

**Item No:** 8.4

**Subject:** **FUTURE SUPPORT MODEL**

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## Summary

Following the Jetty Road Development Coordinator position becoming vacant in mid-December 2024, a review was initiated by the Jetty Road Mainstreet Committee to assess the function and effectiveness of the current model and investigate other methods of resource delivery, aligned with the Terms of Reference.

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## Recommendation

**That the Jetty Road Mainstreet Committee:**

- 1. recommends to Council the Jetty Road Mainstreet Committee adopt the outsourcing model of service provision, to support JRMC key deliverables;**
  - 2. allocates a maximum of \$125,000 within the 2025-26 draft budget to be paid for the oversight of third-party contracts by Council Administration, subject to Council approval; and**
  - 3. recommends Administration establishes draft Service and Sponsorship Agreements and seeks formal quotes for specialist contractors.**
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## Background

Since 2012, the Jetty Road Precinct has been supported by staff employed by the City of Holdfast Bay and funded from the Jetty Road Mainstreet Separate Rate. The following positions have provided that support:

- Jetty Road Development Manager (2012–2017)
- Jetty Road Development Coordinator (2017–2024)
- Digital Marketing and Administration Officer (September 2022–November 2024)

Prior to 2012, administrative support was provided through Council to service the requirements of the Jetty Road Mainstreet Committee (JRMC).

The past structure and dedicated resources delivered the following key functions:

- promoting the precinct as a vibrant shopping, leisure, and recreational destination;
- supporting the economic development of the precinct;
- maintaining and promoting a constructive and mutually beneficial relationship between all stakeholders;
- developing Marketing and Annual Business plans;
- aligning Jetty Road initiatives with Council’s Strategic Management Plans;

- delivering marketing initiatives outlined in the annual Marketing Plan.

This model utilised a dedicated individual(s) responsible for overseeing all aspects of the Precinct management, including:

- stakeholder engagement and relationship management;
- promotional activities and support with events;
- development of marketing initiatives;
- delivery of marketing campaigns;
- administrative duties.

### **Review of Support Services**

In November 2024, the Digital Marketing and Administration Officer position became vacant, prompting a review of the current structure. The JRMC identified a gap in specialised social media management services, which had not been addressed by the previous role.

Consequently, a trial outsourcing of the social media function to a third-party specialist contractor commenced in mid-December 2024. To ensure alignment and oversight, the Jetty Road Development Coordinator's reporting line was adjusted to directly report to the Business Development Partner. This restructuring aimed to:

- deliver business support and activation;
- enhance trader engagement;
- oversee additional marketing and promotional activities; and
- coordinate with council's marketing plan deliverables and event activations.

Stakeholder engagement responsibilities were reassigned to the General Manager, Community and Business, in conjunction with the Chief Executive Officer, to provide clear communication channels for the JRMC.

### **Workshop and strategic direction**

In January 2025, the Chair, Jetty Road Mainstreet Committee expressed the current services being provided by the Jetty Road Mainstreet Coordinator role did not align with the future requirements of the Committee. A workshop was held on 28 March 2025, involving the Chair and Deputy Chair of JRMC, Chief Executive Officer and General Manager Community and Business.

During the workshop it was identified the following services were being delivered by the Jetty Road Mainstreet Coordinator position to varying degrees:

- Social media
- Event development
- Trader engagement (on the street)
- Promotional activities
- Marketing
- Concierge service (providing a conduit between traders and Council for requests)
- Governance/admin support to the JRMC

- Business support to traders

Concern was raised that effort was not being focused in the areas important to JRMC. For instance, more effort was being given to concierge services, business support, event development and governance/admin support.

It was identified that future services needed to focus on:

- Marketing – campaign and tactical implementation
- Promotional activities linked to marketing campaigns
- Social media
- Event development (similar to current services)

Through the workshop, a preference was expressed for the social media, marketing and promotional activities to be provided by a third party contractors with expertise in these areas rather than by a dedicated employee.

It was suggested that event planning and activation would be co-designed with JRMC and council, with delivery and management provided by council's Events team.

As a result, the following services would not be funded by the Jetty Road Mainstreet Separate Levy:

- Business support to traders
- Governance/admin support to JRMC
- Trader engagement
- Concierge service

It was agreed business support to traders would continue as part of Council's broader services to small businesses through the City Activation team, however it would result in reduced services to Jetty Road traders. The governance and administration support services would be provided by the Council Administration. Trader engagement and concierge services would not be provided by Council Administration staff.

It was made clear through the discussions that Council Administration staff would need to manage the contractors, engaged for social media and marketing, on a day-to-day basis, overseeing key deliverables with monthly reporting to the JRMC. Additionally, business check-ins with Precinct traders would be conducted every two years by the Business Development Partner and associated third parties to support trader capacity and business improvement. Council would also serve as the primary point of contact for all enquiries, though service requirements (e.g. 24/7 vs 5-day working hours) remained undecided.

### **Budget considerations**

A dedicated budget workshop with JRMC on 16 April 2025 presented updated costings associated with outsourcing services and Administration providing support and oversight moving forward.

## Report

This report reviews past and future models of resourcing JRMCM activities, aligned with the section 41 Committee key deliverables and the current JRMCM Council-endorsed Terms of Reference.

### ***Past Model***

The previous model ensured a single point of contact and continuity but was constrained by limited resources, skills gaps, and operational inefficiencies. There was also a disconnect with the overall marketing approach and coordination of council's tourism marketing campaigns and event activations, which should be utilised to leverage and enhance Jetty Road marketing and promotion deliverables. As a result, key agreed actions and identified opportunities, as recommended by the JRMCM, were not maximised for optimal return.

It is important to note that this position was an employee of City of Holdfast Bay, directly reporting to the Manager City Activation and working in collaboration with JRMCM.

Total cost of employment including superannuation was \$137,717.

### **Outsourcing Model**

Following feedback from JRMCM, an outsourcing model is currently being implemented. Under this model, Council, on behalf of JRMCM as a section 41 advisory committee of Council, would procure social media management and marketing services, including planning and implementation, while providing oversight and management of third-party contractors. Key considerations for this model include:

- integration of Council-led destination branding and marketing;
- integration of Council-led Transforming Jetty Road Project communication, engagement, marketing, promotion, and project delivery;
- Council to lead management of Precinct trader grant programs;
- Council to lead event development and delivery;
- Council to continue supporting administration and governance of the Committee; and
- Council to manage all general enquiries and emails from traders on a day-to-day basis

It is important to note that JRMCM has no delegated authority under the Local Government Act to make decisions or procure services; this responsibility lies solely with Council. The JRMCM makes recommendations to Council for endorsement.

Resourcing for the above requirements would incur a total cost of \$125,000. Additionally, \$352,000 is allocated to outsourcing social media management and marketing services. JRMCM allocated a total budget of \$215,000 for three seasonal co-funded event activations with Council-matched funding, including Christmas Pageant sponsorship.

## Budget

The total employment costs of the Jetty Road Coordinator, including superannuation, was \$137,717.

The outsourced model includes Council Administration costs for oversight of the contracts of \$125,000. Allocation of \$352,000 has been identified for the outsourcing of social media management and marketing services both planning and implementation.

## Life Cycle Costs

Not applicable

## Strategic Plan

Innovation: entrepreneurialism

Sustainability: resilience in our economy

## Council Policy

Not applicable

## Statutory Provisions

Not applicable

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**Written By:** Business Development Partner

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