi, B Millard
Ikos Holding Trust, A Fotopoulos

STAFF IN ATTENDANCE

General Manager, Community and Business, M Lock
Manager, City Activation, N Reynolds
Business Development Partner, V Miller
Executive Officer, R Steventon
Executive Assistant, Community and Business, M Richmond
Marketing and Design Coordinator, K Oates

1. OPENING

The Chair, G Martin declared the meeting open at 6.08pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chair, 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 - S Mills, S Smith, R Shipway

3.2 Absent - Nil

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 1 October 2025 be taken as read and confirmed.

Moved Councillor R Abley, Seconded T Beatrice

Carried

6. PRESENTATIONS - Nil

7. QUESTIONS BY MEMBERS

7.1 **Without Notice - Nil**

7.2 On Notice

7.2.1 Uptake of Celebrate Local Campaign – Committee Member G Martin (Report No: 384/25)

Committee Member G Martin asked the following question:

Can Administration provide an update on the uptake of residents to the Celebrate Local Campaign, and provide an insight into what data is expected to be included in the forthcoming November update?

Answer – Manager, City Activation

Businesses have reported customer interest in the program, though uptake of offers varies across traders. Most businesses have enacted an existing offer or have chosen not to retain offer uptake data so are unable to provide evidence of participation in the Celebrate Local program.

Businesses however have provided feedback that they see the program as a positive promotion of the precinct and are happy to take part in this low-cost opportunity.

Participating businesses received flyers, counter cards and decals for in-store publicity however some retailers have opted not to display these due to store policies. Further promotion to residents occurred in October in the City of Holdfast resident magazine Our Place and rates notices.

The November report is not anticipated to reflect any significant variation in outcomes.

Motion:

That future promotions, where trader engagement is sought, includes a request to provide formal feedback on the overall promotion, subject to the nature of the engagement.

Moved A Warren, Seconded Councillor R Abley

Carried

8. MOTIONS ON NOTICE

- 8.1 **Motion on Notice - Mainstreet SA Twilight Tours of Jetty Road – Councillor Kane**
(Report No: 369/25)

Motion

That the Jetty Road Mainstreet Committee, in collaboration with Council and Mainstreet SA, schedule and host a Mainstreet SA Mainstreet Twilight tour of Jetty Road in October 2026.

Moved Councillor A Kane, Seconded Councillor R Abley

Carried

- 8.2 **Motion on Notice - Spendmapp Data for Jetty Road Glenelg –Councillor Kane**
(Report No: 383/25)

A Fotopoulos joined the meeting at 6.25pm.

Motion

That the Jetty Road Mainstreet Committee:

1. **endorses Council Administration to investigate the feasibility of incorporating Spendmapp visitor spend data into quarterly JRMC reports, covering both the suburb of Glenelg and, where possible, the designated Jetty Road Precinct, to support strategic decision making and performance monitoring on JRMC endorsed initiatives; and**
2. **requests Council Administration identify, include relevant data sets, and baseline comparisons that will best support the Committee's objectives and inform future marketing and engagement strategies.**

Moved Councillor A Kane, Seconded A Warren

Carried

9. REPORTS BY OFFICERS

9.1 Action List Update (Report No: 364/25)

This report is to document questions and actions raised in previous meetings and advise the Jetty Road Mainstreet Committee (JRMCC) Administration's progress updates and outcomes.

Motion

That the Jetty Road Mainstreet Committee receives this report and items of interest discussed.

Moved T Beatrice, Seconded A Fotopoulos

Carried

Motion

That Administration, on behalf of the Jetty Road Mainstreet Committee write follow up letters to Minister Bettison, Minister Bourke and Minister Michaels for a formal response to previous correspondence; and separate letters to the Shadow Ministers of those portfolios.

Moved T Beatrice, Seconded A Warren

Carried

9.2 Jetty Road Events Update (Report No: 366/25)

The Jetty Road Mainstreet Committee (JRMCC), 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 Council's endorsed events program and budget, along with information about upcoming events.

Motion

That the Jetty Road Mainstreet Committee notes this report.

Moved A Warren, Seconded T Beatrice

Carried

Motion

That Administration sends placeholders to traders for upcoming events.

Moved M Gilligan, Seconded Councillor R Abley

Carried

9.3 Monthly Finance Update (Report No: 367/25)

This report provides an update on the Jetty Road Mainstreet income and expenditure as of 30 September 2025.

Motion

That the Jetty Road Mainstreet Committee notes this report.

Moved T Beatrice, Seconded Councillor A Kane

Carried

Motion

That Administration provides a comprehensive expenditure report for the December meeting.

Moved G Martin, Seconded A Warren

Carried

9.4 Marketing Report (Report No: 368/25)

This report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee (JRMC) aligned to the newly adopted 2025-26 Marketing Plan, including activities delivered prior to its implementation.

Motion

That the Jetty Road Mainstreet Committee notes this report.

Moved Councillor R Abley, Seconded T Beatrice

Carried

9.5 Transforming Jetty Road project update

The General Manager, Community and Business provided an update on the Transforming Jetty Road project on behalf of the Principal Project Manager.

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

10.1 Micro Grants program

A Warren requested an update on the micro grants program.

Motion

That Administration provides a comprehensive report on the micro grants program at the December meeting.

Moved A Warren, Seconded T Beatrice

Carried

11. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 3 December 2025 to commence at 6.00pm in the Mayor's Parlour Glenelg Town Hall.

12. CLOSURE

The Meeting closed at 7.43pm.

CONFIRMED Wednesday 3 December 2025

PRESIDING MEMBER

Item No: 15.1

Subject: ITEMS IN BRIEF

Summary

These items are presented for the information of Members.

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

Recommendation

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

- 1. Long-Term Parking of Vehicles on Council Roads**
 - 2. Enforcement of Personal Mobility Device Regulations on Coast Park Path**
-

Report

- 1. Long-Term Parking of Vehicles on Council Roads**

In response to Council Motion C130525/8041, a formal letter was sent on 23 October 2025 to the Hon. Emily Bourke MLC, Minister for Infrastructure and Transport, as well as the Shadow Minister for Infrastructure and Transport and Local Government Association.

The letter requests legislative reform to enable local councils to better manage the long-term parking of trailers, caravans, boats, and other large vehicles on Council-managed roads, particularly those under 3,000kg, which are not currently covered under existing regulations. The correspondence outlines the challenges faced by the City of Holdfast Bay and seeks the Minister's support for legislative change. A copy of the letter is attached for further detail.

Refer Attachment 1

- 2. Enforcement of Personal Mobility Device Regulations on Coast Park Path**

In response to Council Motion C220725/9105, a letter was sent on 28 October 2025 to the Hon. Blair Boyer MP, Minister for Police, requesting increased enforcement of Personal Mobility Device (PMD) regulations, particularly e-scooters, along the Coast Park Path in the lead-up to the summer period. The request highlights the anticipated rise in PMD usage and associated safety concerns during peak coastal visitation. A copy of the letter is attached for further detail.

Refer Attachment 2

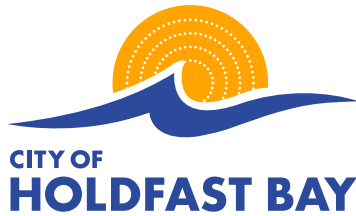
To support ongoing monitoring and response, Council has established a register to track reported incidents, community concerns, and potential improvements related to PMD use. A full summary of this register will be provided following the completion of a 12-month data collection period.

Additionally, Council is preparing an application to the Department for Infrastructure and Transport (DIT) seeking to prohibit the use of wheeled recreational devices on the footpaths of Jetty Road, Glenelg, to further enhance pedestrian safety in high-traffic areas.

Written By: Executive Officer

Chief Executive Officer: Ms P Jackson

Attachment 1



23 October 2025

Hon Emily Bourke MLC
Minister For Infrastructure and Transport
GPO Box 1533 Adelaide
5001 SA
Via email: Minister.Bourke@sa.gov.au

Dear Minister Bourke MLC

Request For Legislative Reform – Long-Term Parking of Vehicles on Council Roads

I write on behalf of the City of Holdfast Bay to request your consideration for legislative reform that would empower local councils to better regulate and enforce restrictions on the long-term parking of trailers, caravans, and boats—on Council-managed roads. Our position is in reference to vehicles under 3000kg (boats and caravans/motorhomes).

Over recent years, Council has received a growing number of complaints from residents concerned about large, often immobile vehicles being stored for extended periods on suburban streets. These vehicles, although often legally registered, can obstruct sight lines, reduce driveway access, impede waste collection and emergency vehicle access, and significantly reduce neighbourhood amenity.

Under the current Australian Road Rules (ARR), there is limited recourse available to councils unless a specific breach occurs. For instance, ARR Regulation 200(1) restricts heavy or long vehicles – defined as over 7.5 metres in length or 4.5 tonnes gross vehicle mass – from parking in built-up areas for more than one hour, unless signs indicate otherwise. However, many of the vehicles causing concern in residential areas (e.g. small trailers, caravans, or boats) fall below this threshold and are therefore not covered by this rule. This regulatory gap leaves councils unable to respond effectively, even when multiple vehicles are stored for extended periods on public roads.

We respectfully request that your department give consideration to legislation in South Australia to allow for greater control of the parking of vehicles such as trailers, caravans trailers and other large vehicles not currently defined under existing legislation.

The City of Holdfast Bay is committed to ensuring a safe, accessible, and well-functioning road network for all users. We would welcome the opportunity to support a consultation process or pilot any reform initiatives in collaboration with your department.

Thank you for your consideration, we look forward to your advice on any next steps or opportunities to contribute to legislative development in this space.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'P Jackson', with a stylized, cursive script.

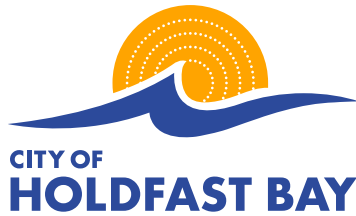
Pamela Jackson

Chief Executive Officer

CC: Hon. Ben Hood MLC, Shadow Minister for Infrastructure and Transport

CC: Karen Teaha, Acting CEO, LGA South Australia

Attachment 2



28 October 2025

Hon. Blair Boyer MP
Minister for Police
Government of South Australia
GPO Box 1563
ADELAIDE SA 5001
Via email: wright@parliament.sa.gov.au

Dear Minister Boyer,

Subject: Request for Enforcement of Personal Mobility Device Regulations on Coast Park Path

On behalf of the City of Holdfast Bay, I write to formally request the support of South Australia Police in enforcing the newly introduced regulations and existing shared path road rules for Personal Mobility Devices (PMDs), including e-scooters, along the Coast Park Path within our Council area.

The Coast Park Path is a highly valued and well-used shared space by both residents and visitors. With the recent legalisation of PMDs on public roads and paths from 13 July 2025, we anticipate a significant increase in their use, particularly in the lead-up to summer, when visitation and recreational activity along the coast traditionally peak. This seasonal increase in usage heightens the risk of conflict between pedestrians and PMD users, especially in high-traffic areas.

The City of Holdfast Bay receives numerous concerns and complaints from community members in relation to behaviours on shared use paths, particularly the Coast Park Path. The addition of devices such as e-scooters has increased the potential for conflict. While Council is committed to promoting sustainable and alternative transport options, we are equally committed to ensuring the safety and comfort of all path users.

As enforcement of PMD regulations – including speed limits, helmet use, and responsible riding – is delegated to South Australia Police, we respectfully request increased visibility and enforcement efforts along the Coast Park Path, particularly during the upcoming summer period. This will help mitigate risks, reinforce safe riding behaviour, and support the community's confidence in the shared use of this important public asset.

We appreciate your attention to this matter and welcome the opportunity to collaborate with your office to ensure the safe integration of PMDs into our transport network.

Please do not hesitate to contact me should you require further information or wish to discuss this request in more detail.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "P Jackson", with a large, stylized initial "P" and a long, sweeping horizontal stroke at the end.

Pamela Jackson
Chief Executive Officer

Item No: 15.2

Subject: **BUDGET AND ANNUAL BUSINESS PLAN UPDATE – AS AT
30 SEPTEMBER 2025**

Summary

This report covers the first update of Council's 2025-26 budget position at the conclusion of the first quarter of the 2025-26 financial year (1 July - 30 September 2025).

A comprehensive review of municipal budgets has decreased the forecast operating surplus by \$80,000 to a forecast surplus of \$584,000. Major variances accounted for include unbudgeted storm damage expenditure, additional expenditure already approved by Council for delivery of the New Years Eve event and savings on budgeted interest costs due to the timing of new borrowings.

Capital expenditure has increased by \$151,000, primarily reflecting allocations for previously approved Council funding and expenditure supported by external contributions.

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

Recommendation

That Council:

1. notes the first 2025-26 budget update for Council's municipal operations including:
 - (a) an \$80,000 decrease in the forecast operating result for 2025-26, from an anticipated surplus of \$664,000 to a surplus of \$584,000;
 - (b) an increase in forecast capital expenditure of \$151,000 from \$56.727 million to \$56.878 million;
 - (c) an increase in forecast capital revenue of \$81,000 from \$10.976 million to \$11.057 million;
 - (d) a decrease in forecast net financial liabilities of \$3.764 million at 30 June 2026 from \$69.159 million to \$65.395million;
2. notes no change for Alwyndor operations to the 2025-26 revised budget forecast; and
3. notes the Annual Business Plan quarterly update for September 2025.

Background

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

1. Budget Update (at least twice per year);

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

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

Report

Municipal Operations

The current adopted budget comprises both the original budget and items carried forward from 2024-25. After a thorough review, several proposed variations have been identified for the first 2025-26 quarterly budget update. An overview of the proposed adjustments is provided below.

All amounts in \$'000	2025-26 Original Budget (\$'000)	2025-26 Adopted Budget (\$'000)	2025-26 Proposed Forecast Adjustment (\$'000)	2025-26 Proposed Forecast (\$'000)	
Operating revenue	62,130	62,560	508	63,068	↑
Operating expenditure	(61,117)	(61,896)	(588)	(62,484)	↑
Result from Operational Activities	1,013	664	(80)	584	
Capital renewal program (Net)	(12,860)	(28,199)	(141)	(28,340)	↑
Capital new and upgraded works (Net)	(21,693)	(17,553)	72	(17,481)	↓
Loan repayments	(2,802)	(2,802)	-	(2,802)	
Loans repaid by community clubs	21	21	-	21	
Result from Capital Activities	(37,334)	(48,533)	(69)	(48,602)	
Add back non-cash items	13,020	12,820	40	12,860	↑
Funding (Requirement)/Surplus	(23,301)	(35,049)	(109)	(35,158)	

Unfavourable variances which have been identified include unbudgeted storm damage expenditure (\$103,000), Council approved additional expenditure for delivery of the New Years Eve event (\$90,000) and an increase in the annual depreciation charge (\$40,000). These variances are partially offset by a decrease in interest costs (\$150,000) due to the timing of new borrowings.

Additional adjustments include expenditure for the grant funded Coastal Hazard Adaptation project (\$190,000), which is largely offset by grant funding and co-Council contributions (\$180,000).

Operating revenue is currently in line with budget expectations, however with ongoing external and internal pressures such as the algal bloom event and Transforming Jetty Road project, this might not be sustainable for the remainder of the financial year. Council will continue to monitor potentially affected revenue streams, including the Brighton Beach

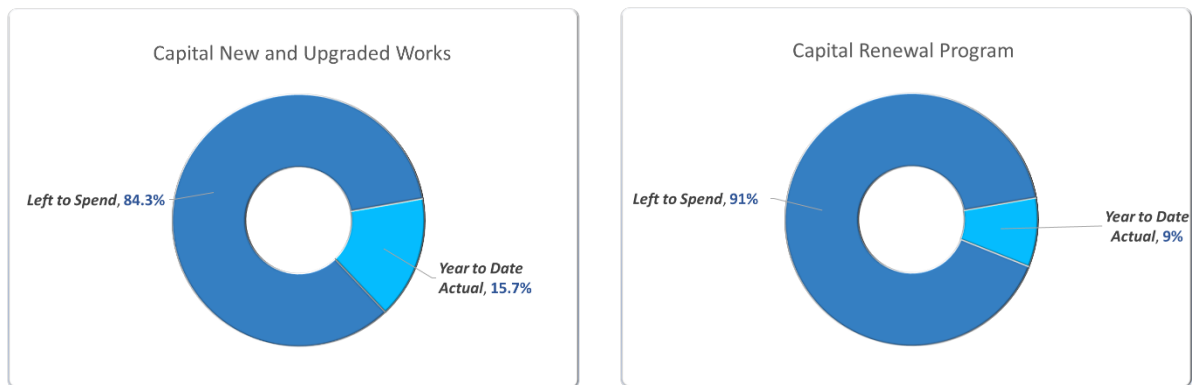
Holiday Park, timed parking ticket machines, and event-related income, and will seek to mitigate any shortfalls through expenditure reductions.

The increase in capital expenditure includes the Brighton and Somerton Park Surf Life Saving Clubs' accessible parking spaces project already approved by Council (\$41,000) and the Seacliff Tennis Club's contribution to the tennis court upgrade project (\$81,000).

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

Refer Attachment 1

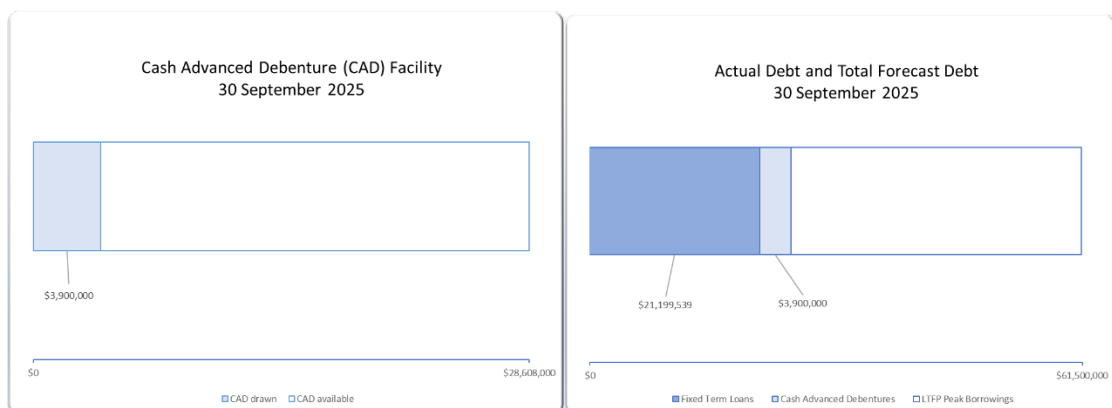
The following graphs represent the percentage of total capital works financially completed by 30 September 2025. Refer to the Annual Business Plan Quarterly Update below for the detailed progress report on Council's program of works.



Debt Management

The proposed budgetary changes are equivalent to an increase in new borrowings in 2025-26 of \$109,000. The actual increase in borrowing requirements will not be known until financial statements have been prepared for the year ending 30 June 2026. However, at the date of this report being prepared, borrowings, as forecast in the current Long Term Financial Plan, will peak at \$61.4 million in 2025-26.

The following graphs detail Council's current debt position. The first graph illustrates Council's debt as a proportion of that peak forecast debt. The second graph details the status of Council's Cash Advance Debenture (CAD) facility which provide access to flexible funding, showing both the total facility limit and the amount currently drawn.



In line with Council's Treasury Management Policy a mixture of fixed interest loans and cash advanced debentures (CAD) have been used to meet financing needs. New loans are only sought from the Local Government Finance Authority when it is deemed prudent to convert CAD borrowings to a fixed rate.

Commercial Activities

Comparative financial reports to 30 September 2025 have been provided for Council's major commercial activities including Brighton Beachfront Holiday Park, Partridge House and Partridge Street carpark.

Refer Attachment 2

Alwyndor Operations

Operating revenue is \$1.238m ahead of budget primarily due to the continuation of the existing Home Care Package funding model, which yields higher fixed revenue. These positive results are expected to continue through October 2025, before normalising with the introduction of Support at Home model in November 2025.

There has been higher expenditure on materials and contracts (\$585,000) due to increased reliance on agency staff and the engagement of consultants to backfill key vacancies, which has partially been offset by lower employment costs (\$435,000).

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

Refer Attachment 3

Financial Indicators

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

The following tables provide updated forecasts for these and other major ratios for municipal operations, Alwyndor and the consolidated result for both entities at 30 September 2025. The significant increase in the Asset Sustainability Ratio is due to \$4.693 million of renewal projects carried forward from 2024-25. In line with the Long-Term Financial Plan, the Net Financial Liabilities ratio is anticipated to exceed the target of 100% as a result of planned borrowings to support the Transforming Jetty Road project.

Municipal Funds	Target – from 2025-26 Annual Budget / LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	≥ 0	\$1,012,760 surplus	\$583,957 Surplus
Operating Ratio ¹	$\geq 0\%$	1.6%	0.9%
Net Financial Liabilities ratio ²	$\leq 100\%$	111%	104%
Interest Cover Ratio ³	$\leq 5\%$	4.1%	3.8%
Asset Sustainability Ratio ⁴	90% -110%	105%	151%

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

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

3. Interest Cover Ratio expresses finance charges as a percentage of total operating revenue.

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

Ratio – Alwyndor Funds	Target – from 2025-26 Annual Budget / LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	≥ 0	\$435,236 Surplus	\$435,236 Surplus
Net Financial Liabilities ratio	$\leq 100\%$	27%	28%
Interest Cover Ratio	$\leq 5\%$	0.2%	0.2%

Ratio – Consolidated Funds*	Target – from 2025-26 Annual Budget / LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	≥ 0	\$1,447,996 Surplus	\$1,019,193 Surplus
Operating Ratio	$\geq 0\%$	1.2%	0.9%
Net Financial Liabilities ratio	$\leq 100\%$	72%	68%
Interest Cover Ratio	$\leq 5\%$	1.1%	0.9%
Asset Sustainability Ratio	90% -110%	104%	140%

*Amounts and ratios include Alwyndor operations.

Additional financial indicators have been identified for Alwyndor operations which give a better measure of financial performance. These measures and indicators have been included in the table below as at 30 September 2025.

Additional Alwyndor Performance Indicators	Target	Actual to 30 September 2025
Cash to total revenue	4.28%	3.48%
Cash Liquidity Level – ability to refund bonds/refundable accommodation deposits (RAD's)	Minimum \$3.0m	\$4.6m
Bed occupancy rate – year-to-date average	97.00%	96.04%
Average direct care funding per resident per day (Aged Care Funding Instrument)	\$286.91	\$278.23
No. of Home Support Packages	716	689
Home Support funding utilisation – the portion of revenue generated from Home Support Package funds.	80.0%	86.8%

2025-26 Annual Business Plan – First Quarter Progress Report

The City of Holdfast Bay is pursuing the vision set out in the Strategic Plan, Our Holdfast 2050+, and the three focus areas that support it.

Our Holdfast 2050+ Vision:

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

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

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

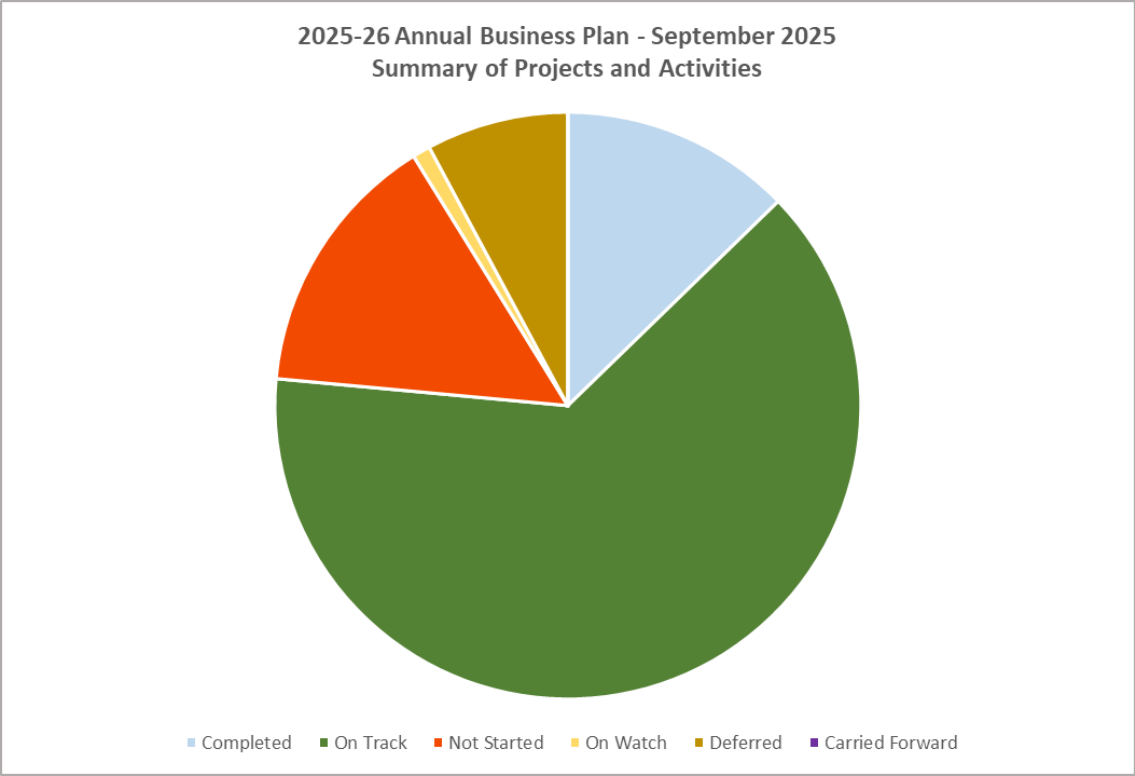
To deliver this Strategic Plan, the *Our Plan for Our Place 2025-26 Annual Business Plan* (the Business Plan) outlines specific actions for the year. These actions are aligned to one of the three focus areas.

The attached report provides details of progress in delivering the Business Plan.

Refer Attachment 4

Out of 102 projects:

- 13 projects (13%) are completed, which includes projects that are in the Defects Liability Period (DLP)
- 65 projects (64%) are underway and are on track.
- 15 projects (15%) have not started but remain on track for delivery
- 8 Projects (8%) have been deferred but remain on track for delivery
- 1 project (1%) is on watch
- No projects are off track.



This table provides details of the project that is **on watch** within the innovation focus area.

INNOVATION		
Project	Status	Notes
Sharing the National Collection	On Watch	Administration was advised by the National Gallery of Australia that the selected artwork was no longer available for loan, and no suitable alternative was identified. An alternative way for Council to participate is being considered.

External Grants

As at 30 September 2025 Council has received \$820,682 in external grant funding for 2025-26 projects.

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

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

Refer Attachment 5

Budget

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

Life Cycle Costs

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

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, Mr A Filipi

Attachment 1



City of Holdfast Bay Municipal Funds Statement as at September 2025

2025 - 2026 Original Budget \$'000	Year to Date				2025 - 2026 Adopted Forecast \$'000	Proposed Forecast Adjustment \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000				
297	60	46		15 Cemeteries	297	-	
(1,400)	(269)	(225)	(45)	Council Administration	(1,400)	-	
(903)	(188)	(133)	(55)	Development Services	(906)	-	
2,320	377	377	-	- FAG/R2R Grants	2,567	-	
(2,196)	(785)	(795)	10	Financial Services	(2,196)	-	
(12,897)	(3,254)	(3,268)	14	Financial Services-Depreciation	(12,897)	(40)	1
(305)	-	-	-	- Financial Services-Employee Leave Provisions	(305)	-	
(2,588)	104	114	(10)	Financial Services-Interest on Borrowings	(2,588)	150	2
182	-	-	-	- Financial Services-SRWRA	182	-	
47,374	48,468	48,507	(39)	General Rates	47,374	-	
(3,851)	(2,238)	(2,246)	8	Innovation & Technology	(3,910)	-	
(828)	(125)	(83)	(42)	People & Culture	(828)	-	
(1,323)	(278)	(251)	(27)	Strategy & Governance	(1,323)	-	
(1,384)	(310)	(328)	18	City Activation	(1,433)	-	
15	(7)	(11)	4	Commercial - Partridge House	(2)	18	3
(655)	(146)	(152)	7	Communications and Engagement	(655)	-	
(417)	(94)	(73)	(20)	Community and Business Administration	(417)	-	
(1,145)	(89)	(97)	8	Community Events	(1,145)	120	4
(0)	579	629	(49)	Jetty Road Mainstreet	(111)	-	
1,456	510	564	(53)	Community Safety	1,456	(5)	5
(652)	(130)	(99)	(31)	Community Wellbeing	(677)	-	
(621)	(138)	(129)	(8)	Customer Service	(621)	-	
(1,848)	(450)	(468)	18	Library Services	(1,848)	-	
(377)	(84)	(76)	(7)	Assets & Delivery Administration	(377)	-	
1,524	187	167	21	Commercial - Brighton Caravan Park	1,524	-	
597	129	165	(35)	Commercial & Club Leases	597	-	
(1,296)	(289)	(270)	(19)	Engineering & Traffic	(1,628)	-	
(787)	(170)	(164)	(6)	Environmental Services	(787)	(10)	6
(9,588)	(2,241)	(2,338)	97	Field Services & Depot	(9,588)	(313)	7
(2,880)	(614)	(566)	(48)	Property Management	(2,880)	-	
(509)	(87)	(99)	12	Public Realm and Urban Design	(509)	-	
(721)	(138)	(142)	4	Street Lighting	(721)	-	
(4,700)	(760)	(732)	(29)	Waste Management	(4,700)	-	
1,122	-	-	-	- Less full cost attribution - % admin costs capitalised	1,122	-	
1,013	37,533	37,823	(290)	=Operating Surplus/(Deficit)	664	(80)	
12,897	3,224	3,268	(44)	Depreciation	12,897	40	
123	-	-	-	- Other Non Cash Items	123	-	
13,020	3,224	3,268	(44)	Plus Non Cash Items in Operating Surplus/(Deficit)	13,020	40	
14,033	40,758	41,092	(334)	=Funds Generated from Operating Activities	13,684	(40)	
10,000	200	201	(1)	Amounts Received for New/Upgraded Assets	10,506	81	
470	98	62	36	Proceeds from Disposal of Assets	470	-	
10,470	298	263	35	Plus Funds Sourced from Capital Activities	10,976	81	8
(13,330)	(1,903)	(1,593)	(310)	Capital Expenditure on Renewal and Replacement	(18,023)	(141)	
(31,693)	(6,352)	(6,079)	(273)	Capital Expenditure on New and Upgraded Assets	(38,704)	(10)	
(45,023)	(8,255)	(7,672)	(583)	Less Total Capital Expenditure	(56,727)	(151)	9
21	8	8	-	- Plus:Repayments of loan principal by sporting groups	21	-	
21	8	8	-	Plus/(less) funds provided (used) by Investing Activities	21	-	
(20,499)	32,808	33,691	(882)	= FUNDING SURPLUS/(REQUIREMENT)	(32,047)	(109)	
Funded by							
-	(21)	(21)	-	- Increase/(Decrease) in Cash & Cash Equivalents	-	-	
-	32,829	33,012	(183)	Non Cash Changes in Net Current Assets	200	-	
(23,301)	-	-	-	- Less: Proceeds from new borrowings	(35,049)	(109)	
-	-	700	(700)	Less: Net Movements from Cash Advance Debentures	-	-	
2,802	-	-	-	- Plus: Principal repayments of borrowings	2,802	-	
(20,499)	32,808	33,691	(882)	=Funding Application/(Source)	(32,047)	(109)	

Note 1 - Financial Services-Depreciation - \$40,000 unfavourable

Estimated increase in council's annual depreciation expense following completion of the 2024-25 capitalisation.

Note 2 - Financial Services-Interest on Borrowings - \$150,000 favourable

Savings on budgeted interest costs as the timing of new borrowings have been delayed due to positive cashflows.

Note 3 - Commercial - Partridge House - \$18,000 reallocation

Internal reallocation to the capital budget for the purchase of new chairs – see note 9.

Note 4 - Community Events - \$90,000 unfavourable and \$210,000 reallocation

Additional council approved funding to support the delivery of the New Years Eve event (\$90,000) - (C120825/9119). In addition, \$210,00 has been reallocated to Field Services and Depot to provide operational support for community events – see note 7.

Note 5 – Community Safety - \$5,000 unfavourable

Additional expenditure approved by council to continue the increased beach patrols during the summer peak season (C240625/8092).

Note 6 – Environmental Services - \$10,000 unfavourable

Council's \$10,000 contribution to the grant funded Coastal Hazard Adaptation program (C250225/8000).

Note 7 - Field Services and Depot - \$103,000 unfavourable and \$210,000 reallocation.

Budget reallocation from Community Events (\$210,000) to provide contractors and resources for delivery of the 2025-26 events program – see note 4. Additionally, an unfavourable variance of \$103,000 reflects unbudgeted storm damage expenditure including tree damage, lawn remediation and a coastal inspection.

Note 8 - Amounts Received for New/Upgraded Assets- \$81,000 favourable.

Seacliff Tennis Clubs contribution to the Tennis court upgrade project – see note 9.

Note 9- Capital Expenditure - \$81,000 club funded expenditure, \$41,000 council approved expenditure, \$18,000 reallocation and \$10,000 additional expenditure

Club funded expenditure

- \$81,000 - Tennis court upgrade (Seacliff Tennis Club) - see note 8.

Council approved budget increase:

- \$41,000 - Brighton and Somerton Park Surf Life Saving Clubs Accessible Parking Spaces (C260825/9132).

Budget reallocation:

- \$18,000 - Transfer from operational budget for Partridge House new chairs – see note 3.

Additional capital work budget required for:

- \$10,000 - Installation of bollards at the Holdfast Bay Community Centre.

Attachment 2

BRIGHTON CARAVAN PARK

Financial Results	Actual \$ 01/07/24 to 30/09/24	Actual \$ 01/07/25 to 30/09/25
Revenue From Cabins and Sites	\$300,050	\$289,075
Occupancy Rates	Actual % 01/07/24 to 30/09/24	Actual % 01/07/25 to 30/09/25
Accommodation Type		
Cabins	81%	76%
Sites	54%	47%
Average Total	68%	62%

PARTRIDGE STREET CAR PARK

Financial Results	Actual \$ 01/07/24 to 30/09/24	Actual \$ 01/07/25 to 30/09/25
Income & Expenditure		
Car Parking Revenue	\$28,892	\$26,135
Operational Costs	\$32,715	\$37,599 *
Net Result	(\$3,823)	(\$11,464)
<i>* Operational costs include \$6,000 of repairs and maintenance expenditure.</i>		
Car Park Usage	Actual No. 01/07/24 to 30/09/24	Actual No. 01/07/25 to 30/09/25
Car Park		
Eastern Car Park - No. of Transactions	28,020	33,978
Western Car Park - No. of Transactions	32,065	28,651
Total No. of Transactions	60,085	62,629

PARTRIDGE HOUSE

Financial Results	Actual \$ 01/07/24 to 30/09/24	Actual \$ 01/07/25 to 30/09/25
Income & Expenditure		
Functions and Room Hire Revenue	\$51,406	\$61,391
Operational Costs	\$48,927	\$55,207
Net Result	\$2,479	\$6,184
Number of Events	Actual No. 01/07/24 to 30/09/24	Actual No. 01/07/25 to 30/09/25
Event Type		
Wedding	3	1
Funeral	27	42
Community Function	87	84
Other Events	18	12
Total Number of Events	135	139

Attachment 3



**Alwyndor Aged Care
Funds Statement as at 30 September 2025 (Unaudited)**

2025-26 Budget \$'000	2025-26 Full Year				Note
	Budget (YTD) \$'000	Actual (YTD) \$'000	Variance \$'000		
30,360	6,467	8,028	1,562	User Charges	
22,912	5,741	5,541	(200)	Operating Grants and Subsidies	
1,437	351	237	(114)	Investment Income	
67	23	13	(10)	Other Income	
54,776	12,581	13,819	1,238	Operating Revenue	1
(38,714)	(9,429)	(8,994)	435	Employee Costs - Salaries & Wages	2
(13,666)	(3,411)	(3,997)	(585)	Materials, Contracts and Other Expenses	3
(133)	(33)	(45)	(11)	Finance Charges	
(1,827)	(433)	(412)	21	Depreciation	
(54,341)	(13,307)	(13,448)	(141)	Less Operating Expenditure	
435	(726)	372	1,098	=Operating Surplus/(Deficit)	
-	-	11	11	Net gain/(loss) on disposal of investments	
-	-	39	39	Net gain/(loss) on Fair Value movement on investments	
435	(726)	422	1,148	=Net Surplus/(Deficit)	
1,827	433	412	(21)	Depreciation	
-	-	(11)	(11)	Net gain/(loss) on disposal of investments	
-	-	(39)	(39)	Net gain/(loss) on Fair Value movement on investments	
1,102	798	(2,123)	(2,921)	Provisions	4
2,929	1,231	(1,761)	(2,991)	Plus Non Cash Items in Operating Surplus/(Deficit)	
3,364	504	(1,339)	(1,844)	=Funds Generated from Operating Activities	
-	-	-	-	Amounts Received for New/Upgraded Assets	
-	-	-	-	Proceeds from Disposal of Assets	
-	-	-	-	Plus Funds Sourced from Capital Activities	
-	-	-	-	Capital Expenditure on Renewal and Replacement	
(1,631)	(281)	(211)	70	Capital Expenditure on New and Upgraded Assets	
(1,631)	(281)	(211)	70	Less Total Capital Expenditure	
-	-	-	-	Plus:Revenue received in advance for new/upgraded assets	
-	-	-	-	Plus/(less) funds provided (used) by Investing Activities	
1,733	224	(1,550)	(1,774)	= Funding SURPLUS/(REQUIREMENT)	
Funded by					
1,733	224	(1,550)	(1,774)	Increase/(Decrease) in Cash & Cash Equivalents	
1,733	224	(1,550)	(1,774)	=Funding Application/(Source)	

**Alwyndor Aged Care – Notes
September 2025**

Operating Performance

The favourable operating surplus relative to budget due to the following impacts:

- The favourable quarter financial result relative to budget is a short term impact driven by the continuation of the existing Home Care Package funding structure which provides for a higher fixed revenue component driving a more favourable revenue utilisation %.
- The remaining CHSP funding value from FY25 was brought to account in September, resulting in a one-off benefit of circa \$250k.

Alwyndor expects that these favourable results relative to budget will be enjoyed through to 31 October 2025 with financial performance expected to revert closer to expected budget outcomes upon the introduction of Support at Home in November 2025.

Key operating variances include:

1. Q1 revenue outperformance occurred in the Home Care/ Community Connections Business Unit due to the delay in Support @ Home commencement and resultant continuation of the Home Care Package funding model referred to above.
2. Employment costs are below budget expectations due to vacancies in key roles and an reliance on agency labour above expectations.
3. The overspend in Materials, Contracts and Other Expenses relative to budget is driven by:
 - An uplift in Brokered Services for Home Care client (recovered via an uplift in Home Care Revenue);
 - The engagement of Consultants to backfill key vacancies; and
 - An over reliance on agency and contracting labour relative to budget expectations
4. The most significant Balance Sheet movement impacting cash is a \$2.1m reduction in RAD deposits due to residential client turnover.

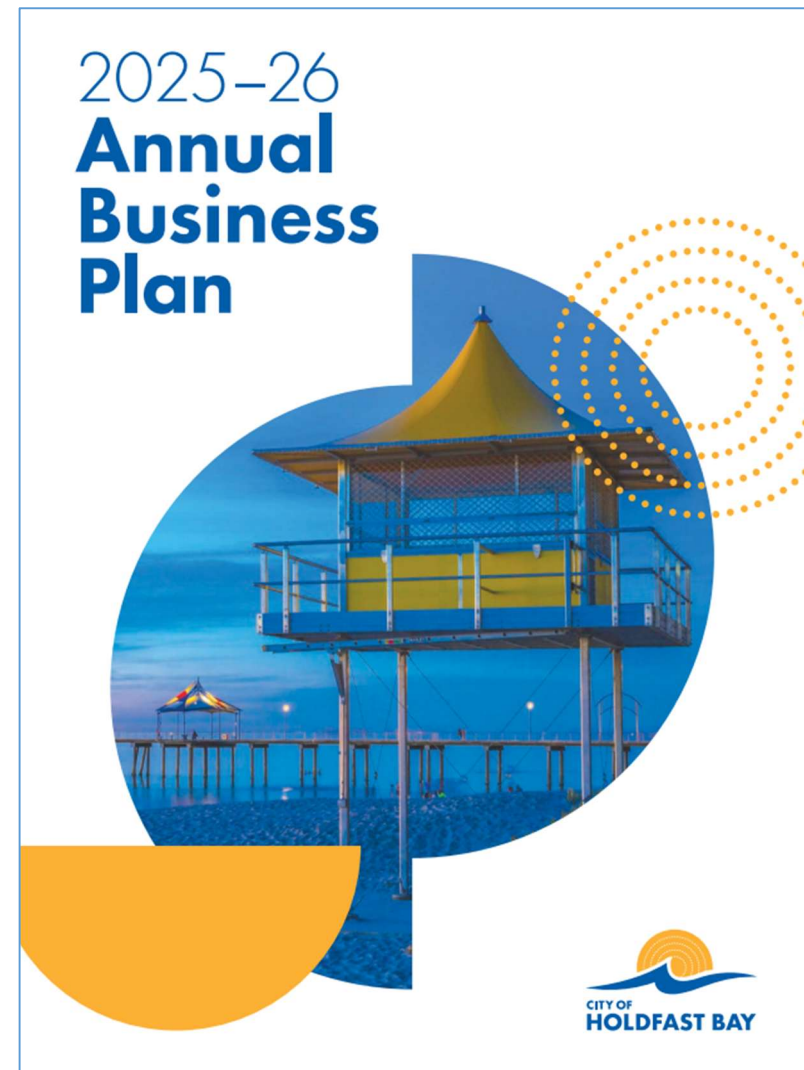
Attachment 4



Annual Business Plan 2025 – 26

End of Quarter Report

July - September 2025



OVERVIEW 2

 PROJECTS STATUS 3

 PROJECT ON WATCH 3

WELLBEING..... 5

SUSTAINABILITY..... 8

 Roads Reseal Program..... 12

INNOVATION 13

OVERVIEW

The City of Holdfast Bay is actively pursuing the vision set out in the Strategic Plan *Our Holdfast 2050+* and the three focus areas that support it:

Our Holdfast 2050+ Vision

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

To achieve this vision, we have identified three focus areas. While many projects will assist in achieving more than one focus area, they are identified in this report based on which focus area they are expected to have the greatest impact.

- **WELLBEING - Good health and economic success in an environment and a community that supports wellbeing.**
Projects in this focus area have the greatest direct impact on supporting people’s health and vitality.
- **SUSTAINABILITY - A city, economy and community that is resilient and sustainable.**
Projects in this focus area are infrastructure and asset improvements that support long lasting economic health and ecological benefit.
- **INNOVATION - A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.**
Projects in this focus area deliver change to services, assets and infrastructure by introducing new methods, ideas, or outcomes.

To deliver *Our Holdfast 2050+*, the *Our Plan for Our Place 2025-26 Annual Business Plan* (the Business Plan) outlines specific actions for the year.

This report captures progress against the Business Plan.

This section provides an overview of the project status as of 30 September 2025.

Out of 102 projects:

- 13 projects (13%) are completed, which includes projects that are in the Defects Liability Period (DLP)
- 65 projects (64%) are underway and are on track.
- 15 projects (15%) have not started but remain on track for delivery
- 8 Projects (8%) have been deferred but remain on track for delivery
- 1 project (1%) is on watch

No projects are off track.

PROJECT ON WATCH

This table provides details of the project that is **on watch** within the innovation focus area.

INNOVATION

Project	Status	Notes
Sharing the National Collection	On Watch	Administration was advised by the National Gallery of Australia that the selected artwork was no longer available for loan, and no suitable alternative was identified. An alternative way for Council to participate is being considered.

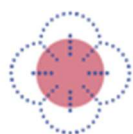
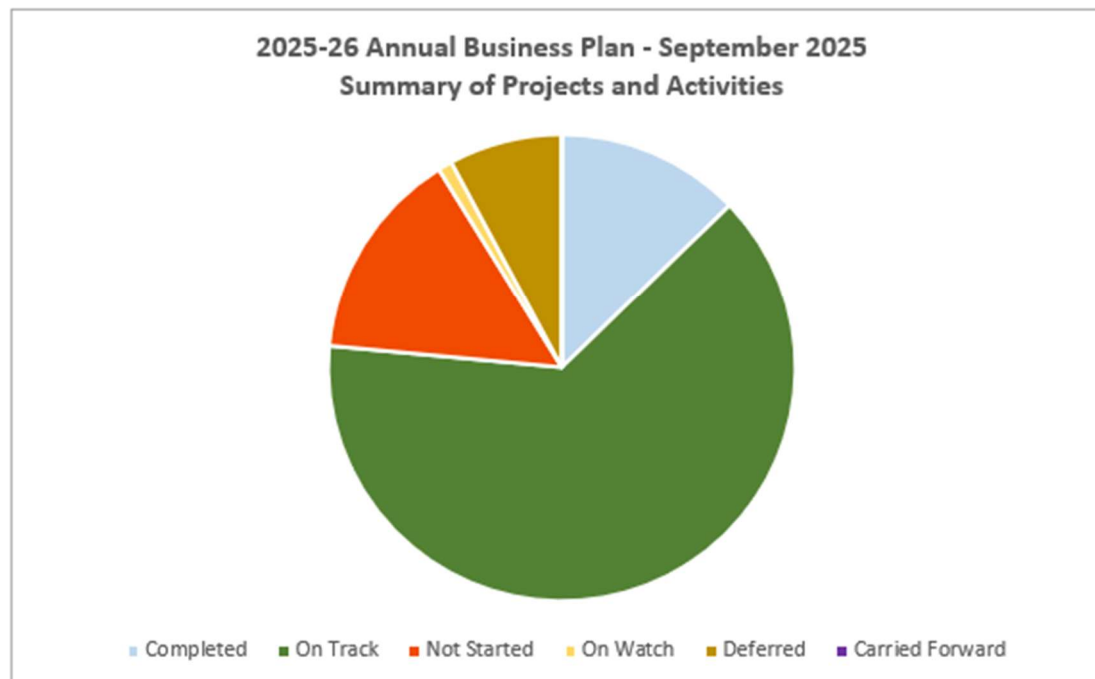
The following page provides an overview of project progress in all focus areas.

2025-26 Annual Business Plan - First Quarter Status Report

September 2025



Overall Summary		%
Completed	13	13%
On Track	65	64%
Not Started	15	15%
On Watch	1	1%
Deferred	8	8%
Carried Forward	0	0%
Total	102	100%



WELLBEING

Wellbeing Summary	
Completed	5
On Track	23
Not Started	2
On Watch	0
Deferred	2
Carried Forward	0



SUSTAINABILITY

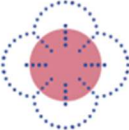
Sustainability Summary	
Completed	8
On Track	35
Not Started	12
On Watch	0
Deferred	5
Carried Forward	0



INNOVATION

Innovation Summary	
Completed	0
On Track	7
Not Started	1
On Watch	1
Deferred	1
Carried Forward	0

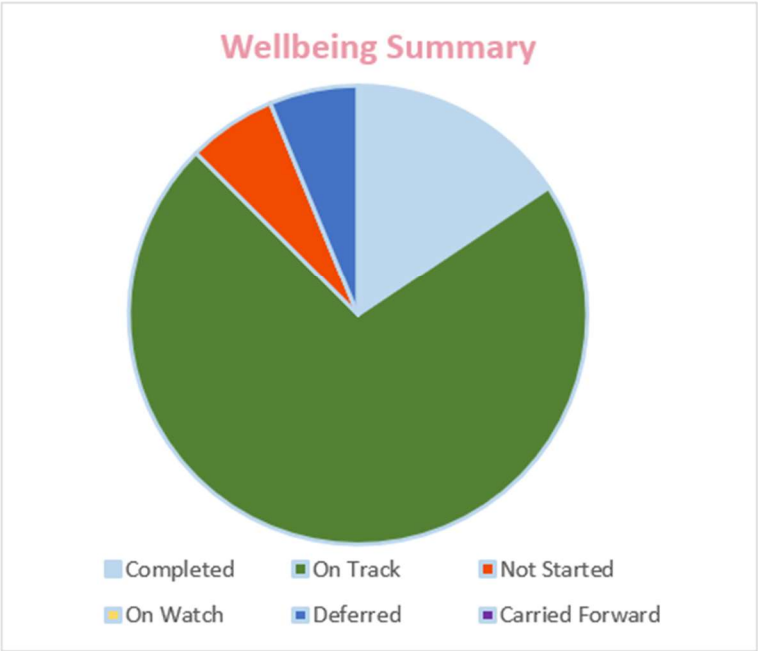
WELLBEING



WELLBEING

Good health and economic success in an environment

2025-26 Annual Business Plan - First Quarter Status Report
September 2025



Wellbeing Summary		
Completed	5	16%
On Track	23	72%
Not Started	2	6%
On Watch	0	0%
Deferred	2	6%
Carried Forward	0	0%
Total	32	

Wellbeing Projects

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>Q1 Status</i>	<i>Q1 Rating</i>	<i>Q1 Notes</i>
Partridge House - Playground Renewal	Matthew Rechner	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Wattle Reserve- Playground Renewal	Matthew Rechner	01-Jul-25	30-Jun-26	Planning	On Track	●	
Wigley Reserve - Playground	Matthew Rechner	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Jimmy Melrose Pk- Upgrade	James Mitchell	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Sculptures - Brighton Jetty Sculpture Festival	Nicole Reynolds	30-Sep-25	30-Jun-26	Planning	On Track	●	
Tennis Court - Kauri - Seacliff	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Beach access points Glenelg & Somerton Park	Matthew Rechner	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Glenelg Oval - player shelter replacement design	Matthew Rechner	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Bowker Oval DDA -compliant pathways	Matthew Rechner	01-Jul-25	30-Jun-26	Planning	On Track	●	
Brighton SLSC - Exterior works	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Cemetery Improvements Brighton North/St Judes	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Brighton Oval - Dog Training Centre	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	On Track	●	
Movement and Transport Plan Implementation	James Mitchell	01-Jul-25	30-Jun-26	Planning	On Track	●	
Bowker Oval Lights	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Seacliff SLSC - Exterior works	Mathew Walsh	01-Jul-25	30-Jun-26	Procurement	On Track	●	
Somerton SLSC - Lift and exterior works	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Glenelg Oval - Football Clubrooms - Capital Improvements	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Brighton Bowling Club - Gas wall furnaces	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Glenelg Comm Centre - Flooring	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
GNCC - Upgrade /replacement interior	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Glenelg Oval - Grandstand improvements	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	Deferred	●	
HFB Community Centre - building renovations	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	

Wellbeing Projects							Attachment 4
<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>Q1 Status</i>	<i>Q1 Rating</i>	<i>Q1 Notes</i>
Wattle Reserve - Exeloo	Mathew Walsh	01-Jul-25	30-Jun-26	Procurement	On Track	●	
Lou Kesting Hall/Dover Square Tennis club - upgrade	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	Deferred	●	
Somerton SLSC - structure renewal	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Glenelg Football Club - Air-cond replacement	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Bindarra public toilet - design	Mathew Walsh	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Public Toilets, Patawalonga Lake	Mathew Walsh	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Seacliff-Brighton Yach Club - Change Room Upgrade	Mathew Walsh	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Kauri Community and Sports Centre - Capital improvements	Mathew Walsh	01-Jul-25	30-Jun-26	Procurement	On Track	●	
Automated External Defibrillators	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Kingston Park Stages 4 & 6 - Detailed Design	Matthew Rechner	01-Jul-25	30-Jun-26	Planning	On Track	●	

¹ DLP – Defects Liability Period

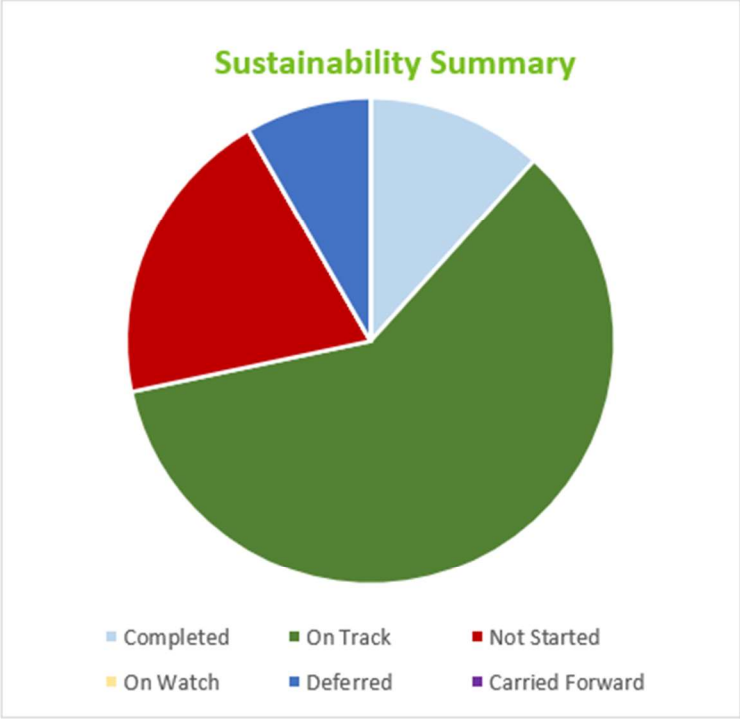
SUSTAINABILITY



SUSTAINABILITY

A city, economy and community that
is resilient and sustainable

2025-26 Annual Business Plan - First Quarter Status Report
September 2025



Sustainability Summary		
Completed	7	12%
On Track	36	60%
Not Started	12	20%
On Watch	0	0%
Deferred	5	8%
Carried Forward	0	0%
Total	60	

Sustainability Projects

Attachment 4

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>Q1 Status</i>	<i>Q1 Rating</i>	<i>Q1 Notes</i>
Road Reseal Program	James Mitchell	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Stormwater Management Plan Implementation	James Mitchell	01-Jul-25	30-Jun-26	Procurement	On Track	●	
Stormwater Pipes/Pits Renewal	James Mitchell	01-Jul-25	30-Jun-26	Planning	On Track	●	
Tarlton St / Whyte St Stormwater	James Mitchell	01-Jul-25	30-Jun-26	Procurement	On Track	●	
Harrow Road GPT	James Mitchell	01-Jul-25	30-Jun-26	Procurement	On Track	●	
Stormwater Brighton Caravan Park	James Mitchell	01-Jul-25	30-Jun-26	Procurement	On Track	●	
Traffic Control Program	James Mitchell	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Traffic Safety Improvements on Partridge Street, Glenelg	James Mitchell	01-Jul-25	30-Jun-26	DLP ¹	On Track	●	
Paringa Primary School - Active Journey Options	James Mitchell	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Adelphi Terrace - Pedestrian crossings	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Jetty Road, Brighton - Street improvements (consultation and Design)	James Mitchell	01-Jul-25	30-Jun-26	Planning	On Track	●	
Kerb & Watertable Program	James Mitchell	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Lighting - Chappell Drive	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	Deferred	●	
Fairy lights – Jetty Road, Brighton	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Seating - Park Bench - Various	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Sporting Structures - Bike Rails - various	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Electrical and Lighting - Renewal	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	Deferred	●	
Pathway - Edith Butler Pier	James Mitchell	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Edward Street gate	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Walls - Renewal	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
King Street Glass Sign renewal	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Irrigation Upgrades	Bill Blyth	01-Jul-25	30-Jun-26	Procurement	On Track	●	
Irrigation main project	James Mitchell	01-Jul-25	30-Jun-26	Planning	On Track	●	
Distribution Board Replacement Program	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Bin Replacement Program	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	

Sustainability Projects

Attachment 4

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>Q1 Status</i>	<i>Q1 Rating</i>	<i>Q1 Notes</i>
Partridge House - Barbecue	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Signs - various locations	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Buffalo Site - Amenity Improvements	Matthew Rechner	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Sturt Creek Linear Park Design	Matthew Rechner	01-Jul-25	30-Jun-26	Planning	On Track	●	
Sutherland Reserve - Renewal	Mathew Walsh	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Broadway emergency non-return valve	Bill Blyth	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Street light LED conversion	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Transforming Jetty Road - Coast and Transition Zone	Cherie Armfield	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Glenelg North storm damage repairs	James Mitchell	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Seawall Repair	James Mitchell	01-Jul-25	30-Jun-26	Planning	On Track	●	
Coastal Fencing - various locations	James Mitchell	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Glenelg Jetty Structural Repairs	James Mitchell	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Footpaths & Cycleways Program	James Mitchell	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Footpath Defect Repairs	Bill Blyth	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Kerb Defect Repairs	Bill Blyth	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Monument lighting upgrade	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Brighton Caravan Park - Stage 2 redevelopment	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Broadway Kiosk - Int/Ext - Finishes	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Glenelg Town Hall - Café - Electrical/Mechanical	Mathew Walsh	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Brighton Caravan Park - Renewal Program	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Security and access control renewal - Various Locations	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	On Track	●	
Partridge House Capital Improvements	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Street Light Conversion Plan	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	
Broadway Kiosk - renewal works	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Toilets-Glenelg Foreshore	Mathew Walsh	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	

Sustainability Projects

Attachment 4

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>Q1 Status</i>	<i>Q1 Rating</i>	<i>Q1 Notes</i>
Bus Stop Infrastructure	James Mitchell	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Glenelg Town Hall - Exterior-Painting/Repairs	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	Deferred	●	
Patawalonga Lock - renewal	James Mitchell	01-Jul-25	30-Jun-26	Planning	On Track	●	
Air Raid Shelter - Floor/waterproofing/painting	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Glenelg Town Hall - design works	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	Deferred	●	
Glenelg Town Hall - Clock	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	Deferred	●	
Glenelg Town Hall - Ground Floor Upgrade	Mathew Walsh	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Michael Herbert Bridge - lights	Mathew Walsh	01-Jul-25	30-Jun-26	DLP ¹	Completed	●	
Traffic Improvements	James Mitchell	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Facility plan audit	Mathew Walsh	01-Jul-25	30-Jun-26	Planning	On Track	●	

¹ DLP – Defects Liability Period

For 2025-26, the Roads Reseal Program includes these sections of road.

Suburb	Street	From	To
Glenelg North	MacFarlane St	Todd St	Tapleys Hill Rd W.
Glenelg North	Todd St	McFarlane St	Change of Width
Somerton Park	Grosvenor Street	Whyte Street	Eton Road
Somerton Park	Hamilton Street	King George Ave	Grosvenor Street
Seacliff	Kauri Parade	Pine Avenue	Barwell Avenue
Seacliff	Myrtle Parade	Wheatland Street	Maitland Terrace
Seacliff Park	Davenport Tce	Seacombe Road	Renown Avenue
Seacliff Park	Gilbertson Road	Don Avenue	Skye Street
Seacliff Park	Lamington Avenue	Aboyne Avenue	Bothwell Avenue
Somerton Park	Hopkins Crescent	Somers Street	MacArthur Street
Somerton Park	Margaret Avenue	Paringa Avenue	Wilton Ave
Brighton	The Crescent	King St	King George Ave
Brighton	Dunluce Avenue	The Crescent	Athelney Avenue

INNOVATION



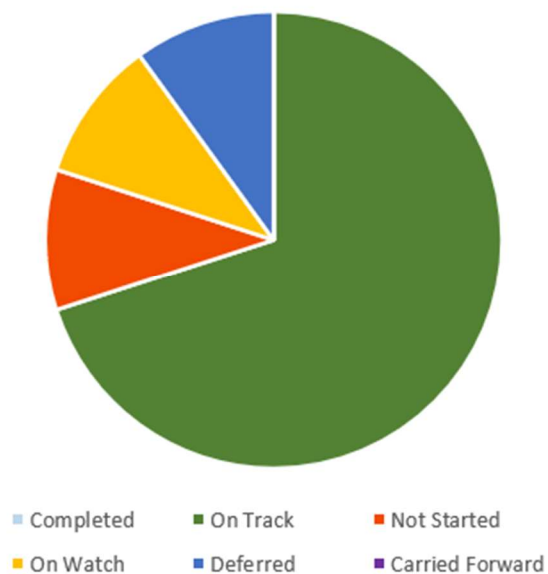
INNOVATION

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

2025-26 Annual Business Plan - First Quarter Status Report

September 2025

Innovation Summary



Innovation Summary		
Completed	0	0%
On Track	7	70%
Not Started	1	10%
On Watch	1	10%
Deferred	1	10%
Carried Forward	0	0%
Total	10	

Innovation Projects

Attachment 4

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>Q1 Status</i>	<i>Q1 Rating</i>	<i>Q1 Notes</i>
CCTV Installation - Various Locations	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Glenelg Town Hall - BDC - Structure	Mathew Walsh	01-Jul-25	30-Jun-26	Deferred	Deferred	●	
EV Charging Infrastructure for Council Fleet	James Mitchell	01-Jul-25	30-Jun-26	Not Started	Not Started	●	
Sharing the National Collection	Nicole Reynolds	01-Jul-25	30-Jun-26	Planning	On Watch	●	Administration was advised by NGA that the selected artwork was no longer available for loan, and no suitable alternative was identified. An alternative way for Council to participate is being considered.
Glenelg Library - Lift and Fire Panel replacement	Mathew Walsh	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Plant and Equipment - Depot/Stores	Bill Blyth	01-Jul-25	30-Jun-26	Procurement	On Track	●	
Major Plant and Equipment Purchases	Bill Blyth	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Executive / Regulatory/Passenger Vehicles Purchases	Bill Blyth	01-Jul-25	30-Jun-26	Delivery	On Track	●	
Minor Plant and Equipment Purchases	Bill Blyth	01-Jul-25	30-Jun-26	Delivery	On Track	●	
ICT Replacement Program	Leigh Ray	01-Jul-25	30-Jun-26	Delivery	On Track	●	

Attachment 5

SUCCESSFUL APPLICATIONS											
Grant - Capital											
Bid Title	Funding Body / Program	Grant Total	Received in Previous Financial Year(s)	2025-26 Total Expected	Received 2025-26 Quarter 1	Received 2025-26 Quarter 2	Received 2025-26 Quarter 3	Received 2025-26 Quarter 4	Received for future financial years	Total Received during 2025-26	Outstanding amount
Jetty Road Glenelg Masterplan Stage 2 Coastal Zone	Department of Infrastructure, Transport, Regional Development , Communications and the Arts	\$10,000,000	\$0	\$10,000,000						\$0	\$10,000,000
Stormwater contribution - Tarlton Street	Federal Dept of Industry, Science, Energy and Resources	\$2,841,752	\$2,634,300	\$207,452	\$207,452					\$207,452	\$0
Harrow Road Gross Pollutant Trap	Stormwater Management Authority	\$225,082		\$225,082						\$0	\$225,082
Total		\$13,066,834	\$0	\$10,000,000	\$207,452	\$0	\$0	\$0	\$0	\$207,452	\$10,225,082

Grant - Operating Project and other											
Bid Title	Funding Body / Program	Grant Total	Received in Previous Financial Year(s)	2025-26 Total Expected	Received 2025-26 Quarter 1	Received 2025-26 Quarter 2	Received 2025-26 Quarter 3	Received 2025-26 Quarter 4	Received for future financial years	Total Received during 2025-26	Outstanding amount
New Years Eve Celebration	Department of Premier and Cabinet	\$65,000	\$0	\$65,000	\$65,000					\$65,000	\$0
Proclamation Day	Department of Premier and Cabinet	\$10,000		\$10,000						\$0	\$10,000
Community Cohesion Initiative	Australian Library and Information Association	\$5,000	\$0	\$5,000	\$5,000					\$5,000	\$0
History Trust Grant	History Trust of South Australia	\$16,000	\$0	\$16,000	\$16,000					\$16,000	\$0
Costal Hazard Adaptation Grant	Local Government Association of South Australia	\$160,000	\$0	\$100,000	\$100,000					\$100,000	\$60,000
Wellbeing Hub - seed funding	Preventive Health SA (formerly Wellbeing SA)	\$140,000	\$95,000	\$45,000						\$0	\$45,000
William Kibby VC Veterans Shed Upgrade	Department of Infrastructure, Transport, Regional Development, Communications and the Arts	\$40,000	\$30,000	\$10,000	\$10,000					\$10,000	\$0
Total		\$436,000	\$125,000	\$251,000	\$196,000	\$0	\$0	\$0	\$0	\$196,000	\$115,000

2025-26 External Grant Funding

Grant - Recurring											
Bid Title	Funding Body / Program	Grant Total	Received in Previous Financial Year(s)	2025-26 Total Expected	Received 2025-26 Quarter 1	Received 2025-26 Quarter 2	Received 2025-26 Quarter 3	Received 2025-26 Quarter 4	Received for future financial years	Total Received during 2025-26	Outstanding amount
Community Bus	Commonwealth Home Support Programme (CHSP)	\$242,744	\$0	\$242,744	\$39,557					\$39,557	\$ 203,187
Financial Assistance Grant - General Purpose 2025-26	Financial Assistance Grant	\$1,032,622	\$516,311	\$516,311	\$129,660					\$129,660	\$ 386,651
Financial Assistance Grant - Roads 2025-26	Financial Assistance Grant	\$529,376	\$264,688	\$0	\$66,470					\$66,470	\$ 198,218
Supplementary Roads Grants Commission	Financial Assistance Grant	\$181,543	\$0	\$181,543	\$181,543					\$181,543	\$ -
Roads to Recovery	Roads to Recovery	\$844,476	\$0	\$844,476						\$0	\$ 844,476
Brighton Library	Libraries Board Grant	\$63,987	\$0	\$63,987						\$0	\$ 63,987
Glenelg Library	Libraries Board Grant	\$63,987	\$0	\$63,987						\$0	\$ 63,987
Total		\$2,958,734	\$780,999	\$1,913,047	\$417,230	\$0	\$0	\$0	\$0	\$417,230	\$ 1,760,505

Total of Grant Funding Confirmed (All Years including 2025-26)	\$ 16,461,568
Total received in previous years applicable to 2025-26 and future years	\$ 905,999
Total expected to receive in 2025-26	\$ 12,164,047
Total Received 2025-26 - Quarter 1	\$ 820,682
Total Received 2025-26 - Quarter 2	\$ -
Total Received 2025-26 - Quarter 3	\$ -
Total Received 2025-26 - Quarter 4	\$ -
Total Grant Funding received to date in 2025-26	\$ 820,682
Total Received in 2025-26 for future financial years	\$ -

Item No: 15.3

Subject: **APPOINTMENT OF DEPUTY MAYOR**

Summary

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

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

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

This report seeks Council's appointment of a Deputy Mayor for the remainder of this Council term.

Recommendation

That Councillor _____ be appointed as Deputy Mayor for a period of one year, from 1 December 2025 until the close of voting in the 2026 Local Government Elections.

Background

Council has considered this matter annually as it has chosen to appoint a Deputy Mayor for a term of one year. Council has appointed the Deputy Mayor annually since 2004.

During this Council term, Councillors Lindop, Lonie and Fleming have served terms as Council's Deputy Mayor. Councillor Fleming's term will expire on 30 November 2025.

Report

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

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

If an Elected Member would like to nominate for the position of Deputy Mayor, you are requested to submit a statement outlining your reasons for seeking this important role. In your statement, please address your commitment to the position and your ability to dedicate the necessary time to effectively discharge the duties associated with the Deputy Mayor role.

Statements are to be provided to the Civic Governance Team prior to the Council meeting this report is being tabled at.

Role of the Deputy Mayor

The role of the Deputy Mayor is to:

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

Remuneration of Deputy Mayor

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

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

As the City of Holdfast Bay is a Group 1B Council, as determined by the Remuneration Tribunal, the current annual allowance for a Councillor is \$24,948.60 which equates to \$31,185.72 for the Deputy Mayor. Allowances for Members of Local Government councils are increased by CPI in late November each year, as determined by the Remuneration Tribunal of South Australia.

The 2025 monthly rate for the Deputy Mayor is \$2,598.81 which will be increased by CPI in late November.

Term of Appointment

As a periodic Local Government election is scheduled to be held in November 2026, the appointment of the Deputy Mayor will expire at the close of voting for the 2026 Local Government Elections. (At this time, the dates of the 2026 Election have not been announced.) This will allow the new elected body to determine if they wish to continue the practice of appointing a Deputy Mayor and the term of appointment for the Deputy Mayor.

Budget

The 2025-26 budget includes provision for payment of an allowance to a Deputy Mayor.

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Elected Member Allowances, Support and Entitlements Policy

Statutory Provisions

Local Government Act 1999, section 51

Written By: Executive Officer

Chief Executive Officer: Ms P Jackson

Item No: 15.4

Subject: **ELECTED MEMBER APPOINTMENTS TO THE COUNCIL ASSESSMENT PANEL**

Summary

The tenure of the Elected Members appointed to the City of Holdfast Bay Council Assessment Panel expires on 1 December 2025. This report recommends that Council appoint one incumbent Elected Member to serve on the Council Assessment Panel for the remainder of the Council term, and one deputy Elected Member to serve on the Council Assessment Panel for the remainder of the Council term as the need arises when the incumbent is either unable or unavailable to participate.

Recommendation

That Council:

- 1. appoints Councillor _____ to serve as the incumbent Elected Member on the City of Holdfast Bay Council Assessment Panel for the period commencing 1 December 2025 until the end of the Council term; and**
- 2. appoints Councillor _____ to serve as the deputy Elected Member on the City of Holdfast Bay Council Assessment Panel during the incumbent Elected Member's absence for the period commencing 1 December 2025 until the end of the Council term.**

Background

State legislation dictates that no more than one Elected Member can be represented on a Council Assessment Panel (CAP), albeit with a deputy member as reserve. Councillor Fleming was appointed to the City of Holdfast Bay CAP as the sole Elected Member representative, by resolution of Council on 26 November 2024, with Councillor Snewin appointed to serve as the deputy Elected Member, with authorisation to attend during the incumbent Elected Member's absence (C261124/7947). Both Councillors Fleming and Snewin were appointed for a one-year tenure, expiring on 1 December 2025.

Report

The City of Holdfast Bay CAP is a five member panel consisting of one Elected Member and four non-Council Members, which generally meets monthly to hear representations and consider the merits of specific development applications. Whilst the four non-Council Members are required to have prescribed qualifications and formal accreditation, the Elected Member is not.

Changes to legislation enacted in 2020 make it also possible for Council to appoint a deputy Elected Member to the CAP in a 'stand-by' role to ensure that Elected Member representation is maintained should the incumbent be either unavailable to attend a scheduled meeting or unable to partake in the determination of a matter due to a declared conflict of interest.

It is recommended that the current practice to appoint a deputy Elected Member is continued to ensure that an Elected Member representation is maintained at each CAP meeting. Furthermore, the appointment of a deputy also ensures ongoing Elected Member representation in circumstances where the incumbent Elected Member cannot partake in discussion on a particular matter due to a declared conflict of interest. It should be noted that the deputy Elected Member will not receive a sitting fee unless their formal attendance at a meeting is required, which is the case for all CAP members.

Budget

The payment of sitting fees to the Elected Members and non-Council Members serving on the Council Assessment Panel is factored into the 2025-26 Budget. At the time of writing this report, each of the four ordinary non-Council Members and the single Elected Member serving on the Panel receive a payment of \$531.50 per meeting. There is also a budget allocation for training new Members appointed on the Panel. The sitting fee will increase in late November in line with CPI.

Life Cycle Costs

Not applicable

Strategic Plan

Holdfast 2050+ Vision: Protecting our heritage and beautiful coast.

Council Policy

Not applicable

Statutory Provisions

Planning, Development and Infrastructure Act 2016

Written By: Manager Development Services

General Manager: Strategy and Corporate, Mr A Filipi

Item No: 15.5

Subject: **DROWNING PREVENTION STAKEHOLDERS MEETING**

Summary

This report provides an update on the Drowning Prevention Stakeholders meeting held 24 June 2025.

Recommendation

That Council notes this report updating members on discussions held and action taken at the Drowning Prevention Stakeholders meeting.

Background

Between 23–24 September 2019 and 11 November 2019, a Coroner’s Inquest was convened to investigate the drownings of Theiry Niyomungere and Frank Ndikuriyo on 1 January 2016, and Nitisha Negi on 10 December 2017 at Glenelg Beach.

The Inquest resulted in a series of findings and recommendations ‘that might prevent, or reduce the likelihood of, a recurrence of an event similar to the event that was subject to the Inquest’. These recommendations were directed to the Minister for Trade, Tourism and Investment; the Minister for Sport, Recreation and Racing; the Minister for Transport Infrastructure, Local Government and Planning; the Chief Executive Officer of the City of Holdfast Bay; and the Glenelg Surf Life Saving Club, all of whom were tasked with implementing appropriate preventative measures.

In December 2017, Council established a stakeholder group comprising members from the South Australian police (SAPOL), the Department for Environment and Water (DEW), the Department for Infrastructure and Transport (DIT), Surf Life Saving South Australia (SLSSA), Glenelg Surf Life Saving Club (GSLSC) with Council representatives from Field Services, Communications and Community Safety.

The group meets twice a year, pre-summer in November and post-summer in June.

Report

CCTV

Council is progressing the installation of a SLSSA CCTV camera on existing infrastructure located at the base of the Glenelg Jetty, with completion scheduled prior to the commencement of the summer season. This initiative aims to mitigate patrol line-of-sight limitations associated with the Moseley Beach Club and other beach activations.

Further investigation is underway to evaluate the adequacy of CCTV coverage across beach areas to support patrol operations and strengthen incident prevention capabilities.

Moseley Beach Club

Council will continue working collaboratively with SLSSA to ensure patrol sight lines are maintained throughout the summer period, particularly during peak visitation. To uphold public safety and operational integrity, SLSSA and GSLSC patrol line of sight requirements will be embedded within revised licence conditions for all future beach activations.

As part of the revised licence conditions, the Licensee acknowledges that the positioning and configuration of the Licence Area is subject to the approval of SLSSA, to ensure that patrol sight lines and access are not adversely affected.

As part of Council's commitment to sustainable coastal management and public safety, specific provisions have been incorporated into the licence agreement governing beach activations within the designated Licence Area. These provisions are intended to safeguard coastal infrastructure, support surf lifesaving patrol operations, and promote responsible use of the beach environment.

To ensure the durability and environmental suitability of any infrastructure placed within the Licence Area, particularly given its proximity to the ocean and susceptibility to property damage, only marine-grade materials are permitted. These materials must meet the same standards as those used in the construction of sand groynes, which are engineered to withstand harsh coastal conditions and minimise environmental impact.

In addition, the Licensee is required to engage a qualified coastal specialist or consult with the Coast Protection Board to obtain expert advice on the selection and application of suitable materials. This ensures that all installations are informed by best practice coastal engineering principles and are appropriate for the dynamic nature of the beachfront.

By enforcing these conditions, Council aims to protect the integrity of the coastline, maintain safe and unobstructed patrol sight lines, and uphold the operational effectiveness of SLSSA and GSLSC during periods of high visitation. These measures reflect Council's broader objective to balance vibrant beach activations with the long-term health and safety of the coastal environment.

Council acknowledges and appreciates the collaborative efforts and proactive approach of the licensee, SLSSA, and GSLSC in identifying workable solutions that prioritise public safety, community access, and environmental stewardship.

Enigma Wharf

Council has expanded its Community Safety Officer patrols to include Enigma Wharf, in response to issues/incidents raised during Drowning Prevention Working Group meetings, including incidents involving minors breaching the safety fence. Where vandalism or anti-social behaviour is identified, SAPOL is promptly notified to ensure appropriate follow-up and enforcement.

Over the past 12 months, SAPOL has reported low levels of activity and few incidents in the wharf area. This is attributed to the increased patrol presence, particularly through Operation Jericho, which has proven to be an effective deterrent.

In addition, GSLSC conducts regular patrols through the marina and confirmed that no reports of anti-social behaviour were received during this period. However, they note that the high volume of boat traffic in the area poses significant risk to swimmers, requiring heightened vigilance and careful navigation during patrol operations.

These coordinated efforts reflect a proactive and collaborative approach by Council, SAPOL, and GSLSC to maintain public safety and deter inappropriate behaviour across key waterfront locations.

Beach Entry Signage and Emergency Response Location Markers

All current beach entry point signage across the Council area is consistent with the latest Surf Life Saving Australia (SLSA) national design standards. The only variation is the inclusion of the new Emergency Response Location Marker (ERLM), displayed in a green box.

Two newly installed signs at Brian Nadilo Reserve and Glenelg Beach now feature the updated green ERLM stickers, incorporating the What3Words system.

What3Words is a location-based technology that divides the globe into a grid of 3m x 3m squares, assigning each square a unique combination of three words. This system offers a simple and highly accurate method for identifying specific locations, particularly in areas where traditional addresses may be unclear or unavailable. It is especially valuable for guiding emergency services directly to the precise site of an incident.

For example, instead of using GPS coordinates, a What3Words address might be “apple.banana.orange,” which can be entered into the app or website to pinpoint the exact location on a map.

Emergency services currently use What3Words as part of their ERLM protocols. The app is freely available and allows users to search for any location using the designated three-word sequence. To support emergency response efforts, it is essential that the What3Words location marker is clearly displayed in the top right-hand corner of prominent signage at each beach access point, particularly in remote or high-traffic areas.

Beach Patrol

Glenelg Surf Lifesaving Club (GSLSC)

Volunteer patrols at Glenelg Surf Lifesaving Club (GSLSC) commenced in the second week of October, aligning with seasonal adjustments due to Easter falling later in the year. Patrols have been active on weekends and public holidays.

Key activity highlights include:

- 88 individual patrols conducted to date
- Approximately 4,800 surveillance hours logged, excluding additional hours contributed during training sessions where volunteers remain alert to beach conditions

- One major rescue performed near the breakwater
- 31 first aid incidents managed
- Support provided in locating three lost children
- 230 preventative lifesaving actions undertaken to mitigate potential risks
- No shark sightings reported during patrol hours

In addition to patrol duties, both GSLSC and Surf Life Saving South Australia (SLSSA) have delivered water safety programs for international students, with SLSSA confirming Glenelg's strong performance and leadership in facilitating these initiatives.

SLSSA Lifeguard Services, Glenelg Beach (2025-26 Season)

Council commissioned SLSSA to deliver professional lifeguard services to Glenelg Beach from 1 December 2025 to 27 February 2026, covering 61 weekdays (excluding public holidays). Two qualified lifeguards were stationed daily from 12:00pm to 6:00pm, providing a vital safety presence during peak beach visitation.

Recognising the profound human cost of fatal drownings, SLSSA highlights the immeasurable value of life. An independent Deloitte assessment estimates the annual value of lifeguard services provided to the City of Holdfast Bay at \$7.9 million, reflecting significant cost savings and wider social, health, and economic benefits, including injury prevention, reduced pressure on emergency services, and strengthened community trust in beach safety.

Core Lifeguard Duties and Qualifications

SLSSA lifeguards are nationally certified in First Aid (HLTAID011), Advanced Resuscitation (HLTAID015), and aquatic rescue (Bronze Medallion / Certificate II in Public Safety). Their responsibilities include:

- **Life Saving Patrols** - beach assessments, safe swimming zone designation, and public safety advisories.
- **Emergency Rescues** - seven rescues were conducted during the previous season, primarily due to poor swimming ability, jetty jumping, and tidal activity near the northern breakwater.
- **First Aid Response** - treatment of injuries including abrasions, lacerations, and oxygen delivery.
- **Public Education** - promoting surf safety and hazard awareness.
- **Tourism Support** - providing information and assistance to beachgoers.

Incident Trends and Risk Areas

The northern breakwater remained a high-risk zone, with lifeguards frequently intervening to prevent injuries and discourage unsafe behaviour. Jetty jumping continues to be a recurring issue, contributing to multiple incidents, including one that required ambulance attendance. Lifeguards have remained vigilant, even responding to emergencies after hours, prompting SLSSA to enhance the availability of rescue equipment.

Service Enhancements and Management

SLSSA provides a fully managed service, including recruitment, training, supervision, and reporting. For the 2025-26 season, additional assets will be deployed to strengthen patrol capabilities:

- Side-by-Side Vehicle (SSV)
- Rescue Watercraft (Jet Ski)
- RPAS (Drone)
- Live Camera Streaming to a remote support team for real-time monitoring

The SLSSA Lifeguard Service continues to play a critical role in maintaining safety at Glenelg Beach. With skilled personnel, expanded resources, and a proactive approach to risk management, the partnership between SLSSA and the City of Holdfast Bay remains essential to reducing incidents and ensuring a safe coastal environment for all.

Dry Zone and Declared Public Precinct Alignment

SAPOL advised that the declared Public Precinct implemented part way through the summer proved effective through active policing of the area.

The dry zone in Glenelg is now enforced year-round. SAPOL is currently working to align the boundaries of the dry zone with the designated Public Precinct. This alignment will require formal approval from the Attorney General via SAPOL's submission requesting a temporary Declared Public Precinct for the 2025-2026 season.

Aligning these boundaries will enable the implementation of additional conditions and extended policing hours. Feedback from licensees and traders has been favourable, particularly regarding the effectiveness of Operation Jericho within the precinct.

Glenelg Seasonal Safety

SAPOL's Operation Jericho commenced on Thursday 30 October 2025 and will run through to Wednesday 15 April 2026. This targeted initiative will deliver increased daily patrols during both daylight hours and in the evenings across the Glenelg precinct. The operation will focus specifically on addressing anti-social behaviour and behavioural offending, particularly around licenced premises and along the foreshore, to help ensure a safe and welcoming environment for the community and visitors.

Peak season awareness campaign

Council is providing support to SLSSA with the peak season awareness campaign using Council's channels of VMS, bin corflutes, social media and Council's 'Our Place' magazine to convey SLSSA messaging.

Council Administration has worked closely to support Surf Lifesaving SA's beach safety campaigns to increase public awareness. Council has provided bin signage infrastructure in key beach side locations which includes the following:

- Bin 25 - Moseley Square (adjacent Glenelg Jetty)
- Bin 28 - Moseley Square (in front of the Glenelg Foreshore Reserve Playspace)

- Bin 29 - Moseley Square (Brian Nadilo Reserve)
- Bin 30 - 19 Holdfast Promenade, Glenelg
- Bin 55 - Colley Terrace (fence signage)

These remain in place throughout the summer period.

Beach safe messages will also be incorporated into the Variable Message Signs (VMS) scripts in which Council manage along the Glenelg foreshore.

Conclusion

Since its establishment in December 2017, the Council-led stakeholder group has demonstrated a strong and sustained commitment to enhancing community safety through strategic collaboration. By bringing together key agencies, including SAPOL, DEW, DIT, SLSSA, GSLSC, and Council representatives, the group has fostered a unified approach to managing seasonal risks and promoting public awareness.

The group ensures proactive planning ahead of the summer season and reflective evaluation post-season. This consistent engagement has enabled timely interventions, improved coordination of safety initiatives, and strengthened the collective capacity to respond to emerging challenges. The partnership continues to serve as a model for inter-agency cooperation, reinforcing the Council's dedication to safeguarding residents and visitors alike.

Budget

Annual cost of the professional lifeguarding service for the 2025-2026 season is \$49,532.00.

Beach Safe promotional support has been provided at no cost, as existing signage has been repurposed using unchanged campaign messaging supplied by SLSSA.

Life Cycle Costs

Not applicable

Strategic Plan

Our Holdfast Strategic Plan 2050 +

Council Policy

Council By-laws

Statutory Provisions

Local Government Act 1999, section 253

Harbors and Navigation Act 1993, sections 18(1) and (4)

Coroners Act 2003

Written By: General Manager, Community and Business

General Manager: Community and Business, Ms M Lock

Item No: 15.6

Subject: LIBRARY SERVICES REPORT 2024-25

Summary

This report provides an overview of library services delivered in 2024–25, with a focus on how library programs and collections continue to strengthen community connections and support lifelong learning across the City of Holdfast Bay.

Recommendation

That Council notes the report.

Background

This report, together with the attached Libraries Impact Report 2024–25, showcases the vital role libraries play in fostering community connections. Increasingly recognised as trusted hubs for engagement, libraries offer safe, welcoming spaces where individuals and groups can seek support, build friendships, and access a wide range of resources—from information and programs to technology. In 2024–25, Holdfast Bay libraries at Glenelg and Brighton served 187,659 visitors, facilitated the borrowing of 422,242 items, and welcomed 1,383 new members - bringing total membership to 12,595. Operating seven days a week at Glenelg and six days at Brighton, our dedicated team of 17.5 FTE continues to innovate and tailor services that reflect and respond to the evolving needs of the Holdfast Bay community.

Refer Attachment 1

Report

Learning Programs

With over 3,600 weekly visitors, Holdfast Bay libraries are widely recognised as safe, welcoming spaces where community members feel supported and valued. Library staff are trusted for their assistance and consistently praised for their service, reflected in an impressive 8.6 rating in the 2024–25 Quality of Life Survey. During the year, 21,612 people participated in library programs designed for seniors, children and parents, youth, newcomers, and those experiencing social isolation.

Customer feedback collected through the 2024–25 Public Libraries SA survey underscores the library's enduring relevance:

“Libraries have always been a part of my life. I find I have used them for different reasons at different stages in my life. With young children, it was a wonderful resource. They loved weekly story time and choosing books for the week. As a full-time worker now, with less free time, I access audiobooks through Libby to listen to during my commute. When I retire, I think I will visit the library in person more

and will be interested in attending talks and researching new hobbies. I think they are such a vital and vibrant part of our community, relevant for all ages and life stages.”

Library programs offer free or low-cost opportunities for lifelong learning, creativity, literacy, and social connection, empowering individuals and fostering a sense of belonging in an inclusive community.

Program Highlights

- Home Library Service, delivered to 80 residents, with monthly book chats at Alwyndor and outreach to aged care homes supporting those facing isolation due to illness, disability, or circumstance.
- Community Support staff responded to the cost-of-living crisis by helping users access housing, food, and health services. Training was expanded to manage complex behaviours, and a Social Worker support program is under consideration.
- Public computer use rose by 4%, totalling 14,797 sessions. Digital literacy support was provided to 338 participants through one-on-one technology help and workshops covering AI, ChatGPT, scams, social media, device navigation, digital photos, online services, and cyber safety.
- Community connection programs included Mandarin and English conversation classes, book clubs, craft groups, youth workshops, and study support.
- Science, Technology, Engineering, and Mathematics (STEM) Engagement, Robotics, STEAM Mates, Crafternoon Club, Code Club, and Play at the Bay holiday programs, alongside regular visits to kindergartens and schools.
- Early literacy programs engaged 14,169 children aged 0–5 through weekly sessions including Wriggle ‘n’ Rhyme, Toddler Time, Rock ‘n’ Read, and Sensory Hour. These sessions are aligned with the Early Years Learning Framework and reinforce the “Words Grow Minds” initiative led by the South Australian Government and Raising Literacy Australia.
- Babies Day Out, held in November 2024, this event welcomed 300 babies, toddlers, and parents for child-focused library sessions, connections with local service providers, and developmental support from speech and occupational therapists.

To overcome space limitations, the library team expanded program delivery to outdoor and community venues including the Brighton library courtyard and lawn, Colley Reserve, Glenelg beach, and Glenelg North and Holdfast Bay community centres, strengthening connections with readers and learners across the region.

Facility Improvements

In 2024-25 the Glenelg library toilets were upgraded to improve access and work commenced to repair the lift. Brighton Library roof leak repairs and sewer replacement were completed.

Contemporary Collections

Holdfast Bay libraries maintain a dynamic collection of 60,000 items, with a strong average turnover of 6.3 loans per item, reflecting high community engagement. As part of the One Card network, which connects 140 public libraries across South Australia, members enjoy access to over 3 million items. To reduce wait times and improve access, staff actively monitor hold lists, expand high-demand titles, and offer express loans to ensure materials circulate quickly while maintaining on shelf availability for browsing.

In 2024–25, readers borrowed a total of 422,242 items. Of these, 311,242 (74%) were physical materials, including books, DVDs, and magazines while 111,000 (26%) were digital resources such as eBooks, eAudiobooks, online magazines, and newspapers.

Collection innovation included:

- Sports equipment library was launched in partnership with the Hold Up Youth Committee.
- Toy and Sensory kits were purchased for loan, supporting inclusive learning through tactile play and STEM engagement.
- Educational toy collection was introduced to support developmental learning.
- Enhancement of the Teen collection by establishing a dedicated space and expanding the range of graphic novels to better reflect diverse interests and reading preferences.
- Ongoing monitoring of loan statistics and turnover optimised the collection budget.

2025-26 Priorities

Holdfast Bay libraries received a \$9,900 grant from the Australian Library and Information Association, in partnership with the Office for Social Cohesion within the Department of Home Affairs, to deliver six programs aimed at strengthening community connections. These initiatives are built around regular adult and children's programming and reflect the library's role as a hub for inclusive engagement.

Collection trends continue to show strong growth in digital access, alongside increasing demand for toys, tools, and kits that support inclusive learning and developmental play. Looking ahead, a *Library of Things* is in development, offering household items, tools, and technology for loan. This initiative promotes sharing, reuse, and supports the principles of a circular economy.

The *One Card 2.0 Review*, led by the Libraries Board and the Local Government Association, will continue to explore improvements to the statewide library network.

Meanwhile, the Local Government Association's campaign "*How Good Are Libraries*" is underway, highlighting the value of libraries beyond books. As the LGA South Australia notes, "*More than just books: How you can save by borrowing from your local library.*"

Conclusion

To broaden participation in lifelong learning across Holdfast Bay, Council aims to engage individuals who have traditionally had limited access to, or, have not previously used

community hubs such as libraries and community centres. By identifying and addressing barriers to participation, the goal is to create more inclusive pathways that welcome diverse members of the community, including those who may be socially isolated, new to the area, or unaware of the services available.

In addition, Council is committed to improving digital access for all residents through targeted programs delivered via its libraries and community centres. These initiatives are designed to bridge the digital divide by providing access to technology, internet services, and digital literacy support, ensuring that every member of the community has the opportunity to connect, learn, and thrive in an increasingly digital world.

Budget

2024-25 net expenditure: actual \$1,790,000 vs budget \$1,800,000

Life Cycle Costs

Library buildings depreciation and maintenance, technology replacement.

Strategic Plan

Actions 2020 – 2023

Increase the range of people who take part in lifelong learning and benefit from Council-run community hubs (Libraries and Community Centres) by targeting those who normally do not use or cannot access them.

Improve the community's digital access and through facilities and programs in Council's libraries and community centres.

Council Policy

Not applicable

Statutory Provisions

Libraries Act 1982

Written By: Manager Customer Experience and Library Services

General Manager: Community and Business, Ms M Lock

Attachment 1

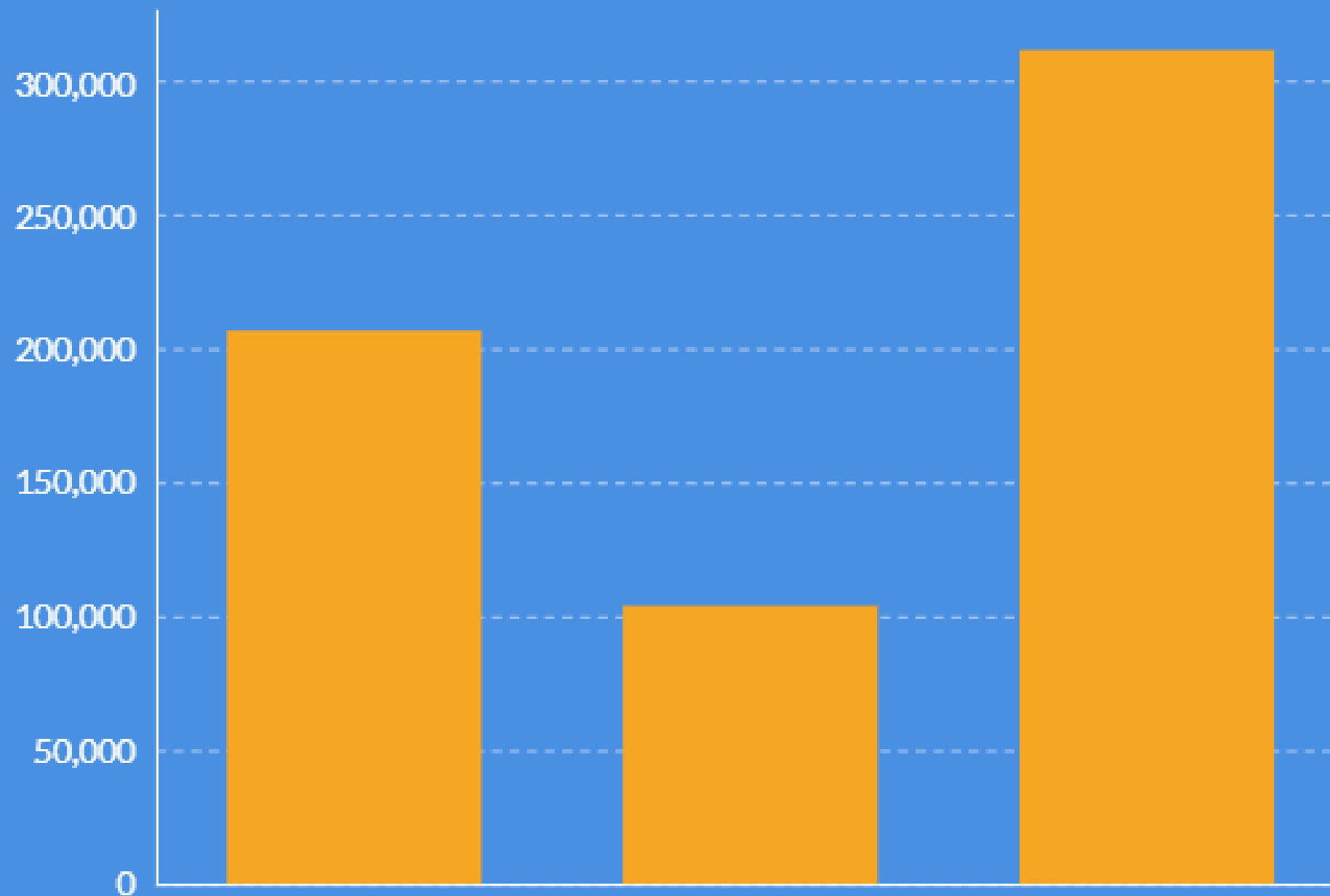
Holdfast Bay Libraries Impact 2024-2025



Holdfast Bay Libraries had a significant impact promoting literacy, lifelong learning, high customer satisfaction and community wellbeing during the 2024-2025 year.



12,595 people were Holdfast
Bay Library members



Initial loans

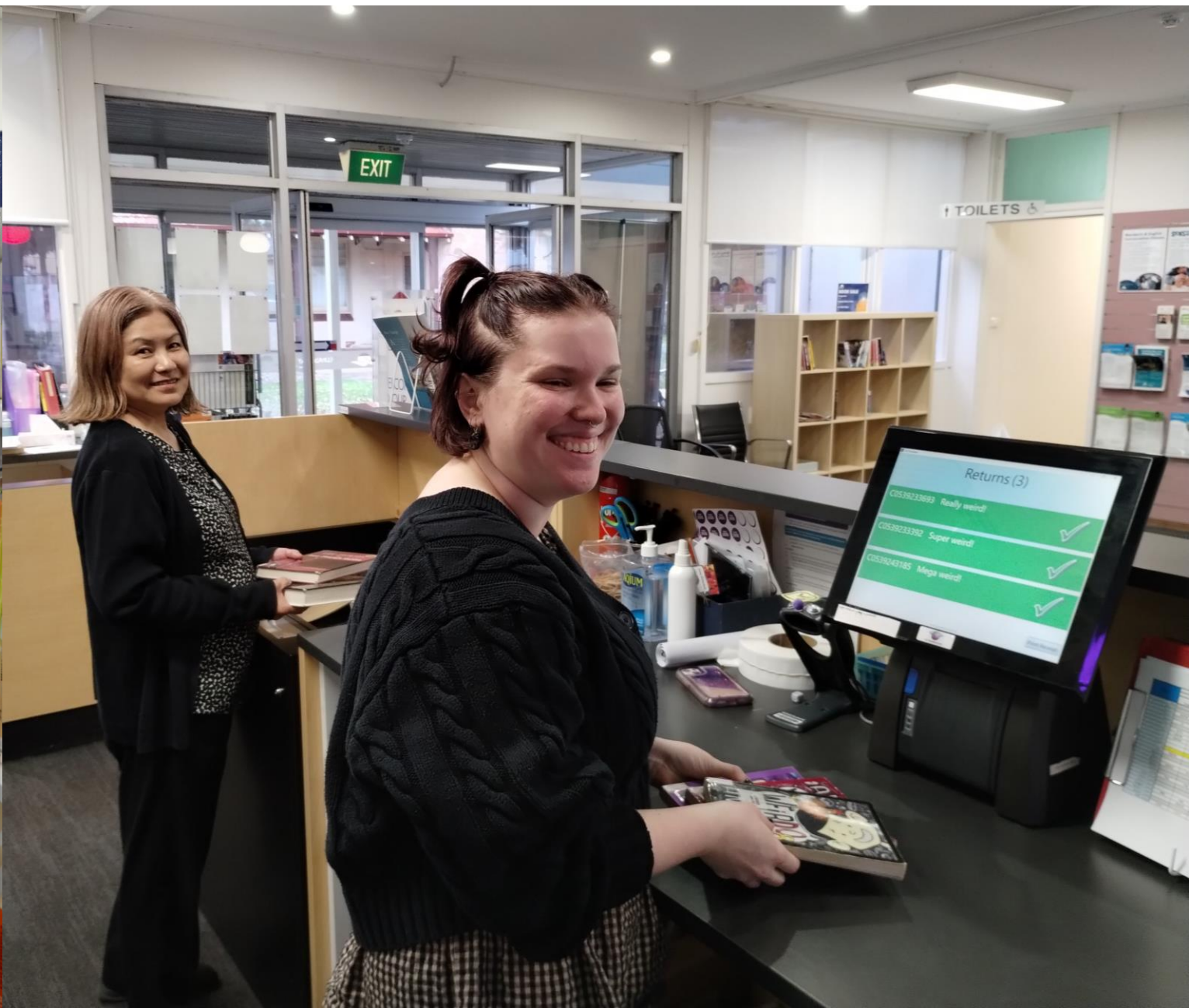
Renewals

Total loans

Physical items borrowed



311,242
physical items
were
borrowed





Early Literacy Programs

13,997 people attended Early Literacy Programs





SPOT

Paediatrics
Speech Pathology & Occupational Therapy

Speech Therapy

Occupational Therapy

Why Talk, Play, Read, Sing?

See us 4-5 times a week for a variety of fun, interactive activities during their first three years.

Ski



School Holiday Programs

1,174 people attended **53** school holiday programs





Digital Loans

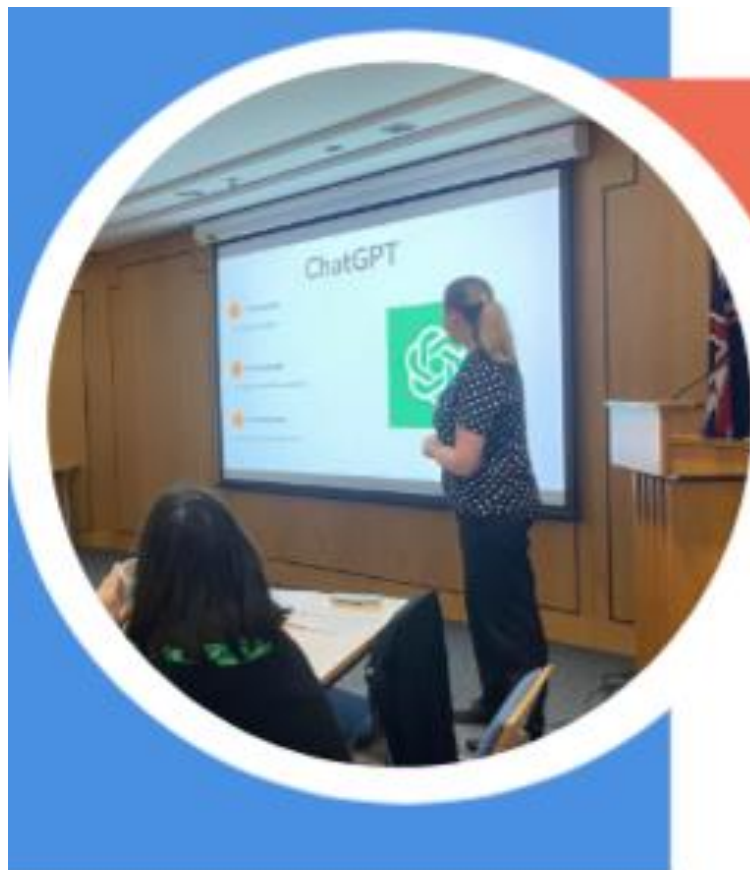
111,725

digital items were borrowed, and
the Libraries SA App was
accessed **97,488** times



422,967

total loans including
physical and digital items



Digital Literacy

388 people attended **177** digital literacy programs including group sessions and 1:1s



117

digital items were purchased to reduce wait times for **159** Holdfast borrowers





99.34%

of new collection items
were borrowed 2 or
more times in their first
6 months

Collection type	Average amount of times borrowed for the year
Children	9.29
Adult	5.57
Teen	4.09



Collections

We completed **52** purchase requests and actioned **26** interlibrary loans from the State Library of South Australia

80

people gained access to the collection with our Home Library service



150

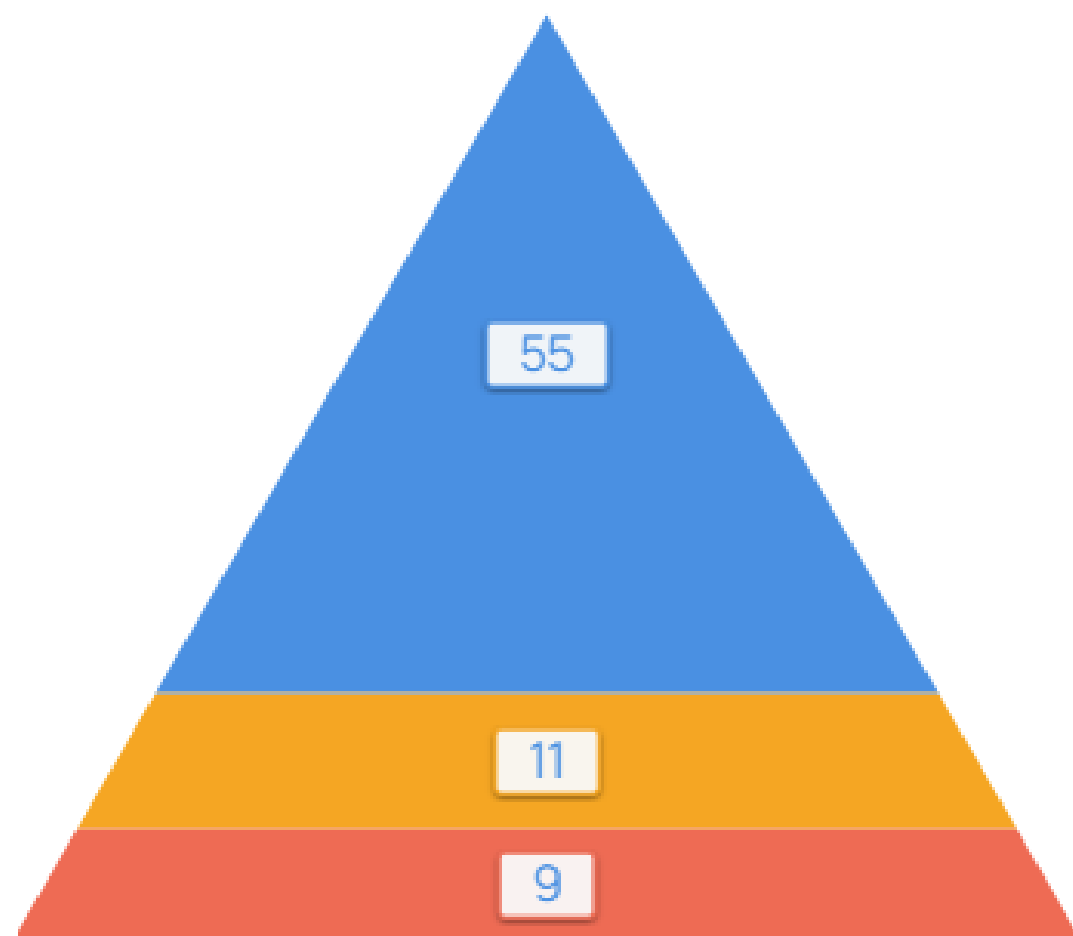
people were part of a book club



225

people attended Writer's Week streaming in Brighton Library





- Teen Switch
- Sensory Tubs
- Words Grow Minds Literacy Kits

The average borrow times for new collections saw Teen Switch borrowed **9** times, Sensory Tubs **11**, and WGM Literacy Kits **55** times



Community Events

We held **25** adult community events and **78** adult community programs





1,360

children were entertained at our library craft stalls over 3 Council events



Key Highlights

The library saw high program attendance, strong customer engagement, and popular new collections in 2024-2025!



Item No: 15.7

Subject: CIRCULAR HUB CONCEPT AND ACTION PLAN

Summary

At the Council meeting on 22 August 2023 Council endorsed the development of a Circular Hub Concept and Action Plan.

A concept and action plan have been developed and are provided for Elected Members' information.

Recommendation

That Council notes the Circular Hub Concept and Action Plan.

Background

At the Council meeting on 22 August 2023 Council endorsed the development of a Circular Hub Concept and Action Plan.

The circular economy is a transformative approach to waste management and economic development that moves away from the traditional "take-make-dispose" model. Instead, it focuses on:

- using fewer natural and raw materials;
- keeping products in use for longer; and
- designing out waste and pollution.

The vision is to create a system where resources circulate more effectively within the local economy, leading to improved economic prosperity, environmental sustainability, and community wellbeing.

A Circular Hub is a facility that supports a circular economy by providing the community with convenient access to a range of goods and services, which may include:

- makerspace and repair hub – to design, make and repair items;
- library of things – to loan equipment rather than buying new;
- community garden;
- resource drop-off point for used clothing and recycling; or
- circular education centre.

This plan has been developed and is appended for Elected Members' information.

Refer Attachment 1

Report

Administration engaged Rawtec in 2023 to develop the Circular Hub Concept and Action Plan. The deliverables were to:

- provide Council with an understanding of the benefits, risks, and high-level costs of establishing a circular hub in the City of Holdfast Bay;
- identify and recommend a potential location for the Circular Hub, activities to be undertaken at the site, and related infrastructure/equipment needs;
- identify potential operational models for the site and stakeholders to engage; and
- be provided to Elected Members for review and potential endorsement.

The plan includes projected visitation; identifies and tests potential locations, considers operational models and provided potential capital and operational costing.

A Circular Hub provides environmental, community, and economic benefits, including:

- reduction in waste generation;
- keeping products circulating at their highest and best-use through initiatives such as repairing, re-using, renting/sharing instead of owning, and buying second-hand goods; and
- reducing costs of living, connecting community, improving knowledge, and skills transfer.

Potential locations considered in the plan included existing Council facilities and a leased facility, recommending the use of the Holdfast Bay Community Centre.

Work on a Circular Hub has not progressed as future use of the Community Centre needs to be determined through the strategic property review prior to making changes and investment.

Ongoing services that support a circular economy exist within our community, including community gardens, charity stores, public libraries and recycling drop-off points. Opportunities for circular services within existing budgets will be implemented as applicable. Investment in circular services is to be considered in line with future levels of environmental and climate investment.

Budget

There is no budgetary implication of this report.

Life Cycle Costs

Not applicable

Strategic Plan

Holdfast 2050+ Sustainability outcome statements:

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

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

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

Holdfast 2050+ Sustainability Actions 2023-30:

Action – Decrease the level of household and business waste that goes to landfill.

Measure – Increase in the number of circular economy businesses.

Holdfast 2050+ Sustainability Aspirations 2030s:

Local businesses have adopted sustainable practices and technologies, and we have attracted more green businesses

Holdfast 2050+ Sustainability Aspirations 2040s:

The majority of businesses in the city employ a circular or cradle-to-cradle philosophy (including for their supply chain) to minimise waste where possible.

Holdfast 2050+ Sustainability Aspirations 2050s:

We send zero waste to landfill.

Holdfast 2050+ Innovation outcome statements:

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

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

Council Policy

Waste Management Policy

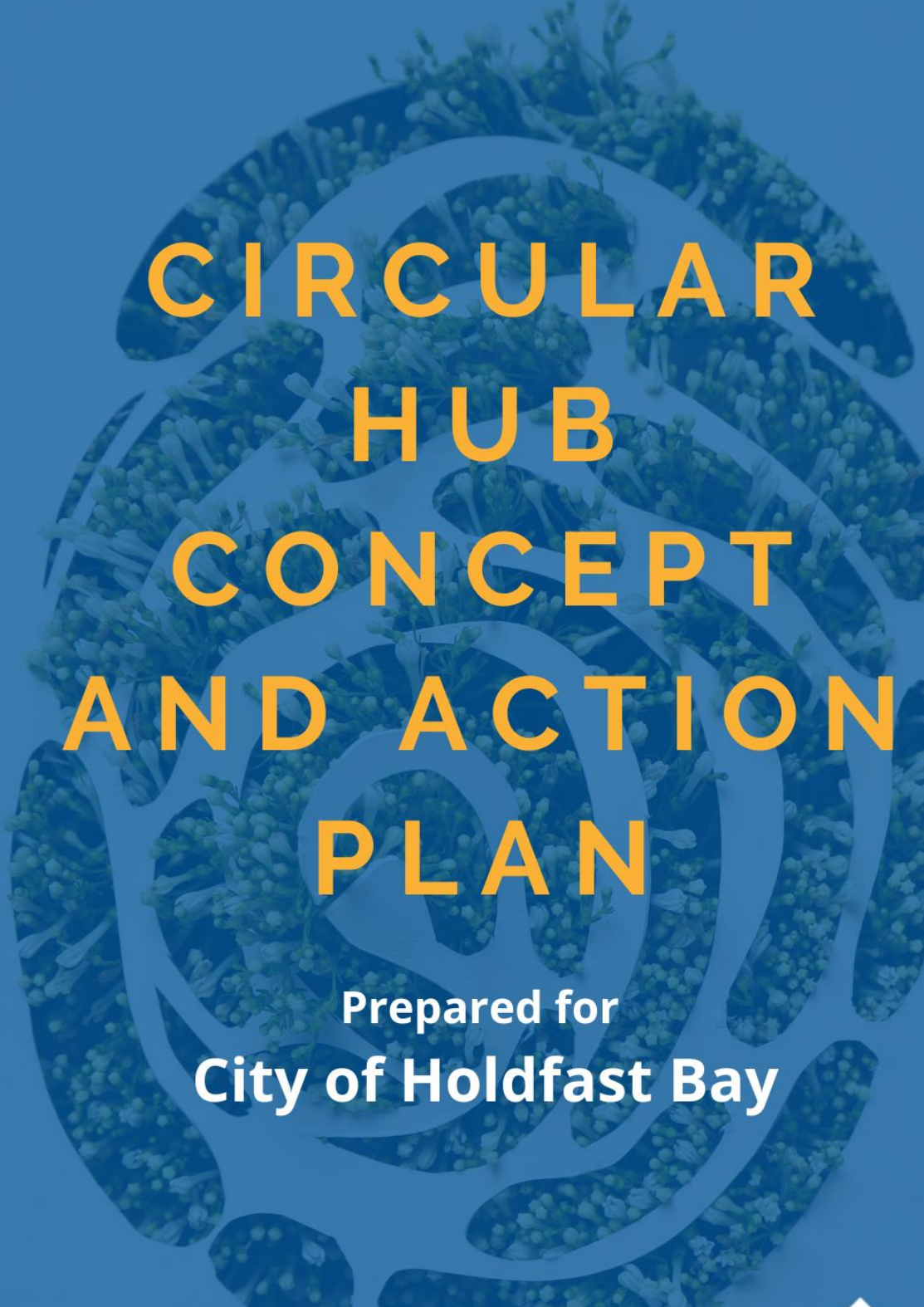
Statutory Provisions

Not applicable

Written By: Environment Officer, Waste and Sustainability

General Manager: Assets and Delivery, Ms C Hughes

Attachment 1



CIRCULAR HUB CONCEPT AND ACTION PLAN

Prepared for
City of Holdfast Bay

Document verification

Date	Version	Title	Authors	Reviewed by	Approved by
21/12/23	Final	City of Holdfast Bay Circular Hub Concept and Action Plan	K Heinrich & L De Garis	M Rawson	K Heinrich

About Rawtec

Rawtec is an independent, leading Australian consultancy specialising in the circular economy, sustainable resource use and waste management. Since 2007, Rawtec has assisted hundreds of clients including multinational organisations, federal and state government departments, industry bodies, local councils, not-for-profit organisations, tertiary institutions, and private companies.

www.rawtec.com.au

Acknowledgements

We acknowledge the Kurna people as the traditional custodians of the land on which we live and work. We respect their spiritual relationship with Sea and Country and acknowledge their Elders – past, present, and emerging. We pay our respect to the cultural authority of Aboriginal and Torres Strait Islander peoples from other areas of South Australia and Australia.

We would like to thank the following people (listed alphabetically) who provided information and valuable insights for this Circular Hub Concept and Action Plan: Ania Karzek, Brendan Kelly Carol Skyring, Erica Gurner, Frances Rogers, Jacky Barker, Luke Tansell, Mathew Walsh, Shani Wood, Tania Paull, and Virginia Miller.

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Executive summary

The City of Holdfast Bay (CoHB) is a leader in environmental action. Council is exploring the opportunity to develop a Circular Hub. This initiative will provide the community convenient access to a range of circular goods and services. It will enable residents to live a more sustainable lifestyle and reduce their climate impact. Council engaged Rawtec to develop a Concept for the Circular Hub to better understand this opportunity. This Plan outlines Circular Hub activities, potential locations, operational models, costs, benefits, risks, and next steps.

Concept

Circular Hub activities

The Circular Hub concept includes a:

- Makerspace and repair hub: to undertake activities like repairing furniture, mending clothing, and making items using circular production methods that reduce waste (like laser cutting, 3D printing).
- Library of Things: for the community to loan infrequently used items, such as camping gear, specialised cooking equipment, power tools, gardening tools, party gear, etc.
- Community garden: including a bush tucker garden, native flowers, a space for teaching people circular gardening principles to support biodiversity and local food production, and hosting tree giveaways.
- Resource drop-off: to provide convenient drop-off point for small, problematic waste items (e.g. laptop, textiles), which would then be sent offsite for recycling or reuse.
- Circular Education Hub / Multipurpose room: a space for use by community groups, schools, etc. to teach circular principles and practices, green living workshop location, and Kaurna cultural learning. In addition, this space includes a surplus food point for local supermarkets/food service organisations drop off unsold and surplus food for the community to collect.

Expected benefits

The Circular Hub will benefit the environment, community, and broader economy. Expected outcomes include reducing resource consumption, lowering waste generation, knowledge and skills development, business innovation, improving mental health, strengthening community connections, and economic development. As a leading initiative, it can help accelerate SA's transition towards a circular economy.

Developing a Circular Hub aligns with policies from all levels of government. It will empower the community to substantially lower its climate impact (see box).

Circular Hub and Reducing Climate Impacts

45% of global GHG emissions that are directly related to the way in which products, materials, and food are designed, produced, and used in our current extractive economy.¹ Developing a Circular Hub is a leading initiative, which will equip Holdfast residents with the knowledge, tools, and resources to tackle these emissions.

¹ Ellen McArthur Foundation (2023). The circular economy: a missing piece in city climate action plans? Access [link](#).

In addition to the above benefits, the Circular Hub will deliver an estimated \$350,000 of value to the community per year. This includes value from loaning out items, repairing items, using specialist equipment (like the laser cutter and 3D printer), and other activities at the Circular Hub.

Projected Visitation

We estimate the Hub will attract around 50-55 new visitors per week. This equates to 2,700 unique visitors per year (or 7% of the Council's population). Many of these visitors would take part in more than one activity/event during the year.

Currently, 22% of residential properties in CoHB are Multi-unit dwellings/apartments (MUDs). MUDs and inner-city properties with small property footprints generally lack access to the activities identified (tools, makerspaces, gardening etc.). The Circular Hub can provide these services to those residents. Mega-trends also show CoHB is growing in population², increasing property prices³, and lacks undeveloped land. This will lead to shrinking property footprints, and a greater demand for Circular Hub activities.

Potential locations

We reviewed nine potential locations, identifying two as preferred: the Holdfast Bay Community Centre, and the Brighton Over 50's Club. Both are located centrally within council and are near target demographics for the Hub. We recommend the Holdfast Bay Community Centre as the best location for the Circular Hub. The head lease has been returned to council, which simplifies renovation and adaptation. The Circular Hub would only occupy around half of the building footprint of the Holdfast Community Centre. The rest of the space would be available for Council to use for other activities.

We understand that Council has explored, but not approved, redeveloping the Brighton Civic Centre. Should this redevelopment proceed in the future, then Council could move the Circular Hub to the Civic Centre. This may allow for improved facilities and integrated activities, should there be a net benefit in doing so.

Operational models

A range of operational models were explored. The preferred options are:

- CoHB owned & fully operated (with staff and volunteers)
- CoHB owned and managed by staff with leased spaces/facilities to organisations and groups that bring expertise/skills in running circular initiatives
- Or potentially a hybrid of the above

Upfront costs

Estimated upfront costs for establishing the Circular Hub at the Holdfast Bay Community Centre total \$398,000. This high-level budget includes site renovations/upgrades, purchase of machinery and equipment, fire safety systems and equipment, establishment of a community garden, furniture, climate control, signage, and end-of-trip facilities. If the makerspace excludes a laser cutter (1x \$100,000 machine), then the cost reduces to \$298,000. We recommend the CoHB apply for infrastructure grant

² Holdfast Bay population increased by 16% from 2001 to 2023
(<https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA42600>)

³ Glenelg South Median House Price increased 549.0% from 1993 to 2018
(https://www.aussie.com.au/content/dam/aussie/documents/home-loans/aussie_25_years_report.pdf)

funding through Green Industries SA. Grants of up to \$200,000 are likely to open early next year. This would reduce upfront costs to \$98,000 if successful.

Ongoing costs

Net operating costs to Council are estimated at \$133,000. This is based on:

- Operating costs include costs for staff to run the facilities and manage volunteers/ partner community groups. The budget estimate also includes costs for maintaining equipment and machinery, utilities, insurance, subscriptions, consumables, cleaning, and waste management.
- Income from membership fees and facility hire. It is possible to further offset operating costs by growing membership base/ activities and/or leasing out spaces in the Hub to co-locate circular businesses (like repairers or second-hand retailers).

Risks and mitigation measures

There are risks for operating a Circular Hub, such as safety hazards, under resourcing, and low membership/use. Each risk can be managed through mitigation measures. These are identified in Section 4.4 of the report.

Action plan

Developing a Circular Hub strongly supports Council's policy objectives for sustainability, wellbeing, and innovation. Progressing this initiative is aligned with Council's leadership position on tackling waste and climate change. We recommend the CoHB undertake the following actions to further develop this initiative in consultation with the community.

Action	Timeframe
Report back to Council on Concept and Action Plan	Feb-Mar 2024
Community and stakeholder consultation on Circular Hub activities	Apr-May 2024
Update Concept (if needed) based on consultation findings	Apr-May 2024
GISA grant funding application	May 2024
Call for expressions of interest from community groups/businesses to get involved	Jun-Aug 2024
Confirm operating model	Sep 2024
Council approval for detailed design and planning	Oct 2024
Detailed design and planning	Nov-Dec 2024
Council approval for site redevelopment/ construction	Jan 2025
Site redevelopment/ construction	Mid 2025
Launch	Late 2025



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Section 1 -

The Concept

1.1 Background

The City of Holdfast Bay (CoHB) is a leader in environmental action. The Council has a vision that:

“All waste generated by Council and the community is reused, repurposed, reimaged, recycled or composted. Stormwater is valued, collected, and used to green our environment.

Environment Strategy 2020-2025

The Council recently implemented the Weekly FOGO program; a state-leading initiative. The community has embraced this service change and achieved a step-change in food waste diversion from landfill.

Council spends approximately \$4 million per annum on waste and recycling services for its community. It has committed \$20,000 per year in waste education – less than 0.005% of its waste budget. The Council has an opportunity to further invest in programs and initiatives aimed at helping the community to reduce their waste.

The Council has expressed interest to continue to support its community through potentially developing a Circular Hub. This initiative will help meet growing community expectations and deliver many other benefits to the environment, community, and broader economy. As a first step, the CoHB engaged Rawtec to develop a Concept and Action Plan for the Circular Hub to identify:

- Activities that could be accommodated
- Locations that may be suitable
- Potential operational models
- Risks, costs, and benefits that the Circular Hub could provide to the CoHB.

We took the following steps to develop the Concept and Action Plan:

1. Kick-off meeting with working group (consisting of internal stakeholders) to introduce project and provide an overview of the project objectives, methodology, and timelines.
2. Interviews with internal stakeholders to identify potential sites, activities, and operational models for the Circular Hub.
3. Interviews with organisations running circular initiatives, including Makerspace Adelaide and the City of Sydney Library of Things, to identify considerations for operating these initiatives.
4. Data collection and analysis of potential costs for running a Circular Hub
5. Summary of findings (this report), which we will present to the working group for feedback and further input.

1.2 What is a Circular Hub?

A Circular Hub is a facility that provides the community with convenient access to a range of circular goods and services, such as:

- Makerspace and repair hub: to design, make and repair products
- Community garden: grow fresh produce and natives using compost, and teaching people circular gardening principles to support biodiversity and local food production, tree giveaways

- Circular education centre: bringing community groups, schools, etc into teach circular principles and practices, green living workshop location, Kaurua cultural learning.
- Library of Things: to loan equipment
- Resource drop-off: to provide convenient drop-off point for small, problematic waste items (e.g. old laptop, textiles), which would then be sent offsite for recycling or reuse

Rationale for a Circular Hub

Residents can reduce their waste generation and keep products circulating at their highest and best-use through initiatives such as repairing, reusing, renting/sharing instead of owning, and buying second-hand goods. However, they face many barriers to action:

- lack of awareness
- lack of access to circular goods and services in local areas⁴, and/or
- inconvenience (especially difficult in busy, modern lives).

The Council can help residents overcome these barriers by developing a Circular Hub – a one-stop-shop providing convenient access to a range of circular services.

Furthermore, the Council these are many synergies and cost-efficiencies by co-locating circular facilities and initiatives, rather than spreading them across the council.

1.3 Expected benefits

Developing a Circular Hub is a leading initiative expected to deliver many benefits, including:

- **Environmental:** reducing waste to landfill, keeping products circulating at their highest and best use, reducing consumption of virgin resources, regenerating the natural environment, and tackling climate change. Environmental benefits will be realised through the:
 - Repair Hub
 - Resource drop-off point
 - Community Garden
 - Library of Things
 - End of trip facilities (promoting active and public transport)
 - EV charging stations
 - Solar panels and battery
- **Community:** reducing costs of living, connecting community, improving mental health, knowledge, and skills transfer, providing opportunities for the community to reduce its environmental impact. The community is at the forefront of the Circular Hub concept, including:

⁴ Behaviour research undertaken through focus groups facilitated by RESYNTEX in five European countries found that convenience drives disposal decisions and individuals would be less likely to donate their clothing if they had to travel more than seven minutes from their home.

- Repair hub
- Makerspace
- Community Garden
- Circular Education Centre
- Library of things
- DDA compliant facilities
- Kaurua inclusive signage
- **Broader economy:** supporting SA's transition towards a circular economy, providing a space that supports circular innovation, organisations, businesses, and not-for-profits. The broader economy will benefit through the Circular Hub's reduction of barriers to repair, making, and knowledge acquisition. These benefits will be realised through the:
 - Repair Hub
 - Makerspace
 - Library of Things
 - Circular Education Centre
- **Leadership:** the first of its kind in SA and potentially across Australia, potential to access grant funding due to being a leading initiative. The activities we have identified as being central to the circular hub are not new, but it is groundbreaking to include them together as a Hub, to synergise, and foster Circular Economy principles within the community.



Figure 1- Expected benefits of a Circular Hub

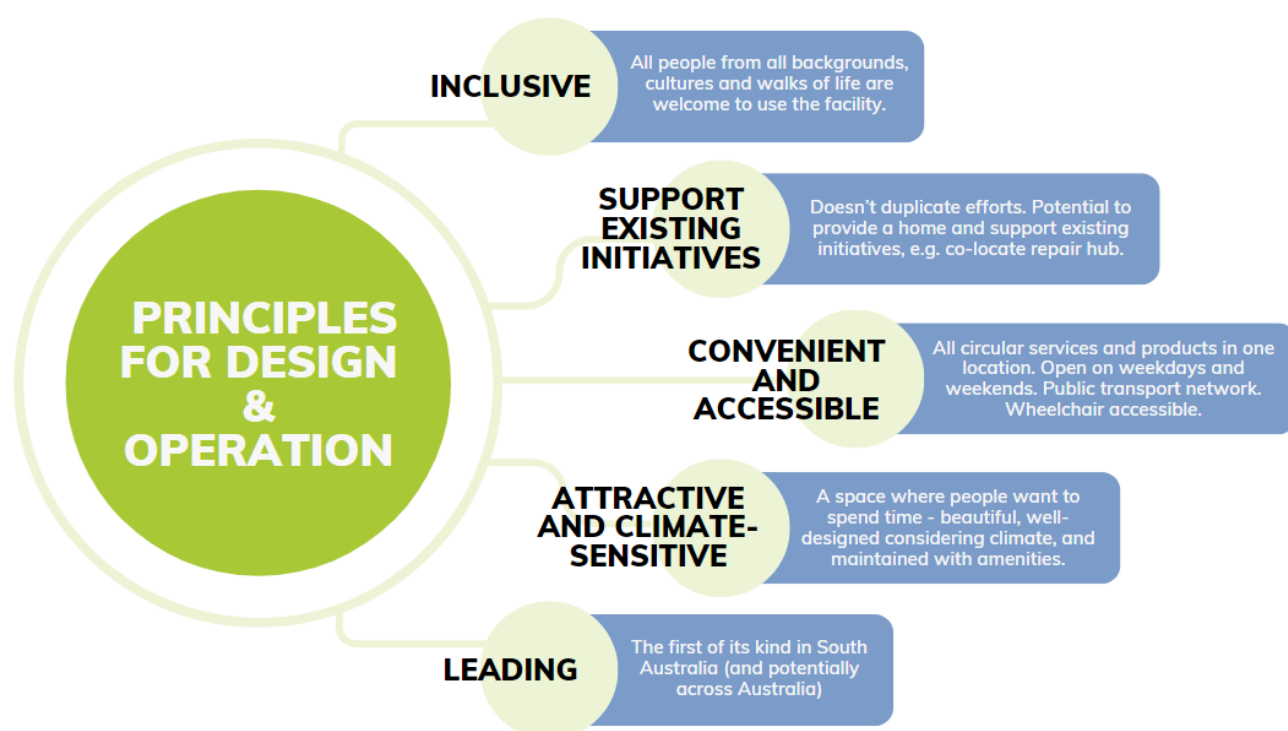
In addition to the above benefits, the Circular Hub will deliver an estimated \$350,000 of value to the community per year. This includes value from loaning out items, repairing items, using specialist equipment (like laser cutter machinery and 3D printer), and other activities at the Circular Hub. See table below.

High-level estimate of Circular Hub value to community (excludes additional social, environmental and innovation value that could not be quantified)

Activity	Annual value (\$/yr)	Description
Library of Things	\$58,000	Value of items loaned out
Repair café	\$28,800	Value of repair
Laser cutter and 3D printer	\$72,400	Value of laser cutting machine and 3D printer use
Exclusive access of Makerspace and Repair Hub	\$36,000	Value of exclusive access = hire fee
Surplus food point	\$47,000	Value of food donated and redistributed
Circular education hub	\$108,000	Achieved through reducing household grocery bills as a result of lowering food waste
Total value to community	\$350,000	This value excludes additional environmental, social, and innovation value that could not be quantified

1.4 Principles for design and operation

We recommend the Circular Hub is developed based on the following principles for design and operation.



1.5 Relevant policies and legislation

Governments across the country are working to accelerate Australia's transition to a more circular and sustainable economy. The table below summarises how a Circular Hub strongly aligns with key policies and legislation.

Policy / legislation	How the Circular Hub aligns with policy and legislation
SA Solid Waste Levy to incentivise resource recovery	Council pays a Solid Waste Levy on every tonne of waste sent to landfill from its kerbside and hard waste services. A Circular Hub helps residents to reduce their reliance on the landfill services, by providing facilities to repair, reuse, and donate items.
SA landfill bans	SA government has banned many hazardous wastes from landfill, such as fluorescent globes, batteries, and e-waste. Yet waste audits show that many residents continue to dispose of these items via kerbside landfill services. The Hub provides a centrally located and convenient drop off location for these small-volume tricky waste streams.
SA food waste strategy	The SA food waste strategy aims to reduce food waste generation. Households waste an estimate \$3000 of food each year. A Circular Hub can help to lower this waste (and associated costs of living) by delivering education workshops/programs teaching residents practical tips on preventing food from going to waste.
National goal to halve food waste by 2030	Australia has a goal to halve food waste by 2030. A Circular Hub can help residents reduce their food waste as described above.
National goal to become fully circular by 2030	Australia is aiming to become fully circular by 2030. A Circular Hub aligns with this goal by providing residents with the tools, knowledge, and facilities to keep products circulating in the economy, through repair, reuse and recycling.
Climate Change Act 2022	45% of global GHG emissions that are directly related to the way in which products, materials, and food are designed, produced, and used in our current extractive economy.⁵ Australia is aiming to substantially reduce emissions by 2030 and has a goal the goal of reaching net zero emissions by 2050. These climate targets will not be reached unless we reduce consumption of resources and waste associated with products and services.

⁵ Ellen McArthur Foundation (2023). The circular economy: a missing piece in city climate action plans? Access [link](#).

Developing a Circular Hub is a leading initiative, which will equip Holdfast residents with the knowledge, tools, and resources to tackle these emissions.

1.6 Supporting Council's objectives and aspirations

The Circular Hub concept has wide ranging impacts. It not only supports waste reduction and the climate change, but also community wellbeing, creativity, innovation, and sustainability.

In 2019 CoHB led in becoming the first SA council to recognise that we are in a Climate Emergency. Through this, CoHB has furthered its leadership role, pledging to work towards becoming a carbon neutral community by 2030⁶.

Council has taken steps towards this goal. For example, the CoHB was the first SA council to switch to the more environmentally sustainable 'Weekly FOGO, Fortnightly Waste' kerbside bin collection system. This has increased volumes of food waste turned into compost (rather than sent to landfill), which sequesters carbon.

Developing a Circular Hub is a practical and leading initiative to further reduce the community's emissions. 45% of global GHG emissions are directly related to the way in which products, materials, and food are designed, produced, and used in our current extractive economy.⁷ A Circular Hub will equip Holdfast residents with the knowledge, tools, and resources to tackle these emissions.

In 2020, CoHB released its vision and strategic plan 'Our Holdfast 2050+'. The table below illustrates how the Circular Hub strongly supports the Council's objectives and aspirations.

Table: How the Circular Hub supports objectives and aspirations from Our Holdfast 2050+

Theme	Objectives and aspirations from 'Our Holdfast 2050+' Strategic Plan	How the Circular Hub supports objectives and aspirations
Sustainability	'Become a carbon-neutral council by 2030' (2020-2030 Objective)	Circular Hub activities reduce Scope 3 emissions through reducing, reusing, repairing, and recycling products.
	'Local businesses have adopted sustainable practices and technologies, and we have attracted more green businesses' (Aspiration for 2030s)	Local businesses can use the makerspace to prototype and/or do small scale production using circular production methods that reduce waste (like laser cutting, 3D printing)

⁶ Holdfast Bay Environment Strategy 2020-2035: <https://www.holdfast.sa.gov.au/assets/general-downloads/Environment/Environment-Strategy-2020-2025-web-FINAL.pdf>

⁷ Ellen McArthur Foundation (2023). The circular economy: a missing piece in city climate action plans? Access [link](#).

Theme	Objectives and aspirations from 'Our Holdfast 2050+' Strategic Plan	How the Circular Hub supports objectives and aspirations
	'The majority of businesses in the city employ a circular or cradle to cradle philosophy...' (Aspiration for 2040s)	
	'The amount of waste sent to landfill has reduced by 75 per cent...' (Aspiration for 2030s) 'We send zero waste to landfill' (Aspiration for 2050s+)	The Circular Hub helps residents to reduce their waste through the circular activities and education. These activities are for residents to share, repair and recycle their products.
	'Encourage more community gardening, including biodiversity sensitive urban design, in public spaces, applying the long-held knowledge of Kaurua people as well as innovation' (Objective for 2020-2030)	The Circular Hub concept includes a bushtucker Community Garden
Wellbeing	'Increase participation rates in Community engagements across all age groups...' (2020-2030 Objective) 'Establish community hubs that integrate community... in multi-purposes spaces that include frequently excluded demographics...' (2020-2030 Objective) 'Holdfast Bay is internationally recognised as a leader in inclusion and participation' (2050s+ Aspiration) 'Our beaches and Council-controlled public areas are accessible and inclusive' (2030s Aspiration)	- Inclusivity is a core principle of the Circular Hub - The Circular Hub would be open to people from all ages, backgrounds and demographics - The Circular Hub activities (makerspace, repair hub and community garden) provide opportunities for skills and knowledge to transfer between generations
	Prioritise sustainable and active transport (such as walking and cycling) across the city...' (2020-2030 Objective) We have the highest physical activity rates... by facilitating active transport options such as walking and cycling...' (2040s Aspiration)	- Recommended locations for the Circular Hub are walking distance for many target groups, including school children, retirees, and residents - The Circular Hub concept includes End- of-Trip facilities (including showers, bike pump, repair)
Innovation	'Maximise the value of public buildings, including libraries, to support innovation by creating co-working spaces and technology/	The Circular Hub concept includes a makerspace enabling innovation, creativity, and collaboration

Theme	Objectives and aspirations from 'Our Holdfast 2050+' Strategic Plan	How the Circular Hub supports objectives and aspirations
	prototyping/maker spaces and hubs'(2020-2030 Objective)	
	'A number of education and research and development hubs are established in the city' (2030s Aspiration)	The Circular Hub concept includes a Circular Education Hub to teach circular economy principles
	Partner to facilitate the provision of technology infrastructure to support creative and emerging industries...' (2020-2030 Objective)	The Circular Hub concept includes 3D printers, laser cutters and other infrastructure to support creative and emerging industries
	Products manufactured in the City of Holdfast Bay are durable and recyclable, and their production processes are essentially waste and pollutant-free' (2040s Aspiration)	The Circular Hub concept includes a makerspace for circular production methods that reduce waste (like laser cutting, 3D printing)
	'Holdfast Bay is recognised as a start-up hub within Greater Adelaide' (2030s Aspiration)	Start-ups can use the Circular Hub to prototype their products at the Makerspace
	'Council owned buildings adapt to innovative uses and support healthy and active living' (2050s+ Aspiration)	Adaption of existing buildings/site to house the Circular Hub
	The Kaurna people's cultural and spiritual relationship to the area is honoured in meaningful, collaboratively agreed ways' (2030s Aspiration)	- Kaurna signage throughout Hub - Bushtucker in Community Garden - Other initiatives to honour the Kaurna people's cultural and spiritual connection to the area



Section 2 –
Circular Hub
Activities &
Facilities

The Circular Hub Concept includes the following activities and facilities:

- Makerspace and repair hub
- Library of Things
- Resource drop-off for tricky waste items
- Community garden
- Multipurpose room for circular education/workshops, clothing swaps, food swaps, etc.
- Amenities: toilets, disabled access (DDA compliant), end-of-trip facilities, bike pump/repair station, EV charging station, etc.

We have described these activities /facilities below, including physical requirements (infrastructure, equipment, space), expected benefits, and finances. Further shared facilities and resources are also required for the Circular Hub to support all activities, including:

- A reception area
- Online member/ user portal for new members, inductions, training and bookings
- Council staff to undertake facility management, housekeeping, marketing and promotions, volunteer coordination, and other requirements
- Insurances – liability insurance, products insurance, fire and theft insurance

2.1 Makerspace and Repair hub



Description

A makerspace is a collaborative workspace for designing and making items. A repair hub is where residents can repair common household items with expertise and help from staff/volunteers. The combined makerspace and repair hub would include equipment and facilities for sewing, woodworking, metal work, 3D printing, laser cutting, and electronics.

Case Study: Makerspace Adelaide, Angas St, Adelaide

Makerspace Adelaide is a community fabrication workshop that provides affordable access to a variety of tools and equipment. The public can either sign up for a day, or a membership (monthly, quarterly, or annual). The membership/day pass gives unlimited access to the equipment. Makerspace Adelaide is a not-for-profit, relying on membership fees, volunteers, and grant funding. The space is open to the public as a makerspace four days a week (Thursday to Sunday), with Monday to Wednesday reserved for workshops for school groups, businesses, or social clubs.

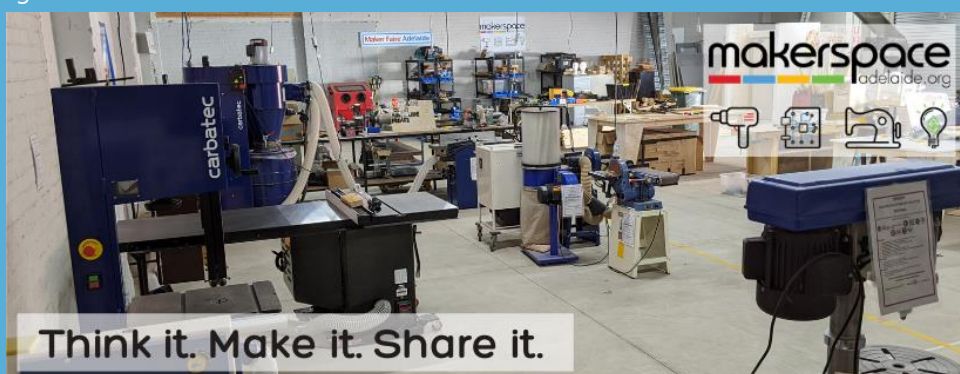
Adelaide Makerspace contains two areas, a workshop (~200 m²) including woodworking tools and sewing equipment, and a fabrication area (~200 m²), which includes soldering stations, 3D printers and laser cutters. It has six to seven volunteers for administration and operation management, contributing two FTEs, and a pool of 40-50 floor volunteers, who contribute at least 12 hours per month, staffing crews of two to three people during the accessible times.

Ongoing costs are mostly covered by membership fees, with grants covering the rest. They offer some small consumables for free to users (such as screws, buttons, thread etc.) but also provides materials at cost for users to buy (such as acrylic).

There is inherent risk that needs mitigation. This is done through:

- Public Liability, Public Events, and Board insurance
- Requiring all new members to complete an induction and sign a waiver stating they will follow volunteer instructions
- A 'traffic light system' for all equipment:
 - 'Green light' equipment: requires the waiver to be signed
 - 'Yellow light' equipment: all Green level requirements, and must be supervised by a volunteer
 - 'Red light' equipment: all Yellow level requirements, and must go through additional training provided by a floor volunteer prior to use.
- Internal policies to reduce fire risk and equipment damage.

Makerspace Adelaide is an important part of the circular economy in practice, it's inclusive culture, expertise and high-quality equipment has provided a service to over 1,300 members since it's rebranding in 2018.



www.makerspaceadelaide.org

Case Study: Marino Repair Café, Marino, City of Marion

The Marino Repair Café started up in 2021 as a community initiative. Located in the City of Marion, South Australia, it is adjacent to the southern border of the City of Holdfast Bay. The Repair Café runs for three hours every third Sunday of the month, 11 times a year (not in December), and has a café-cart partner that provides hot beverages. It is a free, walk-in service, with six to eight volunteers operating stations that focus on different areas of repair, including:

- General repair (woodwork, ceramics, plastics, etc.)
- Electrical (soldering, testing, etc.)
- Tool Sharpening
- Sewing (textile repair)
- Crocheting circle
- Bike Repair (tyres, tubes, gear systems, etc.)

The Marino Repair Café started up with a small seed investment from the City of Marion for advertising, and a grant opportunity. Operationally, the café runs on donations from the public to cover signage, advertising, and some amount of equipment (such as tables, power boards, work mats, etc.). The space it uses (Marino Community Hall or the Seaclyff Uniting Church Hall) is provided rent-free by the controlling organisation, and the volunteers bring all their own tools and small consumables (rust protection spray, nails, solder, thread, etc.).

The Marino Repair Café mitigates its risk through two processes:

- Rules and regulations as stepped out by sustainablecommunitiessa.org.au
- Visitors are responsible for all unrepairable items and waste
- Volunteers/organisers are not liable for loss/damage that might occur because of their advice or instructions concerning the repairs
- 1 item per visitor at any one time
- The service is not a drop off service, visitors must always remain with their items.
- Etc.
- Volunteers register with Sustainable Communities SA, which provides professional indemnity and public liability insurance through its membership.

The Marino Repair Café is low cost and provides an important opportunity for the community, with around 20-30 items coming in every session. It is a fitting example of a small-scale circular activity that benefits its community.



www.sustainablecommunitiessa.org.au/projects-a/projects/marino-repair-cafe/

Infrastructure and Equipment

The table below summarises infrastructure and equipment for the makerspace and repair hub. In addition, the facility's online membership portal is needed for:

- Registering new members
- Booking site inductions
- Booking/completing training sessions on how to use equipment safely and effectively
- Booking spots for mending/repair workshops or receiving 1:1 support

Area	Tools and equipment	Utilities, basic consumables, and other facilities
Fabrication space	• Workbenches and chairs • Sewing machines, overlockers • 3D printer(s) • Laser cutter/ engraver • Plasma cutter • Washing and curing station • Soldering and reflow stations • Electronics test equipment	• Power (240V) • Consumables (buttons, thread, etc.) • Replacement parts for tools and equipment • Visitors need to supply own materials like sheets of acrylic, fabric, etc.
Workshop	• Workbenches and chairs • Various hardware: e.g. saw top table saw, bandsaw, disc sander, Mini mill, wood lathe, metal lathe, drill press, etc.	• Power (240V) • Consumables (nails, screws, etc.) • Replacement parts for tools and equipment • Visitors need to supply own materials like timber.

Expected benefits

- Environmental benefits and reduced costs of living by repairing and extending the useful life of items, such as clothing, electronics, and furniture, rather than replacing them.
- Increasing residents' knowledge and skills by providing accessible training and equipment for 3D printing, laser cutting, woodwork, sewing.
- Improving wellbeing and community connectedness through providing opportunities for the community to engage with each other in an inclusive environment. This includes intergenerational transfer of skills from retirees to younger generations.
- Innovation and economic development by providing opportunities for local businesses to use the facility for prototyping and small-scale production.
- Avoiding consumption through digital fabrication techniques, which allow for precise use of materials, creating less waste.
- Avoiding wasteful overproduction by designing to order, customising, and producing in small batches.
- Promoting/supporting local circular businesses who can use the space to run repair/ making workshops.

Spatial requirements, costs, and revenue

Item	Description
Spatial requirements	250m ² to allow space for fabrication activities and a limited workshop (but could be larger depending on the scope of activities at the makerspace and repair hub)
Upfront costs	Excluding laser cutter - \$100K, including a laser cutter \$200K Possible to reduce costs through corporate sponsorships/donations. Potential for grant funding to help fund equipment.
Ongoing costs	\$20- 40K per annum for electricity, maintenance, incidentals Excludes sitewide shared expenses for staffing, insurances, and membership portal Excludes rent (assumed that Circular Hub on council land)
Revenue	Membership fees for access to makerspace and repair hub Fees for special workshops/events Fees for exclusive access to the facility by schools and business (held outside of standard operating hours)

2.2 Library of things



Description

A Library of Things is a service that allows people to borrow items and equipment beyond traditional books and media. These items can include a wide range of physical objects and tools for short-term loans. The background concept is to promote sustainability, community sharing, and access to items that people seldom use.

Some common items to loan include:

- Household Items: including gardening tools, home improvement tools, and board games.
- Outdoor Equipment: such as bicycles, hiking gear, kayaks, tents, and sports equipment.
- Electronics and Gadgets: including digital cameras, projectors, video game consoles, and speakers.
- Kitchen Appliances: such as blenders, food processors, pasta makers, and bread machines.

- Event Supplies: such as folding tables, chairs, party games and decorations.
- Educational Tools: materials and tools like microscopes, telescopes, or learning kits.

The Library of Things has an opportunity to tie in with CoHB's existing and well utilised Library network. This allows for synergies between the two services, including shared staffing resources, more item pick up and drop off points, and greater visibility to residents.

Case Study: The Sydney Library of Things, Coal Loader Centre for Sustainability, Waverton

Locals started The Sydney Library of Things in 2021 as a not-for-profit. The library provides a wide range of items to borrow through a membership system, with no extra hire fee. Anyone can sign up for quarterly, 6-monthly, or yearly memberships, which allow them to borrow up to 5 items at a time, for two weeks. The Library is open on Saturday mornings, and members return items early, so that they may be available for pick-up later.

The Library has up to 12 volunteers staffing the pick-up desk on rotation, and another 10-12 volunteers in administrative roles. It receives some support from council, including promotion and advertising, and rent-free space at the Coal Loader Centre for Sustainability. When starting up, the community donated the items, which now boasts over 250 items across categories such as Camping, Power Tools, Hobby, Kitchen, and Garden Tools. Membership fees cover most of its operating costs, with grants covering the rest.

The library has many risk-mitigation strategies, including:

- Public Liability and Product Liability insurance
- A mandatory induction for all new members, which includes a liability waiver
- Comprehensive tagging and testing, maintenance, and inspection procedures for all new and returned items
- Operating an 'order online, pick-up in person' system to limit access to the storeroom
- Further training for items deemed 'high risk'
- The ability to charge members if items are not returned or are returned in an unrepairable or unusable condition.

The Sydney Library of Things practices circular economy principles and provides an important and loved community service.

www.thesydneylibraryofthings.org.au

Infrastructure and Equipment

Area	Tools and equipment	Utilities, basic consumables, and other facilities
Library of Things	• Items on loan (see description) • Storage space and cataloguing system	• Power (240V) • Online booking system

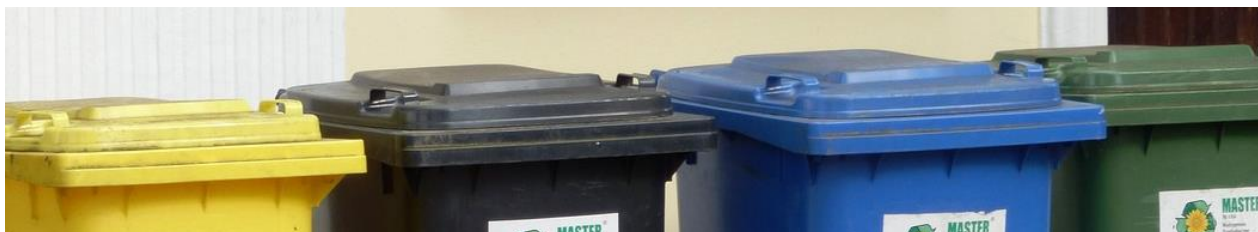
Expected benefits

- Promotes resource sharing, reduces waste, and encourages community members to access items that they may need for occasional.
- Supports the principles of the sharing economy and sustainability by reducing the demand for new items and promoting the reuse of existing resources.
- Reduces costs of living by providing residents the option to borrow items rather than buying them new or leasing them from a commercial provider.
- Reduces storage space needed across homes by providing the option to borrow infrequently used items rather than buy them new.
- Synergies with the established Library service in CoHB, with interconnectivity through borrowing platforms and inter-service advertising.

Spatial requirements, costs, and revenue

Item	Description
Spatial requirements	40 m ² for storage of items
Upfront costs	Costs of shelving, tag and testing machine, and acquiring items that will be loaned out - \$25K Possible to reduce costs through corporate sponsorships/donations, but only accept items that are high-quality and in-demand from residents Excludes rent (assumed that Circular Hub on council land)
Ongoing costs	Minimal for electricity, maintenance, and other incidentals – \$10K /year Excludes volunteer time Excludes sitewide shared expenses for staffing, insurances and membership portal Excludes rent (assumed that Circular Hub on council land)
Revenue	Membership fees that grant residents with access to borrow any item for free

2.3 Resource drop-off of “Tricky waste”



Description

A resource drop-off point is a location where residents can deposit their tricky waste items, such as soft plastics, electronic waste (e-waste), mobile phones, household batteries, printer cartridges, light globes, and textiles.

The CoHB currently offers the following collection services to households:

- Food Organics and Garden Organics (FOGO)
- Comingled recyclables (mixed, dry recyclables including paper, cardboard, glass, metal, and hard plastics)
- Residual waste
- Annual hard waste collection for specific items, such as used furniture

In addition, residents can drop-off “tricky waste” at the following locations.

- Soft plastics: CoHB Civic Centre
- E-waste: Adelaide Waste and Recycling Centre North Plympton, Officeworks Marion, or Unplug N Drop locations (closest locations include Harvey Norman Marion, Bunnings Edwardstown)
- Mobile Phone recycling: Officeworks Marion
- Household batteries: City of Holdfast Depot and Civic Centre, and retailer locations participating in the national recycling program B-cycle: Aldi, Coles, Woolworths.
- Printer cartridges: CoHB Civic Centre, Officeworks Marion
- Textiles: various donations bins around the CoHB

However, many residents continue to incorrectly place these items in their kerbside bins. This is costing the council (and the community) over \$70,000 a year in state landfill levy payments.

Inconvenience and inaccessibility are two main barriers to correct disposal of these items. Residents currently need to visit multiple locations to recycle tricky waste, as there is no single location in CoHB. Additionally, some drop-off points are only available during business hours (like soft plastics at the Civic Centre) which reduces accessibility for the working population.

A resource drop-off point for tricky waste items at the Circular Hub would improve convenience and accessibility by:

- Providing a single drop-off point for these items
- Being central to the council’s geography
- Being available to residents across a range of times, including weekdays and weekends

Case Study: City of Adelaide Reuse and Recycle Hubs, Various Civic Buildings, Adelaide

The City of Adelaide introduced 'Reuse and Recycle Hubs' as drop-off points for hard-to-recycle items in late 2022. These hubs are at four council buildings and community centres and contain a wall of draws/compartments to separate hard-to-recycle waste into. University of South Australia students designed and created the hubs using recycled HDPE plastic. Items collected include blister packs, batteries, fluorescent tubes, e-waste, eyewear and other 'tricky waste'. City of Adelaide collects the items as needed and aggregated at a single council property for recycling/reuse. The items are then recycled either through a national Product Stewardship Scheme, or at a cost by the City of Adelaide.



www.cityofadelaide.com.au/resident/recycling-waste/reuse-recycle-hubs

Infrastructure and Equipment

Area	Tools and equipment	Utilities, basic consumables, and other facilities
Resource drop-off points	• Wall unit for collection of tricky waste streams • Bins for aggregating materials prior to pick up by charity/ recycling partners	NA

Expected benefits

- Reduce waste to landfill
- Responsible management of hazardous waste streams, such as fluorescent tubes, e-waste and batteries
- Potential to recover some parts and materials for use in the makerspace and repair hub
- Improved convenience and access to a location for drop-off tricky waste streams
- Potential to partner with charities and product stewardship schemes for collection and management of items
- Reduce landfill levy payments associated with disposal of tricky waste streams to landfill via kerbside services
- Reduce risks fires in kerbside trucks and recycling facilities from incorrectly disposed lithium batteries

Spatial requirements, costs, and revenue

Item	Description
Spatial requirements	10 m ² front-of-house to house the tricky waste unit and textiles donation bin (including access) 20m ² additional area back-of-house for aggregation of materials prior to collection by recycling/charity partners
Upfront costs	Cost of unit - \$10,000
Ongoing costs	Costs for collection and disposal of soft plastics and any other items not covered through a product stewardship scheme or charity relationship Excludes sitewide shared expenses for staffing Excludes rent (assumed that Circular Hub on council land)
Revenue	No direct revenue is associated with this activity, but through reducing tricky waste going to landfill, and incorrect disposal of hazardous waste (such as batteries), council will realise reduced costs in landfill fees and reduced risk of truck damage.

2.4 Community garden



Description

A community garden is a garden that is cultivated, maintained, and cared for by the community. These gardens serve as shared spaces where people can grow a variety of plants, including vegetables, fruits, herbs, and flowers. The council has some existing community gardens, including:

- Glenelg North Community Garden (corner of Kibby Ave and Alison St, Brighton)
- North Brighton Community Garden (Bowker Street, Glenelg North)
- Various community members of 'Grow it local'

The current community gardens allow members to reserve a designated a plot of land to cultivate a garden.

Infrastructure and Equipment

Area	Tools and equipment	Utilities, basic consumables, and other facilities
Community Garden	• Gardening equipment (rakes, shovels, gloves, wheelbarrows, trowels, watering cans) • Accessible garden beds (raised, not too deep)	• End of trip facility (hand washing and changing area)

Expected benefits

The community garden at the Circular Hub may complement existing initiatives by:

- Providing another location within the CoHB for residents
- Giving free access for all residents (not exclusive access to plots)
- Demonstrating using compost (processed from FOGO bins) to educate residents on the benefits of putting food and garden waste in the green bin.
- Creating bushtucker garden for the community to connect to Aboriginal culture, learn about and connect to Country.
- Potentially integrating with education initiatives, such as biodiversity, and how to correctly store fresh produce to extend its shelf life (reducing food waste and costs of living).

Spatial requirements, costs, and revenue

Item	Description
Spatial requirements	Can vary depending on site size but recommend minimum of 75-100m ² .
Upfront costs	\$10,000 - \$15,000 - costs for soil testing, irrigation systems, garden bed construction, soil amendments, pathways, compost to improve soil fertility and structure, tools and equipment (such as shovels, rakes, hoes, wheelbarrows, and hand tools).
Ongoing costs	Seeds/plants, water, compost, soil Excludes sitewide shared expenses for staffing Excludes rent (assumed that Circular Hub on council land)
Revenue	Membership fees

2.5 Circular education hub/ multi-purpose room



Description

A circular education hub / multi-purpose room can provide a space for:

- Community/school education workshops
- Clothing swaps
- Business workshops/events and meetings
- Surplus food point
 - Local supermarkets/food service organisations drop off unsold and surplus food for the community to collect. This would use the Circular Education Hub / Multipurpose Room for 1-2 hours each week.

Infrastructure and Equipment

Area	Tools and equipment	Utilities, basic consumables, and other facilities
Circular education hub / multi-purpose room	• Furniture (tables, chairs, accessible power etc.) • Whiteboard • Projector	• Power (240 V) • Air conditioning • Office supplies (whiteboard markers, pens, paper etc.) • Printing facilities

Expected benefits

The facility will:

- Compliment other initiatives at the hub
- Provide a space for schools, not-for-profits, community groups and businesses to run circular workshops, events, and other initiatives
- Provide location for surplus food donations/pick ups that reduces food waste, lowers costs of living and helps out vulnerable members of the community

Spatial requirements, costs, and revenue

Item	Description
Spatial requirements	Approx 50m ²
Upfront costs	\$10k - furniture, whiteboard, and projector
Ongoing costs	Minimal for electricity, maintenance, and other incidentals - \$5k /year Excludes volunteer time Excludes sitewide shared expenses for staffing, insurances and membership portal Excludes rent (assumed that Circular Hub on council land)
Revenue	Rental of space for education and other workshops/functions

2.6 Other amenities and wider sustainability

The table below outlines amenities and wider sustainability initiatives at the Circular Hub.

Other Amenities	Description	Circular Principle
Reception	Foyer and staffed reception to welcome and guide visitors on how the Circular Hub works, where activities are located, how to sign up etc.	Helps promote the range of activities and services within the Circular Hub
Food truck / coffee cart	Onsite cafes often face challenges for financial viability. Alternatively, the council could invite a food truck/coffee cart to visit the site during peak periods to sell food and beverages.	A mobile kitchen reduces the need for the facilities in the hub, but also provides another operation for an infrequently used service or a local business.
DDA Compliant toilet facilities	Toilet facilities that cater to those with seen and unseen disabilities	Inclusivity within the community
Kaurna signage/ inclusion	Introduction of Kaurna language into the development	Promotes community inclusivity and provides an opportunity to educate the community about the history of Kaurna land and connection to Country.
Artist in residence	Private workspace for a local artist to use to develop their craft and art	Develops community engagement with the Circular Hub and helps not to duplicate the existing efforts within the community
Kitchenette	Small kitchen area for meal preparation, likely with a sink, sandwich press, fridge, microwave, kettle, coffee and tea etc.	Encourages staff and residents to cook and prepare meals to use the produce grown in the community garden (or bought elsewhere)

Other Amenities	Description	Circular Principle
End of trip facilities	An area that allows for active transport to and from the hub. May include a shower / change room, individual lockers, secure bike lock up, bike pump / repair kit.	Encourages active transport, reducing carbon emissions and pollution
Renewable energy onsite	Micro-generation of electricity and potentially storage, through solar panels and a battery, with energy and pollution saving implementations such as LED lighting, appliances ,and EV charging spaces	Reduces dependency on fossil fuels and decreases Scope 1 emissions
Waste management system	A system that encourages source separation of materials. This may include comingled recycling, organics, container deposit, cardboard and metal bins	Increases recovery recycling potential of used materials
Sustainable construction	Use of modular building innovations (such as carpet tiles), and second-hand materials during fit out (such as repurposed furniture or recycled materials).	Promotes the reuse of items and procurement of recycled content, and zero-waste deconstruction (e.g. carpet tile replacement)



2.7 Principles for Expansion

The activities already identified are core activities. As the Hub operates and succeeds, it can expand the range of circular activities it offers to the community, to not only maintain relevance in society, but to continue to introduce new circular ideas into the community. We have identified key principles for new, proposed activities to uphold in the future.

Principle	Description
Safe & inclusive	The Circular Hub must put the safety of its members, staff, and community more than anything else. This includes physical safety for all, but also being inclusive of all demographics, and a safe space.
Accessible to all	As a council initiative, the Circular Hub needs to cater for all people of the community, regardless of ability. New activities need to be accessible and contribute to lowering participation barriers.
Waste reduction through the Hierarchy	All new activities should provide an option to the community to move their 'waste' up the hierarchy. The activity should help people achieve higher outcomes, for example: - Improving accessibility through location - Removing financial barriers - Providing equipment and tools - Providing expertise
Promote the Circular Economy	New activities should promote the circular economy through not only reducing waste through their actions, but through procurement power and education of its members and stakeholders.
Minimal environmental footprint	The activities of the Circular Hub should be developed in a way that minimises environmental footprint.
Maintain materials at their highest value	The Circular Hub in principle is about keeping material out of waste streams, and in useful conditions for as long as possible. This is all about maintaining products at their highest value through reuse and repair, before moving to recycling and lower outcomes.
Support existing opportunities in the community	The Circular Hub's success depends on the community. The new activities need to support existing community initiatives rather than competing and introducing barriers to their success.

Using these principles, we have identified some additional, easy to implement activities for expansion:

Expansion activity	Description
Pop-up Op-shop	A local op shop is invited to 'rent' a space to promote and sell their wares. This would be staffed by the reception of the Hub for sales, but stock replenished by the op shop. This space is then rotated every couple of weeks to a different local op shop.
Maintenance & Repair Directory	A list of local trades and experts that the community can contract for larger projects that the makerspace. This would be a list of contact details of local providers at the makerspace or the reception for the community to contact if they weren't able to fix or create something themselves in the Makerspace.

Section 3 –
Potential
Circular Hub
Locations

3.1 Introduction

We identified potential sites for the CoHB's Circular Hub through consultation with council administration. We have identified two sites as preferred locations and analysed these further. Four additional sites were shortlisted but are not preferred, and three more were considered but ruled out. The following sections contain more details on the locations.

The table below lists the pros and cons of the two preferred locations: Holdfast Bay Community Centre, and the Over 50's Club, Brighton Road. We recommend the Holdfast Bay Community Centre as the best location for the Circular Hub. This is because the current buildings and infrastructure can be cost-effectively adapted/renovated, the space is sufficient to accommodate all Circular Hub activities, and Council controls the head lease.

We understand that Council has previously explored but not approved redeveloping the Brighton Civic Centre, which could potentially include Circular Hub activities. Should this redevelopment proceed in the future, Council could relocate the Circular Hub to that site to further improve facilities and integrate activities with other council initiatives (should there be a net benefit in doing so).

Preferred Locations	Pros	Cons
Holdfast Bay Community Centre Corner King George Ave & King St, Brighton	• Large site that is centrally located in the council • King George Ave which has bike lanes and public transport (bus) and the site is a short walk to Hove train station • Neighbouring/nearby properties are home to target demographics (i.e. school kids, retirees) • Site is underutilised • Head lease has been returned to council • Site is well-known to community • Requires relatively minor changes to be converted (renovations/upgrades rather than new buildings) • Located a short distance from Brighton Civic centre & library • Some of the current community operations may be undisturbed	• Limited onsite parking (but this is an issue for most sites) • May need to end some tenancy agreements (note: would not need the entire site for the Circular Hub, so possible to co-exist with other tenants like Alwyndor)
Over 50's Club, Brighton Road Corner Brighton Road & Macpherson St	• Centrally located in the council • Close proximity to public transport (bus & train) • Some target demographics are within walking distance (schools) • Currently underutilised	• Not as close to target demographics compared to the Community Centre • Tenancy agreements with community and current stakeholders would need to end

- Requires relatively minor changes to be converted (renovations/upgrades rather than new buildings)
- Located near an established 'reuse precinct' on Brighton Road
- Visible to residents
- Small site, may not be able to fit all activities
- Limited onsite parking (but this is an issue for most sites)

3.2 Holdfast Bay Community Centre

The Holdfast Bay community centre is a large parcel of council-owned and operated land near the geographical centre of the CoHB. It is located close to the Brighton Civic Centre complex (including Library), public transport and active transport corridors (train line, Brighton Rd, King George Ave, Esplanade), and within walking distance of targeted demographics for a Circular Hub (schools and retirement villages). The site is currently run by CoHB and has a number of short-term lease agreements with stakeholders. It has multiple pieces of key infrastructure including a hall, several multipurpose rooms and offices, a reception kiosk, a commercial kitchen, DDA compliant facilities, limited onsite parking and an outdoor greenspace. The Circular Hub would only occupy around half of the building footprint of the Holdfast Community Centre. The rest of the space would be available for Council to use for other activities.

Location	Corner King George Ave & King St, Brighton
Size of site	1,369 m ² of buildings
Owner	CoHB
Current operational arrangement(s)	CoHB operations, with short-term leased space to community groups (Scouts to June 2026, Alwyndor to an unknown date)
Current stakeholders	CoHB, Scouts, Alwyndor
Existing infrastructure	Buildings with multiple multi-purpose rooms DDA compliant facilities Commercial kitchen On-site parking (minimal) Outdoor green space
Potential synergies with the Community	School (McAuley Community, Brighton Primary) Retirement Villages Bus connection (King George Ave) Train connection (Hove Station) CoHB Civic Centre Brighton Library

The Centre is underutilised. It does not maximise its proximity to schools and retirement villages with its programs, nor its location at the centre of the council and nearby council services. The site contains sufficient space for all Circular Hub activities identified:

- Makerspace and repair hub
- Library of Things
- Community garden
- Workshops & classes
- Resource drop-off

3.3 Over 50's Club, Brighton Road

The Over 50's Club is a small site located on the corner of Brighton Road and Macpherson Street, Hove. It is visible to the community, as it located near transport corridors such as Brighton Road for car use, buses, and bikes, and near to Hove train station. It is also in close proximity to other reuse shops on Brighton Road, forming a 'reuse precinct', as well as being a short walk from the Brighton Civic centre on Jetty Road. Key demographics for a Circular Hub (schools and retirement villages) are within walking distance from the site. The site is under the management of the Over 50's Club, a community organisation that hires and lets out the spaces for use by other community groups. The building is ageing and contains a central hall with a kitchen and other small multipurpose rooms. The Over 50's Club has limited onsite parking and no available green space.

Location	376 Brighton Road, Hove
Size of site	643 m ² of building
Owner	CoHB
Current operational arrangement(s)	Leased to the Over 50's Club Inc., expires June 2026 Other Community groups hire out the rooms
Current stakeholders	Over 50's Club Inc., various community groups
Existing infrastructure	Older building from 1950/60's. Central hall Several smaller multipurpose rooms Kitchen Limited onsite Parking
Potential synergies with the Community	School (McAuley Community, Brighton Primary) Retirement Villages Bus connection (Brighton Road) Train connection (Hove Station) CoHB Civic Centre Brighton Library Reuse shops (Brighton Road)

The Over 50's Club is underutilised from a council perspective, as the site is managed by the incumbent community group. The site is highly visible, central to the council and key stakeholders of a Circular Hub, and, with key renovations, could house most of the identified circular activities.

3.4 Glenelg North Community Centre

We shortlisted the Glenelg North Community Centre but it is not a preferred site. Different community groups run the site. It has reasonable infrastructure but it is not central to council geography, nor visible to major traffic routes in Holdfast Bay. The Glenelg North Community Centre is on the corner block of Kibby Avenue (a 'through street' with multiple turns that links to Old Tapley's Hill Rd), and Alison St (a one-way, narrow connection to ANZAC highway), and situated on the council boundary with the City of West Torrens. The Centre shares the block and carpark with an independent Kindergarten (Baden Pattinson) and is within 500m walking distance to a primary school (St Leonards). These institutions serve a part of the targeted demographics for the Hub, but the location's proximity to key demographics (high school-aged students and retirees) is lacking. The location also has poor access to public transport, only serviced by busses along Goldsworthy Crescent/Shannon Avenue, Old Tapley's Hill Road, and ANZAC Highway. The closest other form of transport is the tram, about 1.5 km and on the other side of ANZAC Highway.

These issues of visibility, proximity, and accessibility could limit the Circular Hub's reach and opportunity to attract the community. This introduces a greater risk of failure in the long term.

Location	Kibby Avenue, Glenelg North
Size of site	460 m ² of building (Community Hall)
Owner	CoHB
Current operational arrangement(s)	Leased space to various community groups (Glenelg Brass Band, Veteran's Men's Shed, Glenelg North Community Garden)
Current stakeholders	Community groups
Existing infrastructure	Building with 2 hall spaces, kitchen and bathroom facilities, office room. Numerous sheds On-site parking Outdoor community garden
Potential synergies with the Community	Veteran's Men's Shed Glenelg North Community Garden School (St Leonard's Primary)

3.5 Wilton House & Events Shed

Wilton House & Events Shed was shortlisted but is not a preferred site. It is not fit for purpose of a Circular Hub and would therefore require large scale capital expenditure to implement.

Location	Corner of Wilton Ave & Vincent Ave, Somerton Park
Size of site	400 m ² of buildings
Owner	CoHB
Current operational arrangement(s)	CoHB operations
Current stakeholders	CoHB
Existing infrastructure	Small, double-bricked house On-site parking Large shed for storage
Potential synergies with the Community	School (Paringa Park Primary, Brighton Secondary) Retirement Villages Bus connection (Brighton Rd) Light-industrial businesses

3.6 Ringwood House

Ringwood House was shortlisted but is not a preferred site. It used as a specialist storage facility for council's history achieves and has an active and dedicated group of volunteers running its operations.

Location	14 Jetty Road, Brighton
Size of site	507 m ² of building
Owner	CoHB
Current operational arrangement(s)	CoHB operations as archives, community and volunteer run
Current stakeholders	Volunteers of archives
Existing infrastructure	Local heritage double bricked house (listing covers external form, materials, and details of the house) Parking onsite Green space to west and south
Potential synergies with the Community	School (McAuley Community, Brighton Primary) Retirement Villages Bus connection (Brighton Road & King George Ave) Train connection (Brighton & Hove Stations) CoHB Civic Centre Brighton Library

	Reuse shops (Brighton Road)
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3.7 Lease land from Minda

Minda was shortlisted but is not a preferred site. There are synergies between the Circular Hub and site redevelopment plans. However, council would face considerable additional costs for leasing the land for a Circular Hub.

Location	Minda, North Brighton
Size of site	Greenfield design
Owner	Minda
Current operational arrangement(s)	Minda
Current stakeholders	Minda
Existing infrastructure	Dependent on site On-site parking Outdoor green space
Potential synergies with the Community	School (Brighton Secondary, McAuley Community) Retirement Villages Minda Bus connection (King George Ave) Active transport links (Foreshore walkway)

3.8 Other considered by not shortlisted

Site and address	Reason not shortlisted
Kauri Parade Community Centre	Not central to council geography Purpose-built facility for current tenants Potential issues with site contamination
Bowker St Oval	Small site, owned by Department for Education No infrastructure onsite (apart from community garden and parking) Not visible to main traffic corridors in CoHB
Brighton Civic Centre	Well used by council already Redevelopment plan rejected by council in past, so may not have appetite for this site. Should site redevelopment be reconsidered in the future, then there is the potential to relocate the Circular Hub to this site (if/where there is a net benefit in doing so).

Section 4 –

Potential

Operational Models,

Costs, Grant Funding, &

Risks

4.1 Operational model

A range of operational models were considered. We have shortlisted two options, CoHB Owned & fully operated, and CoHB owned and managed with leased spaces/facilities to organisations and groups. We recommend CoHB own and operate the Circular Hub initially, and move to leased spaces/facilities as needed.

Model	Pros	Cons
CoHB owned & fully operated	Greater control and direction for operations Draw upon and manage own volunteer base	May duplicate existing community efforts or provide a service the community doesn't engage with Potential for higher staffing requirements if cannot access volunteers Potential for lack of expertise some in circular initiatives Reduced likelihood of community ownership
CoHB owned and managed with leased spaces/facilities to organisations and groups	Supports existing communities and businesses Reduces specialist knowledge and overall requirements of CoHB staff Increased volunteer base to draw expertise from Potential for higher community engagement through external organisations	Risk of organisations and groups becoming too entrenched Requires clear boundaries and rules to maintain council control Could rely too heavily on volunteers
CoHB owned with 'resident experts' running programs	Supports existing professionals and experts in the circular activities Reduces staffing and knowledge requirements of CoHB staff Potential revenue stream Potential to develop programs alongside experts	May duplicate existing community efforts Experts may not be willing to engage Will require some space/time to be reserved for experts own operations

Model	Pros	Cons
Public/Private Partnership	Reduces risk for CoHB Draws on volunteer pool from both the organisation and CoHB	Risk of becoming too entrenched Requires clear boundaries, lease agreements, and rules to maintain council control Could rely too heavily on volunteers Reduced revenue generation due to partnership

4.2 Upfront costs and grant funding opportunities

Upfront costs

The upfront costs depend on the site selected. We have estimated costs for the preferred site – the Holdfast Bay Community Centre. The council would not need to build any new structures, but rather update/ renovate the existing buildings to accommodate Circular Hub activities. We estimate upfront costs (including site preparation and purchase of machinery and equipment) would cost \$398,000.

This includes:

- Purchase of machinery and equipment for Library of Things, Community Garden, Makerspace and Repair Hub - \$239,000
- Updates/renovations to existing buildings - \$89,000
- End of trip facilities - \$37,000 (including showers & change room, secure bike parking and pump/repair station)
- Establishment of community garden and landscaping - \$9,000
- Furniture and other -\$24,000

If the Makerspace excludes a laser cutter (1x \$100,000 machine), then the cost would reduce to \$298,000.

Green Industries SA have grant programs that can offset the upfront costs of this project- offering up to \$200,000 of funding. This would reduce initial Council investment to \$98,000.

Recycling Infrastructure Grants

Green Industries is offering up to \$200,000 per project for Council recycling infrastructure. The grant is available for councils that recover, handle and process recyclable materials with the opportunity to invest in equipment, technology and processes to respond to the market conditions.

The grant will fund projects that improve source separation and processing performance, as well as projects with the objective of improving the recycling of materials that are banned from landfill under the Waste to Resources EPP (2010). Both of these outcomes are achieved through the circular activities listed in this report.

This grant opportunity is closed as of November 2023, but is likely to reopen early next year. More information on this grant can be found at: www.greenindustries.sa.gov.au/funding/recycling-infrastructure-grants

Circular Economy Market Development Grants

This grant is available to local councils, not-for-profit organisations and businesses that design, apply and scale-up innovative circular economy business models and practices.

The grant is up to \$100,000 per applicant, for projects that identify, design, apply or scale-up innovative circular economy business models and practices. This includes design-led changes to achieve circular outcomes; implementation, trial, demonstration and scale up of circular economy business models and practices; business case, feasibility studies, market research and analysis on achieving circular outcomes.

The Circular Hub achieves all of these listed goals. This grant opportunity is closed as of November 2023, but is likely to reopen early next year. More information on this grant can be found at: www.greenindustries.sa.gov.au/funding/ce-market-development-funding

4.3 Visitation

The Hub's purpose is to engage the community of CoHB in circular principles, and provide a well-used and appreciated service. We estimate that the fully operational Circular Hub could service around 2,700 unique visitors each year. This accounts for 7% of CoHB's current population and an average of 53 new visitors per week.

The City of Holdfast Bay is a suburban council and is well developed. Currently, at least 22% of the council's residential properties are multi-unit dwellings (MUD). There are large differences between MUD and single-unit dwelling (SUD) living, including reduced green space and private gardens, storage for seldom used items, and a reduced likelihood of having a shed space for repair and maintenance of items. The Circular Hub proposed provides a central, shared solution to these issues. With rising house prices, increasing population, and a lack of undeveloped land, we expect that MUDs will continue to replace SUDs in the future. This will likely increase demand for the activities identified, and increase visitation to the Circular Hub.

4.4 Operating costs and revenues

The following operating costs and revenues were estimated based on the following models:

- CoHB owned and fully operated (includes staffing and drawing on volunteer base)
- CoHB owned and managed (includes staffing) with leased spaces/facilities to organisations and groups (assuming that groups would provide volunteers/personnel to operate spaces)

We have provided estimates for two scales of operation:

- Small scale - 1 FTE to coordinate activities across the site

- Larger scale – 2 FTEs with one dedicated to member and engagement to drive greater use of the site (and hence increase income through membership fees and income from exclude facility hire).

Under both scenarios, the estimate annual operation costs is estimated at around \$133,000 per annum.

Item	Annual cost (low)		Annual cost (high)		Notes
Income (or avoided costs)	\$	56,600	\$	167,400	<i>Membership fees + income from exclusive facility hire</i>
Operating costs:					
Staff	\$	100,000	\$	200,000	Low scenario – 1 FTE High scenario – 2 FTE (excludes volunteers)
Maintenance of equipment and machinery	\$	16,500	\$	16,500	Allow 5% of total machinery and equipment costs
Utilities	\$	15,600	\$	15,600	Includes power and water
Cleaning	\$	10,400	\$	10,400	Weekly cleaning
Insurance	\$	10,000	\$	10,000	Public liability, theft, product insurance
Consumables	\$	10,000	\$	10,000	Various
Waste management	\$	10,000	\$	10,000	Recycling of materials not covered by product stewardship scheme
Subtotal	\$	172,500	\$	272,500	
Contingency	\$	17,250	\$	27,250	<i>Allow 10%</i>
Total operating costs	\$	189,750	\$	299,750	
Net cost per year	\$	133,150	\$	132,250	

4.5 Risks and mitigation

There are several risks for operating a Circular Hub These can be managed by implementing a range of mitigation measures. See table below.

Risk	Description	Mitigation measures
Safety hazards	The Circular Hub involves the use of tools, machinery, and materials that can be hazardous if not used properly. There is a risk of accidents and injuries.	• Enforce strict safety protocols • Provide appropriate training for volunteers, members, and users
Liability	Potential for a member or visitor gets injured onsite, or offsite (for items borrowed) and the council may be held liable for their medical expenses and potential legal claims.	• Waivers • Liability insurance
Equipment maintenance	The Circular Hub contain a variety of equipment and tools that require regular maintenance. Neglecting maintenance can lead to equipment malfunctions and accidents.	• Maintenance schedule
Under resourcing	Running a Circular Hub requires human resources for administration, reception, member management, housekeeping, marketing, volunteer coordination and other tasks.	• Allocate council staff to run Circular Hub, which may expand over time as activities and membership (and associated income) grows
Financial sustainability	Ongoing costs are required for staffing (see above)	• Revenue streams for membership • Rent space out for exclusive use by schools, businesses, and other organisations during times that it is not being used by the community
Security	Theft or unauthorised use of equipment and materials.	• Access controls, surveillance • Member accountability • Contents insurance
Low membership / use	Low membership/ use of Circular Hub	• Consult with residents and community groups, schools and other stakeholders on what Circular

Risk	Description	Mitigation measures
		services are most likely to be in demand, and use information to inform the next phase (detailed design) • Seek feedback from visitors on their experience and improve/adapt offering to better meet needs • Marketing through council platforms
Member disputes	Conflicts among members or disputes related to equipment use and project ownership	• Have clear membership agreements and a code of conduct in place can help manage these situations.
Lack of expertise	The Circular Hub includes diverse activities. Risk arises from not having the breadth and depth of knowledge in the volunteer pool	• Look to draw from other volunteer pools (such as charities, community groups etc.) • Build the Circular Hub volunteer pool overtime through engaged members and users of the Circular Hub



Section 5 – Action Plan

Developing a Circular Hub strongly supports Council's policy objectives for sustainability, wellbeing, and innovation. Progressing this initiative is aligned with Council's leadership position on tackling waste and climate change. We recommend the CoHB undertake the following actions to further develop this initiative in consultation with the community.

1. Present Concept and Action Plan and Report to EMs (Feb-Mar 2024)
2. Community and stakeholder consultation on Circular Hub activities (Apr-May 2024)
3. Update Concept (if needed) based on consultation findings (Apr-May 2024)
4. GISA grant funding application (May 2024)
5. Call for Expression of Interest from community groups/businesses for using the space (Jun-Aug 2024)
6. Confirm operating model (Sep 2024)
7. Council endorsement for detailed design and construction (Oct 2024)
8. Planning and design (Nov-Dec 2024)
9. Council approval for site redevelopment/ construction (Jan 2025)
10. Site redevelopment/ construction (mid 2025)
11. Launch (late 2025)

This is a reasonably ambitious timeframe but is expected to be achievable if Council prioritises action. The table below provides a description of actions and responsibilities for the next stages up to detailed design.

Action	Description	Responsibility	Timelines
Presentation to EMs	Present Concept and Action Plan and Report to Council	Rawtec /Administration/ Elected Members	Feb-Mar 2024
Community consultation on planned activities	Consultation with key community groups and stakeholders on the appetite for the planned activities and operational model	Council administration	Apr-May 2024
Update concept plan	Update Concept if needed based on findings from community consultation at the confirmed location for the Hub.	Council administration	Apr-May 2024
Call for EoI from community groups for using the space	If applicable (depending on operational model), call on EoI/applications from key	Council administration	Jun-Aug 2024

Action	Description	Responsibility	Timelines
	stakeholder to include in the operation of the Circular Hub		
Confirm operating model	From the detailed analysis and EOI, confirm the operational model of the site	Council administration	Sep 2024
Detailed design	Undertake detailed design of the of Circular Hub with the key stakeholders for the activities	Council administration	Nov-Dec 2024





(08) 8294 5571

11 Paringa Ave, Somerton Park, South
Australia 5044

Item No: 15.8

Subject: **SOUTHERN REGION WASTE RESOURCE AUTHORITY (SRWRA)
STRATEGIC PLAN – VISION 2030: SHAPING OUR FUTURE (2025 –
2030)**

Summary

The Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay.

A five-year Strategic Plan has been developed linking the core business activities of SRWRA to strategic, operational and organisational requirements with supporting financial projections.

The Strategic Plan – Vision 2030: Shaping our Future (2025 – 2030) is presented to Council for information.

Recommendation

That Council notes the Southern Region Waste Resource Authority (SRWRA) Strategic Plan – Vision 2030: Shaping our Future (2025 – 2030).

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.

Report

In line with clause 6.4.1 of their Charter, a five-year Strategic Plan has been developed linking the core business activities of SRWRA to strategic, operational and organisational requirements.

Refer Attachment 1

SRWRA's vision is to divert waste from landfill, recover valuable resources, and generate renewable energy. Currently, SRWRA diverts over 50% of municipal waste and processes more than 40,000 tonnes of recyclables annually. It also produces green energy from landfill gas and solar arrays, enough to power over 3,000 homes.

Strategic Priorities

The Plan is structured around four strategic priorities:

1. **Contemporary Service Delivery** – Enhancing waste processing capabilities, expanding composting services for FOGO waste, and improving infrastructure such as weighbridge and office facilities.
2. **Environmental Stewardship** – Minimising environmental impact through landfill capping, stormwater management, emissions reduction, and increased use of renewable energy.
3. **Collaborative Engagement** – Strengthening relationships with councils, government, and the community through proactive communication, education initiatives, and regional forums.
4. **Good Governance and Sustainability** – Ensuring financial sustainability and robust governance through regular reviews of strategic plans, risk registers, and the development of an Environmental, Social and Governance (ESG) strategy.

Future Goals

By 2030, SRWRA aims to:

- divert up to 92% of kerbside recyclables and 50% of general waste from landfill;
- produce 100% of its energy needs from renewable sources and export 1,100MW to the grid;
- fully integrate FOGO waste into composting operations;
- establish itself as a trusted community entity through enhanced engagement and education.

The Strategic Plan aligns with national and state waste policies and supports the broader goals of South Australia's Waste Strategy 2020–2025, including zero avoidable waste to landfill by 2030. SRWRA's roadmap includes detailed actions and success measures to ensure accountability and progress across all strategic areas.

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

Our Holdfast 2050+ - A city, economy and community that is resilient and sustainable.

Council Policy

Not applicable

Statutory Provisions

Local Government Act 1999, section 43

Written By: Manager Finance

Chief Executive Officer: Ms P Jackson

Attachment 1

VISION 2030

Shaping our Future: 2025 - 2030



Acknowledgement of Country

We acknowledge and respect the Traditional Custodians whose ancestral lands we live and work upon and we pay our respects to their Elders past and present. We acknowledge and respect their deep spiritual connection and the relationship that Aboriginal and Torres Strait Islanders have to Country. We also pay our respects to the cultural authority of Aboriginal and Torres Strait Islander people and their nations in South Australia, as well as those across Australia.



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We are leaders in delivering innovative and sustainable waste management solutions for the benefit of our southern Adelaide communities and the environment.



Chair's Message

On behalf of the Board, I am pleased to present SRWRA's strategic plan, Vision 2030 Shaping our Future: 2025-2030.

Waste management and recycling in Australia faces several significant challenges, driven by environmental concerns, economic factors, and social issues. At SRWRA we are conscious of these and are playing our part in addressing them. This is occurring through the continued evolution of our integrated waste management precinct which now consistently diverts away from landfill more than 50 per cent of the municipal general waste stream we receive and processes more than 40,000 tonnes of household kerbside recyclables a year. Our focus on integrating the management of municipal waste streams on the SRWRA site is complemented by the production of enough green energy from landfill gas and a solar array, constructed on a capped landfill cell, to power more than 3,000 homes.

SRWRA has come a long way since it was established and continues to progress its underpinning philosophy to treat waste as a resource and seek the highest and best use in an environmentally and financially responsible manner. Our approach is to work with industry experts in their respective fields, through joint ventures and 'partnering' arrangements to leverage opportunities as they arise. Our success is founded on these relationships, and they remain at the very core of what we do.

Each year, our joint venture with IWS diverts more than 36,500 tonnes of municipal general waste away from landfill to a more productive use, while our joint venture with Re.Group enables the recovery of valuable commodities such as steel, aluminium, cardboard, mixed paper, glass, and plastics, with these sent to processors to become new products; a demonstration of the circular economy in action.

Through our collaborative arrangements with LMS Energy, green power continues to be exported to the electricity grid. We also continue to pursue opportunities and partnerships to make the best use of our buffer land in order to create even greater social, economic, environmental and community prosperity.

While the Authority continues to fulfill the objectives and purposes for which it was established, providing and operating waste management services on behalf of our Constituent Councils, we are conscious that more still needs to be done. At SRWRA we are addressing this by taking responsibility for the waste streams produced by our Constituent Councils, this includes finalising plans to process kerbside green waste, including Food Organics Green Organics (FOGO) waste and turn it into products, like compost, that can be responsibly returned to benefit the economy and our community.

We are also exploring our options to further reduce our environmental impact by increasing the generation and use of renewable energy on site, as well as progressing our commitment to recycling by investing in education and engagement. Our investment in this area aims to increase the level of community understanding on proper waste disposal and recycling practices in order to increase participation levels in waste reduction initiatives, including minimising contamination in kerbside bins.

SRWRA continues to evolve, investing in sustainable, inventive waste management facilities, while operating in a financially responsible manner. As a result, we are now well-placed to deliver the raft of initiatives under our four strategic priorities over the next five years that are contained in this innovative and aspirational plan.

About SRWRA

The Southern Region Waste Resource Authority (SRWRA) is a leader in delivering innovative and sustainable waste management solutions for the benefit of our southern Adelaide communities and the environment.

SRWRA was established as a Regional Subsidiary under section 47 of the *Local Government Act 1999* by the Cities of Onkaparinga, Marion and Holdfast Bay to support them in the delivery of waste management services.

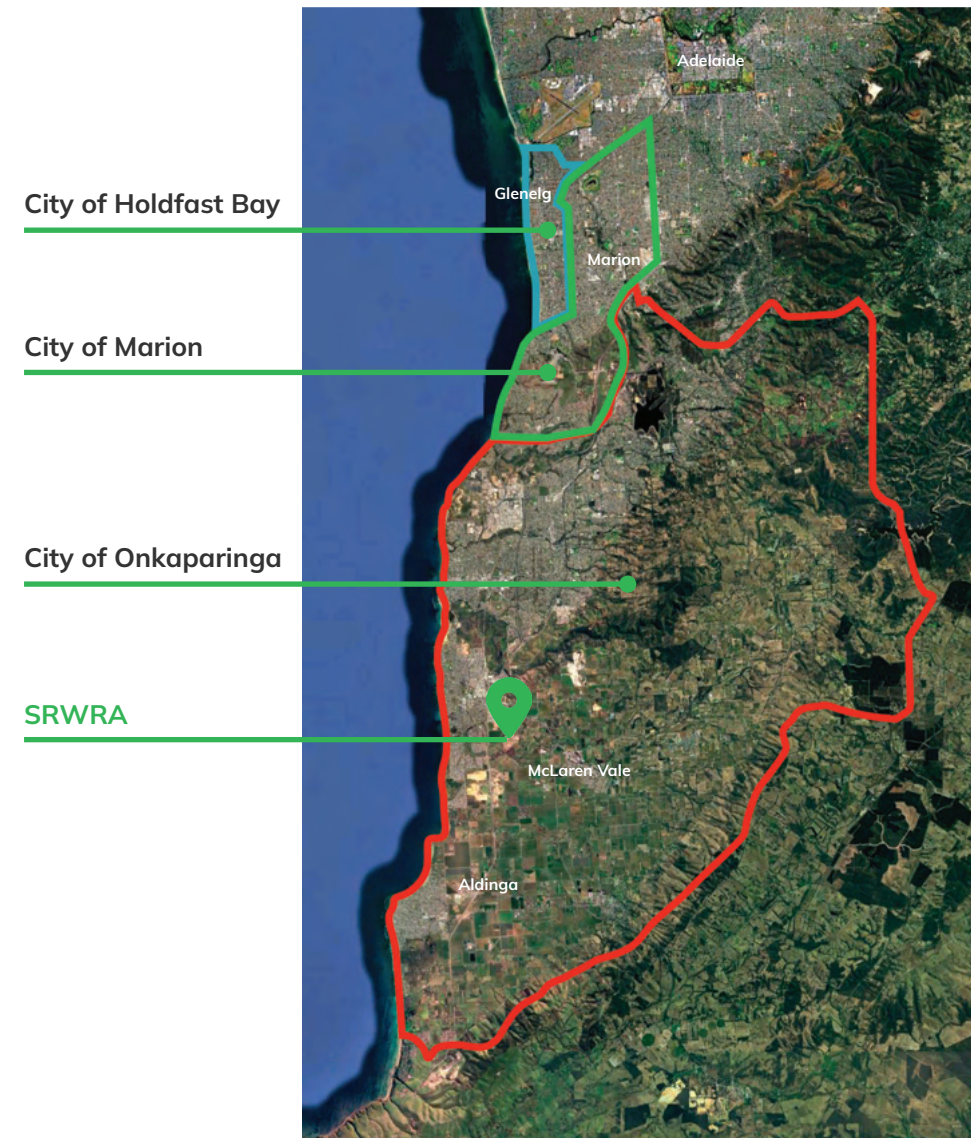
Our innovative and cost-effective waste and recycling management solutions actively support community sustainability, improve environmental outcomes and encourage the diversion of waste from landfill to create a lasting impact.

SRWRA operates a contemporary integrated waste and recycling facility that includes South Australia's largest and most technically advanced Materials Recovery Facility.

We operate under unincorporated joint ventures with industry experts including Integrated Waste Services (IWS) for the operation of the Southern Recycling Centre and Re.Group for the operation of the Southern Materials Recovery Facility.

SRWRA is dedicated to working with our Constituent Councils to support positive waste management practices and recycling.

Together, we can make a meaningful impact on waste and resource management in our region and contribute to a more sustainable future for all.



We Are

We are a commercially sustainable and socially responsible site that capitalises on emerging opportunities in waste management, transfer, re-use and sale alongside complementary industries such as renewable energy and water.

We accept and process waste at a price point that balances cost, environmental outcomes and community expectations.

We Do This Through

- Providing cost-effective waste management services to support our Constituent Councils and other council customers
- Promoting the productive use of our land and recovered resources

- Supporting the circular economy by recovering resources for re-use and purchasing products that contain recycled content
- Being financially sustainable and environmentally responsible
- Maximising the diversion of waste from landfill
- Proactively engaging with our stakeholders
- Resource recovery, diverting waste from landfill from kerbside yellow commingled recycling bins, kerbside general waste bins, general public and commercial waste disposal
- Renewable resources, collaborating with our onsite partner, LMS Energy, to produce electricity by converting methane from landfill gas and from solar power generation
- Pursuing the productive use of our buffer land, including current support for the supply of recycled water to McLaren Vale vineyards
- Providing online and digital education and engagement material and school grants to support sustainable waste management practices

Our Strategic Priorities:

1

**Contemporary
Services Delivery**

2

**Environmental
Stewardship**

3

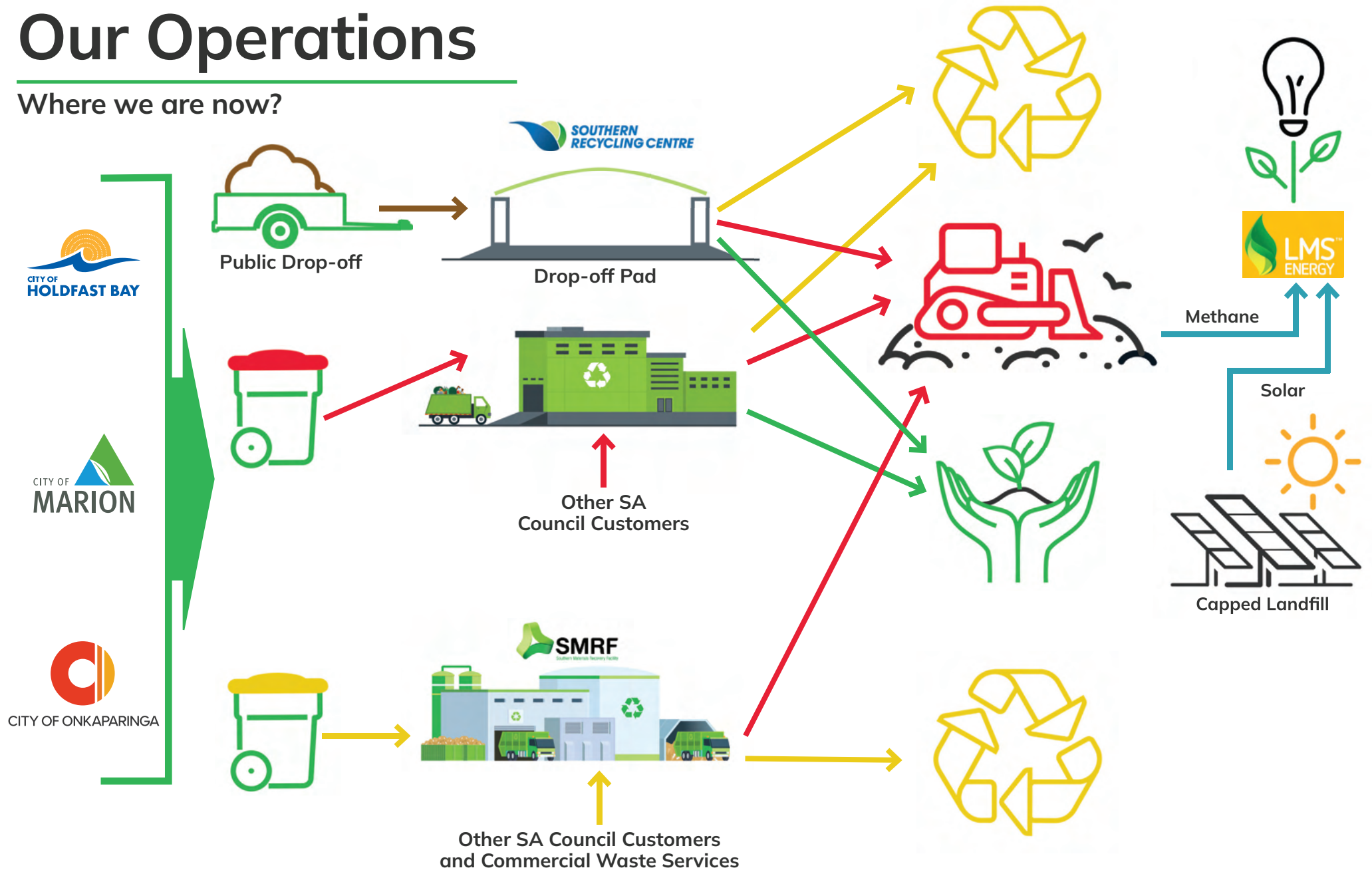
**Collaborative
Engagement**

4

**Good Governance
& Sustainability**

Our Operations

Where we are now?



Our Vision For Our Future

Waste Management



2025

Where are we now?

- We are providing cost effective waste management services to the Constituent Councils and other local government customers for the processing and disposal of the following municipal kerbside waste streams:
 - Waste
 - Comingled Recycling

- We manage our landfill in accordance with our EPA Licence and are making financial provisions for our future closure and post closure liabilities
- Identified capacity to create future airspace beyond the estimated 10 year life of existing cells

2030

Where will we be?

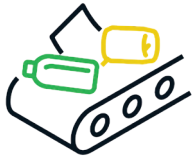
- We are providing cost effective waste management services to the Constituent Councils and local government customers for the processing and disposal of the following municipal kerbside waste streams:
 - Waste
 - Comingled Recycling
 - Food Organics / Green Organics (FOGO)

- We manage our landfill in accordance with our EPA Licence and make financial provisions for our future closure and post closure liabilities
- We have identified and, where appropriate, implemented new or augmented services to support our Constituent Councils and other customers



Our Vision For Our Future

Resource Recovery



2025

Where are we now?

- We are diverting waste from landfill that is brought to the SRWRA site from Constituent Councils, other councils, the general public and commercial operators
- We are diverting 85% of the kerbside comingled recycling bin from landfill via the Southern Materials Recovery Facility Joint Venture and into the circular economy
- We are diverting 35-45%* of the kerbside waste bin content from landfill via the Southern Recycling Centre Joint Venture into environmental restoration activities

* Diversion percentage subject to organics content of the bin

2030

Where will we be?

- We are reducing the proportion of waste to landfill through improved practices, including the application of advanced technologies and proactive education
- We are diverting 88-92%* of the kerbside comingled recycling bin from landfill via the Southern Materials Recovery Facility Joint Venture and into the circular economy
- We are diverting 40-50%* of the kerbside waste bin from landfill and into environmental restoration activities and the circular economy
- We are diverting waste from the FOGO (kerbside food organics / green organics) bin from landfill into high quality compost

* Diversion percentage subject to organics content of the bin



Our Vision For Our Future

Renewable Resources



Buffer Land Management



2025

Where are we now?

- We are producing electricity by converting methane from landfill gas
- We are producing about 35% of our onsite electricity needs from solar power
- We export around 450MW of renewable energy to the grid

2030

Where will we be?

- We are producing electricity by converting methane from landfill gas
- We are producing at least 75% of our onsite electricity needs from solar power
- We produce 100% of our own power needs from renewable energy
- We export 1,100MW renewable energy to the grid
- Our buffer land is well utilised by activities that align with its primary purpose, as a buffer from sensitive receptors
- We have increased tree planting and vegetation screening of the SRWRA site



Our Vision For Our Future

Communications & Engagement



2025

Where are we now?

- We have developed a Communications and Engagement Strategy
- We have redeveloped our website
- We have commenced the development of digital education content for use by our Constituent Councils and customers
- We provide an annual school grants program to support waste education

2030

Where will we be?

- We have established SRWRA in the community as a trusted and well-regarded entity
- We are proactively communicating with and advising our Constituent Councils and other customers on relevant waste management issues



Strategic Context

National

Federal legislation influences both State and Local Government policy. Federal and State government Environment Ministers are working towards harmonisation of waste policy across the country. SRWRA engages at the national, state and local level. Key reference documents used by SRWRA include:

- National Waste Policy and Action Plan
- *Product Stewardship Act 2011*
- Extended Producer Responsibility schemes
- *Recycling and Waste Reduction Act 2020*
- National Food Waste Strategy

South Australia

SRWRA engages with state entities that have responsibility for waste management policies and functions. Key reference documents used by SRWRA include:

Green Industries SA Act 2004

The guiding principles of the Act include:

- Waste management hierarchy
- The circular economy
- Ecologically sustainable development
- Best practice methods and standards
- Policy development through open dialogue and consultation
- Source separation of waste



Strategic Context

Environment Protection Act 1993

The guiding principles of the Act include:

- Promotion of the principles of ecologically sustainable development
- Protection, restoration and enhancement of the environment
- Regulation of waste management
- Promotion of the waste management hierarchy and a strong market for recovered resources
- Illegal dumping offences

Environment Protection (Waste to Resources) Policy 2010

The guiding principles of the policy include:

- Sustainable waste management
- Prohibited landfill waste
- General waste management obligations
- General waste transport
- Resource recovery processing requirements for most metropolitan Adelaide waste



Strategic Context

Supporting the Circular Economy – South Australia's Waste Strategy 2020-2025

South Australia's Waste Strategy 2020-2025 outlines actions that can contribute to the development of a circular economy in South Australia.

The State Waste Strategy Targets include:

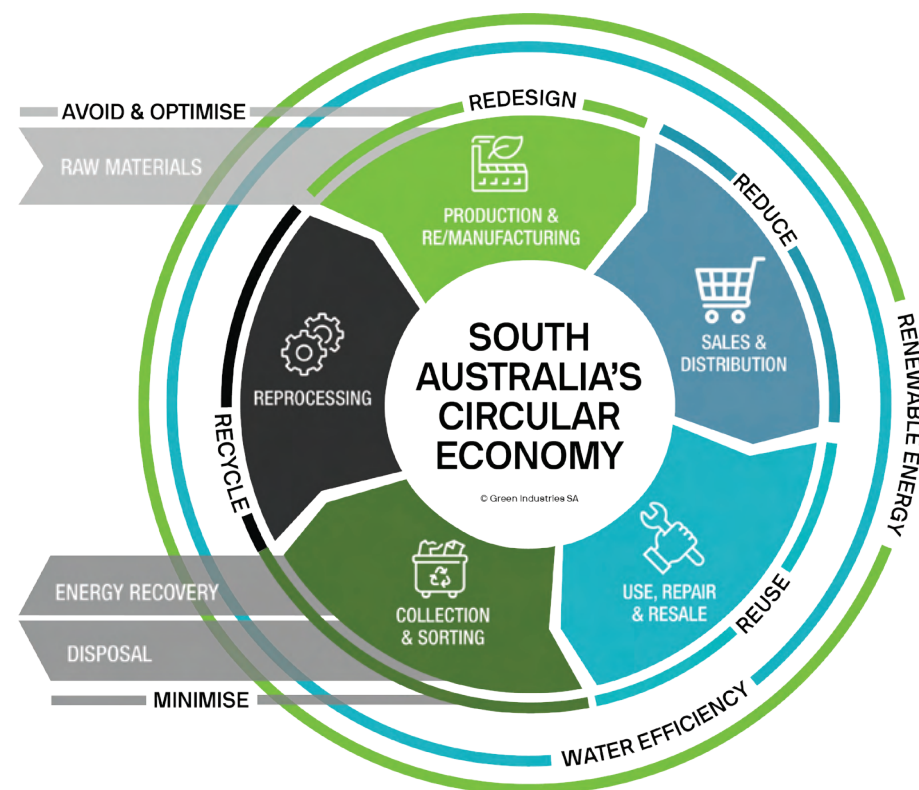
- Zero avoidable waste to landfill by 2030
- Commercial and industrial waste 90% diversion
- Metropolitan municipal solid waste 75% diversion (Kerbside Recycling, FOGO and General Waste)
- Construction and demolition waste 95% diversion

Priorities for action described in the Strategy are:

- Transitioning to a circular economy
- Market development
- Infrastructure capability and capacity
- Food waste
- Plastics and packaging

Additional reference documents include:

- *Beverage Container Act 1975*
- *Single-use and Other Plastic Products (Waste Avoidance) Act 2020*



Our Constituent Councils



City of Onkaparinga

Community Vision 2034

Environment Vision statement

It's easy to live locally here. It looks and feels amazing, from the coastline to the rolling hills, vineyards and abundant trees. The natural world is respected and full of life. This is a clean, attractive, well-kept place where outdoor spaces are cared for with new and ancient approaches. There is resilience to the impacts of a changing climate and hope for the future.

Goals:

- Reduce carbon emissions to help mitigate climate change impacts
- Transition towards a circular economy by maximising the lifespan and value of materials and products
- Support individuals and businesses to reduce waste to landfill



City of Marion

Community Vision 2034

Environment Vision statement

We protect, restore, and connect to the natural environment, building resilience to climate change.

Performance Measure: 70% resource recovery from household kerbside collection services.

Priority S1: Protect, restore and manage:

- S1.5 - Minimise waste, maximise resource recovery and build a circular economy, through our services and support to organisations and the community



City of Holdfast Bay

Our Holdfast 2050+

Sustainable Vision statement

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

Aspirations:

- 2030s - The amount of waste sent to landfill has reduced by 75 per cent on 2020 levels
- 2040s - The majority of businesses in the city employ a circular or cradle to cradle philosophy (including for their supply chain) to minimise waste where possible
- 2050s - We send zero waste to landfill

1

Strategic Priority

Contemporary Services

We provide a contemporary service mix tailored to our Constituent Councils and the broader community. This includes accepting and processing municipal waste, kerbside recyclables, and green waste at a price point that balances cost, environmental outcomes, and community expectations.

We prioritise resource recovery to divert waste from landfill, while operating all facilities, including landfills, with commercial and environmental responsibility.

We also strategically acquire and retain ownership of buffer land to minimise operational risks from sensitive receptors.

The services we provide are:



Municipal Kerbside Waste

and recycling bin resource recovery and disposal



Public Waste

drop off area



Council and Commercial

operator disposal to landfill

We support other entities in their service provision to the community by facilitating and enabling:



Provision of recycled water

to the irrigators of McLaren Vale via a commercial lease for water storage on our buffer land



Provision of telecommunications

services to the community via two commercial leases for phone towers on our buffer land



Electricity generation

to the grid from landfill gas combustion and a solar farm on capped landfill

1

Strategic Priority

Contemporary Service Delivery

Actions

- Through our joint venture arrangements provide an on-site, in-vessel composting service for the kerbside green waste or FOGO bin
- Continue to investigate opportunities to maximise diversion of waste from landfill
- Investigate opportunities to develop a Solar farm and Battery Storage for the benefit of SRWRA and where possible, its Constituent Councils
- Cap landfill cell 5 and plan for new landfill cells 6 & 7
- Improve site operational efficiency and safety by expanding the working area of the recycling precinct
- Develop a new integrated office and weighbridge facility to support SRWRA's growth and staff attraction / retention
- Investigate further opportunities to divert recovered resources into the circular economy
- Investigate further opportunities to divert plastics from landfill
- Investigate productive use options for our strategic buffer land that supports improved economic and social prosperity for the local community
- Review and update masterplan of the SRWRA site and strategic buffer land
- Future landfill airspace planned on a rolling 10-year basis

Measuring Our Success

- Increase diversion from landfill by 2030
- Constituent Council disposal costs are in the lowest quartile for Adelaide Metro for all waste streams
- Further KPIs to be developed in conjunction with the Board

2

Strategic Priority

Environmental Stewardship

We are dedicated stewards to our environment, managing our site responsibly for the benefit of the community.

We understand the impact of our operations and actively work to minimise negative effects while maximising positive contributions through modern environmental management practices.

We promote conscious, ethical decision making, recognising our role in safeguarding ecosystems and resources for both current and future generations.



2

Strategic Priority

Environmental Stewardship

Actions

- Landfill capping is planned and approved
- Improve the quality of stormwater leaving the SRWRA site
- Strategically acquire land to provide a buffer from sensitive receptors
- Monitor and reduce emissions
- Identify opportunities to substitute potable water for non-potable water on site
- Identify opportunities to reduce fuel use on site
- Identify opportunities to source 100% renewable energy for the site
- Procure products that have recycled content where possible
- Ground water monitoring and improvement projects
- Identify opportunities to reduce the impact of site activity on surrounding properties

Measuring Our Success

- National Pollution Index Report
- Landfill environmental monitoring is completed in accordance with our EPA licence
- The SRWRA site is managed in accordance with our EPA licence
- Stormwater monitoring and improvement projects completed
- Reduce carbon emissions
- Reduce fuel use
- Renewable energy use
- Tree planting and vegetation screening established
- Further KPIs to be developed in conjunction with the Board

3

Strategic Priority

Collaborative Engagement

We will proactively engage with Constituent Councils, customers, all levels of government, industry, and waste subsidiaries to achieve shared strategic outcomes.

By fostering collaboration and providing essential market intelligence, we'll help Constituent Councils refine their waste management strategies and assess new solutions.

Our goal is to be a trusted brand, deeply connected with our community and customers on all aspects of SRWRA's service delivery.



3

Strategic Priority

Collaborative Engagement

Actions

- Proactive communication with Constituent Councils, Customers, Community, Government and Industry
- Regional forums focussed on strategic alignment, innovation and collaboration
- Regional advocacy on waste policy and government investment
- Responses to government waste related consultations
- Developing SRWRA's brand within the community as a trusted and well-regarded organisation
- Review and update Communication & Marketing Plan
- Realign grants and sponsorship programs to support SRWRA's communication objectives
- Engage with the local community to highlight the social value of the SRWRA site and explore opportunities for them to contribute to it

Measuring Our Success

- High quality digital assets are provided to customers to support their community education and engagement activities
- Annual regional forum is held with Constituent Councils
- Opportunities to share services are investigated and presented to the Board
- SRWRA participates in government waste related strategy consultations
- Quarterly newsletters that provide information on the activities of SRWRA are provided to the Constituent Councils
- Communications & Engagement Plan expanded to target and promote the social value and standing of SRWRA, including the recasting of grant programs, engagement material, event sponsorship and engagement in community conversations

4

Strategic Priority

Good Governance & Sustainability

We are well-governed and financially sustainable, ensuring long-term benefit for our Constituent Councils.

By maintaining contemporary governance practices and staying ahead of legislative changes, we foster an environment where fairness, transparency, and accountability are central to every decision.

Our mature corporate governance framework enables us to make timely, informed decisions, positioning SRWRA to responsibly meet Constituent Council needs now and into the future.



4

Strategic Priority

Good Governance & Sustainability

Actions

- Annual review and update of:
 - Strategic Plan and Annual Business Plan
 - Long Term Financial Plan
 - Landfill Closure and Post Closure Plan
 - Plant Asset Management Plan
 - Business Continuity Plan
- Develop and review a Building and Infrastructure Asset Management Plan
- SRWRA Charter:
 - Board Governance and Composition Review
 - Purpose of the Authority Review
- Enhance IT information systems and reporting
- Identify opportunities to share services with Constituent Councils and other Waste Authorities
- Annually review emergency response plans and contingency plans
- Maintain a Strategic Risk Register that is regularly reviewed by the Audit & Risk Committee and Board
- Develop an Environmental, Social and Governance (ESG) Strategy and reporting framework
- Identify opportunities to improve the financial impact for our Constituent Councils and actively report on the benefit we provide

Measuring Our Success

- Compliance with the SRWRA Charter and *Local Government Act 1999*, review and update Charter every 4 years
- Annual Budget and Business Plan adopted within statutory timeframes
- Annual Report adopted and sent to Constituent Councils in accordance with Charter requirements
- Strategies and plans reviewed and developed in a timely manner
- Annual presentation to Constituent Councils
- Annual Business Plan, Budget and quarterly budget reviews are prepared in a timely manner
- Annual emergency evacuation drill is completed
- Environmental, Social and Governance (ESG) Strategy and reporting framework is developed by December 2026

Roadmap to success

	FY26	FY27	FY28	FY29	FY30
Provide on-site composting service for green waste					
Investigate opportunities to maximise diversion of waste from landfill					
Investigate Solar Farm & Battery Storage					
Cap landfill cell 5 and plan landfill cells 6 & 7					
Improve efficiency & safety in precinct by expanding working area					
Develop a new integrated office & weighbridge facility					
Investigate further opportunities to divert recovered resources into the circular economy					
Investigate further opportunities to divert plastics from landfill					
Investigate productive buffer land to improve economic and social community prosperity					
Review and update masterplan SRWRA site and strategic buffer land					
Future landfill airspace planned on a rolling 10-year basis					
Landfill capping planned & approved					
Improve stormwater leaving SRWRA					
Strategically acquire land to provide a buffer from sensitive receptors					
Monitor and reduce emissions					
Identify opportunities to substitute potable water for non-potable water on site					
Identify opportunities to reduce fuel use on site					
Identify opportunities to source 100% renewable energy for the site					
Procure products that have recycled content where possible					
Ground water monitoring and improvement projects					
Identify opportunities to reduce site activity impact on surrounding properties					

1 Contemporary Service Delivery

2 Environmental Stewardship

Roadmap to success

	FY26	FY27	FY28	FY29	FY30
Proactive comms with Constituent Councils, Customers, Community, Government & Industry					
Regional forums focused on strategic alignment, innovation & collaboration					
Regional advocacy on waste policy and government investment					
Responses to government waste related consultations					
Developing SRWRA's brand within the community as a trusted and well-regarded organisation					
Review and update Communications & Marketing Plan					
Realign grants and sponsorship programs to support SRWRA's communications objectives					
Engage with the local community to highlight the social value of the SRWRA site and explore opportunities for them to contribute to it					
Annual review and update of: Landfill closure and post closure plan. Long Term Financial Plan Plant Asset Management Plan. Business Continuity Plan					
Develop and review a Building and Infrastructure Asset Management Plan					
SRWRA Charter: Board Governance & Composition Review. Purpose of the Authority Review					
Enhance IT information systems and reporting					
Identify opportunities to share services with Constituent Councils and other Waste Authorities					
Annually review emergency response plans and contingency plans					
Maintain a Strategic Risk Register regularly reviewed by Audit & Risk Committee and Board					
Develop an Environmental, Social and Governance (ESG) Strategy and reporting framework					
Identify opportunities to improve the financial impact for our Constituent Councils and actively report on the benefit we provide					

3 Collaborative Engagement

4 Good Governance & Sustainability

VISION 2030

Shaping our Future: 2025 - 2030

112 Bakewell Drive, Seaford Heights, SA 5169

P: 08 8327 0304 W: srwra.com.au



Item No: 15.9

Subject: **AGED CARE ACT 2024 AND ELECTED MEMBERS AS RESPONSIBLE PERSONS**

Summary

The *Aged Care Act 2024* (the Act) came into effect on 1 November 2025. One of the changes to the governance requirements in this Act is the introduction of *Responsible Persons*. All Elected Members in their role as Trustee of the Dorothy Cheater Trust have been identified as *Responsible Persons* and mandatory training regarding this responsibility has commenced and must be undertaken by all Responsible Persons.

Correspondence dated 31 October 2025, regarding **Elected Members as Responsible Persons** has been received from the Australian Government Department of Health, Disability and Ageing.

Recommendation

That Council notes the correspondence from the Australian Government Department of Health, Disability and Ageing: **Elected Members as Responsible Persons**, and that all Elected Members (as Trustee of the Dorothy Cheater Trust) are *Responsible Persons* under the *Aged Care Act 2024*.

Background

The *Aged Care Act 2024* (the Act) came into effect on 1 November 2025. There are series of changes to governance requirements in this Act which includes the introduction of *Responsible Persons* ie replacing the former *Key Personnel*. This means that Elected Members are *Responsible Persons* and so have increased obligations to Alwyndor in their role as Trustee of the Dorothy Cheater Trust.

Correspondence regarding **Elected Members as Responsible Persons** has been received from the Australian Government Department of Health, Disability and Ageing and forms Attachment 1 to this report.

Refer Attachment 1

Report

The *Aged Care Act 2024* (the Act) came into effect on 1 November 2025.

The correspondence, **Elected Members as Responsible Persons**, has been prepared by the Australian Government in response to questions that have been raised about the implications of elected members being responsible persons for local governments who are registered providers.

Under the requirements of the Act *Responsible Persons* for Alwyndor are defined as:

- The individual members of Council ie as the members of the governing body of Alwyndor and the Trustee of the Dorothy Cheater Trust;
- The CEO of City of Holdfast Bay;
- The individual members of the Alwyndor Management Committee;
- The General Manager of Alwyndor;
- Any other person who could be said to have authority or responsibility for (or significant influence over) planning, directing or controlling the activities of the registered provider, eg members of the executive management team of Alwyndor, members of the City of Holdfast Bay executive team and members of the Audit and Risk Committee (including the independent members);
- Any other person who:
 - who has responsibility for overall management of the nursing services delivered by Alwyndor, or overall management of the (nursing) services delivered at an approved residential care home of the registered provider, and who is a registered nurse; and
 - is responsible for the day-to-day operations of an approved residential care home or service delivery branch of the registered provider.

As a part of an Alwyndor Management Committee (AMC) meeting held on 30 October 2025 a workshop regarding the Act was held with Julie McStay, Partner Thomson Geer Lawyers, presenting. Elected Members were requested to attend this mandatory session together with the City of Holdfast Bay and Alwyndor Executives. Those who were unable to attend, together with the Independent Members of the Audit and Risk Committee will be required to undertake this mandatory session, facilitated by Ms McStay. Dates are currently being confirmed.

This workshop included information regarding changes to governance requirements in the Act which include the introduction of *Responsible Persons* replacing the former *Key Personnel* requirements.

We have also been advised that regulatory guidance on responsible persons in local government is currently being developed by the Aged Care Quality and Safety Commission and will be distributed in the coming weeks. Any additional requirements or implications for Elected Members as *Responsible Persons* will be communicated.

All *Responsible Persons* for Alwyndor will be kept informed regarding this matter.

Budget

The 2025-26 Alwyndor budget includes funds for training and legal advice regarding the *Aged Care Act 2024* and the associated Aged Care Reform Agenda.

Life Cycle Costs

Not applicable

Strategic Plan

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

Council Policy

Not applicable

Statutory Provisions

Aged Care Act 2024

Aged Care Rules 2025

Written By: General Manager Alwyndor

Chief Executive Officer: Ms P Jackson

Attachment 1



Australian Government

Department of Health, Disability and Ageing

To whom it may concern

Elected Members as Responsible Persons under the *Aged Care Act 2024*

The Department of Health, Disability and Ageing (Department) would like to thank local governments, and local government associations, for their engagement and effort in preparation for commencement of the *Aged Care Act 2024* (the Act). This advice is intended to assist with questions that have been raised about the implications of elected members (Mayors and Councillors) being responsible persons for local governments who are registered providers.

I acknowledge the magnitude of change that is underway in aged care. The Act supports an aged care system that is better regulated, more transparent and more accountable. I appreciate that the transition has required, and will continue to require, significant effort from everyone in the sector as the changes are implemented.

The regulatory framework created by the Act recognises that there is a significant diversity in aged care services, provider organisations and delivery context. As such, it enables a proportionate approach to regulation that responds to the risk of harm to older people and to the context of service delivery. Accordingly, the Department and the Aged Care Quality and Safety Commission (Commission) will work with local government authorities in a manner that recognises their specific operating context and legal structure.

Elected Members as responsible persons

As defined in Section 12 of the Act, a responsible person of a registered provider includes anyone responsible for executive decisions, which includes members of governing bodies, and anyone who has authority or responsibility for (or significant influence over) planning, directing or controlling the activities of the registered provider. Accordingly, an elected member as an individual will generally be considered a responsible person for the purposes of the Act, noting there may be differences between jurisdictional legislative frameworks.

Where a local council delivers funded aged care services, elected members making decisions as a council may be treated as a governing body for the purposes of the Act. In such situations the Council would be generally responsible for key aspects of the executive decisions of the registered provider. For example, the Council may make strategic decisions about services offered and/or provide independent oversight and assurance of council management action including financial oversight.

As a responsible person under the Act, elected members will need to comply with the Aged Care Code of Conduct, undergo worker screening, have an assessment made of their suitability, have a duty of due diligence. These requirements are not unduly high. For example, from 1 November 2025, responsible persons will need either a police certificate or a National Disability Insurance Scheme (NDIS) Worker Screening Clearance. However, we appreciate that suitability and the statutory duty are elements causing particular concern.

Suitability requirements

In assessing the suitability of responsible persons, Section 13 of the Act outlines the matters that need to be considered including an aged care or NDIS banning order; insolvency; being subject to civil penalties or conviction for indictable offences; actions from listed regulators; and any findings or judgements in relation to fraud, misrepresentation or dishonesty. If a suitability matter arises this does not mean a responsible person is automatically unsuitable for the position. Rather, these matters inform consideration of suitability both by the registered provider and the Commission.

The Commission will approach a situation where an elected member may be considered unsuitable to be a responsible person of an aged care provider in a pragmatic and proportionate way. In line with their Regulatory Strategy, they will work with providers who are taking reasonable steps to mitigate any risks resulting from the elected member's role in the governance of the funded aged care services. This may include, for example, limiting the elected member from making executive decisions regarding the council's delivery of the funded aged care services, and seeking to limit their influence over the council's aged care operations to the extent possible under relevant local government legislation. This may also include implementing processes to mitigate the impact of the elected member's actions, such as reviewing the basis of the assessment that they were unsuitable to ensure any ongoing issues are accurately identified and able to be managed.

The Commission will not compel a local government authority to take an action that is unlawful under their own legislative framework. For example, it is acknowledged that a Council will not be able to lawfully remove an elected member only on the basis that the Commission has assessed them as unsuitable to be a responsible person for aged care services. Where such a conflict arises, they will work pragmatically with the council as an aged care provider toward an appropriate outcome.

Statutory duty

Registered providers have an enforceable duty to ensure (as far as reasonably practicable) they don't cause harm to older people when they're delivering care. Responsible persons have a complementary duty to exercise due diligence to ensure the provider complies with the provider's duty. Due diligence, in the context of being an elected member, may include taking reasonable steps to know about the obligations that apply to the provider, understand the nature of the aged care services the provider is delivering (and the risks associated with that care) and to ensure the provider has the resources they need to deliver safe and quality care. What due diligence looks like is assessed based on what was reasonable for that particular responsible person, in their particular role, at that particular time.

The civil liability for breaching the statutory duty requires a finding by the court that the responsible person has not exercised due diligence, and that their conduct, which must be a significant departure from the conduct that could reasonably have been expected, or part of a systematic pattern, has exposed an older persons to a risk of death or serious injury or illness. This demonstrates this pathway is for the most serious of failures.

Next steps

Further to this letter, the Commission will provide additional regulatory guidance on responsible persons in local government authorities in the coming weeks.

Following the commencement of the Act on 1 November 2025, the Department will be monitoring the outcomes of all changes to the Commonwealth aged care system to ensure we are achieving the policy intent of the reform. This includes the operation of the new definition of responsible person in the Act, and the issues that have been raised. Both the Department and the Commission remain committed to engaging with local government providers, and their representative associated, to identify and respond pragmatically to issues as they arise.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'R. Day', with a long horizontal line extending to the right.

Robert Day

Assistant Secretary
Harmonisation and Regulatory Strategy Branch

31 October 2025