



Council Agenda

NOTICE OF MEETING

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

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

Tuesday 23 April 2013 at 7.00pm

Justin Lynch
CHIEF EXECUTIVE OFFICER

Ordinary Council Meeting Agenda

1. OPENING

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

2. KAURNA ACKNOWLEDGEMENT

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

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

3. 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.

4. APOLOGIES

4.1 Apologies Received

4.2 Absent

5. ITEMS PRESENTED TO COUNCIL

6. DECLARATION OF INTEREST

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

7. CONFIRMATION OF MINUTES

Motion

That the minutes of the Ordinary Meeting of Council held on 23 April 2013 be taken as read and confirmed.

Moved Councillor _____, Seconded Councillor _____

Carried

8. QUESTIONS BY MEMBERS

8.1 **Without Notice**

8.2 With Notice

- 8.2.1 Cinema Proposal – Mayor Rollond (Report No: 148/13)
- 8.2.2 Brighton Caravan Park – Councillor Bouchee (Report No: 152/13)

9. MEMBER'S ACTIVITY REPORTS - Nil**10. PUBLIC PRESENTATIONS****10.1 Petitions - Nil****10.2 Presentations - Nil****10.3 Deputations**

- 10.3.1 Brighton Caravan Park Residents Association
Mayor Rollond has approved a deputation from the Brighton Caravan Park Residents Association to address Council on the Section 270 Review of Council's decision.

11. MOTIONS ON NOTICE

- 11.1 Waste Management– Councillor Bouchee (Report No: 145/13)
- 11.2 Community Centres – Councillor Looker (Report No: 149/13)

12. ADJOURNED MATTERS - Nil**13. REPORTS OF MANAGEMENT COMMITTEES, SUBSIDIARIES AND THE DEVELOPMENT ASSESSMENT PANEL - Nil****14. REPORTS BY OFFICERS**

- 14.1 Items in Brief (Report No: 122/13)
- 14.2 Request for Funds to Defend an Appeal before the Environment, Resources and Development Court for Two, Two-Storey Semi-Detached Dwellings at 37-39 Scholefield Road, Kingston Park (Report No: 123/13)
- 14.3 Appointment of Public Meeting Committee for the Heritage and Character Development Plan Amendment (Report No: 137/13)
- 14.4 Policy Review – Procurement (Contracts and Tendering) and Disposal of Assets (Report No: 132/13)
- 14.5 2013-14 Draft Annual Business Plan (Report No: 138/13)
- 14.6 Information Report – Southern Region Waste Resource Authority (Report No: 146/13)
- 14.7 Kauri Parade Master Plan (Report No: 147/13)
- 14.8 Budget Review (Report No: 150/13)
- 14.9 Brighton Caravan Park – Section 270 Review (Report No: 151/13)

15. RESOLUTIONS SUBJECT TO FORMAL MOTIONS - Nil**16. URGENT BUSINESS – Subject to the Leave of the Meeting**

17. CONFIDENTIAL ITEMS**17.1 Chief Executive Officer Employment Contract (Report No: 144/13)****Motion**

1. That under provisions of Section 90(2) of the Local Government Act 1999 an order be made that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer, General Managers and administrative staff in attendance in order to consider in confidence this item.
2. That the Chief Executive Officer is satisfied that it is necessary that the public be excluded to enable the Council to discuss and to consider the matter at the meeting on the following grounds:
 - a. information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person or persons (living or dead) in the matter of/in regards to Chief Executive Officer Employment Contract (Report No: 144/13).

Moved Councillor _____, Seconded Councillor _____ **Carried/Lost**

Chief Executive Officer Employment Contract (Report No: 144/13)

Order to Retain Documents in Confidence**Motion**

1. That an order be made under the provisions of Section 91(7) and (9) of the Local Government Act 1999 that the documents relating to Report No: 144/13 including:
 - Minutes
 - Report
 - Attachmentrelating to discussion of the subject matter of that document, having been dealt with on a confidential basis under Section 90 of the Act, should be kept confidential on the grounds of information contained in 90(3)(a).
2. This resolution will be reviewed within 12 months by the Council.

Moved Councillor _____, Seconded Councillor _____ **Carried/Lost**

18. CLOSURE

**JUSTIN LYNCH
CHIEF EXECUTIVE OFFICER**

Item No: **8.2.1**
Subject: **QUESTIONS WITH NOTICE – CINEMA PROPOSAL – MAYOR ROLLOND**
Date: 23 April 2013

QUESTION

Mayor Rollond asked the following questions:

- “1. Now revocation has been approved is the offer by Mr Taplin final and non negotiable?”***
- 2. What is the final cost to the rate payers in both real estate devaluation and financial contribution?”***
- 3. Will Council do a preliminary determination whether the project complies with the Development Plan or will that be left entirely to the Development Assessment Commission?”***
- 4. Can the discussion of the DAC be appealed to the ERD Court?”***

ANSWER – Manager Organisational Sustainability

1. No. Council’s decision on the 20 July 2012 was to draft a Heads of Agreement (HoA) with Mr Taplin, conditional upon receiving Ministerial approval to revoke the Community Land classification of the site. Ministerial approval was received in February 2013 and we are now in the process of developing a draft HoA. The HoA is intended to establish the basis of a working relationship with the developer and will articulate the expectations of Council, as well as establish the principles for moving the project forward. Matters to be agreed by both parties and included in the HoA include:
 - timeframes and critical decision points for both parties;
 - design principles for the car park and cinema; and
 - evidence of finance and capacity to complete the development – including a solution in relation to security for completion.

When the draft HoA is at a point where Mr Taplin and Council staff are confident that the relevant matters have been included, the document will be considered by Council for approval. If, at this time, Council agrees to the HoA, Council will also be asked to formally revoke the community land status.

2. Council's cash contribution for the development is capped at a total of \$2.5m, An independent valuer assessed the market value of the Partidge St (west)/Milton/Cowper St land in its unencumbered state in October 2012 at \$6.1m. He also determined that, should the development be completed as proposed, the car parking space would be valued at \$1.125m. This value should be off set against Council's stated intention when it purchased the land to develop it as a car-park; if the car-park was sold for this value then another parcel of land in Glenelg would need to be purchased for a corresponding use; the increase in rate revenue (estimated to be around \$67,000 pa); a reduction of approximately 40% of car parking revenue (\$40,000pa); and the cost of building a ramp car park on the eastern car park (with approximately the same number of additional car parks as is currently proposed) at around \$4.88m. (It is also worth noting that the car park currently located on the eastern side of Partridge Street provides for free timed parking. Council assesses its fees and charges relating to car parking on an annual basis)
3. As part of the HoA, Council will have the opportunity to provide input into the design of the project prior to any formal development application. This includes the ability to establish design principles to ensure alignment with the Development Plan and encourage good urban design, and ensure independent design review by the new Office for Design and Architecture (formerly the Integrated Design Commission). While the DAC will ultimately be responsible for assessing the final development application against the Development Plan, the views of the Office for Design and Architecture and Council are expected to be considered.
4. The proposal in its current form will constitute a Category 2 form of development under the Development Plan and Development Act 1993. While the applicant can appeal a decision of the DAC to the ERD Court, there are no third party appeal rights in relation to a Category 2 development.

Item No: **8.2.2**

Subject: **QUESTIONS WITH NOTICE – BRIGHTON CARAVAN PARK – COUNCILLOR BOUCHEE**

Date: 23 April 2013

QUESTION

Councillor Bouchee asked the following questions:

Question:

- 1. *How does Council intend to follow up the reply provided by the Caravan Park Manager to Council in relation to prior (alleged) advice provided to residents in relation to development of Brighton Caravan Park to verify its validity considering the answer provided by the Permanent Residents Committee?***
- 2. *Administration refers in the media, at meetings, and in various other communications, to the assistance being provided to residents of Brighton Caravan Park by the Community Care Team (CCT) to assist them to find alternate housing and the transition to relocate. One report suggested there are five case managers working with residents. Many residents registered on the initial number given to register for information and assistance either via telephone or email. Several of those people have not been contacted.***
- 3. *What does the assistance from Council/Administration to residents to transition to alternate housing and to relocate actually involve? Financial assistance to relocate is said to be available but no details have been provided. The sum of \$200 relocation assistance has been mentioned. Also provision of a flatbed truck to transport dwellings to a new location has been mentioned. Could Administration provide details in writing of what is included in their offer to assist residents in the transition to find alternate housing and in relocating residents and/or their dwellings, including what financial assistance is being offered?***
- 4. *Has Council received any reports from the Community Care Team in relation to progress made in assisting resident to find alternate housing and to relocate? Two case managers are currently working with some of the residents who registered for assistance. Residents who have met with the CCT case managers have been referred to check with HousingSA, Seniors SA, ACH (Retirement Villages), Affordable Housing SA, Community Housing, various emergency housing agencies and St Kilda Caravan Park. To date no actual housing options have been identified by case managers and residents have been left to follow up the leads themselves.***

5. ***What assistance will be available to residents if the housing options provided to them are inappropriate i.e. too far from work, family, or in areas not suitable to residents?***
6. ***What plans does Council have to deal with residents who have not found appropriate accommodation by 30 June 2013?***
7. ***What communication or directive has there been between Council and Park Management about the transition period for residents who may be relocating before 30 June and also for residents to be in a position to consider relocation whilst still being in current lease agreement till June 30 2013?***

BACKGROUND

Further to my question submitted to the Council meeting 12 March 2013, the reply provided by the Manager of Brighton Caravan Park listed on the Agenda of 26 March 2013 at Item 8, and the answer provided by Brighton Caravan Park Permanent Residents Committee by email at 5.03pm, 26 March 2013 to Councillors, the Mayor and the Chief Executive Officer.

ANSWER – MANGER ORGANISATIONAL SUSTAINABILITY

Comprehensive answers to these questions will be provided on the Council Agenda presented at the next Council Meeting to be held on 14 May 2013.

Item No: **11.1**

Subject: **MOTION ON NOTICE – WASTE MANAGEMENT – COUNCILLOR BOUCHEE**

Date: 23 April 2013

PROPOSED MOTION

Councillor Bouchee proposed the following motion:

- 1. That administration prepare a comprehensive education program around Council's waste management processes, and in particular what can and cannot be included in the two recyclables collections.**
- 2. That administration also look at what assistance is available to facilitate this through grants or input from Council's Waste Management Contractor.**

BACKGROUND

Council recently discussed the management of Food To Green waste recycling at a workshop and previously had discussed the impact of waste management financial impact as a whole, being in the top three major cost drivers for the City of Holdfast Bay.

As a forerunner to implementing any long term and costly initiative around Food To Green waste initiatives, it may be prudent to examine the logistics on a model for Holdfast Bay in more detail, rather than attempting to adopt a one size fits all across Local Govt.

There should be some analysis on the amount of green bins presented for collection and their yields as a starting point along with undertaking an audit of the actual green bin content to evaluate recyclables, contaminants etc similarly with the Domestic Bin. This would give evidence of the actual capacity to generate more recyclables away from landfill in our area.

I believe our residents are enthusiastic recyclers however I also believe we lack in keeping those residents informed of what is happening particularly in the recycling area around what can and can't be deposited in the green bin in particular, we may see yields grow and landfill needs decrease through a simple but prescriptive education program.

Item No: **11.2**

Subject: **MOTION ON NOTICE – COMMUNITY CENTRES – COUNCILLOR LOOKER**

Date: 23 April 2013

PROPOSED MOTION

Councillor Looker proposed the following motion:

In response to Council's social needs report and government policy approaches, Council, in consultation with stakeholders, prepares a report on appropriate strategies for delivering services, using best practice, through community centres.

BACKGROUND

Provision of community centres to enable a range of social and recreational programmes is core council business. There are a variety of models to manage this ranging from Council owned and operated to less prescribed arrangements with independent “not for profit” bodies.

Government policy, as explained in a recent letter to larger community centres, is to favour dealing with ‘regions’ rather than the more intensive method of working with a multitude of small centres. This approach favours councils and large non profit organisations with multiple centres covering larger geographic areas and having professional staff with the time and professional skills to negotiate grant funding.

In Holdfast Bay, community centres are disconnected and run by small volunteer groups, HBCC being the exception having professional staff. This current model of management needs to be examined to see if it will continue to be appropriate in delivering community services and is capable of attracting available funding through the Government regional approach.

Consideration also needs to be given to how compliance matters are managed. Local committee meetings are often burdened with many statutory requirements and increased personal liability. This is discouraging volunteers who would rather be programme focussed and getting on with the enjoyable things. Alternatively small voluntary committees may be unaware of the responsibilities of compliance. How this burden on local committees can be eased to free up the enthusiasm for running activities should form part of the report.

The current approach in Holdfast Bay is working now but is unsustainable in the longer term. It is appropriate that investigations are set in motion to work with the community to find a new model of operating. This will ensure continuation and expansion of the many activities and services this community wants and needs as well as meeting compliance requirements and attracting grant funding.

A 12 month time frame to do this may not be unreasonable.

Item No: **14.1**
Subject: **ITEMS IN BRIEF**
Date: 23 April 2013
Written By: PA Corporate Services
General Manager: Corporate Services, Mr I Walker

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 report be noted and items of interest discussed.

COMMUNITY PLAN

A Place for Every Generation
A Place that Celebrates Culture
A Place to do Business
A Place that Welcomes Visitors
A Place that Provides Value for Money

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

Not applicable

REPORT**14.1.1 Project Schedules**

The City Assets- Infrastructure Unit's Monthly Updated Project Schedule is attached for Members information.

Refer Attachment 1

14.1.2 Events at The Bay***Summer Sundays @ the Bay***

Summer Sundays at the Bay is a series of live music performances in Moseley Square. The performances took place every Sunday afternoon 1-5pm, February 17 to March 17. The event is funded by the Jetty Road Main Street Committee and Local Council. This is the second year that the Summer Sundays program was successfully implemented.

We attempted to gain knowledge through feedback from business owners and a survey distributed every week to the audience in Moseley Square. The feedback was seamlessly positive with comments like:

- Very good entertainment very well organized and kept moving. No dull moments, easy listening
- What wonderful entertainment for a lovely Sunday afternoon
- Great place, great music
- Fantastic concept, hope it continues next summer
- Great entertainment. Should be more of it! Kids loved it. Stayed longer than planned, spent more than planned.

OMG – Open Mic Glenelg

On March 24 the Moseley Square entertainment continued with Glenelg's first open mic session. A well-known and respected MC was engaged to provide organisation on the day and to connect with his network to ensure we had a supply of local talent. With a mixture of performances from new emerging artists to well-seasoned talent it provided nonstop entertainment. This was well received by audiences and local businesses alike. Feedback was again collected on a survey with very positive feedback being given.

We hope to continue this event next summer and to further measure the successful outcomes for the Jetty Road precinct.

Easter Funday

Easter Sunday provided Easter fun for all ages with free craft activities in Moseley Square and the Jetty Road precinct as well as face painting and a free giant bouncy castle. Due to the inclement weather early in the day, the craft activities were moved to the Bay Discovery Centre and the giant games were not set up. Musical performances were provided by students from Brighton High school. The Easter bunny and his fairy helper were on hand distributing Easter eggs to children.

By mid-afternoon, the sun was shining and there was a large crowd in Moseley Square enjoying the live music.

This annual event attracts families from across Adelaide and is a great opportunity for local residents to enjoy the precinct over the long weekend.

Social Media Use for Jetty Road Glenelg

13 March 2013 - Jetty Road Glenelg Facebook ticked over the 9000 follower mark over 2,400 followers on Twitter.

March 15 - Jetty Road Twitter sent out a tweet asking its followers to resend their post to Nova 919, campaigning for the radio station to come to Jetty Road to sing their *Glenelg song* that they had broadcast the day before. The campaign was effective. Nova919 now plan to broadcast their morning show live from Moseley Square on Friday 5 April, weather dependent.

The Bay Discovery and History Centres

The Bay Discovery Centre in conjunction with the History Centre will interpret and showcase items from the community in an exhibition titled '*Rituals that Bind Us*'. Items to be displayed include wedding dresses dating from 1912 to 2012. The exhibition will be on display at the BDC from May (history Month) to July 2012.

The History Centre has been successful in securing the following grant funds:

History SA Funds to conserve an 1855 hand drawn and painted map of Glenelg	\$2600
Funding to present and exhibit the Rituals that Bind Us exhibition	\$9500

Federal Government – *Your Community Heritage Program*

Funding has been allocated to interpret the history of the bathing box and gather community stories around seaside culture - \$12,627-27

14.1.3 **Better Development Plans DPA: Public Consultation Draft Updated to Reflect Interim Operation of Heritage and Character DPA**

Council endorsed the *Better Development Plans and General DPA* at its meeting of 26 March 2013 following its Strategic Planning and Development Policy Committee's endorsement on 12 March 2013.

As the Heritage and Character DPA was placed on public consultation and interim operation at 21 March 2013 it has been necessary to update the Better Development Plan (BDP) and General DPA to reflect the new Heritage Policy. It is this amended draft, endorsed by the CEO, which will be placed on public consultation, commencing Thursday 2 May 2013 and ending on Friday 28 June 2013, parallel with public consultation of the Heritage and Character DPA. Council will be advised in the near future of the date of the public meeting to hear representations.

14.1.4 **Brighton and Hove District Centre DPA: Minister's Approval of Public Consultation Draft**

Council endorsed the *Brighton and Hove District Centre DPA* at its meeting of 13 November 2012 following its Strategic Planning and Development Policy Committee's endorsement on 23 October 2012.

The Minister for Planning has advised that he agrees that the DPA be placed on public consultation.

The public consultation will commence on Thursday 2 May 2013 and end on Friday 28 June 2013, parallel with public consultation of the Better Development Plans and General DPA. The consultation process will follow the engagement plan endorsed by Council and its committee in late 2012. Council will be advised in the near future of the date of the public meeting to hear representations.

Item No: **14.2**

Subject: **REQUEST FOR FUNDS TO DEFEND AN APPEAL BEFORE THE ENVIRONMENT, RESOURCES AND DEVELOPMENT COURT FOR TWO, TWO-STOREY SEMI-DETACHED DWELLINGS AT 37-39 SCHOLEFIELD ROAD, KINGSTON PARK**

Date: 23 April 2013

Written By: Manager Development Services

General Manager: City Services, Rachel Cooper

SUMMARY

This report seeks Council's permission to engage legal assistance to defend an appeal lodged with the Environment, Resources and Development Court against decisions of the Development Assessment Panel made on 22 August 2012 and 23 January 2013 to refuse approval for two, two-storey semi-detached dwellings and associated land division at 37-39 Scholefield Road, Kingston Park.

RECOMMENDATION

That Council Administration is permitted to expend funds to resource the proper defence of the appeal described in Attachment 1 to this report lodged with the Environment, Resources and Development Court against decisions of the City of Holdfast Bay Development Assessment Panel to refuse applications for two, two-storey semi-detached dwellings and associated land division at 37-39 Scholefield Road, Kingston Park.

COMMUNITY PLAN

A Place that is Well Planned

COUNCIL POLICY

N/A

STATUTORY PROVISIONS

Development Act, 1993

BACKGROUND

At its meeting held on 24 November 2009, Council resolved that the expenditure of any resources supporting decisions of the City of Holdfast Bay Development Assessment Panel require prior Council approval (Resolution Number C241109/618).

REPORT

At its meeting held on 22 August 2012, the City of Holdfast Bay Development Assessment Panel resolved to refuse approval for a two, two-storey semi-detached dwellings at 37-39 Scholefield Road, Kingston Park. The Development Assessment Panel's decision was reaffirmed at its meeting held on 23 January 2013. The applicant has lodged an appeal against the decisions with the Environment, Resources and Development Court.

Council Administration must be in a position to advise the Court whether it is able to properly defend the appeal or not. As there are neither the resources nor legal accreditations for Council Administration to run the appeal, the decision whether to contest the appeal or not will be based on the availability of funds. Full details of the development application including the nature of the proposal, the rationale for the Development Assessment Panel's decision, and the appellant's reasons for lodging the appeal are all described in Attachment 1 to this report.

Without exception, Councils have historically engaged legal representation to defend matters brought before the Environment, Resources and Development Court. It is considered that the decision made by the Development Assessment Panel is entitled to similar defence. It is recommended that Council Administration is permitted to expend funds to resource the proper defence of the appeal.

Refer Attachment 1

BUDGET

The Council establishes a budget each year for the defence of appeals before the Environment, Resources and Development Court. The appeal which is the subject of this report is expected to cost approximately \$22,000 to defend, depending on whether expert witnesses are required or not (based on a preliminary quote for legal fees of \$17,000 and expert witness fees of \$5,000). There are currently sufficient funds in the budget to fund the appeal. This includes legal fees for both preparation and attendance at the Hearing, and the cost of calling on expert witnesses if required. Costs are not awarded in the Environment, Resources and Development Court, meaning there is no opportunity to recover fees in the event of a successful appeal, or vice versa

LIFE CYCLE COSTS

There are no life cycle costs associated with the appeal.

INFORMATION RELATING TO APPEAL	
Nature of Appeal	Applicant Appeal - Appealed by applicant aggrieved at the decision to refuse the application
Site Address	37-39 Scholefield Road, Kingston Park
DAP Meeting Date	22 August 2012 & 23 January 2013
Development Number	110/000217/12 & 110/00112/13
Zone	Residential
Applicant	Seashine Pty Ltd
Existing Use	Residential (Dwelling)
Proposal	Construction of two, two-storey semi-detached dwellings and associated land division
Decision by the DAP	Refusal
Representations Received	Two
Rationale for DAP Decision (DAP Resolution)	<p>That after considering the provisions of the Development Plan the application be refused Provisional Development Plan Consent for the reasons that it is contrary to the provisions of the City of Holdfast Bay Development Plan Council Wide Principles 76, 95 (a)(b)(c), and Principles 116 and Desired Future Character Objective 1, Zone Principles 1 and 2. More specifically, the application does not meet the intent of the Development Plan in relation to:</p> <ul style="list-style-type: none"> • Bulk scale and height • Frontages • Not small scale infill development.
Applicant's Reasons for Appeal	<p>In the written statement to the Environment, Resources and Development Court, the appellant has cited the following reasons for appealing the Panel's decision:</p> <ul style="list-style-type: none"> • Accords with the Development Plan
Date of Court Appearance	Date yet to be set at the time of writing this report.
Estimated Cost of Appeal Defence	\$22,000 (\$17,000 legal preparation & representation / \$5,000 expert witness report and representation)

Item No: **14.3**

Subject: **APPOINTMENT OF PUBLIC MEETING COMMITTEE FOR THE HERITAGE AND CHARACTER DEVELOPMENT PLAN AMENDMENT**

Date: 23 April 2013

Written By: Team Leader, Strategic Policy and Planning

General Manager: Corporate Services, Mr I Walker

SUMMARY

An eight week formal public consultation period has commenced in relation to the draft Heritage and Character Development Plan Amendment (DPA).

A Public Meeting has been scheduled and advertised for 7pm on 29 May 2013 at the Civic Centre.

Council is required to appoint a committee to hear representations at the Public Meeting.

RECOMMENDATION

That Council appoints four members to a Committee being 1....., 2....., 3.....and 4..... to hear deputations at a public meeting to be held following the close of public consultation and to provide advice to Council regarding the outcomes of consultation.

COMMUNITY PLAN

A Place that is Well Planned

COUNCIL POLICY

The *Our Place Community Plan (2012-2015)* embraces promoting and supporting development that is sensitive to the character and heritage of the city, and the *Strategic Directions Report (2012)* supports completion of the Heritage and Character DPA.

STATUTORY PROVISIONS

The *Development Act, 1993* requires that a meeting be held after the end of the public consultation period at which people may make representations in relation to the DPA. Council must appoint a Committee to hear the representations and to provide advice to the Council in relation to the representations.

BACKGROUND

At its meeting of 28 October 2008 Council endorsed a Statement of Intent, which was agreed to by the Minister in June 2010.

At its meeting of 8 February 2011 Council endorsed the DPA for public consultation and submission to the Minister requesting interim operation. Following technical amendments, the Minister of Planning advised on 23 January 2013 that he approved the DPA for interim operation and public consultation.

Interim operation and public consultation commenced 21 March 2013. Consultation continues until 17 May 2013 and interim operation ceases after 12 months.

REPORT

Council is required to appoint a Committee to hear deputations at a public meeting to be held following the close of public consultation and to provide advice to Council regarding the outcomes of consultation. The committee may (but need not) include elected members. It is recommended that the committee comprises 4 elected members.

In addition to the statutory requirement, two informal drop-in information sessions are scheduled for 17 April 2013 during the public consultation period.

Conclusion

This report recommends that Council appoint members of a committee for the public meeting to be held on 29 May 2013 at 7pm.

BUDGET

Consultants were used to prepare the first draft DPA. It is anticipated that all future costs will be met within in-house strategic planning unit staffing and resources.

LIFE CYCLE COSTS

The public hearing will result in no life cycle costs.

Item No: **14.4**

Subject: **POLICY REVIEW – PROCUREMENT (CONTRACTS & TENDERING) AND DISPOSAL OF ASSETS**

Date: 23 April 2013

Written By: Manager Organisational Sustainability

General Manager: Corporate Services; Ian Walker

SUMMARY

In November 2012 Council resolved that prior to any sale of land an independent valuation of the land is obtained. The City of Holdfast Bay Procurement (Contracts & Tendering) policy has been reviewed in light of this decision of Council and along with minor changes to the policy it is recommended that a separate policy – Disposal of Assets – be adopted by Council to reflect good practice in the sale of Council assets.

RECOMMENDATION

That Council:

- 1. adopts the revised Procurement (Contracts & Tendering) Policy attached to this report; and**
 - 2. adopts the new Disposal of Assets policy attached to the report.**
-

COMMUNITY PLAN

A Place that Provides Value for Money

STATUTORY PROVISIONS

Local Government Act 1999, Section 49

BACKGROUND

Since Council adopted its Procurement (Contracts & Tendering) Policy in July 2011 two events have prompted a review of this policy:

Refer Attachment 1

1. In November 2012 Council resolved:
“That a real estate valuation by a licensed land valuer is required to be presented before a council owned real estate asset can be considered for sale by elected members.” (Resolution No: C131112/10A)
2. In September 2012 (Local Government Year of Procurement), the SA Local Government Association (LGA) released a new policy template *Disposal of Assets Policy*.

In reviewing the City of Holdfast Bay’s Procurement (Contracts and Tendering) policy regard was given as to whether the policy was consistent with legislation and reflected the LGA’s good practice guidelines. At the same time Council’s recent decision regarding property valuation was included.

This report recommends minor changes to the Procurement (Contracts and Tendering) Policy along with the adoption of a separate policy for the Disposal of Assets.

REPORT

In July 2011, the City of Holdfast Bay adopted a new policy Procurement (Contracts and Tendering). This policy responded to the Local Government Act 1999, Section 49 Requirement for Council’s to have a policy where:

- (a1) *A council must develop and maintain procurement policies, practices and procedures directed towards—*
- (a) *obtaining value in the expenditure of public money; and*
 - (b) *providing for ethical and fair treatment of participants; and*
 - (c) *ensuring probity, accountability and transparency in procurement operations.*

Council’s resolution in November 2012 to include the requirement for a valuation by a licensed valuer prior to offering a property for sale, has triggered a review of the current policy.

Further, the release of the Local Government Associations policy template *Disposal of Assets* suggests that the Disposal of Assets should be treated separately. The current City of Holdfast Bay Procurement (Contracts and Tendering) Policy has also, up until now, included guidance on the disposal of assets.

The review has concluded that some minor changes should be made to the current policy to strengthen the section on recording reasons for not following the policy, as required in s49 (2) (c) *“provide for the recording of reasons for entering into contracts other than those resulting from a tender process”*. The changes are highlighted in red in the attachment.

Refer Attachment 1

It has further concluded that the City of Holdfast Bay is best served by adopting a separate policy for the sale and disposal of assets as recommended by the Local Government Association. The new Disposal of Assets policy establishes clear and unambiguous guidelines for the disposal of all of Council’s assets including land, buildings and plant and equipment. It also incorporates Council’s recent resolution to obtain a land valuation prior to going to the market for the sale of Council land.

Refer Attachment 2

BUDGET

The changes to policy have no budget implications.

LIFE CYCLE COSTS

There are no life cycle costs associated with this report.

Procurement (Contracts & Tendering) Policy

1 Preamble

1.1 Background

- 1.1.1. The City of Holdfast Bay (Council) procures a wide range of products, services and contracts as part of normal business operations and to provide specific services to rate payers.
- 1.1.2. Council has the power to enter into contracts under the Local Government Act 1999.
- 1.1.3. Section 49 of the Local Government Act 1999, requires the Council to prepare and adopt policies on contracts and tenders, including policies on the following:
- The contracting out of services
 - Competitive tendering and other measures to ensure that services are delivered cost effectively
 - The use of local goods and services
 - The sale or disposal of land or other assets.
- 1.1.4. The specific requirements for contract and tender policies pursuant to Section 49 of the Act must:
- Identify circumstances where the Council will call for tenders for the supply of goods, the provision of services or the carrying out of works or the sale or disposal of land or other assets
 - Provide a fair and transparent process for calling tenders and entering into contracts in those circumstances
 - Provide for the recording of reasons for entering into contracts other than those resulting from a tender process
- 1.1.5. The City of Holdfast Bay (Council) in general relies on the use of contracts to provide services to ratepayers and to fulfil Council functions.

1.2 Purpose

The Council is committed to providing best value to the community within the framework of fairness, transparency and accountability. The community and business operators have a valid interest in the approach adopted by the Council in purchasing goods and services, entering into contracts and the disposal of land and other assets. Council ensures that purchases are made in the best interests of the community and in accordance with Council's Strategic Plan and legislative requirements.

1.3 Scope

This policy applies to all contracts and tenders organised by Council employees or staff and associates on behalf of Council. This document outlines:

- 1.3.1. the principles that should be applied to all purchases
- 1.3.2. the purchasing methods available and when they should be used
- 1.3.3. ▼
- 1.3.4. risk management considerations.

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2 **Policy Statement**

2.1 **Financial Delegations**

Under the Local Government Act 1999 (Section 101) the Chief Executive Officer has delegated authority with respect to expenditure of Council funds, which has been sub-delegated to employees through the sub-delegations document.

2.2 **Procurement Framework**

- 2.2.1. Council is committed to providing best value to ratepayers with all contracts arranged and managed by Council in accordance with the Council's Procurement Framework.
- 2.2.2. Council will ensure that its contracts and associated tendering processes comply with the procurement principles: value for money; transparent, accountable, fair and ethical; environmentally sustainable; local economic development; occupational health, safety and welfare.
- 2.2.3. Tenders will be called for contracts in excess of \$50,000 provided the Procurement Officer is of the reasonable opinion that a competitive process is practicable and will deliver greater benefit than through other methods.

2.3 **Procurement Principles**

The five core principles outlined below should form the basis of making a supplier selection for all purchasing methods. When making a direct purchase the assessment of a purchase against these principles may be informal. For a tender process the assessment should be performed and documented formally.

- 2.3.1. **Value for Money:** best value includes price; fit for purpose; whole-of-life costs; technical compliance; and the value of any environmental, social and economic benefits.
- 2.3.2. **Transparent, Accountable, Fair and Ethical:** procurement activities must meet both ethical and professional standards through transparent processes. Employees must comply with Councils Code of Conduct and legislative requirements, being impartial, fair, open and professional.
- 2.3.3. **Environmentally Sustainable:** purchases will align with Council's Climate Change Policy and where possible the principles of conserving natural resources, waste minimisation and recycled and environmentally preferable products, providing leadership to business, industry and the community.
- 2.3.4. **Local Economic Development:** when all commercial considerations are equal the Council should, to the extent permitted by law, utilise local providers and provide local businesses the opportunity to quote and give preference to goods made in Australia and suppliers whose activities contribute to local economic development.
- 2.3.5. **Occupational Health Safety & Welfare:** Council has an obligation to ensure that all suppliers are committed to OHS&W, as well as being competent in the provision of the goods or services. Council is required to induct and monitor suppliers and maintain OHS&W records relating to the work undertaken.

2.4 **Purchasing Methods**

When purchasing goods and services there are a number of transaction methods which can be used to select and contract with the supplier. The underlying principle is to balance the transaction costs associated with each transaction method, with risk and probity. Purchases which are low value, low risk or low complexity should be acquired through the more efficient processes of credit cards, direct purchase or panel arrangements. Those items which are high value, high risk and/or high complexity should be acquired through the more stringent processes of a tender. Transaction costs are lowest with methods such as credit cards, and higher for methods such as tenders.

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Procurement (Contracts & Tendering) Policy

The decision matrix provides outlines when the different transacting methods should be applied.

	Direct Sourcing	Direct Sourcing (3 quotes)	Tender (Open or select)	Panel	Strategic Procurement
Goods					
< \$5000	X				
\$5,000 - \$20,000		X phone/email			
\$20,000 - \$50,000		X in writing			
> \$50,000			X		
> \$50,000 - Recurrent			X	X	X
Services					
< \$50,000 • Consultancy Agreement • Preferred Contractor Form		X			
> \$50,000			X	X	X

2.5 Roles and Responsibilities

- 2.5.1. Staff members will ensure all purchases they initiate follow the Procurement Framework and comply with financial delegations, and the procurement principles, and act with integrity and in good faith at all times when dealing with suppliers.
- 2.5.2. The Procurement Officer will assist staff members in establishing tender documentation, provide advice to tender evaluation teams, provide advice to Managers and staff on contract commercial strategy, and act with integrity and in good faith at all times when dealing with suppliers.
- 2.5.3. Specific roles and responsibilities for a tender process are outlined below:

	Staff Member	Manager/ GM	Procurement Officer
Develop Scope of Works	R		C
Prepare Tender Documents			R
Determine Commercial Strategy	R		A*
Perform Evaluation	R		C
Recommendation for Award	R	A	C
Negotiate Contract	R	A	C
Contract Administration	R	A	

* General Managers may approve a commercial strategy in the absence of the Procurement Officer, notice of the decision and reasons must be forwarded to the Procurement Officer. R = Responsible, A = Approve/Authorise, C = Consulted.

2.6 Exemptions from this Policy

- 2.6.1. This Policy contains general guidelines to be followed by the Council in its procurement activities. There may be emergencies, or purchases in which a tender process is will not necessarily deliver the best outcome for the Council, and other market approaches may be more appropriate.

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Procurement (Contracts & Tendering) Policy

2.6.2. In certain circumstances the Council may, after approval from its elected members, waive application of this Policy and pursue a method which will bring the best outcome for the Council. The Council must record its reasons in writing for waiving application of this Policy. The employee engaging the supplier must have the financial delegation to commit to the value of the purchase.

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2.7 Purchases less than \$5,000

2.7.1. Credit Cards: for purchases of \$2,000 or less which are low risk and low complexity.

2.7.2. Payment on Invoice: Invoices from suppliers should be forwarded directly to Accounts Payable.

2.7.3. Payment Requisition: A payment requisition form should be completed for purchases that do not have an invoice.

2.7.4. Petty Cash: Employees may receive an advance or reimbursement of expenses to a limit of \$100.00 for one-off purchases where Council does not have an account with the supplier.

Deleted: Emergency purchases allow a Council representative to engage a supplier to provide goods or services, without following the procurement process. However the person engaging the supplier must have the financial delegations to commit the value of the purchase.¶

2.8 Direct Purchase \$5,000 - \$50,000

Use of direct purchasing is an efficient means of procuring goods and services without a tender. It also allows for competition by requiring three quotes where the purchase is over \$5000.

For purchases less than \$20,000 if it is not practical to obtain 3 quotes in writing, the quotes may be obtained over the phone or by email, but all details must be recorded on the Request for Quote form and retained in the document management system for probity purposes.

For purchases between \$20,000 and \$50,000 three written quotes should be obtained from the supplier, and preferably be on the supplier's letterhead. A copy of all three quotes should be retained in the document management system for probity purposes.

2.9 Tenders, purchases over \$50,000

2.9.1. *Determine Requirements*

A tender process must be used where the purchase is greater than \$50,000. For smaller goods or services that are purchased frequently throughout the year, the total quantities and value for a 12 month period must be used to determine the value of the purchase (\$1,000 item, once a week = \$52,000 = tender required). For larger goods, services or projects, the length of the contract must also be taken into consideration (\$20,000 per annum x 3 year contract = \$60,000 = tender required).

Tenders can be an open or select tender or may take the form of an Expression of Interest. Council is also able to join tender processes conducted by strategic alliances. The Procurement Officer should be consulted to assist with the tender process.

2.9.2. *Prepare Request for Tender (RFT)*

In the case of a RFT it is important that the tendering conditions are well documented for probity purposes and that the selection criteria have been clearly defined. The Procurement Officer will assist in developing the documentation. A RFT includes:

- Conditions of Tender: the rules which govern the tender process
- Specification: describes what is being purchased
- Tender Response: provides the format for Tenders to be submitted
- General Conditions of Contract: based on standard templates.

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2.9.3. Determining Commercial Strategy

When structuring the RFT and Contract strategy the Council should consider different contracting arrangements and pricing strategies and consider how this will impact the delivery of services. The Procurement Officer should be involved in this process to ensure the contract will make commercial sense, and risks have been addressed. It may also be necessary to engage an external Probity Auditor, depending on the nature of the purchase (high value, high risk, controversial, public interest).

2.9.4. Develop Evaluation Criteria

The use of well-defined evaluation criteria ensures that the decision to select a supplier is objective and fair. Evaluation criteria will usually address compliance with contract terms and conditions, the technical merit of the goods or services offered and the skills of the tenderer to fulfil the specified requirements and an assessment of the risks or constraints associated with each offer.

2.9.5. Release tender

The tender should be released to the public and formally advertised. The tender period should allow potential respondents sufficient time to respond. Some projects may require detailed information to be provided via a tender briefing or site visits. During the tender period, if circumstances change or additional information is required, all organisations that have sought the RFT documents must be informed.

2.9.6. Evaluating the Tender

All tenders must be opened after the closing time and reviewed at the same time, by multiple people. The tender evaluation team will make an assessment against the weighted criteria. The results must be formally documented for probity purposes and placed on file with a copy of the tender. The tenderers' expertise, experience and financial stability may be validated via reference checks.

2.9.7. Recommendation for award:

On completion of the evaluation, the selection decision should be documented as a Tender Evaluation Report. The report should be reviewed by the Procurement Officer and approved by a Manager in accordance with financial delegations.

2.9.8. Negotiate final contract terms:

Once the recommendation for award has been approved, the Council will notify the preferred tenderer and begin final negotiations. The Procurement Officer should be involved in this process.

2.9.9. Execute contract:

Once the terms and conditions have been agreed the contract should be awarded to the, by a letter of acceptance or execution of a formal contract. Before the contract is signed it should be reviewed by the Procurement Officer. The contract must be signed by a Manager with the appropriate financial delegation. All tenderers should be advised of the outcome.

2.10 Expression of Interest (EOI)

An EOI allow Councils to elicit information without any obligation to commit. They are useful where the Council is unsure which suppliers are in the market or the scope/budget for a project or where the Council wishes to obtain some conceptual suggestions. The EOI follows a similar process to a tender but is less detailed, and does not include a contract. An EOI may form part of a two phase tender process, where EOI respondents may be short-listed for a select tender.

2.11 Panel Arrangement

Panel Contract arrangements consist of multiple suppliers that can supply Council with goods, works or services on a regular or ad hoc basis. Under a panel arrangement a tender is undertaken to select a group of suppliers

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Procurement (Contracts & Tendering) Policy

which provide the services and have the capability to meet the Council's needs. Panel arrangements should operate for approximately three years.

2.12 Strategic Alliance

Strategic alliances may be appropriate where Council can increase its purchasing power by partnering with another Council, representative body or a supplier. Strategic alliances allow the Council to negotiate lower costs for standard goods and services.

2.13 Records

The Council must record written reasons for utilising a specific procurement method on each activity and where it uses a procurement method other than tendering.

2.14 Contract management and administration

- 2.14.1. Once a contract has commenced, it is important that the contract is managed diligently to maximise the outcomes and minimise risk. A staff member should be appointed as the contract manager to represent the Council when engaging with the supplier.
- 2.14.2. The Contract Manager should review all invoices and ensure charges are in accordance with the contract terms and conditions. They also need to verify that the percentage of work complete and invoiced is accurate.
- 2.14.3. The Council must review all contract variations and make an assessment whether they are part of the original contract scope. Variations must be approved in accordance with financial delegations. It may be necessary to re-tender the variation, to ensure open and fair competition.

2.15 Risk and Opportunity Management

- 2.15.1. Council should ensure that appropriate practices and procedures of internal control and risk management are in place for its procurement activities. Standard contract templates for should be used to ensure that risks have been adequately addressed.
- 2.15.2. For procurement, Council should balance risk and opportunity, as accepting additional risk can significantly reduce the costs of goods and services and if all the risk is transferred to the supplier, then the supplier will factor this risk into their price.
- 2.15.3. Council should ensure the suppliers have sufficient professional indemnity, public liability and personal injury insurance.
- 2.15.4. Rewards and Gratuities
 - No officer shall either directly or indirectly solicit or accept any benefit, present or remuneration of any kind for services performed by or in connection with their role.
 - An officer shall guard against being placed in a position which could lay him or her open to the suspicion that he or she is being influenced in the discharge of their duties by other than purely public considerations.
 - An officer shall be scrupulously careful in all relations with tenderers and contractors, their agents or employees.

2.16 Further information

- 2.16.1. This Policy will be kept on the Council's website for the public to view.
- 2.16.2. This Policy will be reviewed once every 3 years, however Council may revise or review this Policy at any time (but not so as to affect any process that has already commenced).

Deleted: <#>Sale & Disposal of Assets¶

The Council may utilise a number of alternatives to sell or dispose of land and other assets including trade in, public auction, select/open tender or direct sale. Where a property is identified as being surplus to needs, a report must be prepared for Council to obtain approval for sale. The Procurement Officer should also be notified to assist with the determination of the appropriate method of sale. ¶

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3 References

3.1 Legislation

- 3.1.1. Local Government Act 1999
- 3.1.2. Trade Practices Amendment (Australian Consumer Law) Act (No.1) 2010 (Cth)
- 3.1.3. Environmental Protection Act 1993
- 3.1.4. Occupational Health, Safety and Welfare Act 1986

3.2 Other References

- 3.2.1. Procurement Framework v1.3 January 2011

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1 Preamble

1.1 Background

- 1.1.1. In compliance with Section 49 of the Local Government Act 1999 (Act), Council should refer to this policy (Policy) when disposing of land and assets.
- 1.1.2. The specific requirements for policies pursuant to Section 49 of the Act must:
- Identify circumstances where the Council will call for tenders the sale or disposal of land or other assets
 - Provide a fair and transparent process for calling tenders and entering into contracts in those circumstances
 - Provide for the recording of reasons for entering into contracts other than those resulting from a tender process.

1.2 Purpose

The Council is committed to providing best value to the community within the framework of fairness, transparency and accountability. The community and business operators have a valid interest in the approach adopted by the Council in the disposal of land and other assets. Council ensures that disposals are made in the best interests of the community and in accordance with Council's Strategic Plan and legislative requirements.

1.3 Scope

This policy applies to all contracts and tenders organised by Council employees or staff and associates on behalf of Council. This document outlines:

- 1.3.1. the requirements for the sale and disposal of land and assets
- 1.3.2. does not cover land sold by Council for the non-payment of rates or disposal of goods that are not owned by Council, such as abandoned vehicles.

2 Policy Statement

2.1 Policy Principles

- 2.1.1. Council must have regard to the following principles in its disposal of Land and Assets:
- Obtaining value for Money
 - Ethical behaviour and fair dealing
 - Encouragement of open and effective competition
 - Probity, accountability, transparency and reporting
 - Ensuring compliance with all relevant legislation.

2.2 Considerations prior to disposal

- 2.2.1. Any decision to dispose of Land and Assets will be made after considering (where applicable):
- the usefulness of the Land or Asset
 - the current market value of the Land or Asset
 - the annual cost of maintenance

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- any alternative future use of the Land or Asset
- any duplication of the Land or Asset or the service provided by the Land or Asset
- any impact the disposal of the Land or Asset may have on the community
- any cultural or historical significance of the Land or Asset
- the positive and negative impacts the disposal of the Land or Asset may have on the operations of the Council
- the long term plans and strategic direction of the Council
- the remaining useful life, particularly of an Asset
- a benefit and risk analysis of the proposed disposal
- the results of any community consultation process
- any restrictions on the proposed disposal
- the content of any community land management plan.

2.3 Disposal of Land

2.3.1. A real estate valuation by a licensed land valuer is required to be presented, before a council owned real estate asset can be considered for sale by elected members.

2.3.2. Where the Land forms or formed a road or part of a road, the Council must ensure that the Land is closed under the *Roads Opening and Closing Act 1991* (SA) prior to its disposal.

2.3.3. Where Land is classified as community land, the Council must:

- undertake public consultation in accordance with the Act and the Council's public consultation policy; and
- ensure that the process for the revocation of the classification of Land as community land has been concluded prior to its disposal; and
- comply with all other requirements under the Act in respect of the disposal of community land.

2.3.4. Where the Council proposes to dispose of Land through the grant of a leasehold interest, the Council must have complied with its obligations under the Act, including its public consultation obligations under Section 202 of the Act.

2.3.5. Selection of a suitable disposal method will include consideration of (where appropriate):

- the number of known potential purchasers of the Land
- the original intention for the use of the Land
- the current and possible preferred future use of the Land
- the opportunity to promote local economic growth and development
- delegation limits, taking into consideration accountability, responsibility, operation efficiency and urgency of the disposal
- the total estimated value of the disposal.

2.3.6. The Council will, where appropriate, dispose of Land through one of the following methods:

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- *open market sale* - advertisement for disposal of the Land through the local paper and where appropriate, a paper circulating in the State, or by procuring the services of a licensed real estate agent and/or auctioneer
 - *expressions of interest* - seeking expressions of interest for the Land
 - *select tender* - seeking tenders from a selected group of persons or companies
 - *open tender* - openly seeking bids through tenders, including public auction
 - *by negotiation* – with owners of land adjoining the Land or others with a pre-existing interest in the Land, or where the Land is to be used by a purchaser whose purpose for the Land is consistent with the Council’s strategic objectives for the Land.
- 2.3.7. The Council will not dispose of Land to any Council Member or employee of the Council who has been involved in any process related to a decision to dispose of the Land and/or the establishment of a reserve price.
- 2.3.8. The Council will seek to dispose of Land at or above current market valuation by whichever method is likely to provide the Council with a maximum return, unless there are reasons for the Council to accept a lesser return which is consistent with the Council’s overall strategic direction. These reasons must be documented in writing.

2.4 Disposal of Assets

- 2.4.1. The sale of Assets will be the responsibility of the relevant Council Officer who is responsible for those Assets.
- 2.4.2. Selection of a suitable method will include consideration of (where appropriate):
- the public demand and interest in the Asset
 - the method most likely to return the highest revenue
 - the value of the Asset
 - the costs of the disposal method compared to the expected returns.
- 2.4.3. The Council will, where appropriate, dispose of Assets through one of the following methods:
- *trade-in* – trading in equipment to suppliers
 - *expressions of interest* – seeking expressions of interest from buyers
 - *select tender* – seeking tenders from a selected group of persons or companies
 - *open tender* – openly seeking bids through tenders
 - *public auction* – advertisement for auction through the local paper and, where appropriate, a paper circulating in the State, or procuring the services of an auctioneer.
- 2.4.4. Elected Members and employees of the Council will not be permitted to purchase Assets unless the purchase is via one of the above processes and the tender submitted or bid made is the highest.
- 2.4.5. Purchasers of Assets must be required to agree in writing that before purchasing any Asset that no warranty is given by the Council in respect of the suitability and condition of the Asset for the purchaser

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Disposal of Assets Policy

- 2.4.6. Minor plant and equipment of low residual value may be offered to community groups. Consideration will be given to the value of the item(s), and the use that may be made by community groups. This is entirely at the discretion of Council. The community group must provide in writing that they acknowledge that Council does not provide any warranty or maintenance of the asset once it has been accepted by a community group.

2.5 Guide for disposal methods

- 2.5.1. When disposing of Land and Assets, there are a number of disposal methods which can be used. The underlying principle is to balance the disposal costs with the expected return. Disposals that are low value or low complexity should be disposed through the more efficient processes of trade-ins, expressions of interest and negotiations. Land and Assets that are high value or high complexity should be disposed through the more stringent processes of a tender, public auction or open market sale.
- 2.5.2. The decision matrix provides a guide for when the different disposal methods should be used.

	Trade-in	EOI	Tender (Open or select)	Public Auction	Open Market Sale	Negotiation
Assets						
< \$5000	X	X				
\$5,000 - \$50,000	X	X		X		
> \$50,000			X	X		
Land						
< \$500,000		X	X	X	X	X
> \$500,000		X	X	X	X	

2.6 Records

The Council must record reasons for utilising a specific disposal method and where it uses a disposal method other than a tendering process.

2.7 Exemptions from this policy

This Policy contains general guidelines to be followed by the Council in its disposal activities. There may be emergencies, or disposals in which a tender process will not necessarily deliver best outcome for the Council, and other market approaches may be more appropriate. In certain circumstances, the Council may, after approval from its elected members, waive application of this Policy and pursue a method which will bring the best outcome for the Council. The Council must record its reasons in writing for waiving application of this Policy.

2.8 Further Information

- 2.8.1. This Policy will be kept on the Council's website for the public to view.
- 2.8.2. This Policy will be reviewed once every 3 years, however Council may revise or review this Policy at any time (but no so as to affect any process that has already commenced).

3 References

3.1 Legislation

- 3.1.1. Local Government Act 1999
- 3.1.2. Real Property Act 1886
- 3.1.3. Land and Business (Sale and Conveyancing Act 1994
- 3.1.4. Development Act 1993
- 3.1.5. Retail and Commercial Leases Act 1995
- 3.1.6. Residential Tenancies Act 1995
- 3.1.7. Strata Titles Act 1988
- 3.1.8. Crown Land Management Act 2009
- 3.1.9. Community Titles Act 1996
- 3.1.10. Roads (Opening and Closing) Act 1991
- 3.1.11. Land Acquisition Act 1969
- 3.1.12. Trade Practices Amendment (Australian Consumer Law) Act (No.1) 2010 (Cth)

3.2 Other References

- 3.2.1. Procurement (Contracts and Tendering) Policy
- 3.2.2. Procurement Framework

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Item No: **14.5**

Subject: **DRAFT 2013-14 ANNUAL BUSINESS PLAN**

Date: 23 April 2013

Written By: Corporate Planning Officer

General Manager: Corporate Services, Mr I Walker

SUMMARY

The Draft 2013-14 Annual Business Plan is presented for endorsement and release for community consultation.

It has been developed having regard to the "Our Place" Community Plan 2012-15 (Our Place Plan) Asset Management Plans, Long Term Financial Plan and directions provided from Council.

RECOMMENDATION

- 1. That the Draft 2013-14 Annual Business Plan contained at Attachment 1 be released for community consultation subject to minor alterations and design.**
 - 2. That the process for community consultation on the Draft 2013-14 Annual Business Plan, as described in this Report, is endorsed.**
-

COMMUNITY PLAN

A Place that Provides Value for Money

COUNCIL POLICY

STATUTORY PROVISIONS

Section 123 of the Local Government Act, 1999 (the Act).

BACKGROUND

The draft 2013-14 Annual Business Plan has not been previously considered. The development of the Annual Business Plan and Budget have been the subject of previous Council workshops.

REPORT

Development of the Draft 2013-14 Annual Business Plan and Budget.

The Draft 2013-14 Annual Business Plan is provided under separate cover at Attachment 1.

Refer Attachment 1 under Separate Cover

The Draft 2013-14 Annual Business Plan is Council's statement of the intended program of activities and outcomes for the coming financial year. It is developed in unison with the budget which outlines proposed revenue sources and allocations of funds required to implement the Annual Business Plan.

Key Parameters and Assumptions

The Draft 2013-14 Annual Business Plan and Budget includes Alwyndor Aged Care Facility.

This year will see the continuation of the following major projects.

- The continuation of the Brighton to Kingston Park Coast Park. Council's contribution of \$1m is matched by funding received from SA Planning.
- The completion of the Alwyndor Aged Care Facility's redevelopment, fully funded by Alwyndor's cash reserves.
- The upgrade of the Brighton Caravan Park. \$3m is allocated for this project to be funded through an increase in net financial liabilities.
- The upgrade of Partridge House. \$550k is allocated for this project to be funded through an increase in net financial liabilities.

The formulation of the Draft 2013-14 Annual Business Plan is aimed to progress the objectives and directions adopted in the Our Place Plan, Long Term Financial Plan and Asset Management Plans. These plans articulate the parameters that form the underlying assumptions upon which the Annual Business Plan and Budget have been developed, including:

- Council will continue to deliver a balanced budget with a modest Operating Surplus.
- There will be a reasonable degree of stability and predictability in the overall rate burden.
- There will be a fair distribution of the cost of assets and services between current and future generations.
- The budget will maintain a sustainable financial position with rate revenue based on the Local Government Price Index (LGPI) and adjusted for other mandatory variations in expenditure and service levels.
- For the purpose of budget preparation it is assumed that all expenditure in Council's current 2012-13 budget is spent in the current year.

Financial Performance and Position

The Draft 2013-14 Annual Business Plan contains a more detailed analysis of the projected financial performance for the coming year.

The draft budget features:

- A funding requirement of \$3.55m and associated increase in net financial liabilities, to cover the upgrade of the Brighton Caravan Park and Partridge House.
- A consolidated Operating Surplus of \$926k comprising of an Operating Surplus for Alwyndor of \$611k to be re-invested into its operations, and an Operating Surplus of \$315k for Council's municipal services.
- Capital expenditure of \$14m comprising \$7.5m on renewal and replacement of existing assets and on new/upgraded assets; \$2.6m for the completion of the Alwyndor redevelopment; \$422k for new initiatives; and \$3.5m for major projects.
- An allocation of \$175k for environmental projects consisting of \$85k for capital projects and \$90k for operational projects including an increase of \$17k for tree planting and maintenance.
- An allocation of \$691k for new initiatives consisting of \$422k for capital projects and \$269k for operational projects including \$56k for environmental new initiatives.
- An expected \$180k saving in waste contractor cost.
- Jetty Road separate rate restored to 2011/12 level to fund marketing and promotional activities for the Jetty Road Glenelg precinct.
- No reduction in services.
- Forecasts which are within Council's financial targets.

Fees and Charges

In accordance with Section 188 of the Act, Council's fees and charges have been reviewed and included in the Draft 2013-14 Budget. The fees have been assessed in accordance with a user pays principle, taking price inflation into account.

Impact on rates

The major variable determining the ability to meet the above program of works and financial targets is rate revenue. Rate revenue is budgeted to increase by 3.7% excluding separate rates, development growth (estimated at 0.5%) and the NRM Levy. This increase is in line with the 2011-12 Local Government Price Indicator (LGPI). There is a large amount of variability between LGPI quarterly results, much of which is seasonal in nature. Consequently, the previous year annual result of 3.7% has been used to develop the 2013-14 draft budget. A rate increase based on the LGPI ensures that the budget is in line with the objectives of controlling cost at the same time ensuring the budget outcome presents a sustainable financial position.

Community Consultation

The Act sets out the minimum requirements for community consultation. Copies of the Draft 2013-14 Annual Business Plan will be made available to the community 21 days prior to a scheduled meeting of the Council where submissions and comments may be heard. Councils are also required to establish an interactive web page to facilitate community's comments and questions.

Copies of the Draft 2013-14 Annual Business Plan will be available from 24 April 2013:

- On Council's Web Site, www.holdfast.sa.gov.au.
- At the Council's Civic Centre, 24 Jetty Road Brighton.
- At the Council's Brighton and Glenelg libraries.

Our community will be able to provide comments by:

- Writing to the Council addressed to The Corporate Planning Officer, PO Box 19 Brighton 5048, or by email address mail@holdfast.sa.gov.au until 17 May 2013
- A designated "Your View HQ" interactive web page that will be accessed through <http://yourviewhq.holdfast.sa.gov.au/annualbusinessplan> between 24 April and 17 May 2013. This web site will allow our community to comment on, ask questions or seek clarification on the information in the Draft 2013-14 Annual Business Plan. Answers to any questions will be posted on the site within one working day of receipt.
- Telephoning the Council's Customer Service Centre on 82299999 during office hours between 24 April and 17 May 2013
- Making representations to Council at its meeting of 14 May 2013
- Providing feedback and comments to their local Councillor

Details of how the community may participate in the consultation process or gain copies of the Draft 2013-14 Annual Business Plan will be advertised in the Messenger and located on Council's Website.

Associated supporting documents including the Our Place Plan, Long Term Financial Plan, and Asset Management Plan will be contained in the document library on the "Your View HQ" web site. This allow interested community members the opportunity to assess the Draft 2013-14 Annual Business Plan in context with the underlining objectives, principles and directions articulated in these Strategic Management Plans.

BUDGET

The cost of production of the 2013-14 Annual Business Plan and Budget and associated community consultation will be met within the current budget.

LIFE CYCLE COSTS

This report does not have any direct full lifecycle cost implications.

Design notes

Headings

H1: **CAPITAL BOLD 14 POINT**

H2: **Title Case Bold 14 point**

H3: **CAPITAL BOLD 12 POINT**

H4: **Sentence case bold 11 point**

H5: *Sentence case italics 11 point*

Date spans

2013–14 numerals in year spans separated by an en rule

[Front cover]

City of Holdfast Bay 2013–14 ANNUAL BUSINESS PLAN

[Inside front cover]

HAVE YOUR SAY

... on our Annual Business Plan

The City of Holdfast Bay's Draft *2013–14 Annual Business Plan* outlines Council's priorities and program of works for the next 12 months. It allocates funding for key projects and services and shows what you will receive for your rates.

Your feedback is welcomed, and will be considered by Council before the Draft *2013–14 Annual Business Plan* is finalised in June 2013.

You can access additional copies of the Draft *2013–14 Annual Business Plan* from 24 April 2013 at:

- www.holdfast.sa.gov.au
- www.yourviewhq.holdfast.sa.gov.au
- Brighton Civic Centre, 24 Jetty Rd, Brighton
- Brighton Library, 20 Jetty Rd, Brighton (to read on-site)
- Glenelg Library, 2 Colley Tce, Glenelg (to read on-site).

Feedback must be received by 17 May 2013 to be considered by Council. You can provide comments by:

- writing to 'Corporate Planning Officer, PO Box 19, Brighton SA 5048'
- emailing the Corporate Planning Officer at mail@holdfast.sa.gov.au
- visiting Your View HQ at www.yourviewhq.holdfast.sa.gov.au/annual-business-plan-2013-2013
- telephoning Council on 8229 9999 during office hours
- making a representation to Council at its 14 May 2013 meeting (7pm, Glenelg Town Hall, Moseley Square, Glenelg). Please contact the Corporate Planning Officer, Chris Kavanagh, on 8229 9868 by 5pm Friday 10 May 2013 if you wish to make a representation.

For more information, please visit Your View HQ at www.yourviewhq.holdfast.sa.gov.au or call Council on 8229 9999.

TRADITIONAL CUSTODIANS

We acknowledge the Kurna people as the traditional custodians of this land. We respect their spiritual relationship with the country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to the Kurna people today.

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OUR PLAN FOR 'OUR PLACE'

In 2011, as part of our ongoing community engagement program, our elected members and staff took part in a program of 'Travelling Conversations' to meet and engage with members of our community in prominent local places such as shopping centres, Moseley Square, John Miller Park and Angus Neill Reserve. During these 'Travelling Conversations' people told us about what they wanted to see in our city's future.

We used that information, together with the feedback we received through an extensive *Satisfaction and Lifestyle Community Panel Survey*, to develop *Our Place: Holdfast Bay Community Plan 2012–2015 (Our Place)*.

Our Place is a collaborative effort between Community and Council that aims to build a vibrant and attractive place that reflects the expectations of everyone who lives, works and plays at Holdfast Bay. It looks into the future of our city for the next 20 years but focuses specifically on the next four years, establishing our vision and defining four key outcome areas to map our direction.

Our annual business plans draw on *Our Place*, setting out what we will do each year to reach the specific outcomes set by Council and Community.

The *Draft 2013–14 Annual Business Plan* also draws on our *Long Term Financial Plan* and our *Asset Management Plan* to inform and guide us through the coming year.

WELCOME

The *Draft 2013–14 Annual Business Plan* is the outcome of the comprehensive business-planning process we undertake each year to ensure that we can manage our community assets and provide high-quality services in a responsible and sustainable manner.

Aligned closely with our city's strategic plan, *Our Place*, the *Draft 2013–14 Annual Business Plan* details how much we have to spend and how we will spend it to achieve our strategic goals – while delivering the best possible value for our ratepayers.

This year's plan presents a responsible budget that addresses our ongoing need to develop, maintain and renew our community assets and deliver vital services and programs while allocating funds to some substantial projects and new initiatives.

Every program, service, event or project we commit to has the potential to benefit our community on a number of levels. This year's \$3 million upgrade of the Brighton Caravan Park and Holiday Village, for example, aims to increase the Park's occupancy rates by realising its full potential as a premier seaside holiday destination. Similarly, our \$550 000 upgrade of Partridge House aims to make this asset more commercially competitive as a hire venue. These investments in renewal mean we are maintaining viable, valuable community assets to generate important revenue – revenue that helps us control and contain our residents' rates. But we

know these projects will do more than reach that one goal. They will potentially bring more visitors to our city and raise our tourism profile, which will have positive economic spin-offs for our local businesses. They will also contribute, in their own ways, to the character of our city, and our sense of place.

Our extensive rebuilding of our Alwyndor Aged Care facility's buildings, which enters its final phase this year, demonstrates our continuing commitment to first-grade aged care facilities. Other projects like the playground and recreational facilities we are installing as we extend the Old Gum Tree Reserve, and the continuation of our Coast Park along the seafront, offer inclusive opportunities for our residents and visitors of all ages and abilities to enjoy an active, healthy lifestyle and take pleasure in our natural environment.

The *Draft 2013–14 Annual Business Plan* demonstrates our capacity to deliver these and other projects alongside our many services, programs and events in the 2013–14 financial year while containing rate increases to a modest 3.7 per cent (down from last year's rate increase of 5.3 per cent). We are particularly proud of this achievement, given the broader context of our state, national and global economy and corresponding State and Commonwealth Government funding cuts.

We are confident that our plan for our projects, services, programs and events in the coming year will help us reach our strategic goals – and continue to make 'our place' a great place to be.

Ken Rollond
Mayor, City of Holdfast Bay

OUR CITY

The town of Glenelg was named on 28 December 1836 when Governor John Hindmarsh read the proclamation of South Australia to settlers assembled at the historic Old Gum Tree, at what is now Macfarlane Street in Glenelg North. It was named after Lord Glenelg and was the first mainland settlement of South Australia.

The City of Holdfast Bay was proclaimed in 1997 as a result of the amalgamation of the former cities of Glenelg and Brighton. Our city encompasses the suburbs of Glenelg, Somerton Park, Hove, Brighton, Seacliff and Kingston Park.

Located 11 kilometres from the Adelaide central business district, we are a thriving metropolitan city that stretches along nine kilometres of premier seaside. We are home to approximately 39,000 people, all of whom live within two and a half kilometres from the foreshore. We have thriving retail precincts in Glenelg and Brighton and a small, light industrial area in Somerton Park.

OUR VISION

“To create a sustainable, well-serviced, safe and cohesive seaside community that enjoys an outstanding quality of life, welcomes visitors and values the city’s distinct history and open spaces.”

Our Place, Holdfast Bay Community Plan 2012-2015

To achieve this vision we have identified four critical objectives, each of which are supported by key outcomes:

1. Building a strong community
 - A place with a quality lifestyle.
 - A place for every generation.
 - A place that celebrates culture.
 - A place that is safe and secure.
2. Creating a sustainable environment
 - A place that values its natural environment.
 - A place that manages its environmental impacts.
3. Delivering economic prosperity

- A place to do business.
- A place that welcomes visitors.
- A place that provides value for money.

4. Enhancing city design and function

- A place that is well planned.
- A place that provides choice and enhances life.

HIGHLIGHTS

MAJOR PROJECTS

In 2013-14 we have planned a number of major projects to help us realise our vision of building a strong community, creating a sustainable environment, delivering economic prosperity and enhancing our city's design and function. These include:

- \$2.3 million to complete the redevelopment of the high care unit at Alwyndor Aged Care. Over the past three years we have spent \$21 million on this redevelopment, which has been fully funded by Alwyndor Aged Care's cash reserves. We are excited to see this important facility take its place as South Australia's premier aged care facility.
- \$3 million to redevelop the Brighton Caravan Park and Holiday Village to realise the Park's full potential as a premier seaside destination and a viable, valuable community asset.
- \$550 000 to upgrade facilities at Partridge House ensuring that this well-loved heritage site continues to be an enjoyable and relaxing experience for those who use its facilities.
- \$275 000 to upgrade the Patawalonga Lock including the installation of a second pedestrian walkway so that both boat owners and the general public can have unimpeded access through the Lock.
- \$2 million to continue construction of the Brighton to Kingston Park Coast Park, focussing on the section from Edwards Street, Brighton to the Seacliff Yacht Club. This popular pedestrian and cycling pathway encourages an active lifestyle whilst showcasing our beautiful beaches and foreshore.
- \$170 000 to place powerlines around the Old Gum Tree Reserve underground. This will improve both the character and the safety of this highly visited reserve. An additional \$100 000 is allocated to install new recreational facilities (including a playground) in this reserve, which will be extended using a portion of McFarlane Street land we purchased last year.

FINANCIAL OVERVIEW

In the 2013–14 financial year we predict we will be working with:

- a consolidated operating surplus of \$982 412
- a consolidated operating income of \$55.2 million to cover our operating expenditure of \$54.2 million
- a 3.7 per cent increase in rate revenue (excluding separate rates, growth, and the Natural Resource Management Levy).

In the 2013–14 financial year, average (mean) residential rate charges will rise by approximately \$11.50 per quarter and we will invest \$68.2 million to provide services, implement programs and buy or maintain essential assets. Our main areas of investment will include:

- \$46 million to provide services to our community
- \$14 million to upgrade and maintain our community assets
- \$175 000 to implement environmental programs. This includes \$20 000 to provide community environment grants and \$17 000 to plant and maintain trees
- \$635 000 for new initiatives to improve services to meet our community's expectations
- \$5.5 million to progress major projects, including upgrading the Brighton Caravan Park and Partridge House and continuing construction of the Brighton to Kingston Park Coast Park.

The funding for these activities will come from rates, grants from State and Commonwealth Governments and income derived from statutory and user charges.

[page 5]

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FINANCIAL SUMMARY

2013–14 REVENUE \$56.4 million

We will receive \$56.4 million to provide services and infrastructure to the community.

Operational income

Rates: General	\$28.4 million
Rates: Jetty Road Mainstreet Separate Rate	\$535 000
Rates: Patawalonga Marina Separate Rate	\$65 500
Rates: NRM Levy	\$988 000

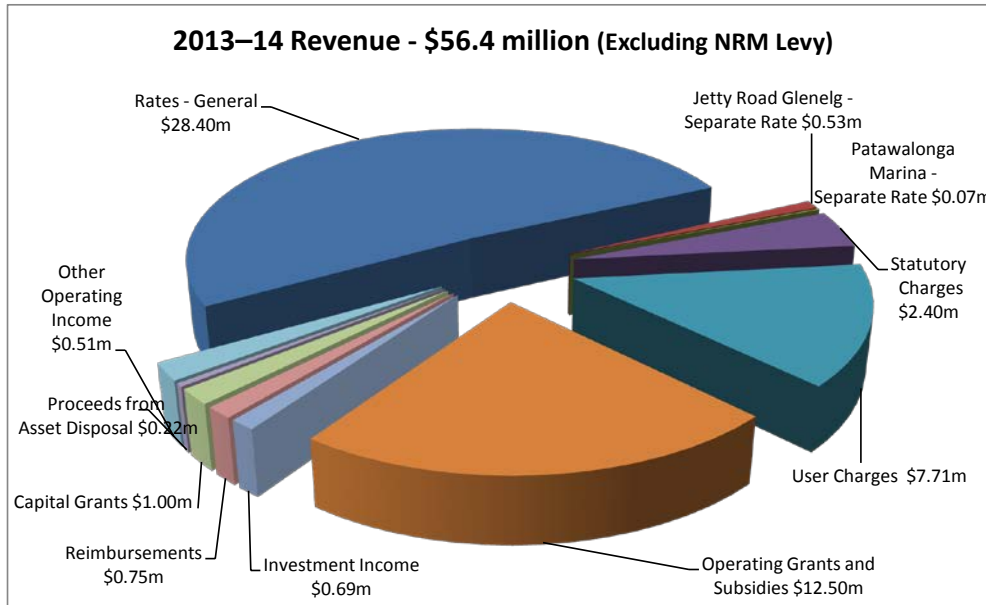
Total rate revenue **\$30 million**

Statutory charges	\$2.39 million
User charges	\$7.71 million
Operating grants & subsidies	\$12.53 million
Investment income	\$688 000
Reimbursements	\$746 000
Other	\$1.13 million

Total operational revenue **\$55.2 million**

Proceeds from the disposal of assets	\$215 000
Capital grants	\$1 million

Total revenue **\$56.4 million**



2013–14 EXPENDITURE (OPERATIONAL EXPENDITURE + CAPITAL PROGRAM) \$68.2 million

We will expend \$54.2 million to deliver services to the community.

Operational expenditure on services

Home and community services	\$1.72 million
Alwyndor Aged Care	\$15.28 million
Community development	\$1.23 million
Development services	\$1.34 million
Library services	\$1.31 million
Regulatory services	\$1.61 million
Open space and coastal assets	\$4.58 million
Waste management services	\$3.24 million
Visitor and business services	\$1.83 million
Corporate services	\$4.23 million
Financial services	\$1.69 million
Information and technology services	\$1.14 million
Asset management	\$6.29 million
Strategic planning and development policy	\$548 000

Total operational expenditure on services \$46 million

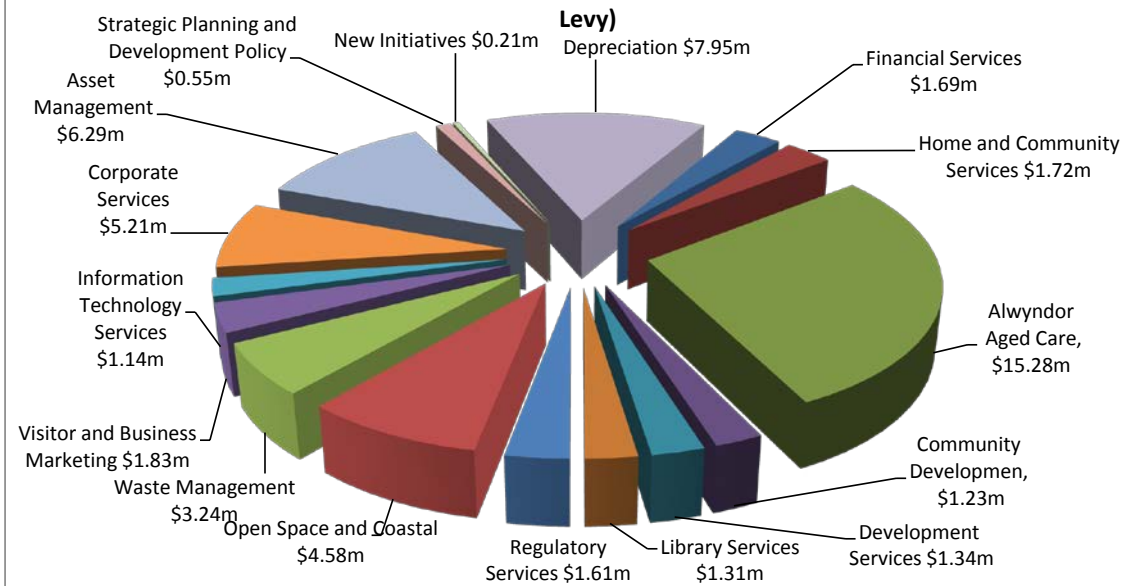
Depreciation	\$7.95 million
New initiatives: Operational	\$213 000

Total operational expenditure

\$54.2 million

Comment [CK1]: New Graph

2013–14 Operating Expenditure - \$54.2m (Excluding NRM Levy)



2013–14 CAPITAL PROGRAM \$14 million

Council will spend \$14 million on its capital program to update and maintain the community's assets in 2013–14. The \$2.6 million to be expended on the Alwyndor Aged Care upgrade is fully funded by Alwyndor Aged Care's cash reserves.

Capital program overview

Asset category

Transport and access	\$2 180 000
Buildings	\$1 085 000
Open space	\$2 871 000
Coastal and water ways	\$160 000

Total

\$6.3 million

Project management capitalised*	\$365 000
Library collection	\$70 000
Major plant and equipment replacement	\$612 000
Environmental projects	\$85 000

Major projects:

- Brighton Caravan Park redevelopment \$3 000 000
- Partridge House upgrade \$550 000
- New capital initiatives \$422 000

Sub Total Capital Program \$11.4 million

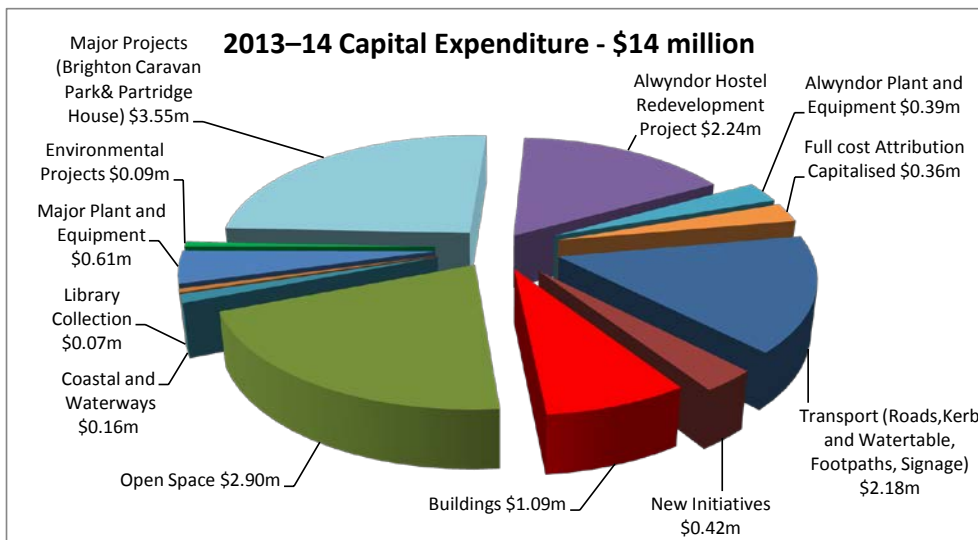
Alwyndor Aged Care \$2.6 million

Capital works comprising:

- Alwyndor Aged Care redevelopment project \$2 243 000
- Plant and equipment \$388 000

Total Capital Works Expenditure \$14 million

* Project management capitalised is the amount of operational funding for design and project management work that is capitalised, and therefore attributed to the capital budget.



OUR FINANCIAL GOVERNANCE

“Council’s long-term financial performance and position are sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.”

City of Holdfast Bay Long Term Financial Plan

ENSURING FINANCIAL SUSTAINABILITY

Policies and practices

The City of Holdfast Bay adopts prudent financial governance policies and practices to enable us to consistently deliver cost-effective services to our community. Our policies and practices are based on three goals:

1. *Program sustainability*
to ensure the maintenance of our high-priority programs including the renewal and replacement of infrastructure
2. *Rate stability*
to ensure a reasonable degree of stability and predictability in the overall rates
3. *Inter-generational equity*
to ensure a fair sharing of the distribution of resources and their attendant financial burden between current and future users of our services and infrastructure.

OUR FINANCIAL PRINCIPLES

The following key financial principles were adopted in the preparation of this plan:

- **Presenting a balanced budget**
We aim to fully fund the cost of services, including the depreciation of infrastructure and assets (ie, wear and tear) to share the costs of our services fairly between our current and future users. This is based on the understanding that insufficient funding would shift the cost burden of today’s services on to future users in the form of higher rates or reduced services.
- **Maintaining infrastructure and managing assets**
We aim to maintain infrastructure (eg, buildings and bridges) and assets (eg, roads, kerbs, paving, machinery, trees, irrigation systems, playground equipment) at the required standard to ensure continued delivery of services to agreed standards. This involves developing and using long-term infrastructure and asset management plans to manage our asset portfolio efficiently, and continuing to invest in renewing and replacing our assets as they wear out.
- **Providing predictable rates**
We aim to provide our community with a reasonable degree of predictability for rates over the medium term. We aim to keep you fully informed about future rates and the

corresponding services provided.

- **Keeping our debts as low as possible**

We aim to keep our debt as low as practicable. We borrow funds to invest in new long-term assets or to replace and renew existing assets and thereby spread that cost over the longer term, consistent with the typical long lives of assets

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SIGNIFICANT INFLUENCES

BROAD TRENDS AND EMERGING ISSUES

Global, national and state trends and emerging issues present challenges and opportunities for the future. We considered the impact of a number of trends and issues during the development of *Our Place* and in developing our *Draft 2013–14 Annual Business Plan*. They include:

Communications and technology

The rapid growth of social media, online retail and mobile technology is changing the way people interact and conduct business.

Economic vitality

The continued impact of European financial uncertainty, Australia's two-speed economy and the high Australian dollar are presenting a number of challenges in our manufacturing, housing construction, retail and tourism sectors. Throughout 2012–13 the Australian dollar remained high against other currencies and is expected to remain high during 2013–14. As a consequence, we are experiencing low performance and increased pressure, particularly in our small business, manufacturing and tourism sectors, which are important sectors for our city.

Health and wellbeing

Our increasingly sedentary lifestyle, longer working hours and higher obesity rates are associated with a number of chronic health conditions and increasing social isolation, which creates the need to provide facilities and services that promote a healthy, active lifestyle and opportunities for social engagement.

Environment

The need to protect our natural environment, identify and respond to the potential impacts of climate change, reduce our reliance on fossil fuels, reduce energy consumption and address water security demands requires a focused, long-term environmental management plan that spans every area of our operations.

Planning policy and guidelines

The Government of South Australia's *30 Year Plan for Greater Adelaide* provides a broad, visionary framework for our own policies and projects. Within this framework, we strive to take advantage of emerging opportunities while maintaining the character and heritage of our city, to provide an attractive and liveable environment.

Demographic profile

In 2011 (according to Census information), our city's population was 36,035. Of this population:

- 51 per cent of that population was over 45 years of age

- 29.1 per cent of that 51 per cent was in the 45-64 years-of-age age group
- 49 per cent was under 45 years of age
 - 18 per cent of that 49 per cent was under 20 years of age.

In 2011, the City of Holdfast Bay had an unemployment rate of 4.6 per cent, compared with 5.7 per cent for South Australia. A total of 56.9 per cent of our workforce was engaged in professional, clerical and administrative or managerial employment.

There were 17,569 private dwellings in the City of Holdfast Bay, of which 36.4 per cent were lone-person households and 59.1 per cent were family households. Of the family households:

- 37.9 per cent were couples with children
- 47.0 per cent were couples without children
- 13.4 per cent were one-parent families.

Of these private dwellings, 36.6 per cent were owned outright and 27.2 per cent were owned with a mortgage. The median mortgage payment for the area was \$1 850 per month, and several house sales in Glenelg and along the foreshore exceeded \$1 million.

Rental premises made up 30.9 per cent of housing in the area with a median weekly rent of \$270.

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THE 2013–14 BUSINESS ENVIRONMENT

The following factors are expected to influence our business environment in 2013–14:

Operating and utility costs

All councils are subject to a number of mandatory costs that we have a limited ability to influence.

In 2013–14 we expect the Environment Protection Agency Landfill Levy to rise by 30 per cent from \$42 per tonne to \$55 per tonne, water charges to increase by 23 per cent and electricity costs by 10 per cent.

While expenditure on providing assets and services differs from council to council according to the needs and expectations of their individual communities, we use the Local Government Price Index (LGPI) as a baseline to ensure that our financial position remains sustainable. This is similar to the Consumer Price Index (CPI), but monitors price changes in goods and materials that are specifically relevant to local government. The LGPI for the previous financial year was 3.7 per cent.

Housing industry

The slow-down of the housing industry over the past two years is reflected in the new development growth rate, which has decreased from 0.7 per cent in 2010-11 to 0.3 per cent in 2011–12. However, recent industry activity figures and home financing rates indicate an anticipated improvement in 2013–14. Consequently, our 2013–14 Annual Business Plan has been developed based on an estimated growth rate for 2013–14 of 0.5 per cent.

Carbon pricing

We have recognised the challenge of climate change and committed to carbon neutral operations by 2019. We cannot operate without some carbon emissions; becoming carbon neutral means reducing emissions to the lowest levels possible and purchasing or creating offsets to balance the emissions that cannot be avoided.

The recently introduced carbon tax is expected to increase the cost of materials with high-energy content such as electricity, concrete and bitumen. The LGPI has incorporated projections for the impact of the Carbon Tax on local government, and we have made budget projections for its impact on electricity costs.

External funding sources

In our 2012–13 budget, we were significantly reliant on rate revenue for our operations (74.5 per cent). We are seeking to reduce this rate burden by increasing our revenue from other sources, such as rent from commercial leases, off-street car parks, income from the Brighton Caravan Park and Partridge House, higher grant funding from Commonwealth and State Governments. We will also need to charge individuals for some services where appropriate (particularly where people from outside our Council area use our services).

Reductions in Commonwealth and State Government funding levels have had a flow-on effect, reducing the grants available to local government. As a direct consequence, some of our major projects cannot be progressed in 2013–14, and will be deferred until grant funding can be secured. These include the:

- Brighton Oval Community and Sporting Hub
- Kauri Parade Sporting Hub
- Brighton and Glenelg Library Redevelopment.

ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY

Building a Strong Community

Building a strong community involves providing an environment where people feel valued and safe; where cultural diversity is respected, people participate in social activities; and where they can live with dignity and a sense of 'Place'.

OUR ACHIEVEMENTS

During 2012–13 we delivered many major projects to improve the infrastructure and environment available to our community. These include:

- continuing to redevelop Alwyndor Aged Care, which involved upgrading the residential and low care units
- reviewing existing arrangements and developing a new Business Concept Plan for the Brighton Caravan Park and Holiday Village
- upgrading customer service facilities at the Brighton Civic Centre
- developing new community garden at Glenelg North
- implementing the 'One Library' management system in our libraries.
- installing new playground equipment at the Susan Grace Benny Reserve in Seacliff Park and Graymore Park in Glenelg North.

OUR PRIORITIES

In 2013–14 we will continue to deliver projects that build a strong community, including:

- completing Part 2 of the Alwyndor Aged Care facility redevelopment, focusing on upgrading the high care unit. Over the past three years we have spent \$21 million on the redevelopment of this facility, which is fully funded by Alwyndor Aged Care's cash reserves. We are excited to see this important facility take its place as South Australia's premier aged care facility
- redeveloping the Brighton Caravan Park and Holiday Village to realise the Park's full potential as a premier seaside destination and a viable, valuable community asset
- upgrading facilities at Partridge House to provide a commercially competitive hire venue.

OUR SERVICE DELIVERY \$22.51 million

Home and community services

\$1.72 million

We will foster and support community programs that minimise isolation and disadvantage within the community; and help people to remain in their homes by providing choices that enhance their quality of life and keep them connected to their communities. We deliver this aim through:

- *Home and Community Care (HACC) Services*
a suite of services including social support, gardening, cleaning, home maintenance and gutter cleaning for eligible residents who are frail and elderly or have a disability and their carers
- *Life Links*
a program to engage residents from pension-only Supported Residential Facilities in social and recreational opportunities
- *Community Transport*
a door-to-door community bus service with routes from home to local shopping centres and facilities for eligible residents.

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Alwyndor Aged Care

\$15.28 million

We will provide assets, services and programs that accommodate the needs of our ageing community by continuing to operate Alwyndor Aged Care and providing high quality and residential services. Alwyndor Aged Care facility is operated by Council and fully funded by Commonwealth and State government and resident contributions.

Alwyndor Aged Care's services include high and low care residential accommodation, respite care, hospitality services and rehabilitation and support services plus community service programs (including extended aged care at home, community care packages and community options program).

Community development

\$1.23 million

We will build a strong, thriving community by providing places for people of all ages and abilities to meet, mix and build constructive connections, and opportunities for them to participate in a wide range of sporting, recreational and cultural activities. To do this, we will provide programs, services and events that promote community interaction and minimise social isolation and disadvantage and infrastructure and/or funding support for:

- sports and recreation, including supporting local sporting clubs and recreational planning and development
- community development programs including community gardens and community and youth sponsorship grants
- arts, youth and cultural activities
- volunteer services
- community centres, including the Holdfast Bay Community Centre, Glenelg Community Centre, Glenelg North Community Centre, Brighton Over 50s Club, Seacliff Youth Centre and Partridge House
- Ringwood House History Centre
- Healthy Holdfast Bay programs

- Aboriginal reconciliation.

Development services

\$1.34 million

We will provide advice and make decisions about how to achieve an attractive and sustainable environment through well-planned buildings and places that reflect the way we'd like to live. Our approach aims to recognise opportunities while protecting the character and amenity of our suburbs and monitoring development through rigorous compliance procedures. Our development services include development assessment, development advice and building compliance.

Library services

\$1.31 million

We will provide accessible and progressive library services that meet our community's informational and recreational reading needs while fostering a love of lifelong learning. We will continue to develop our library collection while offering our home library service and a range of events and activities through our two branches at the Brighton and Glenelg.

Regulatory services

\$1.61 million

We will keep our community safe with an emphasis on equity, fairness and compliance with local, state and national regulations, laws and standards. We will achieve this by:

- providing environmental health services, including inspecting premises where food is prepared and sold and investigating public health risks
- monitoring public safety and security
- ensuring compliance with our animal management laws and local by-laws
- monitoring and enforcing parking laws
- educating our residents, visitors and business owners about our laws and local by-laws
- providing immunisation services to assist in preventing the spread of infectious diseases.

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OUR CAPITAL PROJECTS \$7.77 million

Brighton Caravan Park and Holiday Village

\$3 million

The redevelopment of the Brighton Caravan Park and Holiday Village will see an upgrade of the accommodation, and amenities at the site and improvement of recreational facilities.

Partridge House Upgrade

\$550 000

This upgrade will see an updating and improvement of internal and external facilities at the site so as to ensure that Partridge House remains an attractive and enjoyable facility.

Alwyndor Redevelopment Part 2 and replacement of equipment

\$2.63 million

In 2013-14 the High Care facilities at Alwyndor will be upgraded. The redevelopment of the will

see Alwyndor become South Australia's premier aged Care facility.

- Street lighting** **\$200 000**
Good night visibility in our public places and streets helps people to feel safe and enables them to enjoy living, visiting and doing business in our area. In 2013–14 we will upgrade and replace the street lighting in Jetty Road, Glenelg.
- Buildings capital renewal works** **\$350 000**
This year we'll continue with renewal works to our buildings to ensure that they meet community expectations and provide safe and comfortable facilities.
- Extending the CCTV in the Glenelg Precinct (Stage 2)** **\$100 000**
To improve safety in our busy Glenelg business, retail and tourism precinct, we will build on the closed circuit television (CCTV) network along the Glenelg foreshore that was delivered under the Commonwealth Government's Safer Suburbs Program in 2012–13. Part 2 of the project will extend CCTV coverage throughout the Glenelg Precinct.
- Open space capital renewal** **\$120 000**
To allow our community and visitors to continue to enjoy family friendly, attractive and safe open spaces, we will repair and/or upgrade facilities, shelters, lighting and fencing in line with our open space management plans.
- Brighton and Bowker ovals** **\$380 000**
Maintaining our public places is important to ensure attractive and functional facilities that encourage a healthy active lifestyle for all generations. In 2013–14 we have allocated \$290,000 to upgrade the playground, fencing, shade facilities and irrigation system at the Brighton Oval and \$90 000 to upgrade the tennis courts, playground, shade shelter and BBQ facilities at the Bowker Oval.
- Playgrounds and reserves** **\$150 000**
This year, to provide more family friendly environments for our community, we will install playgrounds at the Old Gum Tree Reserve and Tarniwarra Reserve, and boundary fencing at Dulcie Perry Park.
- Tennis courts** **\$139 000**
We will upgrade the tennis courts at Dover Square, Glenelg Oval and Kingston Park in 2013–14.
- Foreshore and pathway lighting** **\$82 000**
In 2013–14 to improve safety and amenity of our open spaces, we have allocated \$62 000 to complete an upgrade of lighting along the foreshore at Moseley Square and \$20 000 for lighting at Seaforth Park.
- Library collection** **\$70 000**
We have allocated \$70 000 to maintaining the library collection, to ensures our libraries' materials are current, accessible and meet the cultural and informational needs of our community.

Creating a Sustainable Environment

Environmental sustainability ensures we are protecting and enhancing our natural physical environment for current and future generations.

OUR ACHIEVEMENTS

As part of our response to global and local environmental challenges, in 2012–13 we committed to:

- decreasing our greenhouse gas emissions
- purchasing and/or generating alternative energy
- purchasing greenhouse gas offsets
- decreasing our dependency on mains water
- restoring habitats in our natural areas to build the resilience of ecosystems, including increasing our native plantings within our open spaces to provide habitat for native birds and animals.

OUR PRIORITIES

In 2013–14 we have allocated \$175 000 to environmental projects. Of this, \$85 000 has been allocated for capital projects and \$90 000 for operational projects including:

- increasing plantings in Pine Gully and on the Kingston Park cliff face to increase erosion control
- developing Master Plans for Urban Water Sensitive Design at two locations
- developing biodiversity corners in our reserves to improve amenity and reduce watering requirements
- providing environmental Community Grants, education workshops and environmental promotional materials
- supporting systems to monitor our water and energy usage
- planting and maintaining additional trees.

OUR SERVICE DELIVERY \$7.82 million

Open space and coastal assets

\$4.58 million

We will manage and maintain the community's natural assets in an environmentally and financially sustainable manner for the benefit of our own community and the wider community. We support this aim by:

- managing our open spaces and reserves
- planning and implementing environmental management programs

- planting and maintaining trees
- building and maintaining bikeways
- cleaning our streets and foreshore
- operating and maintaining our cemeteries (North Brighton Cemetery and St Jude's Cemetery)
- providing well-planned, well-maintained and appropriate street lighting
- managing and maintaining our coastal zones and foreshore.

Waste management

\$3.24 million

We will provide a safe, efficient and sustainable service for removing, recycling and disposing of our city's waste. We will achieve this by collecting and disposing of domestic rubbish, litter and e-waste and collecting and processing recyclables, hard rubbish and green waste.

OUR CAPITAL PROJECTS \$225 000

Upgrading waste transfer facilities

\$80 000

To improve efficiency and reduce the space required to manage waste and green recycling materials at the depot, we have allocated \$80 000 to replace the current fixed ground bins system at our depot for with a "roll-on/roll-off" bin system.

Coastal infrastructure

\$60 000

We have allocated \$60 000 to improve public access to our beaches so they can be better enjoyed by our residents and visitors.

Environmental projects

\$85 000

To protect and conserve our natural environment, limit our environmental impacts and manage our natural resources, we have proposed the following capital projects for 2013–14:

- | | |
|--|----------|
| • installing sand drift fencing | \$10 000 |
| • fitting meters to irrigation bores at Brighton, Mawson and Glenelg ovals | \$10 000 |
| • installing smart irrigation controls at 10 reserves | \$10 000 |
| • replacing educational signs in bio-diversity areas and gullies | \$10 000 |
| • undertaking erosion control works in the Barton Gully stormwater catchment | \$15 000 |
| • installing recycling bins in tourist areas | \$10 000 |
| • replacing dog waste bag dispensers | \$10 000 |
| • installing water saving devices in public buildings and spaces | \$10 000 |

Delivering Economic Prosperity

Economic prosperity builds a thriving business environment, which in turn supports a vibrant community, local employment opportunities and provides an attractive location for visitors.

OUR ACHIEVEMENTS

In 2013-13 we progressed a number of projects to deliver economic prosperity to the community and ensure Council's continued sustainability and ability to service the needs of its community by:

- selling the old Brighton Institute Building at 411 Brighton Road because the maintenance and upkeep were greater than the community benefit provided
- purchasing land at McFarlane Street, Glenelg, as part of the planned extension of the Old Gum Tree Reserve.
- implementing a successful marketing campaign for the Jetty Road, Glenelg precinct
- supporting major international events, including Rescue 2012 and the World Surf Life Saving Championships
- introducing a range of up-to-date information technology to enable us to better serve our customers, including a new PABX system and an updated operating and customer service system
- upgrading and adopting our Asset Management Plans and *Long Term Financial Plan*, to account for the differing lifecycles, financial costs and community expectations in relation to each class of assets and ensure our future financial sustainability. These plans can be viewed at www.holdfast.sa.gov.au.

OUR PRIORITIES

In 2013-14 we will continue to undertake projects to deliver economic prosperity, welcome tourism and ensure our organisation's sustainability. We plan to:

- install recreational facilities at the Old Gum Tree Reserve as part of a larger project to extend this reserve with land purchased last year. A portion of this land is being prepared for sub-division and sale
- review the options for the Glenelg Foreshore Building (to the west of the Glenelg Town Hall) and site
- progress negotiations for the Partridge Street East Car Park and Glenelg Cinema Complex
- review and upgrading Council's leasing policy
- review and update our tourism strategy
- upgrade our asset management system to improve its integration with our financial systems, asset condition rating, maintenance programming and asset planning

- review and consider options for the type and frequency of our hard rubbish service. The cost for the current service has continued to rise with an increase of \$100 000 estimated for 2013–14. This increase has been offset by an expected saving in our waste contract cost of \$180 000
- upgrade the streetscape and provide indented parking in the Somerton Park industrial precinct.

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OUR SERVICE DELIVERY \$8.89 million

Tourism and business marketing services \$1.83 million

We will develop an environment that assists the future viability of local businesses and creates opportunities to attract innovative industries. Our visitor and business services include:

- developing commercial and economic opportunities
- supporting the development of Jetty Road, Glenelg through the Jetty Road Mainstreet Management Committee
- planning, implementing and supporting a wide range of community events
- consulting and communicating with our community through our community engagement program
- providing tourism and marketing services.

Corporate services

\$4.23 million

We will provide an organisation that enables us to deliver our services to the community in an accountable, transparent way that meets legislative requirements and provides the best value for money. The broad business areas delivering our corporate services include:

- Customer service
- Governance and policy
- Human resources
- Risk management
- Occupational Health, Welfare and Safety
- Property management and leases
- Elected member and CEO support
- Records management
- Corporate communications.

Financial services

\$1.69 million

We will ensure Council remains financially sustainable and accountable by providing sound financial management including rating, investment and treasury management and grants administration plus auditing services.

Information and technology services

\$1.14 million

We will provide up-to-date information and technology services that support our organisation and ensure effective and efficient service delivery.

OUR CAPITAL PROJECTS \$972,000

Patawalonga Lock**\$260 000**

Together with maintenance and repair work, we have allocated funds to constructing a second pedestrian walkway across the Patawalonga Lock. To achieve these upgrades, the Lock will be emptied and the work carried out whilst dry. This opportunity arises once in every five years, and is important to ensure the Lock's continued reliability and safety.

Marina East Boardwalk**\$100 000**

To ensure the safety of pedestrians using this attractive community asset, the Marina East Boardwalk will be refurbished.

Major plant and equipment replacement**\$612 000**

To meet our operational needs and enable effective delivery of services, we have allocated \$612 000 to maintaining our major plant and equipment.

OUR NEW PROJECTS \$466 000**Innovations in information technology****\$376 000**

We will ensure our information technology systems continue to support us in providing effective and efficient services to our community. Improvements include:

- upgrading our asset management system \$200 000
- introducing electronic timesheets and forms \$28 000
- upgrading mobile device management systems \$10 000
- upgrading our electronic governance systems \$53 000
- maintaining a technological support service \$75 000
- streamlining events application processes \$10 000

Maintaining financial sustainability**\$75 000**

We have allocated \$75 000 to improving our internal financial reporting systems and asset accounting services.

Installing shade structures**\$15 000**

To improve the character and increase people's enjoyment of our Glenelg foreshore, we have allocated \$15 000 to install umbrellas along the Glenelg sea wall.

Enhancing City Design and Function

A well-planned, accessible and safe city provides a variety of movement, transport, employment, recreational and housing choices. A city with well-connected public spaces supports our community and strikes a balance between the natural and built environment.

OUR ACHIEVEMENTS

Enabling better, more attractive city design

In 2011–12 we undertook an extensive review of our development plan to align it with the State Government's *30 Year Plan for Greater Adelaide*. We will actively work to maintain the character of our city while building a vibrant and attractive place that reflects the expectations of the community.

In 2012–13 we progressed the planning policy reviews to amend the Holdfast Bay Development Plan. Development plans we reviewed included:

- *Brighton Hove District Centre Development Plan Amendment*
- *Better Development Plan Development Plan Amendment*
- *Seacliff Park Residential and Centre Development Plan Amendment*
- *The Heritage and Character Development Plan Amendment.*

OUR PRIORITIES

In 2013–14 these amendments will be finalised and we will develop a residential housing strategy for our city.

OUR SERVICE DELIVERY \$6.87 million

Asset management

\$6.29 million

We will manage and maintain our community's assets and infrastructure in an environmentally and financially sustainable way. This includes maintaining our playgrounds and street furniture, footpaths, roads, kerbs, watertable, stormwater drainage and buildings; controlling traffic; running our 'roads to recovery' projects; and continually maintaining and enhancing our Moseley Square and Holdfast Shores Precinct.

Strategic planning and development policy

\$580 000

We will provide strong, sound, fair policies, plans and projects to guide future development to enhance the future character and function of our city.

OUR CAPITAL PROJECTS \$4.28 million

Roads (including signage, kerb and watertable reconstruction)

\$1.72 million

Our Asset Management Plan allows for the systematic repair and replacement of our city's streets, kerbs and watertable. In 2013–14 we have allocated \$1 029 000 to resealing roads, \$602 000 to replace and repair kerb, and \$87 000 to replace parking ticket machines.

Footpaths **\$231 000**

We have allocated \$231 000 to maintain our city's footpaths and ensure they are safe.

Bus stops **\$30 000**

This year we will continue with upgrading bus shelters to comply with the requirements of the *Disability Discrimination Act 1992* as part of our rolling three years program.

Public toilets **\$295 000**

The development of accessible and attractive public toilet facilities in our open spaces is an important aspect supporting a liveable and attractive city. In 2013–14 we have allocated funds to re-site and replace the toilet block located at the Angus Neil Reserve, upgrade the toilets at the Wigley Reserve and improve access to toilets at Sanderson Reserve.

Brighton to Kingston Park Coast Park **\$2 million**

The Coast Park is a shared pathway for pedestrians and cyclists that will eventually provide unbroken foreshore access from North Haven to Sellicks Beach. In 2013–14 we will complete the Brighton to Kingston Park section that stretches from Edwards Street, Brighton to the Seacliff Yacht Coast Park. This work includes upgrading footpaths, lighting and street furniture along the pathway. Our contribution of \$1 million is matched by funding received from SA Planning, providing a total of \$2 million to complete this stage.

OUR NEW PROJECTS \$170 000

Improving traffic management and cycling assets **\$70,000**

As part of our efforts to facilitate healthy, active lifestyles within our community, we have allocated \$70 000 to improve convenience and safety for pedestrians and cyclists in our area. Improvements include:

- designing and installing bike racks in Jimmy Melrose Reserve \$15 000
- constructing pedestrian refuge islands Moseley Street (at Kapara Aged Care) and the corner of Bath Street and Partridge Street \$25 000
- improving cyclist facilities at Moseley Square and the Broadway Kiosk \$10 000
- upgrading the taxi rank at Colley Terrace \$20 000

Somerton Park industrial streetscape upgrade **\$100 000**

To enhance the character of the Somerton Park light industrial precinct, we have allocated \$100 000 to upgrade the streetscape and improve provisions for parking.

DEVELOPING OUR ORGANISATION

"We will serve the community through services and programs that meet and exceed its needs by doing things right the first time and doing them well; by having the right people with the right skills; and by managing our resources to meet the expectations of our community."

City of Holdfast Bay Long Term Financial Plan

We are committed to our core values (ARISE):

- **Achievement**
- **Respect**
- **Innovation**
- **Simplicity**
- **Engagement**

Our objectives in each area of our business aim to provide the best value for our community.

Finance

We will develop and maintain a long-term financial position to maintain our financial health and sustainability.

Assets

We will drive a systematic approach to the development, maintenance and replacement of our assets and ensure that these assets meet the needs of our community.

People

We will attract and maintain the right mix of people with the skills and experience to deliver our services and achieve our goals.

Systems and processes

We will ensure that our organisation is appropriately governed, operates in a planned environment and continually works to improve services and programs.

Service delivery

We will maintain and improve our current service delivery, quality, efficiency and cost effectiveness.

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FUNDING OUR CITY

OPERATING RESULT

In 2013–14 we are proposing an extensive program of services and projects. To achieve this we expect to raise \$55.2 million in operating income and expend \$54.2 million in operating expenditure. The funds come from a variety of sources – predominantly rates – and also include grants from State and Commonwealth Governments, as well as income from statutory and user charges. In 2013–14, 75.6 per cent of the revenue to fund municipal operations will come from rates.

We are budgeting for a consolidated operating surplus of \$982 000 in 2013–14, composed of an operating surplus for Alwyndor of \$611 000 to be re-invested back into its operations, and an operating surplus of \$ 371 000 for our municipal activities.

OUR FINANCIAL STATEMENTS

We have included a summary of our projected financial statements for the 2013–14 financial year in this plan.

The *2013–14 Annual Business Plan's* consolidated financial statements incorporate both our municipal operations and Alwyndor Aged Care, which is a self-funded component of our service delivery.

We intend to raise a net sum of \$29 million (excluding NRM Levy and development growth) from rates in 2013–14, which is an increase of 3.7 per cent, excluding new growth. This rate increase is in line with the 2011–12 Local Government Price Indicator (LGPI). There is a large amount of variability between LGPI quarterly results, much of which is seasonal in nature. Consequently, the previous year's annual result has been used to develop the 2013–14 draft budget. A rate increase based on the LGPI ensures that the budget is in line with the objectives of controlling cost and presenting a sustainable financial position.

We own infrastructure and assets (such as roads, drains, footpaths and buildings etc) with a current value of approximately \$616 million. These assets deteriorate over time through wear and tear, and must be replaced or renewed at appropriate intervals in order to prolong their useful lives and continue delivering services to our community. Council is mindful of the impact on ratepayers and is committed to developing options to ease the rate burden through increasing other sources of revenue.

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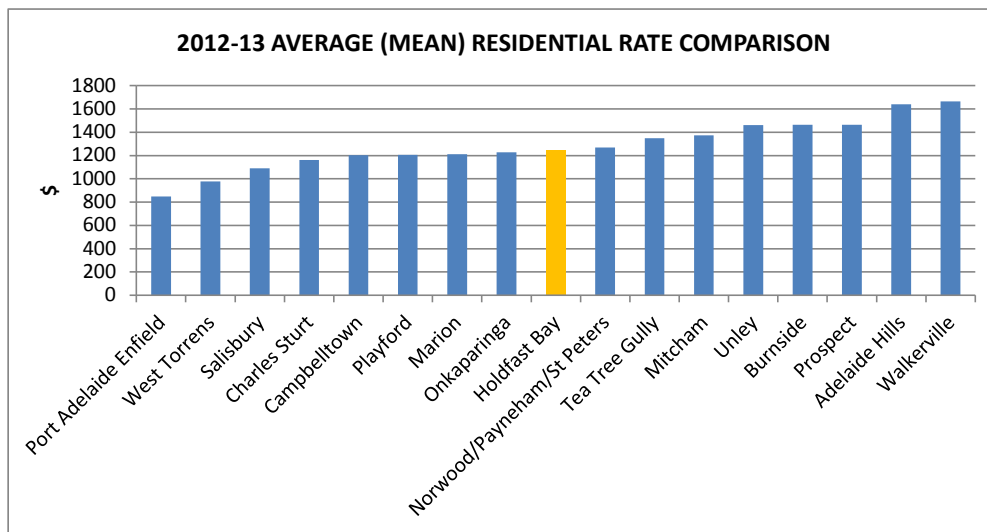
Rate comparisons

Comparing our rates with those of other councils is a complex issue. Each council has different characteristics (such as size, demographics, residential base, growth etc) and provides either different services or similar services at different standards. Councils provide a broad range and level of service to the community and, although some of these are statutory requirements, the majority is determined by the expectations of our specific communities. The cost of providing and maintaining these services are spread across the community in the form of rates. We determine a rate in the dollar, based on the amount of revenue that will be required to meet the ongoing cost of providing services to our community for the coming year. The amount of rates

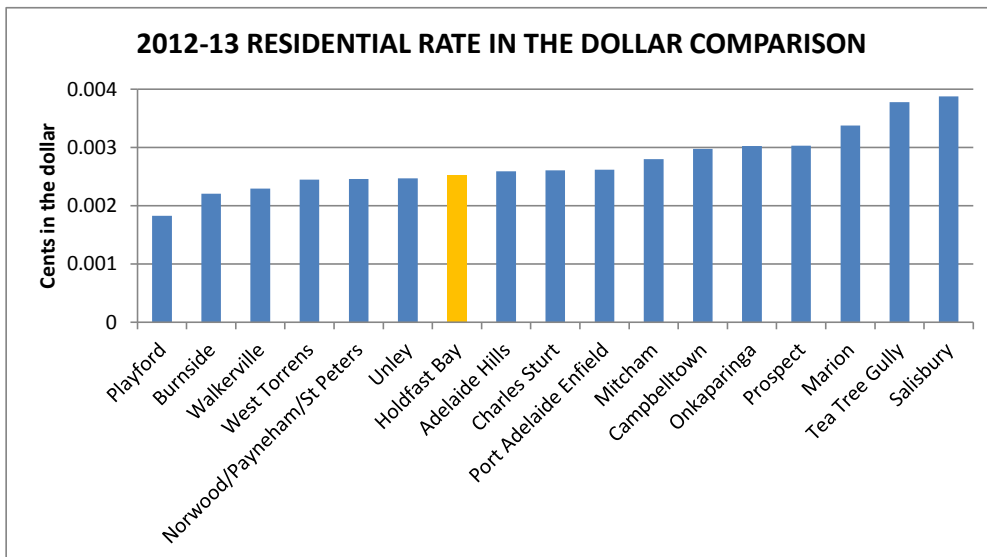
you pay is determined by multiplying your property's value by the rate in the dollar. For example, if the property value is \$500 000 and the rate in the dollar is 0.00223 cents in a dollar, the rates payable will be \$1 115.

The following charts show a comparison of the average residential rate for Adelaide metropolitan councils for 2012–13. The average (Mean) residential rate for the City of Holdfast Bay in 2012–13 was \$1 245. This represented a rate of 0.002531 cents in the dollar of property value. We were able to deliver our program of services and projects outlined in the 2012–13 *Annual Business Plan*, whilst seventh lowest rate in the dollar amongst South Australian metropolitan councils.

2012–13 Average (mean) residential rate comparison



2012–13 Residential rate-in-the-dollar comparison



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What will you pay in rates?

The amount you pay is determined by the valuation of your property and the way we will apportion rates across the community. We endeavour to apportion rates across the community in an equitable fashion. At this stage we have not received the property valuations information and therefore have yet to make a decision on how the rates will be apportioned. Based on property values and the distribution in 2012–13, however, we estimate that the annual rate increase for the average residential premises will be approximately \$46 or \$11.50 per quarter in 2013–14. This is equivalent to 12c per day.

Rating policy

Section 147 of the *Local Government Act 1999*, provides Council with the power to rate all land within the City of Holdfast Bay – except for land specifically exempted, such as Crown land and land occupied by Council. We take our responsibility to continually review our rating policy very seriously, making sure that it is fair and equitable to all. The current rating policy adopted in June 2012 is available at the Brighton Civic Centre and can be downloaded at www.holdfast.sa.gov.au.

Land valuation method

We use the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates, as we feel that this method provides the fairest and most efficient method of distributing the rate burden across all ratepayers. If you are dissatisfied with your valuation, you can object to the State Valuation Office in writing within 60 days of receiving the notice of valuation, explaining why you object.

Residential rates

The residential rate for 2013–14 has yet to be determined. Our *2013–14 Annual Business Plan* and financial statements have been based on a rate revenue increase of 3.7 per cent, excluding new building construction and separate rates. The average (mean) value of properties in the City of Holdfast Bay in 2012–13 was \$492 000. This is expected to have increased over the last year, however, we are yet to be advised of the size of the expected increase in property valuations.

Industrial commercial and vacant rates

In 2012–13, the Differential Rate was set at a 45 per cent premium to reflect the levels of service needed to ensure continued economic growth and employment in our city. This rate raised \$3.9 million, which was approximately 14 per cent of our total rate revenue. Council has not made a decision on whether to change the level of differential rate.

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Separate rate

We levy two separate rates on specific ratepayers to provide funding for activities and services related to those ratepayers. They are as follows:

1. The Jetty Road Mainstreet Separate Rate, which is imposed on properties within the Jetty Road Mainstreet precinct to promote and enhance business viability and trade in the Jetty Road shopping precinct. Revenue from this separate rate is expected to be \$535 000 in 2013–14 which represents a \$80 000 (17.5 per cent) increase in the amount raised in 2012–13 and returning the rate to the level levied in 2011–12.
2. The Patawalonga Marina Separate Rate, which is imposed on properties that are within the basin of the Patawalonga bounded by the high water mark and comprised of marina berths. This separate rate provides funding for the ongoing maintenance of the Lock in the Patawalonga. We will raise \$63,000 from this rate in 2013–14.

Natural resource management levy

The Natural Resource Management (NRM) Levy is collected on behalf of the Adelaide and Mount Lofty Ranges Natural Resources Management Board. In 2012–13 the NRM Levy for properties in the City of Holdfast Bay was increased by \$72,000 to \$959,000. This represented an 8.1 per cent increase on the levy applied in 2011–12. The Board has yet to advise us of the increase in the levy for this year, however the *Draft 2013–14 Annual Business Plan* has been developed based on a 3 per cent increase in the levy for the coming year.

Rebates

We are required to provide mandatory rebates under sections 160 to 165 of the *Local Government Act 1999* in relation to properties:

- predominantly used for service delivery or administration by a hospital or health centre (section 160)
- predominantly used for service delivery or administration by a community service organisation (section 161)
- containing a church or other building used for public worship or used solely for religious

purposes (section 162)

- being used for the purpose of a public cemetery (section 163)
- occupied by a government school under a lease or licence or a non-government school being used for educational purposes (section 165).

In addition, we may provide discretionary rebates under section 166 where:

- the rebate is desirable for the purpose of securing the proper development of the area or assisting or supporting a business
- the land is being used for educational purposes, agricultural, horticultural or floricultural exhibitions, a hospital or health centre, to provide facilities or services for children or young people, to provide accommodation for the aged or disabled, for a residential aged care facility or a day therapy centre, or by an organisation which, in the opinion of Council, provides a benefit or service to the local community
- the rebate relates to common property or land vested in a community corporation over which the public has a free and unrestricted right of access and enjoyment
- the rebate is considered by Council to be appropriate to provide relief against what would otherwise amount to a substantial charge in rates payable due to a change in the basis of valuation.

Council has approved a rebate of 25 per cent on state and local heritage-listed properties, provided they are not recipients of any other rebate.

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Concessions for seniors

Concessions are available to help ratepayers living on fixed incomes. This concession applies to eligible pensioners and self-funded retirees and comprises of a minimum concession in 2012–13 of \$45 plus a further amount of \$1 for every \$10 000 that the property valuation exceeds \$370 000. Council has yet to make a decision on the level and criteria for this concession to be applied in 2013–14.

The *Local Government Act 1999* (Section 182A) allows for rates, plus interest at a prescribed rate, to be postponed until title to the property is transferred to another person, subject to our acceptance of an application from the ratepayer. Conditions are that the ratepayer (or spouse) holds a State Seniors Card or is qualified to hold such card but has not yet been issued with the card. This is explained in more detail in the rating policy.

Minimum rate

We impose a minimum amount payable by way of rates. For 2012–13, the minimum rate was set at \$832. The minimum rate for 2013–14 has not been set at this time.

Rate relief

Support is available for people experiencing difficulty in paying their rates. For further information please contact our Customer Service Centre on 8229 9999. A residential rate cap is applied to provide relief to ratepayers who own properties that have been subject to increases in valuations that are deemed excessive. Council determined that residential ratepayers could apply for a reduction in their 2012–13 rates where they could demonstrate an increase in their

annual rate bill in excess of 10 per cent. No decision about the residential rate cap for 2013–14 has been made at this time.

OUR FINANCIAL TARGETS

Our financial targets are:

1. to achieve an operating ratio of 0–10 per cent over a five-year period
2. to achieve a net financial liabilities ratio of less than 35 per cent
3. to improve our asset sustainability ratio to be within the range of 90–110 per cent over a five-year period.

1. To achieve an operating ratio of 0-10 per cent over a five-year period

In 2013–14 we will raise \$30 million in rate revenue (including separate rates and the NRM Levy) and this will yield an operating ratio of 1 per cent. Currently our operating ratio measure over the five-year period 2008–09 to mid-2013 is 2.0 per cent. The operating ratio is the operating result expressed as a percentage of rate revenue. Our operating result is the difference between recurrent income and recurrent operating expenditure. Recurrent income is made up from revenue received each year in the ordinary course of our activities such as rate revenue, user and statutory charges and operating grants, but excluding capital grants.

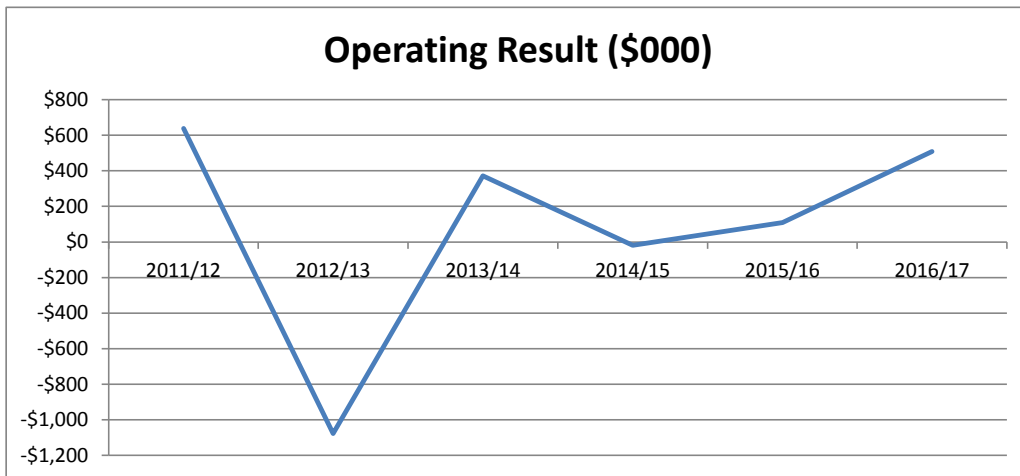
Recurrent operating expenditure is incurred in the ordinary course of providing services, including a charge for depreciation of the council's infrastructure and assets.

Depreciation can be regarded as the cost of wear and tear. The operating result is expressed as a surplus (where income exceeds expenditure) or a deficit (where expenditure exceeds income).

While we strive to maintain a balanced budget or small surplus each year, we recognise that current cost movements, particularly in areas where we have little control, will increase the possibility of an operational deficit being forecast in future years. An operating deficit indicates that the cost of services we provide are not being adequately funded and current users are not paying enough for the use of our services and infrastructure. Continued operational deficits would indicate that we were not able to maintain a financially sustainable outcome into the future. As a result we continue to review our revenue and expenditure, to supply services that are efficient and effective in meeting the needs of the community.

The following chart shows our actual operating result for 2012–13 plus projections from 2013–14 to 2016-17. The operating result for 2013–14 reflects the reconciliation of Commonwealth Financial Assistance Grants which were paid in advance through 2009–2011 to stimulate the economy and ease the potential impacts of the Global Financial Crisis. The projections for 2013–14 rate revenue of 3.7 per cent, thereafter the rate revenue is based on a predicted increase of 5.0 per cent per annum and a conservative development growth of 0.5 per cent.

Operating result

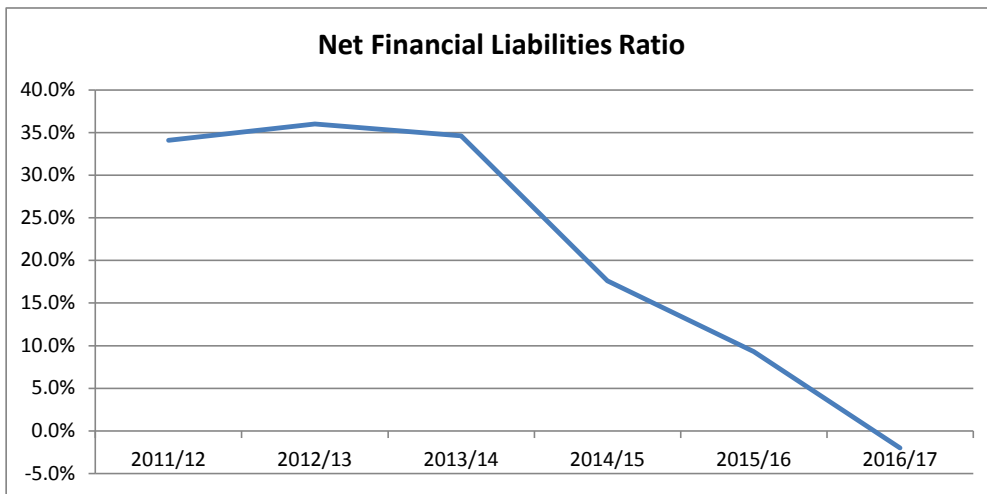


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2. To achieve a net financial liabilities ratio of less than 35 per cent

A net financial liabilities ratio of 35 per cent is equivalent to a household with an annual income of \$100 000 having a home mortgage of \$35 000. In 2013–14 we will generate a net financial liabilities ratio of 35 per cent (excluding Alwyndor Aged Care), which is slightly above our target. The net financial liabilities ratio is our net financial liabilities expressed as a percentage of total operating revenue. The following chart shows a projected decline in our net financial liabilities ratio. In 2013-14 we propose to fund the Brighton Caravan Park and Holiday Village redevelopment and the Partridge House upgrade through an increase in our net liabilities of \$3.5 million. This will be partly offset through principal repayments of \$1.83 million on current loans.

Net financial liabilities ratio



3. To improve our asset sustainability ratio to be within the range of 90-110 per cent over a five-year period

The asset sustainability ratio for the 2013–14 financial year is projected to be 62 per cent (including Alwyndor Aged Care). The asset sustainability ratio typically fluctuates from one year to the next as a result of the timing of major asset renewal and replacement programs (ie renewal and replacement of a particular asset is typically undertaken at periodic intervals). Currently our asset sustainability ratio measure over the five-year period 2008–09 to mid-2013 is 63 per cent.

The asset sustainability ratio measures the level of our capital expenditure on renewal and replacement of existing infrastructure and assets relative to their depreciation. It indicates whether existing infrastructure and assets are being renewed or replaced at the same rate that our overall asset stock is wearing out. An asset sustainability ratio of less than 100 per cent indicates that our asset stock is wearing out faster than it is being renewed or replaced. Conversely, an asset sustainability ratio greater than 100 per cent indicates that we are renewing or replacing our infrastructure and assets faster than they are wearing out.

MEASURING OUR PERFORMANCE

We have appointed an audit committee, which includes three independent members with relevant qualifications and experience to provide advice and recommendations on financial and governance matters.

Our performance is measured against the following:

- a range of financial reports including monthly financial statements, budget updates, four annual comprehensive budget reviews and the presentation of audited financial statements as required under the *Local Government Act 1999*
- the city scorecard, which measures how we are working towards achieving our community objectives
- the corporate scorecard, which measures our internal operations that aim at improving the way we deliver services.

CITY SCORECARD

In addition to outlining our vision and direction, *Our Place* identifies the measures, which are expressed as key performance indicators, used to monitor and assess our performance. This underlines our obligation to be accountable and provide the community with assurance that we are properly managing a steady progress towards the outcomes promised in *Our Place*. The city scorecard is aimed at providing the community with this assurance, building a high level of trust that we will deliver.

CORPORATE SCORECARD

The corporate scorecard measures the health of our organisation and its fitness and ability to deliver our objectives as expressed in *Our Place*. This scorecard measures our performance in five key areas:

1. Systems and processes (governance, legislative compliance, progress of the Annual Business Plan)
2. Finance (management of adopted operational budget, capital budget)
3. Assets (delivery of our Capital Works Program and major projects)
4. People (management of human resources, occupational health, welfare and safety and organizational culture)
5. Service delivery (customer service standards and delivery of services).

REPORTING CURRENT PERFORMANCE

Our progress towards our objectives from the 2012–13 financial year will be reported in the 2012–13 Annual Report.

Table of indicators and targets

INDICATOR	TARGET
COMMUNITY ENGAGEMENT BASED INDICATORS	

Community's quality of life rating	85%
Community satisfaction with the City of Holdfast Bay's delivery of quality services and maintenance assets	80%
Community perception of personal safety and security	80%
Community satisfaction with the City of Holdfast Bay's management of the environment and promotion of environmental sustainability	80%
Community satisfaction with the City of Holdfast Bay's community consultation and information activities	80%
Community satisfaction with the quality, accessibility and availability of open space	80%
Community satisfaction with the promotion of tourism, events, and the local economy	80%
Community satisfaction with the provision and maintenance of public toilets	80%
Community satisfaction with the provision and maintenance of walking and cycling trails	80%
ACTIVITY BASED INDICATORS	
Progress of capital projects, plans and service initiatives	95%
Number of volunteers participating in community activities	
Number of trees planted in streets and open spaces	200
Progress of environmental projects developed under the sustainability plan	95%
Number of persons attending environmental education programs	??
Level of greenhouse emissions	??
Amount of household waste diverted from landfill per household	0.12 tonnes
Total number of events	170
Consolidated operating result	Surplus
Consolidated operating ratio (rolling average over five years)	To be advised
Net liabilities ratio	To be advised
Asset sustainability ratio (rolling average over 10 years)	To be advised

FINANCIAL STATEMENTS

CITY OF HOLDFAST BAY
FINANCIAL STATEMENTS
DRAFT BUDGET FUNDING STATEMENT

	Municipal	Alwyndor	Consolidated
	Draft	Draft	Draft
	13/14	13/14	13/14
	BUDGET	BUDGET	BUDGET
	\$	\$	\$
Rates - General	28,397,800	-	28,397,800
Rates - Jetty Road Glenelg	535,124	-	535,124
Rates - Patawalonga Marina	65,500	-	65,500
Rates - NRM Levy	988,300	-	988,300
Statutory Charges	2,393,667	-	2,393,667
User Charges	2,442,388	5,262,719	7,705,107
Operating Grants & Subsidies	2,771,905	9,759,143	12,531,048
Investment Income	203,000	485,207	688,207
Reimbursements	391,334	355,098	746,432
Other	539,374	594,906	1,134,280
Operating Revenue	38,728,392	16,457,073	55,185,465
Employee Costs - Salaries & Wages	14,976,681	9,966,518	24,943,199
Materials, contracts and other expenses	15,302,578	5,310,808	20,613,386
Finance Charges	848,652	-	848,652
Depreciation	7,381,400	568,116	7,949,516
Less full cost attribution - % admin costs capitalised	(364,700)	-	(364,700)
New Initiatives - Operating	213,000	-	213,000
Less Operating Expenditure	38,357,611	15,845,442	54,203,053
= Operating Surplus/(Deficit)	370,781	611,631	982,412
Depreciation	7,381,400	568,116	7,949,516
Other non-cash provisions	211,600	187,488	399,088
Plus Non-Cash items in Operating Surplus/Deficit	7,593,000	755,604	8,348,604
= Funds Generated from Operating Activities	7,963,781	1,367,235	9,331,016
Amounts received for new/upgraded assets	1,000,000	-	1,000,000
Proceeds from disposal of assets	215,420	-	215,420
Plus funds sourced from Capital Activities	1,215,420	-	1,215,420
Capital Expenditure-Asset Renewal and Replacement	(4,508,327)	(388,290)	(4,896,617)
Capital Expenditure-New and Upgraded Assets	(6,020,000)	(2,242,716)	(8,262,716)
Capital Expenditure-Full Cost Attribution	(364,700)	-	(364,700)
Capital Expenditure-New Initiatives	(422,400)	-	(422,400)
Capital Expenditure-Environmental Projects	(85,000)	-	(85,000)
Less total capital expenditure	(11,400,427)	(2,631,006)	(14,031,433)
Plus: Repayments of loan principal by sporting groups	28,611	-	28,611
Plus/(less) funds provided (used) by Investing Activities	28,611	-	28,611
= FUNDING REQUIREMENT	(2,192,615)	(1,263,771)	(3,456,386)
Funded by:			
Increase/(Decrease) in cash and cash equivalents	(476,785)	-	(476,785)
Increase/(Decrease) in cash and cash equivalents - Reserves	-	(1,263,771)	(1,263,771)
Less: Proceeds from new borrowings	(3,550,000)	-	(3,550,000)
Plus: Principal repayments of borrowings	1,834,170	-	1,834,170
	(2,192,615)	(1,263,771)	(3,456,386)

CITY OF HOLDFAST BAY
INCOME STATEMENT
FOR THE YEAR ENDED 30TH JUNE 2014

	Municipal	Alwyndor	Consolidated
	Draft	Draft	Draft
	13/14	13/14	13/14
	BUDGET	BUDGET	BUDGET
	\$	\$	\$
REVENUES			
Rates - General	28,397,800	-	28,397,800
Rates - Jetty Road Glenelg	535,124	-	535,124
Rates - Patawalonga Marina	65,500	-	65,500
Rates - NRM Levy	988,300	-	988,300
Statutory Charges	2,393,667	-	2,393,667
User Charges	2,442,388	5,262,719	7,705,107
Operating Grants & Subsidies	2,771,905	9,759,143	12,531,048
Investment Income	203,000	485,207	688,207
Reimbursements	391,334	355,098	746,432
Other	539,374	594,906	1,134,280
TOTAL REVENUES	38,728,392	16,457,073	55,185,465
EXPENSES			
Employee Costs	14,976,681	9,966,518	24,943,199
Materials, contracts and other expenses	15,302,578	5,310,808	20,613,386
Finance Charges	848,652	-	848,652
Depreciation	7,381,400	568,116	7,949,516
Less full cost attribution	(364,700)	-	(364,700)
New Initiatives - operating	213,000	-	213,000
TOTAL EXPENSES	38,357,611	15,845,442	54,203,053
Operating Surplus/(Deficit) - Before Capital Revenue	370,781	611,631	982,412
Amounts specifically for new or upgraded assets	1,000,000	-	1,000,000
NET SURPLUS/(DEFICIT)	1,370,781	611,631	1,982,412

CITY OF HOLDFAST BAY
BALANCE SHEET
AS AT 30TH JUNE 2014

	Municipal	Alwyndor	Consolidated
	Draft	Draft	Draft
	13/14	13/14	13/14
	BUDGET	BUDGET	BUDGET
	\$	\$	\$
CURRENT ASSETS			
Cash and cash equivalents	2,851,533	8,807,596	11,659,129
Trade and Other Receivables	3,948,000	2,524,395	6,472,395
Inventory	16,000	-	16,000
TOTAL CURRENT ASSETS	6,815,533	11,331,991	18,147,524
NON-CURRENT ASSETS			
Financial Assets	1,685,311	-	1,685,311
Equity accounted investments-Council businesses	1,931,000	-	1,931,000
Land, Infrastructure, Property, Plant & Equipment	575,206,238	40,095,706	615,301,944
TOTAL NON-CURRENT ASSETS	578,822,549	40,095,706	618,918,255
TOTAL ASSETS	585,638,082	51,427,697	637,065,779
CURRENT LIABILITIES			
Trade and Other Payables	3,967,000	22,838,409	26,805,409
Borrowings	1,664,830	-	1,664,830
Short-term Provisions	1,561,710	848,274	2,409,984
TOTAL CURRENT LIABILITIES	7,193,540	23,686,683	30,880,223
NON-CURRENT LIABILITIES			
Long-term Borrowings	14,252,236	-	14,252,236
Long-term Provisions	206,000	160,722	366,722
Other Non-current Liabilities	49,000	-	49,000
TOTAL NON-CURRENT LIABILITIES	14,507,236	160,722	14,667,958
TOTAL LIABILITIES	21,700,776	23,847,405	45,548,181
NET ASSETS	563,937,306	27,580,292	591,517,598
EQUITY			
Accumulated Surplus	152,300,306	19,221,449	171,521,755
Asset Revaluation Reserve	408,583,000	8,358,843	416,941,843
Other Reserves	3,054,000	-	3,054,000
TOTAL EQUITY	563,937,306	27,580,292	591,517,598

CITY OF HOLDFAST BAY
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30TH JUNE 2014

	Municipal	Alwyndor	Consolidated
	Draft	Draft	Draft
	13/14	13/14	13/14
	BUDGET	BUDGET	BUDGET
ACCUMULATED SURPLUS	\$	\$	\$
Balance at beginning of period	150,929,525	17,675,448	168,604,973
Net Surplus/(Deficit)	1,370,781	611,631	1,982,412
Transfers from reserves	-	934,370	934,370
Balance at end of period	<u>152,300,306</u>	<u>19,221,449</u>	<u>171,521,755</u>
ASSET REVALUATION RESERVE	408,583,000	8,358,843	408,583,000
PLANT AND MACHINERY RESERVE	321,000	-	321,000
FURNITURE AND EQUIPMENT RESERVE	310,000	-	310,000
PROPERTY DEVELOPMENT RESERVE	53,000	-	53,000
GLENELG ACCESS STRATEGY/OFF ST CARPARK DEV.	2,100,000	-	2,100,000
BRIGHTON CARAVAN PARK	134,000	-	134,000
COMMITTED EXPENDITURE RESERVE	136,000	-	136,000
ALWYNDOR RESERVE			
Balance at beginning of period	-	934,370	934,370
Transfers from reserve	-	(934,370)	(934,370)
Balance at end of period	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL RESERVES CLOSING BALANCE	<u>411,637,000</u>	<u>8,358,843</u>	<u>411,637,000</u>
TOTAL EQUITY	<u>563,937,306</u>	<u>27,580,292</u>	<u>591,517,598</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2014

	Municipal	Alwyndor	Consolidated
	Draft	Draft	Draft
	13/14	13/14	13/14
	BUDGET	BUDGET	BUDGET
	\$	\$	\$
	(OUTFLOWS)	(OUTFLOWS)	(OUTFLOWS)
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Operating Receipts	38,728,392	16,457,073	55,185,465
<u>Payments</u>			
Operating payments to suppliers and employees	(29,700,539)	(15,089,838)	(44,790,377)
Finance Payments	(848,652)	-	(848,652)
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>8,179,201</u>	<u>1,367,235</u>	<u>9,546,436</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
Grants specifically for new or upgraded assets	1,000,000	-	1,000,000
Repayments of loans (principal) by community groups	28,611	-	28,611
<u>Payments</u>			
Expenditure on renewal/replacement of assets	(4,508,327)	(388,290)	(4,896,617)
Expenditure on new/upgraded assets	(6,892,100)	(2,242,716)	(9,134,816)
NET CASH (USED IN) INVESTING ACTIVITIES	<u>(10,371,816)</u>	<u>(2,631,006)</u>	<u>(13,002,822)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from Borrowings - External	3,550,000	-	3,550,000
<u>Payments</u>			
Repayments of Borrowings - External	(1,834,170)	-	(1,834,170)
NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>1,715,830</u>	<u>-</u>	<u>1,715,830</u>
NET INCREASE (DECREASE) IN CASH HELD	(476,785)	(1,263,771)	(1,740,556)
CASH AND CASH EQUIVALENTS AT BEGINNING OF REPORTING PERIOD	3,328,318	10,071,367	13,399,685
CASH AND CASH EQUIVALENTS AT END OF REPORTING PERIOD	<u>2,851,533</u>	<u>8,807,596</u>	<u>11,659,129</u>
RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS			
FOR THE YEAR ENDED 30TH JUNE 2014			
SURPLUS FROM INCOME STATEMENT	1,370,781	611,631	1,982,412
NON-CASH ITEMS IN INCOME STATEMENT			
Depreciation	7,381,400	568,116	7,949,516
Increase (decrease) in provisions - nett	211,600	187,488	399,088
TOTAL NON-CASH ITEMS	<u>7,593,000</u>	<u>755,604</u>	<u>8,348,604</u>
CASH ITEMS NOT IN INCOME STATEMENT			
Capital Expenditure	(11,400,427)	(2,631,006)	(14,031,433)
Loan Repayments - External	(1,834,170)	-	(1,834,170)
Proceeds from Borrowings - External	3,550,000	-	3,550,000
Repayments of loans (principal) by community groups	28,611	-	28,611
Proceeds from Disposal of Assets	215,420	-	215,420
TOTAL CASH ITEMS	<u>(9,440,566)</u>	<u>(2,631,006)</u>	<u>(12,071,572)</u>
NET INCREASE/(DECREASE)	<u>(476,785)</u>	<u>(1,263,771)</u>	<u>(1,740,556)</u>
IN CASH AND CASH EQUIVALENTS	<u>(476,785)</u>	<u>(1,263,771)</u>	<u>(1,740,556)</u>

CITY OF HOLDFAST BAY
SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2014

	<u>Municipal</u>	<u>Alwyndor</u>	<u>Consolidated</u>
	<u>Draft</u>	<u>Draft</u>	<u>Draft</u>
	<u>13/14</u>	<u>13/14</u>	<u>13/14</u>
	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>
	\$	\$	\$
Operating Revenues	38,728,392	16,457,073	55,185,465
less Operating Expenses	(38,357,611)	(15,845,442)	(54,203,053)
Operating Surplus/(Deficit) before Capital Amounts	370,781	611,631	982,412
Less net outlays on Existing Assets			
Capital Expenditure on renewal & replacement of existing assets	4,508,327	388,290	4,896,617
Less Depreciation	(7,381,400)	(568,116)	(7,949,516)
	(2,873,073)	(179,826)	(3,052,899)
Less outlays on New and Upgraded Assets			
Capital Expenditure on new & upgraded assets	6,892,100	2,242,716	9,134,816
Less amounts received for for new & upgraded assets	(1,000,000)	-	(1,000,000)
	5,892,100	2,242,716	8,134,816
Net lending/(borrowing) for financial year	(2,648,246)	(1,451,259)	(4,099,505)

FINANCIAL INDICATORS
FOR THE YEAR ENDED 30TH JUNE 2014

	<u>Municipal</u>	<u>Alwyndor</u>	<u>Consolidated</u>
	<u>Draft</u>	<u>Draft</u>	<u>Draft</u>
	<u>13/14</u>	<u>13/14</u>	<u>13/14</u>
	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>
	\$	\$	\$
OPERATING SURPLUS RATIO			
(Operating surplus/(deficit) before capital amounts as % of general revenue and other rates, net of NRM Levy)	1%	4%	2%
NET FINANCIAL LIABILITIES RATIO			
(Total liabilities less financial assets as % of total operating revenue, net of NRM Levy)	35%	76%	47%
INTEREST COVER RATIO			
(Net interest expense as % of total operating revenue less NRM Levy less investment income)	2%	0%	2%
ASSET SUSTAINABILITY RATIO			
(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	61%	68%	62%

Item No: **14.6**

Subject: **INFORMATION REPORT – SOUTHERN REGION WASTE RESOURCE AUTHORITY**

Date: 23 April 2013

Written By: Personal Assistant

General Manager: Corporate Services, Mr I Walker

SUMMARY

Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay (the “constituent councils”), pursuant to Section 43 of the Local Government Act, 1999.

Under its charter, SRWRA is responsible for providing and operating waste management services on behalf of the constituent councils and ensuring that a long term waste management strategy exists in the southern region of Adelaide.

RECOMMENDATION

That information reports of the Southern Region Waste Resource Authority for its meetings held 10 December 2012 and 4 March 2013 be received and noted.

COMMUNITY PLAN

A Place that Provides Value for Money

COUNCIL POLICY

Not applicable.

STATUTORY PROVISIONS

Local Government Act 1999

BACKGROUND

Pursuant to its charter all agendas, reports and minutes remain confidential, unless the Board resolves that the document is to be available to the public. Presented for the information of Elected Members' is the information which the SRWRA Board has released from its meetings held on 10 December 2012 and 4 March 2013.

Refer Attachment 1

BUDGET

Not applicable.

LIFE CYCLE COSTS

Not applicable.

Provisions for Site Rehabilitation at SRWRA Landfill Site

	Opening Balance as at 1/7/12	New Balance Dec 2012	Change	Operating or Capital
	\$	\$	\$	
Provision for Northern Area	4,031,539	1,353,824	(2,677,715)	Operating
Provision for Cell 3-1 & Cell 3-2 capping	828,022	2,438,255	1,610,233	Operating
Provision for further restoration	5,067,078	5,067,078	0	Operating
Provision for Cell 3-3 capping	672,187	672,186	(1)	Operating
Provision for Cell 4	2,843,464	2,843,464	0	Operating
Provision for Cell 2 capping	2,428,146	1,493,125	(935,021)	Operating
Sub Total Operating movement			(2,002,502)	
Provision for Site Rehabilitation	3,974,971	7,317,114	3,342,143	Capital
Total Movement			1,339,639	

This table sets out the changes in the provisions for capping which have been raised as Operating Expenses and as such these changes will have an impact on the Income Statement. The changes in the provisions following work undertaken by Tonkin Consulting shows that the cost for the cells that will be capped over the next three to four years (Northern Area and Cell 2) have reduced while the longer term capping program for Cell 3-1 and Cell 3-2 has increased due to the need to source more expensive materials.

In addition it sets out the projected change in the site rehabilitation costs to cover estimated costs at the end of the life of the landfill. These costs have increased following a review by the consulting Engineers. The change in these costs have not been expensed.

The estimated capping costs for the Northern Area have already been expensed and as this area is currently being capped it needed to be written back to reverse the cost of the provision expensed in previous periods. The reduction was achieved by a change in the method of capping and the availability and lower cost of appropriate materials which reduced the projected cost significantly.

SUMMARY REPORT

SRWRA BOARD MEETING

4 March 2013

Work Health Safety Act 2012

The new Work Health Safety (WHS) Act 2012 took effect on 1 January 2013. This act is part of the national harmonization of the workplace safety laws across Australia. The board was updated on the new legislation and in particular advised of the impact of the new interpretation of an employer and an officer. These definitions place more responsibility on the board members in regard to the safety of their employees.

While WHS is regularly on the SRWRA agenda there will a greater emphasis from now on with updates to each board meeting to ensure that all members of the board have a good understanding of the WHS system in operation and its performance.

Budget Review 2

Cell Capping

Substantial progress was made on the capping on the northern area of the landfill with the project almost complete. The cap will be completed in March and topsoil added to finalise that part of the project. The next step to vegetate the capped area will be undertaken in the middle of the year at the appropriate time for planting.

Executive Officer's Information Report

E Waste

The promotion of the e waste program has commenced in conjunction with the collection agent and has had an impact with an increase in the number of items received since promotion started. Future reports will include statistics on the volume collected.

Landowners Meeting

A meeting of the Landowners Group was held on 11 February 2013. The local landowners were updated on progress of the capping project and the joint venture to build the new recycling facility. There were no issues of major concern raised.

SUMMARY REPORT

SRWRA BOARD MEETING

10 December 2012

Schedule of Board Meetings 2013

The Board is required to hold at least six ordinary meetings in each financial year at such times and places as fixed by the Board or the Executive Officer. No meeting shall be held before 5pm unless the Board resolves otherwise by a resolution supported unanimously.

The following dates were set for Ordinary meetings of the SRWRA Board in 2013:

Board Meeting Dates	Statutory/Charter Requirement
4 March 2013	2012/13 2 nd Budget Review
6 May 2013	2013/14 Business Plan & Budget Workshop 2012/13 3 rd Budget Review
3 June 2013	Draft 2013/14 Business Plan & Budget Plant Asset Management Plan Annual Review
5 August 2013	Strategic Plan Annual Review
28 October 2013	Annual General Meeting 2013/14 1 st Budget Review Long Term Financial Plan Annual Review

Cell Capping

The Board approved the urgent commencement of the capping of the Northern Area of the landfill with the aim of substantial completion by the end of summer. All approvals have been received and the capping materials are onsite so the project will be commenced before the end of December. A further update will be provided after the first meeting in 2013.

E Waste

SRWRA has commenced the receipt of redundant computers and televisions under the Federal Government's Product Stewardship Arrangement. This agreement provides for the collection and recycling of the computers and televisions which are now banned from disposal to landfill. The arrangement means that computers and televisions may be taken to SRWRA's landfill free of charge.

Executive Officer's Information Report

Business Plan Quarterly Review

The Business Plan has been updated with the results to date for the first quarter. The results to date are tracking well against the KPI's.

Landowners Meeting

A meeting of the Landowners Group was held on 19 November 2012. No major issues of concern were raised.

Landfill Compactor

The Board resolved to purchase a new Caterpillar 826H Landfill Compactor to replace the compactor damaged in October. The new compactor is due for delivery in late March 2013.

Item No: **14.7**

Subject: **COMMUNITY ENGAGEMENT RESULTS - KAURI PARADE MASTER PLAN**

Date: 23 April 2013

Written By: Manager, Community Development

General Manager: City Services, Ms Rachel Cooper

SUMMARY

The purpose of this report is to seek Council's final endorsement on the proposed Master Plan for the Kauri Parade Sporting Precinct following community engagement on the plan.

In 2012, Council partnered with One Eighty Sport and Leisure Solutions (180sls), to develop a Master Plan for the Kauri Parade Sporting Precinct. Kauri Parade is one of the three sporting hubs within the City of Holdfast Bay that provides a variety of sport and recreational activities. The development of the Master Plan is a key action of the "Our Place" Community Plan 2012-15.

The Master Plan may not be the final one constructed but gives definition to the project so grant funding can be sought. This project has a 2 – 10 year horizon.

RECOMMENDATION

That Council endorses the Master Plan developed for the Kauri Parade Sporting Precinct and external funding opportunities continue to be explored to allow the plan to be implemented.

COMMUNITY PLAN

A Place with a Quality Lifestyle
A Place for Every Generation
A Place that is Well Planned

BACKGROUND

Council has partnered with One Eighty Sport and Leisure Solutions (180sls), to develop a Master Plan for the Kauri Parade complex. Kauri Parade is one of the three sporting hubs within the City of Holdfast Bay that provides for a wide range of sport and recreational pursuits. The development of the Master Plan is a key action of the "Our Place" Community Plan 2012/2015.

The Master Plan aims to develop a plan that will provide a coordinated and strategic approach to the provision and development of community, sport and recreation infrastructure and opportunities at Kauri Parade.

The Master Plan proposes a new hybrid hockey surface and a separate 12 court tennis complex, which can also be used for other sports such as netball. The plan also has enhanced spectator areas along with an improved play space and public amenities for the whole community to use. It also shows a new central facility that can be used by all the existing users plus other community groups.

Refer to Attachment 1

The Master Plan has been developed in conjunction with the Project Reference Group (PRG) which comprises of representatives from each of the groups at the site being:

- Seacliff Hockey Club
- Seacliff Tennis Club
- Seacliff Sports Club
- Holdfast Bay Music Centre

There have been numerous reports and workshops to Council regarding the Kauri Parade Master Plan. Most recently, Council resolved at its meeting on 27 November 2012, Resolution No. C271112/744:

“That Council endorses the draft Kauri Parade Sporting Precinct Master Plan for community consultation and following the conclusion of the consultation period, the draft Master Plan for Kauri Parade Sporting Precinct be amended as appropriate for final Council endorsement”.

REPORT

Community engagement was undertaken on the Draft Master Plan commencing on 8 February and concluding on 1 March 2013. A consultation flyer was sent to around 100 residents that immediately surround the site as well as promoting the engagement on council’s Your View HQ site and through the local messenger. Council also held a community information drop in session at the site on 20 February 2013.

Eight (8) comments were received as a result of the community engagement. Six (6) via the online community hub and two (2) letters were received one of which was duplicated in email form.

The six comments received via the online community hub are summarised below:

Comments received via Your View HQ
Looks great, will be a real attraction to the area. From a sporting club perspective, I imagine that having modern facilities should also help attract players to the respective clubs
I am not familiar with the area but I can't help but be impressed with what is proposed.
As a player at the seacliff hockey club I think this is absolutely fantastic. Our club is well overdue for an upgrade with both the pitch and club rooms, and I feel it will be a great boost for our clubs future. We have a great community at our club and thus this could really help make us one of the best clubs in the hockey sa comp. Great work!!
Appears well thought out, can the public use facilities such as tennis courts without being a club member?
The plan looks great. This is vital for both the tennis and hockey clubs' successful futures. In particular, any redevelopment MUST see the hockey club with a water-based pitch - anything else would be throwing money down the drain, hockey at all levels is now almost solely played on such pitches.
I think this is great. As a long time resident of the area between Brighton and Marino this would be a great addition to the area. I think it is fantastic that 2 tennis courts will be available to the public at all times.

The 2 letters which were received can be found in Attachment 2. The personal details of the authors of the letters have been removed for privacy reasons.

Refer to Attachment 2

The first letter was from an adjoining neighbour of the site and commended Council's foresight and practical facility planning. The letter also suggested that a skateboard/scooter/bike park be looked at and incorporated into the reserve across the road of the site known as Les Scott reserve. This suggestion will be considered during detail design and is consistent with the Open Space and Public Realm Strategy.

The second letter was undersigned by 14 residents from Lucy May Drive, which raised a number of concerns. This letter was also forwarded to Council on behalf of the residents from Chloe Fox MP. Their concerns are outlined below:

- Proposed tennis courts (12) – object to this proceeding as they feel that the John Mathwin reserve should remain as open space and be upgraded by plantings and watering, the provision of shelters and additional playground facilities for children.
- Proposed new clubroom – agrees that the clubrooms need upgrading and the new site proposed would be suitable. They do however have problems with the proposed usage and height of the new building. They are questioning additional community use and functions as they feel this will increase and cause disruptions to the residents.

- Car Parking – Oppose the additional 65 car parks outlined in the Master Plan due to the close proximity to their residential homes. They suggest if additional car parking is needed we should look at using council land to the north of the hockey field.
- Feel the implementation of the Master Plan as presently proposed would have significant negative impact on their values of their properties.

The Master Plan was only met with some resistance from this group of residents as outlined above, with all other feedback being positive. All feedback has been considered and we feel making changes based on these concerns would go against the principles of what the community sporting hub plan is trying to achieve. The site needs to meet the current and future needs of the community and facilities must therefore be designed and used in a manner that enables flexibility.

If Council is to continue to provide quality services and infrastructure in the most effective manner over the coming decades, then an element of change is required. Kauri Parade is considered a regional sporting facility in the Open Space and Public Realm Strategy and the Master Plan developed for the site is consistent with this strategic direction which focuses on maximising the 'mix use' of the site and making it more accessible and useable to a wide cross section of the community.

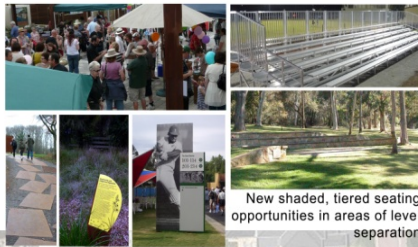
The project has a 2-10 year horizon and may be staged over a number of years. The project has a cost of approximately \$10.5 million and is dependent on Council securing external funding from the State and/or Federal Government, Peak Sporting Bodies and the sale of Council land in the vicinity of the site.

BUDGET

The cost of developing the Master Plan was covered in the 2011/12 budget. To enable this project to proceed, a mix of funding possibilities will need to be explored including State, Federal, Peak Sporting Bodies, Sports Clubs, sale proceeds and loan capacity of Council.

LIFE CYCLE COSTS

Final Life cycle costs for the Master Plan will be developed as part of the final detailed design process. This will aid in providing facilities that council and the community groups can maintain and support.



New shaded, tiered seating opportunities in areas of level separation



New feature gateway and entrance statement announcing arrival into the sporting precinct



New play space catering for younger children linked to shelters, seating and connected throughout space by a 'junior play trail'



New avenue tree planting with brightly coloured floral / foliage display to welcome visitors to the site



Retain and develop large area of green open space to be used as a kick-about space



Increased tiered spectator seating opportunities
Existing trees to be retained in tree pits
New sheltered seating area

New pedestrian entry plaza with new avenue tree planting

Potential location for signage or artwork - providing an opportunity for meeting and congregation

New facility - Refer to Architectural drawings

Relocated shelter structure to be moved to better link with the play space, BBQ and picnic area

New path network

Adult fitness stations incorporating seating spaces, drinking fountains (and dog drinking fountains) and shade trees located along path network

Potential green space for use as a dog park / dog exercise facilities

Existing mature tree planting to be retained and supplemented where possible

Opportunities for new signage, public art or entry statements

KAURI PARADE sporting precinct

KAURI PARADE MASTERPLAN OPTION 1



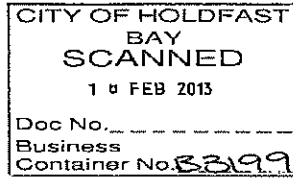
DWG LANDSCAPE CONCEPT
SCALE 1:500 @ A1
DATE AUGUST 2012



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Architecture Urban Design Interiors

APPENDIX 2 - LETTER

Reply Paid 61
Draft Masterplan-Kauri
Parade Sporting Precinct
City Of Holdfast Bay
Po Box 19
Brighton Sa 5048.



RE: Kauri Parade Sporting Precinct.

To Whom it may Concern

I am an adjoining neighbour to the proposed development and commend your foresight and congratulate you on a great practical facility.

However the proposed Dog Park/ Dog exercise facility could either or both incorporate a skateboard park or scooter and bike park.

Many kids love playing and riding their bikes and scooters on the existing bike circuit and it would be a great shame to lose this kind of facility for the 6-15 year old age group in the local community.

A skateboard and or bike scooter facility incorporated into the development would provide significant benefit to the development and the local community. There is also plenty of adjoining land to this area that would welcome and benefit from future development and community facilities of the likes of dog and walking areas.

We look forward to the new facilities.

Regards

[Redacted signature]

APPENDIX 3 - EMAIL

City of Holdfast Bay¹

Manager Community Development

Att. Kelly Harding

Kauri Parade Sporting Precinct Master plan

We the undersigned would like to make comments on the Draft Master Plan.

We note that the draft plan seeks to provide well planned, high quality and attractive sporting and recreation facilities for three Clubs, a music centre and the broader community. Our general comment on the draft plan is that it proposes to reduce the area available to the broader community to small areas on the fringe of enclosed sporting grounds – at present the available space is shared approximately equally. We will outline more specific comments below.

We also note that there is a body referred to as the Seacliff Sport Club and question which sport(s) other than hockey or tennis does this represent? We would like this clarified and would also ask which netball clubs are considering using the courts planned and the times that this would occur.

We note that no mention has been made of the proposed Monier site development to the South of the John Mathwin reserve. This has been suggested as being a mixture of high rise dwellings and some commercial properties. It is anticipated that a large number of residents will eventually live there and would be seeking publicly accessible open space recreation areas. We were led to understand that the proposed dog park area referred to by you was to be included in the development plan for the Monier site.

Proposed tennis Courts (12)

We strongly object to this proceeding at all. Our view is that the John Mathwin Reserve should be retained as publicly accessible open space and that it should be upgraded by plantings/watering, the provision of shelters and additional playground facilities for children.

The proposed courts would require the destruction of existing trees and plantings and the replacement of these areas with acrylic and artificial tennis courts. We would question where else in the Council area would such a destruction of natural environment be even considered.

- ☐ Residents in the area have planted trees and understorey here most of which would be lost – local residents are in favour of tree planting.
- ☐ The existing trees are home to prolific seasonal bird life – natives living in the area include Lorikeets/magpies/galahs and cockatoos.

The proposed courts would be visually unpleasant being synthetic and being surrounded by high fencing, presumably with floodlights (although these have not been noted on the draft). The use of lights at night would also be a problem for the essentially residential area surrounding. Presumably the fencing will be used to exclude everyone other than club members competing in, or practicing, tennis.

- ☐ The numerous informal social functions (picnics/parties/weddings/personal recreation) would not be able to occur in the minute space set aside.
- ☐ A random survey by local residents supports this and confirms that present users of the open space area strongly support its retention as such.
- ☐ As stated above future residents of the Monier redevelopment will also be seeking to use the open space of John Mathwin reserve.
- ☐ We note the ongoing objections of Glenelg residents to the increased flood lighting of Glenelg oval .

Clearly the John Mathwin reserve would need to be levelled for the proposal to proceed. We remind Council that this reserve is situated over a contaminated site. We have observed monitors regularly testing the site for methane and other toxic gasses. It is possible that the ground water may also be contaminated. The danger to residents and the general public which may be caused by disturbing the reserve cannot be underestimated. We would think that this problem alone would be sufficient to remove the proposed Courts from the draft Master Plan.

We will be consulting the EPA on this issue

Our observations of the operations of the tennis club are that the existing shared arrangements on the existing synthetic hockey pitch work well. The tennis and hockey seasons complement each other. The numbers of players using these courts for tennis each week during the season is relatively low. It is difficult to see that the proposed new courts can be justified.

The suggestion that these courts could be used for other sports is opposed. Existing usage of the facilities is disruptive for the neighbourhood. We have complained about excessive noise/ antisocial behaviour and speeding vehicles on many occasions – police and security have had to attend. Increasing the sports using the facility will only make this worse.

We also comment that the plan of the proposed courts provide indicated that they will take away the footpath on the eastern side of Kauri parade – it is suggested that this would mean that the courts would be far too close to the roadway and the difficult Kauri Parade / Scholefield road corner and roundabout.

Proposed rebuilding of the Club rooms

We agree that the Club rooms require upgrading and the new site proposed would be suitable. We do however have problems with the proposed usage of the building and its height.

- ❑ Why is there another floor for community use? Any functions held in the existing building utilise club space. This is a common practice with sporting clubs (for example Seacliff, Brighton and Somerton SLSCs).
- ❑ No other buildings in the area are three storey
- ❑ We query why existing purpose built music facilities at the Brighton High School aren't being used to house the City's music centre.
- ❑ There appears to be much greater promotion of the use of the building for social functions. We say that there are already many venues available in the Council area which can be utilised. The commercial / entertainment centre for the area is at Glenelg and that this should be the focus for Council.
- ❑ Functions at the existing clubrooms cause significant disruption to residents – any increase will cause further problems.

Car parking increase

Local residents have contacted Council on a number of occasions in relation to traffic problems in Lipson Avenue. Recently there have been changes approved to reduce danger caused by parked cars and also to reduce speeding. Any increase in parking accessible from Lipson Avenue will increase safety risks further. Existing and proposed children's playgrounds are situated adjacent to Lipson Avenue.

Car park areas are a major problem area for antisocial behaviour at the conclusion of events at the existing clubrooms. It would seem likely that this problem will increase if the space is increased.

For these reasons we oppose the additional 65 car parking spaces proposed for the site of the existing building. If parking space needs to be increased we suggest that Council land to the north of the hockey field be utilised thus relieving congestion in Lipson Ave.

Our suggestion is that the site of the existing clubrooms be utilised for a children’s play area.

Property values

Our view is that the implementation of the Master Plan as presently proposed would have a significant negative impact on land and residence values for the surrounding areas. The potential buyers for any property will be limited by the adjacent development of the John Mathwin reserve in particular.

We request that the Master Plan be rewritten taking into account our comments and suggestions above.

Signed by

[Redacted signature]

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cc

- Marino Residents Assoc. – by email
- Environment Protection Authority – by email
- Conservation Council of SA
- John Mathwin family
- Chloe Fox MP – by email
- Andrew Southcott MP – by email
- Councillors Yates, Huckstepp & Roe – by email

Dated 27 February 2013

¹ Please note this submission was received both as a hard copy with written signatures and as an electronic copy.

Item No: **14.9**

Subject: **BUDGET UPDATE – AS AT 31 MARCH 2013**

Date: 23 April 2013

Written By: Manager Finance, Accountant

General Manager: Corporate Services, Mr I Walker

SUMMARY

This report covers the third update of Council's 2012/13 budget conducted as at 31 March 2013.

It has resulted in a reduction in the projected consolidated operating deficit of \$129,637 to a forecast operating deficit of \$406,229. The major reasons are a \$552,750 reduction in depreciation offset by reduced parking revenue of \$285,000 and increased costs of repair and maintenance of public spaces.

Council's net financial liabilities at 30 June 2013 are projected to decrease by \$2.2 to \$22.1 million (comprising \$11.4 million for municipal operations and \$10.7 million for Alwyndor). Council's net consolidated financial liabilities ratio is 44%, in excess of its adopted ceiling of 35%.

RECOMMENDATION

1. **That Council notes the third 2012/13 budget update for Council's municipal operations including:**
 - (a) a decrease of \$119,637 in the projected operating deficit from \$1,077,789 to \$958,152;
 - (b) an increase of \$397,272 in projected net capital expenditure to \$10.62 million;
 - (c) an increase of \$2,657,860 in projected net capital income to \$3.89 million;
 - (d) a decrease in projected net financial liabilities at 30 June 2013 of \$1,827,475 from \$13.21 million to \$11.38 million.

2. **That Council notes the third 2012/13 budget update for Alwyndor operations including:**
 - (a) an increase of \$10,000 in the projected operating surplus from \$541,923 to \$551,923;
 - (b) a decrease of \$342,000 in projected net capital expenditure to \$6.07 million;

- (c) a decrease in projected net financial liabilities at 30 June 2013 of \$352,000 from \$ 11.06 million to \$ 10.71 million.

COMMUNITY PLAN

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COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Government (Financial Management) Regulations 2011, Regulation 9

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 are intended to provide a comprehensive reporting process that allows Council to track performance against the financial targets it established in its annual budget. The following timetable meets these requirements.

Report Purpose	Date of Review	Reported To Council
Budget update	30 September	November
Mid-year review	31 December	February
Budget Update	31 March	April
Financial Results	30 June	As soon as practical after audit

Budget Update

Regulation 9(1)(b) requires a mid-year budget review to include a revised forecast of the Council's operating and capital activities compared with estimates set out in the original budget. The budget information must be presented in a manner consistent with the note in the Model Financial Statements entitled *Uniform Presentation of Finances*. The focus of the Budget Update is on the end of year revised forecast in comparison with the original and revised (full year) budget.

The LGA has suggested, as part of its financial sustainability program, that the Budget Update show at a summary level:

- original full-year budget activity;
- the most recent revised budget for the financial year;
- any variances sought to the most recent revised budget for the financial year;
- a revised budget forecast for the financial year;
- year to date actual.

REPORT

Introduction

The overall major proposed amendments arising from this budget update are summarised in the following table:

Municipal Funds	
Amount \$000	Comments
(553)	Reduced depreciation forecast (refer Council resolution C260313/892)
(16)	Increase in fine and fees rate income
14	Reduced interest on investments due to lower interest rates
(35)	Property and other insurances – savings
(15)	Increase in planning fee income
(7)	Decrease in planning legal costs
(15)	Reduction in corporate training
(5)	Increase in cemetery income - net
23	Additional professional services support- City Assets
10	Partridge House – additional cleaning costs
40	Additional professional services and property sale expenses - Corporate Services
113	Additional public spaces net expenses including repairs, maintenance and fuel
30	Commercial professional services support – Glenelg foreshore buildings
285	Reduced parking income – fines \$190,000, ticket machines \$95,000

11	Various net costs and re-allocations
(120)	INCREASE IN OPERATING RESULT – Sub Total
(190)	Increase in grants - Dept. of Environment and Heritage for infrastructure upgrades at sand pumping station locations
(27)	Bus Shelter subsidy from Dept. of Planning, Transport and Infrastructure
(12)	Marymount College tennis court subsidy
(2,425)	Disposal of property (C231012/705)
133	Revised budget forecast for purchase of major plant and vehicles
153	Road reseal program – additional costs Esplanade at Brighton \$202,000 less savings on completed works (\$48,700)
(134)	Various savings and reallocations on completed infrastructure programs
-	Transfer of Glenelg/Brighton Library redevelopment funding (\$116,200) to finalise other building/infrastructure projects including arch of remembrance \$13,700, retaining wall Alfreda St \$64,300, tram display/platform \$5,892, Glenelg North Community Centre air-conditioning \$12,000 and civic centre office alterations.
241	Sand pumping station surrounding infrastructure \$190,000 (grant funded), Dog and Pigeon Club Shed \$74,000 (primarily funded from property sales), less other minor offsetting items (\$22,608).
553	Reduced accumulated depreciation (refer Council resolution C260313/892)
(1,708)	NET DECREASE IN CAPITAL RESULT – Sub Total
(1,828)	TOTAL DECREASE IN FUNDING REQUIREMENTS
Alwyndor Funds	
(100)	Increase in Hostel fee income due to increased bed occupancy.
50	Elder Choice program – reduced grants.
(60)	Increased investment income due to increase in amount of bonds.
100	Increased Hostel employee costs offset by increased fees.
(10)	INCREASE IN OPERATING RESULT
658	Stage 1 Building Redevelopment – building contingency increase.
(1,000)	Stage 2 Building Redevelopment – reduction in 12/13 budget
(342)	NET DECREASE IN CAPITAL RESULT – Sub Total
(352)	TOTAL DECREASE IN FUNDING REQUIREMENTS

Funding Statements

Funding statements with notes for Council municipal (ie excluding Alwyndor), Alwyndor and consolidated operations have been prepared. Forecast financial statements have also been prepared for Council, Alwyndor and consolidated operations.

Refer Attachment 1

The statements comprise five columns:

- The 2012/13 original full year budget.
- The current full year revised forecast comprising the original budget adopted by Council at its meeting on 26 June 2012, items carried forward from 2011/12 adopted by Council on 11 September 2012, items varied at the first budget update adopted by Council on 27 November 2012 and items varied at the second budget update adopted by Council on 12 February 2013.
- Proposed budget forecasts variances arising from this budget update.
- Proposed full year revised budget forecast.
- Actual to 31 March 2013.

Detailed Variance Notes: Municipal Council Activities (excluding Alwyndor)

Operating Income variances:

1. Rates – General. Additional rate fines and fees income forecast, reduction in rate capping provision.
2. Statutory Charges. Reduction in on-street parking fines \$190,000, part offset by increase in rate search and planning fee income (\$23,000).
3. User Charges. Reduction in off-street parking ticket machine income \$95,000, part offset by increase in cemetery income (\$20,000).
4. Operating Grants and Subsidies. Reduction in HACC and Lifelinks funding fully offset by reduced expenditure.
5. Investment Income. Reduced interest on invested funds due to falling interest rates.
6. Reimbursements. Increased revenue for various items including memorial seats, Glenelg Oval and Machinery maintenance.
7. Other. Reduced revenue from various sources including HACC and vandalism.

Operating Expenses variances:

8. Employee Costs. Savings on year-to-date wages and depot salaries allocated towards depot temporary staff.
9. Materials, contracts and other expenses. Parks and Reserves increased repairs, maintenance and water charges \$180,000, temporary depot staff \$209,000, increased fuel costs \$32,000, professional services \$51,000, various other minor items net \$19,222 part offset by savings on contract cleaning (\$186,000) and savings on depot employment costs.
10. Finance Charges. Minor saving - interest on borrowings.
11. Depreciation. Reduced depreciation forecast in accordance with revised policy as per Audit Committee recommendation and Council Minutes C260313/892.

Funds generated from capital activities:

12. Amounts received for new/upgraded assets. \$190,000 subsidy from Dept. of Environment and Heritage for infrastructure upgrades at sand pumping station locations, Bus Shelter subsidy from Dept. of Planning, Transport and Infrastructure \$27,000, Marymount College tennis court subsidy \$11,960, other minor subsidies \$3,900.
13. Proceeds from disposal of property including Brighton Institute Library, and portion of Old Gum Tree Reserve at McFarlane Street.

Capital Expenditure:

14. Capital Expenditure – Asset Renewal. Roads Reseal and Reconstruction Program \$153,300 comprising additional costs for Esplanade \$202,000 less savings on completed works (\$48,700). Machinery Operating \$133,100 comprising forecast costs on major depot purchases \$103,000, and executive vehicles \$30,100. Various savings on other completed infrastructure programs (\$130,520).
15. Capital Expenditure - New and Upgraded. Sand pumping station surrounding infrastructure \$190,000 (grant funded), Dog and Pigeon Club Shed \$74,000 (primarily funded from property sales), less other minor offsetting items (\$22,608).

Funding:

16. Major plant and equipment now included in asset management plan enabling the closing of the major plant and equipment reserve fund in accordance with treasury management policy and practice.
17. Net overall positive funding resulting in reduced requirement for external borrowings.

Detailed Variance Notes: Alwyndor Activities***Operating Income variances:***

1. Increase in Hostel fee income due to increased bed occupancy.
2. Elder Choice program – reduced grants.
3. Increased investment income due to increase in amount of bonds.

Operating Expenses variances:

4. Increased Hostel employee costs offset by increased fees.
5. Stage 1 Building Redevelopment – building contingency \$658,000 increase.
Stage 2 Building Redevelopment – reduction in 12/13 budget \$1m.

Financial indicators

Financial indicators have been prepared including an operating surplus ratio, net financial liabilities ratio and asset sustainability ratio.

The operating surplus ratio is determined by calculating the operating surplus/(deficit) before capital amounts as percentage of general revenue and other rates, net of NRM Levy.

The net financial liabilities ratio is determined by calculating total liabilities less financial assets as percentage of total operating revenue, net of NRM Levy. It measures what is owed to others less money held, invested or owed to Council. In a household context, a net financial liabilities ratio of 46% is equivalent to a household with an annual income of \$100,000 having a mortgage of \$46,000.

The asset sustainability ratio is determined by calculating capital expenditure on the renewal or replacement of existing assets, excluding new capital expenditure as a percentage of depreciation. This ratio measures the extent to which existing infrastructure and assets are being replaced.

The following table provides updated forecasts for these and other major ratios for Council operations excluding Alwyndor.

Ratio – Municipal Funds	Target – from Long Term Financial Plan	Current Budget Forecast	Revised Budget Forecast
Operating Ratio	≥ 0%	-3%	-3%
Net Financial Liabilities ratio	35%	36%	31%
Asset Sustainability Ratio	90% -110%	51%	57%

The following table provides updated forecasts for these and other major ratios for Alwyndor operations. The net financial liabilities ratio is being impacted by the major capital redevelopment which is being funded from Alwyndor cash reserves.

Ratio – Alwyndor Funds	Target – from Long Term Financial Plan	Current Budget Forecast	Revised Budget Forecast
Operating Ratio	≥ 0%	4%	4%
Net Financial Liabilities ratio	35%	80%	77%
Asset Sustainability Ratio	90% -110%	53%	53%

The following table provides updated forecasts for these and other major ratios for consolidated Council operations.

Ratio – Consolidated Funds	Target – from Long Term Financial Plan	Current Budget Forecast	Revised Budget Forecast
Operating Ratio	≥ 0%	-1%	-1%
Net Financial Liabilities ratio	35%	48%	44%
Asset Sustainability Ratio	90% -110%	51%	51%

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.

Item No: **14.8**

Subject: **BRIGHTON CARAVAN PARK – SECTION 270 REVIEW**

Date: 23 April 2013

Written By: General Manager City Assets

General Manager: General Manager City Assets, Mr S Hodge

SUMMARY

Council received a letter on 4 March 2013 from Ms Marilyn Pearson, on behalf of the Brighton Caravan Park Permanent Residents' Committee, requesting that the Council undertake a review of its decision not to allow long-term residents to continue in occupation at the Brighton Caravan Park beyond 30 June 2013.

Refer Attachment 1

Whilst the letter refers to three decisions of the Council on 11 December 2012, 22 January 2013 and 12 February 2013 the critical decision and hence, the decision that is the subject of this review is that of the Council meeting of 22 January 2013 "*That the new management of the Park no longer include annual rentals*". The implication of this decision is that the residential agreements of permanent residents of the Park will not be renewed upon their expiry on 30 June 2013, which means that the residents will be required to make alternative accommodation arrangements. It is understood that approximately 40 residents are impacted by the Council's decision.

The review process is guided by the Council's "Customer Feedback & Complaints Policy", which was adopted in accordance with section 270 of the Local Government Act 1999 (the Act). The Policy requires that the review must be determined by the Council (ie the elected body) since it was the original decision-maker. Accordingly, to facilitate the review process, since I have had no prior involvement with or knowledge of this matter, I have undertaken a review of all relevant information available to the Council at the time the decision was made and prepared this report for the Council's consideration.

For reasons outlined in the attached report, it is my view that the decision which is the subject of this review was lawfully made and is reasonably justified in all of the circumstances in the interests of the community.

RECOMMENDATION

1. That the Section 270 Review be received and noted.
 2. That the decision made by Council at its meeting on 22 January 2013 in relation to not continuing with annual rentals at the Brighton Caravan Park from 1 July 2013 was made in full compliance with the Local Government Act 1999 and based on all relevant information that was available to the Council at that time.
 3. That Council, after considering the report and submissions reaffirms its decision to disallow annual rentals in the Park consequent on the proposed upgrade.
 4. That Ms Marilyn Pearson be advised of Council's decision regarding this review.
-

COMMUNITY PLAN

A Place that Provides Value for Money

COUNCIL POLICY

Internal Review of Council Decision or Request for Service Policy

STATUTORY PROVISIONS

Local Government Act 1999, Section 270

BACKGROUND

The objective of this report is to assist the Council in making a determination by assessing the considerations taken into account in making the decision regarding long-term residency at the caravan park. The report sets out:

- the background facts which have given rise to the application for review;
- a summary of relevant information obtained during the course of the review; and
- my findings as to the appropriateness of the decision and the options now available to Council.

Further, as part of the review process, I personally met with Ms Pearson and Park residents, Sue Caddy and Lenny Gough on 3 April 2013 to hear directly from them in relation to the matter. The information provided and the views expressed by Ms Pearson, Ms Caddy and Mr Gough at the meeting have been taken into account by me in the preparation of this report.

REPORT

The Park is owned by the Council and managed by Ricklemore Park Management Pty Ltd pursuant to a contract (management agreement). The Park Management is responsible for managing residential agreements with Park residents in accordance with the provisions of the Residential Park Act 2007 (the RP Act), which legislation regulates agreements of this nature. 30 sites at the Park have been made available by Park Management for annual rental. Approximately 40 persons occupy these sites, being the residents who have collectively sought this review through their representative, Ms Pearson.

As members are aware, in recent years, the Council has received reports that explore the operation and future development of the Park. In particular, during workshops in October and December 2012, information about the existing business model and potential upgrades and improvements for the Park were presented to Council on 11 December 2012. The matter was further considered by Council at its meeting of 11 December 2012. The report of the Manager, Organisational Sustainability, which was presented in relation to the agenda item in question served to consolidate the options for future development previously explored in elected member workshops. A copy of that report is attached.

Refer Attachment 2

Following its consideration of the Manager's report, the Council resolved:

- “• *that Council support the development of a Master Plan for the upgrade and refurbishment of the Brighton Caravan Park;*
- *that a report be presented to Council as early as possible, which contains detailed implementation plans for further consideration.”*

The Council next considered the matter (in confidence) at its meeting of 22 January 2013 when Council resolved:

- *that Council commence an Expression of Interest process for the refurbishment and long term management of the Brighton Caravan Park with an expectation that a new agreement will commence on 1 July 2013;*
- *that the current manager be advised immediately that Council will be seeking Expressions of Interests to determine the ongoing management of the Park; and*
- *that the new management of the Park no longer include long term rentals.”*

Refer Attachment 3

The third component of this resolution is the decision subject to this review. Secondary to this, is the Council's plans to upgrade and develop the Park which are also contested by Ms Pearson on behalf of Park residents.

The Council first communicated its decision to the Park Manager on the morning of 24 January 2013. The intention was to first notify the Park Manager as he is the person who is party to and responsible for all residential agreements at the Park. The residents were to be informed once Council and the Park Manager had agreed a strategy for notification. At the same time, Channel 7 became aware of the decision and sought a statement from one of the residents before Council had the opportunity to officially make its decision known to them. The media involvement in this regard was unfortunate but beyond the control of the council. Regardless, on the afternoon of 24 January 2013 official Council notices were distributed to all residents to inform them of the Council's decision.

Refer Attachment 4 and 5

Ms Pearson first objected to the Council's decision by letter dated 27 January 2013 to the elected members. A petition was also lodged with and considered by the Council.

Refer Attachment 6

Ms Pearson formally lodged the application for internal review on 4 March 2013 on behalf of the committee. It is clear from the correspondence that the following are the residents' concerns regarding the decision:

- the residents of the Park stand to be adversely affected in that they will *'lose their homes and suffer extreme financial hardship'*;
- residents were not consulted in relation to the Council's plans to develop the Park;
- there is a long standing precedent of permanent residents in the Park, apparently at least 25 years, meaning permanent residents are stakeholders in the development;
- the Park is community land and the development of it is a matter of public interest. There has not been any community consultation regarding the proposed upgrade and the decision-making process has been shrouded in secrecy and not transparent; and
- the Council has not made any information available, either social or financial, that justifies its decision.

The Council has since sought feedback from residents directly regarding their personal circumstances for the purposes of determining the nature and extent of assistance that could be provided by Council. Copies of correspondence received from residents in response are attached.

Similar objections to those contained in the correspondence received from Ms Pearson have been raised by residents in addition to the following:

Refer Attachment 7

- residents do not have and cannot afford alternative accommodation;
- the tight-knit community within the Park has provided strong friendship and support networks for residents, including during difficult periods in their lives; and
- residents make a valuable contribution to the Park.

The Council is committed to ensuring persons affected by the decision are treated with consideration and compassion. Further, given the close proximity to the making of the decision, the Council is still in the process of finalising the types of support intended to be made available for residents.

As members may be aware from recent media reports regarding the matter, residents have also lobbied support from members of Parliament regarding their position. As a result, the Council has received correspondence from Senator Nick Xenophon and Member for Bright, Chloe Fox. This correspondence and Council's responses are respectively attached.

Refer Attachments 8 and 9

Reasons for the Decision and Relevant Considerations

The Park, being owned by the Council, is community land by virtue of Section 193(1) of the Act. Accordingly, subject to the Council's relevant Community Land Management Plan, the Council may manage the Park in any manner it deems fit, taking into account risk management and sustainability principles, the Council's legal obligations and social and economic matters.

Since the Park is community land, in accordance with its obligations under the Act, the Council has prepared a Community Land Management Plan and manages the Park in accordance with that Plan. The Plan clearly outlines that the Park is a '*business facility*' and reinforces the Council's intention that it be managed as such.

Refer Attachment 10

Under the Plan, community land consisting of a business facility is a '*valuable asset*' used by the Council for commercial purposes (ie on a for-profit basis) to provide an income source for the council on behalf of the community. Further, the Plan expressly provides that one objective for managing the Park is to provide '*business facilities that are responsive to the needs of the local community in a sustainably profitable manner which provides an alternative income source to rates for the provision of services to the community*'.

As supported by financial modelling previously viewed by the Council, the Park is not able to realise its full commercial potential where permanent residents continue to reside within it (ie because the existence of permanent resident sites within the Park does not maximise the use of the Park for tourism purposes, which generates a higher return). Importantly, sufficient funding for the necessary Park upgrade and its continued maintenance is contingent upon the increased and long-term profitability of the Park.

It may, therefore, be reasonably asserted that it is financially irresponsible, inconsistent with the objectives of the Plan and contrary to the Council's obligations under Section 8(k) of the Act to *ensure the sustainability of the council's long-term financial performance and position*, for the council to continue to allow permanent residents within the Park on an indefinite basis where that position results in a financial detriment to the community.

Rather, it is necessary and appropriate for the Park to be managed in a manner that maximises returns for the benefit of the wider community. This is consistent with the Park being community land to be managed for the benefit of all, as opposed to the benefit of a discreet number of the Council community. The fact that the residents have enjoyed exclusive rights of occupation within the Park to date limits the benefits to be derived from the Park (ie an increased income source to deliver Council services) by the wider community.

In turn, this means that it can be asserted that the Council's resources are not being used fairly, effectively and efficiently, contrary to the Council's obligations under Section 8(h) of the Act.

The Council has never intended or planned for the Park to be operated as a residential park. This has occurred as a matter of default rather than design. The Park is and has always been intended to be a tourism facility for holiday-makers. Indeed, the upgrade and future management of the Park is aimed at realising *'the park's full potential as a premier seaside holiday destination and a viable, valuable community asset'*. That said, the Council also acknowledges the importance of the provision of affordable living options for members of its community. However, this is not the purpose for which the Park exists. Consequently, the pursuit of alternative project options is appropriate, where resources permit, to achieve this objective.

Separately, as outlined above, the Park is managed pursuant to the terms of a management agreement. It is, therefore, the responsibility of Park Management to manage the residential agreements with Park residents as required by the Residential Parks Act. The Council's decision that the long-term management of the Park not include annual rentals means that the Park Management cannot commit to any renewal of the existing resident agreements beyond 30 June 2013, not least because the current Management's position as Park Manager is not guaranteed beyond this timeframe. This is one of the reasons the decision-making process was previously undertaken in confidence (ie to ensure that Council could first inform Park Management – a third party to whom it has contractual responsibilities – of its decision so it could, in turn, accurately relay the information to the residents with whom it has a legal relationship and ongoing dealings).

The proposed upgrade for the Park is consistent with the Council's Long Term Financial Management Plan that expressly includes reference to the commitment of substantial funds to upgrade the Park. The Long Term Financial Management Plan was subject to public consultation before being adopted by the Council.

The Council communicated its decision to residents regarding its intent to upgrade the Park and the implications for long-term rentals within 48 hours of the decision having been made. The decision to consider the matter in confidence was made in good faith to protect the interests of the Park residents so that the matter could be respectfully and accurately communicated to them. Prior to the decision being made, elected members had been presented only with information for their consideration and the Council had not committed to any course of action regarding the Park. Accordingly, before 22 January 2003, the council did not have any information to circulate to residents. For all these reasons the assertion that the Council's process has not been transparent is rejected.

It is acknowledged that pursuant to Section 8(b) of the Act, in performing its roles and functions, the Council must *be responsive to the needs, interests and aspirations of individuals and groups within its community*. The obligation to '*be responsive*', under the Act, does not mean that Council should allow its decisions to be dictated by the needs of minority groups (ie in this case residents of the Park) to the detriment of the wider community, because it must act as a '*representative, informed and responsible decision-maker*' in the interests of the wider community (refer Section 6a) of the Act). Whilst it will be the case that from time-to-time Council decisions will necessarily benefit a small number of its community, it is necessary for the Council, generally, to do what it reasonably can to minimise any adverse impacts of its decision on residents and ratepayers.

In this regard, the steps taken to date by the Council in seeking to maintain open communication with residents and Park Management demonstrate compliance with the obligation under 8(b) of the act. The Council certainly understands the adverse impacts its decision has for Park residents and is, therefore, currently finalising support plans to enable it to do everything reasonably within its power to assist those residents in securing alternative accommodation and/or vacating the Park.

Further, despite almost 6 months' notice having been given to residents before the expiry of their resident agreements, Council's intention is not to cause persons to be homeless and destitute but, rather, to work with individual residents to determine arrangements that are amenable to them.

Moving forward in the interest of acting reasonably, it is necessary for the council to liaise with individual residents to set and determine individual timeframes for the residents to vacate their respective sites based upon their personal circumstances. In some cases, this may require some resident agreements to be extended beyond 30 June 2013 for specified periods as determined appropriate by the Council.

Natural Justice Requirements – the Obligation to Consult

In undertaking this review, I have considered whether the Council was obligated to consult with Ms Pearson (and/or other Park residents) *before* making the decision to upgrade the Park and, as a matter of policy, to exclude annual rentals in the long-term (ie meaning existing residents' residential agreements would not be renewed past their next expiry date being 30 June 2013).

There are no legislative requirements for the Council to consult with residents generally regarding its policy decision to exclude long-term rentals. In the absence of any legislative obligations, the common law position is that the principles of natural justice must be observed in respect of matters that adversely affect the rights, interest or legitimate expectations of an individual.

It is acknowledged that the residents presently have rights and interests with respect to their respective sites that are subject of their resident agreements with Park Management. These rights and interests, however expire as of midnight on 30 June 2013, beyond which, absent any renewal, the residents do not have any legal entitlement or right to continue their occupation of the Park.

The question which arises, therefore, is whether the residents reasonably had a legitimate expectation that their rights and interests under their resident agreements would be renewed. This matter is in contention.

Specifically, whilst the residents, via Ms Pearson, assert such expectation was legitimately and reasonably held by them, my view based upon the available information is that such expectation was not, on balance, legitimate or reasonable for the following reasons:

Park Management has previously communicated to all residents that long-term residents arrangements were not guaranteed indefinitely. This was especially the case in light of the uncertainty regarding the exact nature of Council's intentions to develop and upgrade the Park. In particular, from as far back as December 2009, Park Management have communicated a clear message to permanent residents that there is no guarantee that annual resident agreements will be renewed beyond their expiry dates and that the long-term status of permanent living arrangements at the Park are uncertain as a result of the Council's intentions to upgrade/develop the Park at a future date. An example of a notice communicating such a message to residents is attached.

Refer Attachment 11

Further, since November 2009, this information has been conveyed in writing to all new permanent residents before residential agreements were entered into and signed by them in acknowledgement of their understanding of these terms. Copies of these signed documents are attached.

Refer Attachment 12

The fact that resident agreements have been renewed over time does not support an expectation they will continue to be renewed indefinitely. Indeed, the very fact resident agreements have repeatedly been executed for a term of 12 months in and of itself conveys a message that the agreements are of a temporary or fixed term nature with no long-term guarantees of permanency. Further the relevant resident agreements do not contain any rights of renewal.

As such, the resident agreements are between the residents and Park Management, not the Council. Therefore, the fact that the Park Management contract is due to expire, which is known to all residents, gives rise to further uncertainty regarding the long-term management of the Park and resident agreements. In this regard, the Plan, being a public document, clearly stipulates that the contract with Park Management expires on 30 June 2013 and there is no reasonable basis upon which any resident and/or Park Management could have presumed to have known the Council's intentions in respect of the Park. The Council has never made guarantees and/or commitments and/or representations to Park residents in relation to the permanent status of their residency. By way of analogy, the situation is no different from a landlord who wishes to sell land and gives notice accordingly to tenants to find alternative premises. That is, as the owner of the Park, the Council is entitled to make decisions regarding its long-term management notwithstanding that they may (unfortunately, but necessarily) adversely impact upon occupiers of the Park - that said, wherever possible, as a responsible public authority, it is incumbent upon the Council to act reasonably, including by taking any reasonable steps to minimise the impact of its decisions upon persons affected by them. In the circumstances the Council has given what it considered to be a generous and more than adequate notice to allow sufficient time for alternative accommodation to be found.

Taking the above into account and since the residents do not have any legal rights or interest in the land constituting the Park beyond 30 June 2013, the Council's decision to restrict long-term rentals beyond this date cannot be said to affect their rights, interests or legitimate expectations. Accordingly, the Council was not compelled by common law principles to consult with the residents before making its decision. Rather, what the law requires of the Council and, indeed, what the Council has done, is to provide the residents with reasonable notice.

Likewise, there is no statutory or common law requirement for the Council to consult with residents regarding its intentions to upgrade the Park. The proposed upgrade is entirely consistent with the objectives of the Plan, including in relation to maintaining existing assets and the Council has already undertaken consultation in respect of the Plan, before its adoption, pursuant to the requirements of Section 197 of the Act.

In any event, the decision not to renew individual residential agreements, which has been made by Park Management in light of the Council's decision, is subject to compliance with the requirements of the Residential Parks Act. In this regard, Section 61 of the Residential Parks Act is relevant. This section confirms that a park owner may, by notice of termination given to the resident, terminate a residential park tenancy agreement for a fixed term at the end of the fixed term without specifying a ground of termination.

The required period of notice under Section 61 for termination at the end of a fixed term is 28 days. This means that by communicating its decision to Park Management on 24 January 2013, the Council ensured more than sufficient time has been allowed for compliance with the statutory notice period for the provision for notification to individual residents and, further, that as a general consideration, a patently reasonable period of due notification has been given to the residents. Formal notice has been given to residents under the Residential Parks Act. This was managed by Park Management on behalf of Council consistent with advice received from the Council's solicitors on or about 11 March 2013.

The fact that individual residency agreements are managed in accordance with the Residential Parks Act (which sets out prescribed notification timeframes and a process for dispute resolution) further supports the view that the Council was not obligated to consult with residents before making its decision regarding excluding long-term rentals from the park post 30 June 2013. The Supreme Court case *Khuu & Lee Pty Ltd v Corporation of the City of Adelaide* is authority for this and confirms that decisions not to renew an individual's lease or license over Council land upon expiry are not subject to the 'hearing rule' associated with natural justice requirements.

CONCLUSIONS

Taking the above into account, my view is that the decision which is the subject of this review was lawfully made and reasonably justified in all of the circumstances in the interests of the community.

In particular, there are clear, logical and objectively sustainable reasons why the future management of the Park should exclude long-term residents. This fact accords with the Council's vision for the Park as a tourist park as opposed to a residential park to ensure its long-term commercial and economic viability for the benefit of the wider community and is consistent with the Plan and the Council's Long-term Financial Management Plan.

Notwithstanding the above, I would recommend that Council give consideration, where necessary and taking into account individual residents' personal circumstances, to negotiating extended timeframes beyond 30 June 2013 with residents according to their personal circumstances, to allow them further reasonable time to find alternative accommodation and to vacate their Park sites.

In accordance with principles of natural justice, Ms Pearson has been provided with a copy of this report and given an opportunity to present her views on behalf of the Committee direct to the Council (either verbally and/or in writing) before the Council makes a final determination.

After considering this report and Ms Pearson's submissions, the Council may determine this matter in one of two ways:

1. reaffirm its decision to disallow annual rentals in the Park consequent on the proposed upgrade; or

2. reverse its decision such that the proposed upgrade of the Park will be modified to include and cater for the continuing residency of existing long-term residents.

Finally, irrespective of the manner in which Council resolves to determine this matter, it is acknowledged that Ms Pearson and/or other residents have recourse to the Ombudsman if they remain dissatisfied with the Council's decision.

BUDGET

This report in itself has no implication for Council's budget.

LIFE CYCLE COSTS

This report does not create any life cycle costs to Council's operation.

Attachment 1



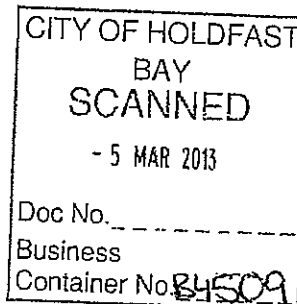


Brighton Caravan Park Permanent Residents' Committee
C/- President, Jeremy Austin
Site B017 Brighton Caravan Park
250 Esplanade
KINGSTON PARK SA 5045

4 March 2013

Mr Justin Lynch
CEO, City of Holdfast Bay
PO Box 19
BRIGHTON SA 5048

Email: JLynch@holdfast.sa.gov.au



Dear Mr Lynch

We, the permanent residents of Brighton Caravan Park Permanent Residents Committee, as persons directly affected by the City of Holdfast Bay Council decisions taken 11 December 2012, 22 January 2013 and 12 February 2013, request a s270 Review of those decisions under the Local Government Act 1999.

Those decisions referred to being:

Minutes 11 December 2012

14.10 Brighton Caravan Park – Master plan (Report No: 529/12)

Council has received a number of reports on the operation and future development of the Brighton Caravan Park over several years. At a recent workshop, information on the existing business model and potential for upgrades and improvements was presented. The next step to further this project is the development of Master Plan along with detailed implementation plans.

Motion C111212/768

- 1. That Council support the development of a Master Plan for the up-grade and refurbishment of the Brighton Caravan Park based on the business model presented at Attachment 1.*
- 2. That a report be presented to Council as early as possible which contains detailed implementation plans for further consideration.*

Moved Councillor Lonie, Seconded Councillor Donaldson Carried

Meeting held 22 January 2013 (in confidence, released 31 January 2013)

17.1 Brighton Caravan Park (Report No: 34/13) C220113/800

Motion C220113/801

- 1. That Council commence an Expression of Interest process for the refurbishment and long term management of the Brighton Caravan Park with an expectation that a new agreement will commence on 1 July 2013.*
- 2. That the current manager be advised immediately that Council will be seeking Expressions of Interest to determine the on-going management of the Park.*
- 3. That the new management of the Park no longer include annual rentals.*
- 4. That the minutes be released following notification to the Park Manager, with recommendation to the Park Manager that he notify the annual renters as soon as practicable.*

Moved Councillor Clancy, Seconded Councillor Lonie Carried

Meeting held 12 February 2013

14.6 Brighton Caravan Park – Implementation Plan (Report No: 48/13)

Motion C120213/810

That Council notes the proposed timetable for the Expression of Interest Process and upgrade of the Caravan Park, and that two elected members be included in the assessment panel.

Moved Councillor Looker, Seconded Councillor Roe Carried

We, the residents, have been adversely affected by these decisions in that we will lose our homes and suffer extreme financial hardship. Residents make a valuable contribution to the Park in many ways.

At no time have residents been included in any form of consultation in relation to plans to develop the Brighton Caravan Park. There is a long standing precedent of permanent residents; at least 25 years, which surely identifies permanent residents as stakeholders in the development.

The Brighton Caravan Park is listed on the Community Lands Register and its development a matter of public interest. There has been no Community Consultation with regards to the proposed development. Access to documents relating to the development of Brighton Caravan Park were not initially available to the residents or the general public.

While residents have been aware of proposed development to the Park, Council minutes show no recent reference to that development until December 2012. Secrecy has surrounded the process of developing the current Master Plan and decisions flowing from it eg *That the new management of the Park no longer include annual rentals*. There is no background information, either social or financial, available that provides justification for the decision. There is no evidence available of research as to the environmental impact of the proposed development.

The haste with which Council is proceeding with the matter places the permanent residents at a severe disadvantage in challenging the decisions. We request that until the s270 Review, and any further action stemming from the Review, has been completed in its entirety that all action relating to the development of the Brighton Caravan Park be put on hold.

We await your advice.

Sincerely



Marilyn Pearson
Secretary, Brighton Caravan Park Permanent Residents Committee
Site B020
Brighton Caravan Park
250 Esplanade
Kingston Park SA 5049

Phone: 8298 7394
Mobile: 0423 923 803
Email: marilyn.pearson1@bigpond.com

Attachment 2



Item No: **14.10**
Subject: **BRIGHTON CARAVAN PARK – MASTER PLAN**
Date: **6 December 2012**
Written By: **Manager Organisational Sustainability**
General Manager: **Ian Walker Corporate Services**

SUMMARY

Council has received a number of reports on the operation and future development of the Brighton Caravan Park over several years. At a recent workshop, information on the existing business model and potential for upgrades and improvements was presented. The next step to further this project is the development of Master Plan along with detailed implementation plans.

RECOMMENDATION

1. That Council support the development of a Master Plan for the up-grade and refurbishment of the Brighton Caravan Park based on the business model presented at Attachment 1.
 2. That a report be presented to Council as early as possible which contains detailed implementation plans for further consideration.
-

COMMUNITY PLAN

A Place that Values its Natural Environment
A Place that Manages its Environmental Impacts
A Place to do Business
A Place that Welcomes Visitors
A Place that is Well Planned

STATUTORY PROVISIONS

Nil

BACKGROUND

The City of Holdfast Bay has received a number of reports spanning several years regarding the operation and future development of the Brighton Caravan Park.

Workshops were held in October 2012, and again in December 2012, to consider a number of financial and management options. This report consolidates those options and presents a path for future development.

REPORT

At its workshop held on 4 December 2012 Council was presented with an analysis of the existing business along with options regarding the possible future development of the Brighton Caravan Park. A model for on-going operations was considered which proposed the following:

- Development of a number of high quality cabins
- Development of 'Eco-style' tents along the sea front boundary of the park
- Up-grade and refurbishment of existing cabins
- Up-grade and refurbishment of existing ablution block facilities
- Development of a recreation area within the existing park to include up-dated play equipment
- Up-grade of BBQ facilities
- Revisit of irrigation options for the park
- Review of pricing structure

Refer Attachment 1 (sent under separate cover)

As well as infrastructure improvements, the information presented to Council considered management and financial models that would improve the financial return to Council at the same time as rejuvenating the park for future generations.

The model presented a holistic view of the Park as the centre of a coastal and foreshore precinct including opportunities to continue the development of Kingston Park, the Coast Park and the existing kiosk.

BUDGET

There is currently no budget allocation for the up-grade of Brighton Caravan Park. Monies for the refurbishment should be considered as part of the 2013/14 budget development.

LIFE CYCLE COSTS

Investment in the Brighton Caravan Park is essential to ensure the on-going return of income to Council over the long term. Any money spent on upgrading the Park will be included in the Long Term Financial Plan with a view to recouping the initial costs within the first five years of development.

Attachment 3



ITEM NUMBER: 17.1

CONFIDENTIAL

RELEASED

31 JAN 2013

following
authorisation
from CEO

Brighton Caravan Park

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

- a. information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person or persons (living or dead).

RELEASED

Item No: 17.1
Subject: Brighton Caravan Park
Date: 22 January 2013
Written By: Manager Organisational Sustainability
General Manager: Ian Walker, Corporate Services

31 JAN 2013
Following authorisation
from CEO.

SUMMARY

The Management Agreement for the operation of the Brighton Caravan Park will expire on the 30 June 2013. It is recommended that Council commence an Expression of Interest process for the up-grade and long term management of the park as soon as possible.

RECOMMENDATION

1. That Council commence an Expression of Interest process for the refurbishment and long term management of the Brighton Caravan Park with an expectation that a new agreement will commence on 1 July 2013.
2. That the current manager be advised immediately that Council will be seeking Expressions of Interest to determine the on-going management of the Park.

STRATEGIC PLAN

A Place that Provides Value for Money
A Place to do Business
A Place that Welcomes Visitors

COUNCIL POLICY

City of Holdfast Bay Procurement (Contracts Tendering) Policy

STATUTORY PROVISIONS

Local Government Act 1999
Retail and Commercial Tenancies Act 1995

RELEASED

31 JAN 2013

3 following authorisation
from CEO

Confidential Report No: 34/13

City of Holdfast Bay

BACKGROUND

At its meeting of 11 December 2012, Council resolved the following:

1. That Council support the development of a Master Plan for the up-grade and refurbishment of the Brighton Caravan Park based on the business model presented at Attachment 1.
2. That a report be presented to Council as early as possible which contains detailed implementation plans for further consideration. (Motion C111212/768)

REPORT

It is intended that a report containing detailed implementation plans for the up-grade and refurbishment of Brighton Caravan Park be presented to Council at its meeting on 12 February 2013. However, because of recent interest expressed by the media and as the current manager has written to Council seeking certainty regarding Council's plans it is considered reasonable to confirm Council's desire to move forward as early as possible.

The current Management Agreement between the City of Holdfast Bay and Ricklemore Park Management Pty Ltd expires on 30 June 2013. The current agreement was for a term of five years, with the right of renewal for five years. This agreement commenced on 1 July 2003. There is no further right of renewal.

The Managers of the Park have continually operated the Park for a total of 15 years. (The original lease agreement between Council and Ricklemore Park Management Pty Ltd commenced in May 1998.) There is no right of renewal on the expiry of the latest agreement and Council is under no legal obligation or expectation to continue with the arrangement.

Regardless of plans to up-grade and refurbish the Park, the City of Holdfast Bay's Procurement and Tendering Policy requires a formal tender process, (including Expressions of Interest) for the procurement of goods or services with a value greater than \$50,000.

It is proposed that Council implement an Expression of Interest (EOI) process as soon as possible. An EOI process allows us to test the market, allowing Council to elicit information without any obligation to commit. They are useful where the Council is unsure which suppliers are in the market. However this process may be quite lengthy. By proceeding down this path quickly we can ensure the current manager has as much notice as possible and there is seamless transition from the old agreement to the new.

The EOI would seek suppliers to manage the upgrade and refurbishment program as well as provide ongoing long-term management of the park.

RELEASED

31 JAN 2013

following authorisation
Confidential Report No: 34/13
from CEO

4

City of Holdfast Bay

BUDGET

Costs to complete an EOI process may be up to \$25,000 depending on the Agency used. This money will need to be included the Caravan Park Up-grade Project Budget.

LIFE CYCLE COSTS

There are no life cycle costs associated with the Expression of Interest process.

15. RESOLUTIONS SUBJECT TO FORMAL MOTIONS - Nil**16. URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING - Nil****17. ITEMS IN CONFIDENCE****17.1 Brighton Caravan Park (Report No: 34/13)****C220113/800****Motion**

- 1. That under provisions of Section 90(2) of the Local Government Act 1999 an order be made that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer, General Managers and administrative staff in attendance in order to consider in confidence this item.**
- 2. That the Chief Executive Officer is satisfied that it is necessary that the public be excluded to enable the Council to discuss and to consider the matter at the meeting on the following grounds:**
 - a. information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person or persons (living or dead) in the matter of/in regards Brighton Caravan Park.**

Moved Councillor Clancy, Seconded Councillor Huckstepp

Carried

Staff in Attendance: Chief Executive Officer, JP Lynch, General Manager City Assets, SG Hodge, General Manager City Services RA Cooper, General Manager Corporate Services, IS Walker, Manager Organisational Sustainability, PE Aukett, Strategic Property Officer S Galliford, Research Officer (Strategic Directions) M Terizakis, Manager Community Development K Harding, Corporate Communications & Media Coordinator T Helbers.

Brighton Caravan Park (Report No: 34/13)**Motion****C220113/801**

- 1. That Council commence an Expression of Interest process for the refurbishment and long term management of the Brighton Caravan Park with an expectation that a new agreement will commence on 1 July 2013.**
- 2. That the current manager be advised immediately that Council will be seeking Expressions of Interest to determine the on-going management of the Park.**
- 3. That the new management of the Park no longer include annual rentals.**

4. That the minutes be released following notification to the Park Manager, with recommendation to the Park Manager that he notify the annual renters as soon as practicable.

Moved Councillor Clancy, Seconded Councillor Lonie

Carried

Councillor Fisk left the chamber at 8.09pm
Councillor Fisk rejoined the chamber at 8.11pm

Councillor Donaldson left the chamber at 8.15pm
Councillor Donaldson rejoined the chamber at 8.16pm

Councillor Roe left the chamber at 8.19pm
Councillor Roe rejoined the chamber at 8.21pm

Councillor Lonie left the chamber at 8.33pm
Councillor Lonie rejoined the chamber at 8.36pm

ORDER TO RETAIN DOCUMENTS IN CONFIDENCE

Motion

C220113/802

1. That an order be made under the provisions of Section 91(7) and (9) of the Local Government Act 1999 that the Report No: 34/13 relating to discussion of the subject matter of that document, having been dealt with on a confidential basis under Section 90 of the Act, should be kept confidential on the grounds of information contained in 90(3)(a).
2. That Council authorise the Chief Executive Officer to release the report and minutes following notification to the Park Manager.

Moved Councillor Lonie, Seconded Councillor Huckstepp

Carried

SHORT TERM SUSPENSION OF PROCEEDINGS

Motion

C220113/803

That the meeting procedures be suspended for up to an hour to allow for discussion relating to the Glenelg Foreshore building.

Moved Councillor Looker, Seconded Councillor Lonie

Carried

RESUMPTION OF PROCEEDINGS

Motion

C220113/804

That the period of suspension is concluded and the meeting resumed at 9.50pm.

Moved Councillor Lonie, seconded Councillor Donaldson.

Carried

Attachment 4



NOTICE TO LONG TERM RESIDENTS

BRIGHTON CARAVAN PARK

Up-grade and Refurbishment of Brighton Caravan Park

At its meeting on Tuesday this week (22 January 2013), the City of Holdfast Bay Council decided to seek Expressions of Interest for the long term management of the Brighton Caravan Park.

It also decided that the future park would not include sites for long term or annual rentals.

This means that when your current agreement with Rick Birchmore expires on the 30 June 2013, there can be no expectation that this agreement will be renewed.

It is anticipated that Expressions of Interest for the long term management of the Park will be called in February, and that the up-grades will commence as soon as possible once the Management arrangements have been agreed.

At this time, we do not have detailed development plans but will be seeking the assistance of the new manager to finalise and implement any changes. Our desire is for the majority of work to commence during the coming winter months.

Council is aware that a change such as this is likely to be difficult, but will provide as much support, particularly in regard to information and advice, as is possible, to assist people affected by Council's desire to upgrade and refurbish the Park.

We will make every attempt to keep Rick and yourselves advised of developments as they become finalised.

Council will be considering a report with more detailed implementation plans at its next meeting on Tuesday 14 February 2013. All Council meetings are open to the public and you are welcome to attend. Council starts at 7.00pm in the Council Chamber, Glenelg Town Hall.

For further information on the process as we move forward, please don't hesitate to contact Trish Aukett - ph 8229 9851 (taukett@holdfast.sa.gov.au), who will provide you with the details as they become known.

Attachment 5





Brighton Caravan Park Permanent Residents' Committee

C/- President, Jeremy Austin
Site B017 Brighton Caravan Park
250 Esplanade
KINGSTON PARK SA 5045

27 January 2013

Dear Mayor and Councillors

Imagine the shock and horror of permanent residents of Brighton Caravan Park when a Channel Seven news reporter arrived on the door step of vice-President of the Permanent Residents Committee, Lenny Gough, requesting comment on Mayor Rollond's announcement in a media interview that morning (24 January 2013) of the planned redevelopment of Brighton Caravan Park. Mayor Rollond also announced there would be no longer be long-term or annual leases and permanent residents would not be offered new leases at the end of June 2013. This happened around 2.30pm and was the first advice residents had received of the news.

There are currently around 40 adults and children who inhabit the 30 permanent sites and call the Brighton Caravan Park 'home'. Most residents have lived in the Park from between 3-14 years but some have bought their dwellings in the last few months, or in one case, the last few weeks. Semi-permanent residents at the Park are also affected by this decision. Many of those people have held annual leases for many years and live part-time at the Park.

Brighton Caravan Park has had permanent resident for at least the past 25 years so despite the annual lease requirement, the expectation that permanent residents would remain in the Park is well established. Residents have bought their dwellings in good faith and now stand to lose everything. The demographics of the permanent residents are predominantly pensioners, some with significant health issues, families and single people. Some residents are employed but all fall into the low income bracket. The vast majority of residents do not have alternate housing options. Private rental costs are prohibitive and availability minimal. Housing SA waiting lists stretch far into the future. Where are residents supposed to move to?

Although there has been talk of a Development Plan for Brighton Caravan Park for many years, residents had received no advice that the current Master Plan was being developed. Council Workshops in October and December 2012 had been held in confidence and not reported. The first inkling of the Master Plan was a letter from Council displayed on the desk at the Park office. That letter advised Park management that the Master Plan was to be considered for adoption at the 12 February 2013 Council meeting. Minutes of the Council's December 2012 meeting referred to the matter. Most of the information was contained in 'Attachment 1' which was circulated under separate cover and was not available to the public. The agenda for the next meeting (Tuesday 22 January 2013) listed Item 17 Brighton Caravan Park (report 34/13) with motions for the matter to be held in confidence with the public to be excluded and documentation to be held in confidence. An email was sent to all Councillors by the Brighton Caravan Park Permanent Residents Committee on 21 January 2013 expressing our concern.

At no time has there been consultation with residents, or the opportunity to input into the Plan. The President, vice-President and Secretary of the Permanent Residents Committee attended the 22 January meeting but of course were requested to leave when Council came to deal with Item 17.

Our next news came when the Channel Seven news reporter arrived on Thursday 24 January 2013 at around 2.30pm. Residents received a letter delivered by the Park Manager (who apparently had only been advised that morning) later that same afternoon. That letter advised '...the future park would not include sites for long-term or annual rentals.' and that residents would not be offered a new lease at

the end of June 2013. Surely we, the residents of the Park, are stakeholders in this development as it impacts directly on our homes and our lives.

Residents are appalled at the way the City of Holdfast Bay has handled this matter. Council has shown no regard for the people most affected by their decision. Where is Council's accountability and transparency? Where is the regard for real people? Is Council's commitment to financial return forever going to be at the cost of people's lives and homes, especially those considered to be amongst the most vulnerable in society? The image City of Holdfast Bay and its Councillors has been damaged again by its secretive and inconsiderate decision making.

We request that Council rescind the decision, make the minutes and documentation relating to the decision available for public comment, and list this matter for consideration in a forum which includes all stakeholders.

We further request advice on dates for the Community Consultation which we understand is a requirement for developments of this nature.

Sincerely

Marilyn Pearson
Acting Secretary
for
Jeremy Austin
President
Brighton Caravan Park Permanent Residents Committee

Attachment 6



Item No: 10.1.1

Subject: PETITION – BRIGHTON CARAVAN PARK PERMANENT RESIDENTS COMMITTEE - TO PRESERVE THEIR HOMES IN BRIGHTON CARAVAN PARK

Date: 12 February 2013

Written By: Governance Officer

General Manager: Corporate Services, Mr I Walker

SUMMARY

A petition has been received from 1389 residents of South Australia requesting that Council:

1. Rescind the decision made in relating to long term and annual rental discussed and decided in confidence at the Council Meeting held Tuesday 22 January 2013 at item 17 (Brighton Caravan Park (report 34/13)) of the Council Meeting Agenda;
 2. Make the minutes and documentation relating to the decision referred to above for public comment; and
 3. Establish a forum for consideration of the future of permanent residents and annual leases at Brighton Caravan Park which is inclusive of the public and all stakeholders of Brighton Caravan Park.
-

RECOMMENDATION

That the petition be received by Council and referred to the appropriate department for a response.

COMMUNITY PLAN

A Place that Provides Value for Money

COUNCIL POLICY

Code of Practice for Access to Meetings and Documents

STATUTORY PROVISIONS

Not applicable.

BACKGROUND

The petition states as follows:

"Petition Preamble:

At around 2.30pm on Thursday 24 January 2013 Permanent Residents of the Brighton Caravan park were made aware of the decision of the City of Holdfast Bay Council that there was no place for permanent residents in the planned redevelopment of Brighton Caravan Park, and that they (the residents) would not be offered new leases at the end of June 2013.

This news was announced by Mayor Rollond in a media interview that morning and residents first became aware of it when a Channel 7 news reporter arrived on the door step of vice-President of the Permanent Residents Committee requesting comment on the announcement.

There are currently around 40 adults and children who inhabit the 30 permanent sites and call the Brighton Caravan Park 'home'. Most residents have lived in the Park from between 3-14 years but some have bought their dwellings in the last few months, or in one case, the last few weeks.

Semi-permanent residents, many with a long standing presence in the Park, are also affected by this decision.

Brighton Caravan Park has had permanent residents for at least the past 25 years so despite the annual lease requirement, the expectation that permanent residents would remain in the Park is well established. Residents have bought their dwellings in good faith and now stand to lose everything. The demographics of the permanent residents are predominantly pensioners, some with significant health issues, families and single people. Some residents are employed but all fall into the low income bracket.

The vast majority of residents do not have alternate housing options. Private rental costs are prohibitive and availability minimal. The Housing Trust waiting lists stretch far into the future. Where are residents supposed to move to?

At no time has there been consultation with residents, or the opportunity to input into the Plan. The Master Plan is to be considered for adoption by Council at the meeting to be held Tuesday 12 February 2013. The Master Plan has not been available to the public nor has there been any consultation to date.

Please support the permanent residents of Brighton Caravan Park to preserve their homes.

Petition:

The petitioners whose names, addresses and signatures appear hereunder support the Brighton Caravan Park Permanent Residents Committee in their petition of the City of Holdfast Bay Council to preserve their homes at Brighton Caravan Park.

We, the permanent residents of Brighton Caravan Park, request that Council:

- 1. Rescind the decision made in relating to long term and annual rental discussed and decided in confidence at the Council Meeting held Tuesday 22 January 2013 at item 17 (Brighton Caravan Park (report 34/13)) of the Council Meeting Agenda.*
- 2. Make the minutes and documentation relating to the decision referred to above for public comment; and*
- 3. Establish a forum for consideration of the future of permanent residents and annual leases at Brighton Caravan Park which is inclusive of the public and all stakeholders of Brighton Caravan Park.*

This petition has been prepared by the Brighton Caravan Park Permanent Residents Committee and will be presented to the City of Holdfast Bay Council, Brighton Civic Centre, 24 Jetty Road, Brighton SA. Thank you for your support.

ADMINISTRATION COMMENT

The Report and Minutes which were considered at the Council Meeting held on Tuesday 22 January 2013 which related to Agenda Item 17.1 Brighton Caravan Park (Report No: 34/13) were released from confidence and made available to the public on 31 January 2013.

Accompanying this petition was an online petition which did not meet the requirements of the Council's Code of Practice for Access to Meetings and Documents and has not been included with this petition. It contained 174 entries which contained names, location and date. This petition called for Council to "Rescind the decision to remove residents from the Brighton Caravan Park".

Attachment 7



From: <unity@holdfast.sa.gov.au>
Sent: Fri, 1 Feb 2013 16:07:19 +1030
To: "Holdfast Mail" <mail@holdfast.sa.gov.au>
Subject: Website Form Submission: Report an Issue or Problem

Automatic email sent by the City of Holdfast Bay website

Time sent: 04:07:18 2013-02-01

Reference Number (token): UF6671

Data:

Q1. Please enter your Full Name

A1. Eileen Groeneberg

Q2. Please enter an office hours contact phone number

A2. 73291789

Q3. Please enter your email address

A3. pepperme72@hotmail.com

Q4. Please enter your address

A4. 16B Brighton Caravan Park 250 Esplanade Kingston Park 5049..

Q5. What is the Issue?

A5. Other Please specify in Description

Q6. Type

A6. Complaint

Q7. Location of where work is to take place

A7. To The Mayor Ken Rollond..I am in my late 70's my husband is 80 yrs with health problems..It seems you are bent on throwing us out of our homes.What will we do Mr Mayor where will we go will we be welcome to stay at your nice home.If you do throw us out we might park our car outside of your house.It won't look good when the media comes to interviewe us two old aged pensioners living in our car.I hope you can sleep at night.KARMA will catch up with you..Eileen Groenenberg.

Q8. Please give a detailed description of what work is required

A8. To let us stay in our homes.We do not want to leave..

Q9. Is this work of an urgent nature? eg: Is it dangerous to the public

A9. True

Q10. Please provide any additional information

A10. We will lose every thing if you do this..

This is an automated message, please do not reply.

From: "geoff & pamele" <pmoranadsl@dodo.com.au>
Sent: Fri, 1 Feb 2013 14:30:44 +1030
To: <bright@parliament.sa.gov.au>, "Holdfast Mail" <mail@holdfast.sa.gov.au>, "Trish Aukett" <TAukett@holdfast.sa.gov.au>
Subject: Resident of Brighton Caravan Parks concerns.

Honourable Mayor Rollond
Madame Chloe Fox MP
Madame Trish Aukett
City Holdfast Bay Council

Dear Sir/Madame(s),

My name is Aileen resident on site B05 Brighton Caravan Park; this is my home right here!
I have no where else to live.
I have lived here since 2001.
My 2 daughters came here as young teenagers, and grew into young women here.
I came here with my husband to raise our family.
Here is where my husband became ill. I was living here when he died.
It is here that I grieved his loss.
When my husband died, people here helped me to get through.....to survive.
It is here that I have made a new life as a single person.
It is here I have built new friendships, now that my daughters and husband are not here any more living with me.
It is here over the years I have made some good friends like Vince, Bill, Jeff, Steve, Max, Mark and more.
Here is a good community to live in, I maintain myself within my means of living, and I am supported and thrive amongst these people.
We treat each other with respect, we help each other, and we look out for each other.
Here is a beautiful place, the sea views, sea breezes, next to the beach.
Here is where I have grown my beautiful little garden which is admired by many people passing by.
It is against humanity that we have been good residents of the Brighton Caravan Park, and treated with such contempt, and I now have no faith or trust in the current Management. I have complied with Management's rules and regulations. I keep a neat and tidy site. I love this area, and regularly do weeding and voluntary cleaning of the women's amenities that I use daily.
In this regard, may I please know what are your intentions now, and how will you keep me informed?
Your kind and early attention to this matter is highly appreciated.
My neighbour has kindly typed and sent this email for me however you may reply to long_han@yahoo.com.
Yours faithfully,

Aileen

From: "geoff & pameja", <pmoranadsl@dodo.com.au>
Sent: Fri, 1 Feb 2013 12:01:21 +1030
To: <info@brightoncaravanpark.com.au>, <bright@parliament.sa.gov.au>, "Holdfast Mail"
<mail@holdfast.sa.gov.au>, "Trish Aukett" <TAukett@holdfast.sa.gov.au>
Subject: in answer to Rick Birchmore's question Thursday 31/11/13 to Geoff Moran Resident at Brighton Caravan Park.

Rick Birchmore, and Management Staff (Brad and Erica),
Chloe Fox MP
AK Rollond Mayor
City Holdfast Bay
Trish Aukett

Yesterday when I returned home from work my husband Geoff notified me that when you (Rick) drove past him on Thursday in your vehicle outside our residence you questioned him as to why he did not acknowledge you and why I (Pamela) did not acknowledge you Rick on Wednesday? Geoff my husband did not have his hearing aide in and was working on replacing our cars rear window, also after spending 2 weeks repainting our neighbours van exterior and upgrading his site as per your written request, you drove past our site and saw us working every day for a week at 11.00 am with no acknowledgement of the work being done, he did not feel able to converse with you. Yes I did pass you four times when we were both in our cars, and one in a car one walking after parking. I am under a great deal of stress right now after the breaking of the current news concerning our status as residents in the Brighton Caravan Park.

I am doing my best to continue to manage a daily routine and responsibilities of our family, work and study commitments. I am disappointed that management has not had the decency or adequate management skills to speak with the tenants that they are responsible to in a more timely or effective manner. I have complied with managements requests over the years and been courteous and helpful, gardening, cleaning, providing security in the form of watching over the park and reporting any seen problems to the office and holdfast council, also providing visitors with hospitality and acting to help them when management was not available or was uncontactable on several occasions, even sorted out and explained issues to other tenants when they have not understood managements position. There is no personal malice.

I do write to inform you that there is a breach in trust, and in effective management handling of this park and its tenants.

I did not acknowledge you because it is taking every ounce of personal strength to simply function under this current stress, and I consider that any questions are best handled by the Residents committee or in writing.

I do have concern for your welfare in this situation, as I can see that this poses a greater issue for management as it finalises its dealings within this community and any effective communication in the future.

I am doing my best to help sustain the people living here with a sense of hope in their lives, referring those who I believe to be at risk to seek medical or professional help through this crisis. I do not understand why the Residents Committee was not kept informed of your intentions, or invited to have input as valued customers and extensive knowledge holders of this community and how it functions daily at ground level.

Or why Management would not advocate for us as a valued asset to this Family Park.

To Mayor Rolland

My name is Carol Marshall I am writing to you concerning my home at Brighton caravan Park.

I sold my family home due to ill health and moved into my beautiful Permanent site caravan & caravans I have invested all my finances into the community home I have been here for four years and I have made dear friends and support unit in this lovely community.

Your council seems to be oblivious of the impact you will be making on all of the residents here.

You have made no attempt to inform us until you were forced by media.

You were quite happy to benefit from income from our little community in the past, when we needed council to be honest in their approach to us it was not forthcoming.

Yes we are all very affected by this decision council has made and it will be a bad day for your council to have this plus on your report card.

Sincerely Carol Marshall

resident & Voter
P.S Please Respond
c/o Brighton caravan Park.

CITY OF HOLDEAST
BAY
SCANNED
4 FEB 2013
Doc No. _____
Business
Container No. B435A (P)

Attachment 8





NICK XENOPHON
Independent Senator for South Australia
AUSTRALIAN SENATE

Our ref: NC-L/AG

Mr Justin Lynch
Chief Executive Officer
City of Holdfast Bay
PO Box 19
Brighton, SA 5048

CITY OF HOLDFAST BAY SCANNED 19 FEB 2013 Doc No. _____ Business Container No. <u>B4509</u>
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Dear Mr Lynch,

RE: Brighton Caravan Park permanent resident leases

I am writing on behalf of a number of permanent residents of the Brighton Caravan Park who have contacted me with grave concerns over the recent announcement that under the planned redevelopment of the Park there will no longer be long-term or annual leases offered.

My constituents have informed me they will not be offered new leases at the end of June, 2013 and have told me that the vast majority of residents do not have alternate housing options.

While I understand these leases were on a twelve month renewal basis, most residents have lived in the Park from between 3-14 years and given the Park's long standing history as a permanent resident Park had not envisioned any problems.

Further to this, the Brighton Caravan Park Permanent Residents' Committee has informed me that a number of residents have purchased their dwellings, some only in the last few months, or in one case, the last few weeks.

Could you please inform me of the reasons the decision has been made not to offer long-term leases and whether there will be any compensation paid to residents who have invested in properties in the Park?

My constituents have also told me they are particularly concerned about the conduct of the City of Holdfast Bay Council in relation to the Development Plan for Brighton Caravan Park.

I have been told that the residents had received no advice that the Master Plan was being developed and at no time were the residents consulted or given the opportunity to provide input into the plan. In fact, I have been told the first news that the residents were not being offered new leases at the end of June came from a Channel Seven news reporter.

I would be grateful if you could provide me with information as to how long the Development Plan for Brighton Caravan Park has been on the Council's Agenda and what efforts the Council undertook to consult with the permanent residents of the park?

The Brighton Caravan Park Permanent Residents' Committee has also expressed their concerns about the lack of transparency in relation to this issue given the Council Workshops, documents and motions for the matter to be held in confidence. Thus, I request that the Council make the minutes and documentation in relation to this matter available for public comment.

Finally, I request that, given the Park has homed permanent residents for the past 25 years, that the Council reconsider its decision to offer long-term or annual leases.

I look forward to a response at your earliest convenience.

Yours sincerely



NICK XENOPHON

6/12/2013

20 January 2013

Senator Nick Xenophon
Independent Senator for South Australia
Level 2/31 Ebenezer Place
ADELAIDE 5000

Dear Senator Xenophon

Re: Brighton Caravan Park Annual Resident Agreements

Thank you for your letter (your reference NC-L/AG) received on 19 February 2013. In this letter you raise a number of questions relating to the city of Holdfast Bay Council's decision to no longer allow long term rental agreements in the Brighton Caravan Park once the current arrangements cease. I am pleased to provide the following response for your information.

You're understanding that each agreement was for no more than 12 months is correct. These agreements, consistent with the requirements of the Residential Parks Act 2007, were made by the current Manager/Operator of the park with each individual. It is my understanding, and documentation provided by the Manager supports this understanding, that at the time of purchase, potential buyers were informed in writing that *'It is proposed by Holdfast Bay Council to redevelop the caravan park in the near future and until the new concepts are accepted it is unknown to what extent and what areas will be affected. This includes the status of permanent living.'* If people have bought caravans located in the park in the last few months, they have done so fully informed of the risks.

Council's decision to no longer support long term rental agreements in the Park has been made only after a long history of consideration of the benefits of the Park to the whole community of the City of Holdfast Bay. For example a discussion paper prepared in August 2009 for the Caravan Park Advisory Committee presented a set of options to enhance the Caravan Park's assets to ensure its longer term economic sustainability.

Council is very keen to upgrade the Park so that it makes the most of its stunning location and provides visitors and Holdfast Bay residents with an attractive, highly functional and commercially competitive facility. Council engaged an independent industry expert in October 2012 to advise on a strategy for improving the Park, increasing use and thereby increasing return to the community. His strong recommendation was that this could be best achieved by making the whole of the Park area available for short-term holiday makers.

Council has not considered compensation to people affected by this decision, however it is very aware of the impact this decision may have on individuals. My staff have been working to put together a package of support which includes one to one case management. We need to know what issues each person will be

facing, so we can get a better idea of the kinds of support we can offer and which will be of the most help. Our help will be limited, but I imagine it might include linking with the appropriate agencies, advocacy if appropriate, and social support. A limited amount of financial assistance is available to meet minor incidental costs.

I too, was also concerned to hear that some residents were informed of Council's decision via the media. In fact, an important reason why the decision was made in confidence was to ensure that we were able to inform the current Park Manager first, so that he would have the opportunity to advise the people affected. Council made its decision in confidence at its meeting on Tuesday 22 January 2013, and resolved to retain its decision in confidence until the parties affected had been advised of the decision. I met personally with the Park Manager as soon as possible on Thursday morning, 24 January. Later that day, we provided the Manager with a flyer for all of the people affected. This flyer was distributed within 48 hours of Council making its decision. I understand that Channel 7 arrived at the Park on the same afternoon. More detailed information was posted on Council's web-site on Friday 25 January, including the information (without financial modelling) which was presented at a council workshop in December 2012. As soon as the conditions for releasing the report and minutes from confidence were met, the documents were released and made available on our web-site.

To date Council has not indicated that it is willing to reconsider its decision to no longer offer long-term or annual agreements. I have however, taken the opportunity to forward your letter to Acting Mayor Rosemary Clancy, and the other members of Council. Acting Mayor Clancy has advised that she would be happy to meet with you to discuss Council's decision in more detail. Should you wish to discuss the matter with Acting Mayor Clancy a convenient time can be arranged by contacting my office on 8229 9911.

Yours sincerely

Justin Lynch
Chief Executive Officer

Attachment 9





building strong communities

Mr Justin Lynch
Chief Executive Officer
PO BOX 19
BRIGHTON SA 5048

Chloë Fox MP

Member for Brighton

Parliament of South Australia

Brighton Electorate Office

7 Sturt Road
BRIGHTON SA 5048

☎ (08) 8296 9833

☎ (08) 8377 1324

brighton@parliament.sa.gov.au

CITY OF HOLDFAST
BAY
SCANNED
11 FEB 2013
Doc No. _____
Business
Container No. B4059

①

February, 8 2013

Dear Mr Lynch,

I am writing to you on behalf of numerous constituents who are facing the loss of their homes at the Brighton Caravan Park.

As you are aware the council intends of not renewing the leases of the permanent residents of the Brighton Caravan Park, meaning these residents must vacate the caravan park when their leases expire in June.

Many of the residents of the caravan park were surprised to learn that their leases would not be renewed. This is in spite of the claims made by council that this decision had been openly talked about since 2007.

Numerous residents have also detailed their concerns that many of the elderly people living at the caravan park will have no alternate accommodation. I have been notified by the council that no reimbursement will be paid to the permanent residents, and that they may need assistance from Housing SA to find accommodation.

I would appreciate it if you could look into how and when the residents were notified of the decision not to renew their leases, and whether council intends to provide any assistance whatsoever in finding alternate accommodation for those who would otherwise have none.

Thank you for your assistance with this matter,

Yours sincerely,

CHLOË FOX MP
Member for Brighton



chloëfox.com.au





holdfast.sa.gov.au

Brighton Civic Centre 24 Jetty Road, Brighton SA 5048
PO Box 19 Brighton SA 5048

P 08 8229 9999 F 08 8298 4561

Glenelg Customer Service Centre and Library
2 Colley Terrace, Glenelg SA 5045

12 February 2013

Chloe Fox MP
Member for Bright
7 Sturt Road
BRIGHTON SA 5046

Dear Ms Fox,

Thank you for your letter of 8 February 2013, requesting further information on changes to the Brighton Caravan Park.

As you are aware, Council has made a number of decisions in recent weeks, which effect the operation of the Park. Both of these decisions reflect Council's commitment to achieving the best value for all ratepayers in the City of Holdfast Bay.

People who had annual agreements in place with the Manager of the Brighton Caravan Park, Mr Rick Birchmore, were advised as soon as practicable after Council made its decision not to continue with annual agreements in the new management arrangement. Council made its decision on Tuesday evening, 22 January. I informed Mr Birchmore personally on Thursday morning of the same week. He was asked to provide a flyer directly to those people who would be affected that afternoon. It is my understanding that he did so. This means that as many people as possible were advised by Mr Birchmore (and Council) within 48 hours of Council making its decision. Included in the flyer distributed on Thursday 24 January was the name and contact details of a senior manager who could provide additional information to individuals as required.

More detailed information was posted on Council's web-site on Friday 25 January 2013. Arrangements have recently been finalised to provide case management support for individuals affected. Enclosed is a copy of the letter providing these people with the details of the service as well as contact details. This letter has been sent to each annual renter.

Yours sincerely

Justin Lynch
Chief Executive Officer

Enc:

Attachment 10





Community Land Management Plan

Business Facility

Introduction

Consistent with the *Local Government Act 1999*, the City of Holdfast Bay has prepared Management Plans for the majority of its community land. A Management Plan is a document prepared in consultation with the community and will provide direction and assistance in the management, use and maintenance of the land held for community use.

Description – Business Facility

Business facilities classified as community land in the City generally have a high profile and are located in the District Centre at Glenelg and the Coastal Zone at Kingston Park. These assets are generally used by Council to deliver business, car parking and commercial activities to visitors and residents. Access to these assets are generally open to all members of the public, some involving a fee. Business facilities are generally leased to third parties, or operated on a commercial basis for a for profit centre by Council, and provide an alternate income source for the city and its community. Community facilities may form part of the business facility and may also incorporate a commercial or business component. Business Facility may include a building (or buildings) located on the land or only comprise a land use activity such as a car parking area.

Business Facilities

The following is a list of registered community facilities owned and/or under the care, control and management of the City of Holdfast Bay and affected by this Management Plan:

Elizabeth Street Carpark
Partridge Street Carpark
Milton / Cowper Street Carpark
Brighton Caravan Park

Identification Details (refer Schedule)

Ownership Details (refer Schedule)

Alienation by lease/licence

A lease or licence may be granted for the use of a Business Facility. However, if Council wishes to grant a lease or licence, it is required to be consistent with the objectives for the management of the land. Existing leases/licences for individual business facilities are detailed in the Schedule.

Purpose for which land is held

The City of Holdfast Bay owns or controls Business Facilities in order to provide:

- *and/or facilitate an alternative income source from rates; and*
- *business development opportunities, car parking facilities or related services for the benefit of the community.*

Reason why a Management Plan is required

Council owns and manages over 80 community land properties for a range of purposes such as recreation, tourism, community use and conservation. The *Local Government Act 1999* requires Council to prepare Management Plans for community land that has been, or is to be, specifically modified/adapted for the benefit/enjoyment of the community. Further, to ensure these valuable assets are managed in the best interests of the community, Council has prepared a range of Management Plans for different types of community land within its ownership, care, control and/or management.

Objectives for management of the land

To provide business facilities that are responsive to the needs of the local community in a sustainable profitable manner which provides an alternative income source to rates for the provision of services to the community.

To ensure that business facilities facilitate business development opportunities, car parking facilities and other services.

To ensure that business facilities are attractive and comply with Planning, Building and accessibility requirements, whilst providing an alternate income source which may facilitate the offsetting of costs associated with the provision of community facilities.

To ensure that business facilities are regularly maintained consistent with their usage and a whole-of-life asset management approach, and safe and functional.

Plans, Policies and By-laws

Following is a list of plans, policies and by-laws that may be relevant to the management of local parks and should be considered in conjunction with this Management Plan. Where there is a conflict or inconsistency between the provisions of a Management Plan under the Local Government Act and the provisions of an official plan or policy under a different Act, the latter will override the Management Plan to the extent of the inconsistency.

Council Plans*

- City of Holdfast Bay Strategic Plan 2009-14
- Holdfast Bay (City) Development Plan
- City of Holdfast Bay Urban Image Strategy Plan (2007)
- City of Holdfast Bay Open Space Strategy Plan (1999)
- Glenelg Access Strategy
- Jetty Road Glenelg Urban Design Framework
- Kingston Park Urban Design Framework
- Environment Management Plan (2001)
- "Access for All" – Report on Disability Access Project (October 1998)
- City of Holdfast Bay Public Convenience and Associated Facilities Review – Action Plan and Report (updated 2004)
- City of Holdfast Bay Heritage Works Manual
- City of Holdfast Bay Bike Plan Review (June 2000)
- Asset Management Plan
- Register of Local Heritage Places
- Street Tree Strategy (November 2001)
- Southern Councils Memorandum of Agreement to jointly develop a Reconciliation Agreement with the Kaurna Community (October 2003)

***Note:** There are also a number of specific plans that relate only to one piece of land (eg. Master Plans). Where relevant, these plans will be listed under that individual piece of land in the Schedule to this Management Plan.

Policies

- City of Holdfast Bay Community Consultation Model (adopted on 8 April 2003)
- Leasing Policy
- Social Development Policy (adopted on April 2004)
- Youth Policy.

By-laws

- By-law no. 3 – Council Land
- By-law no. 4 – Waste Management
- By-law no. 5 - Caravans and Camping
- By-law no. 7 – Fire Prevention
- By-law no. 8 – Creatures.

The above plans, policies and by-laws can be viewed at the Council office, at the Glenelg Customer Service Centre located in Glenelg Library or from the City of Holdfast Bay website at www.holdfast.sa.gov.au . They are subject to review and amendment from time to time as required.

Management

Management Issue	Strategies	Actions
Use/Activities	To ensure that community facilities provide for a range of community uses and activities, and appropriate facilities are provided for these activities.	<ul style="list-style-type: none"> • Use for business purposes that have limited impact on other users and neighbours, eg. recreation and educational services, small scale "venue for hire" activities for weddings • Provision of minor multi-functional recreation facilities such as playgrounds. • Provision of safe and clean public toilets in accordance with Council's Public Convenience and Associated Facilities Review.
Form/Buildings/Maintenance	Provide and maintain attractive and safe sites, buildings, structures and facilities while preserving the cultural and heritage values of the site.	<ul style="list-style-type: none"> • Design, build and maintain Community Facilities that meet the requirements of the City of Holdfast Bay Development Plan and maintain using a "whole of life-cycle" asset management approach. • Protect and preserve European and indigenous culture and heritage. • Monitor and promptly remove graffiti and repair vandalism to community buildings and assets. • Regularly maintain and upgrade park furniture in accordance with Council's Urban Image Strategy Plan. • Install fencing where there is a high usage by children, activities that require fencing or a barrier from neighbours is required.
Environment	Provide safe, attractive and well maintained grounds and landscaped areas whilst protecting and enhancing the native flora and fauna.	<ul style="list-style-type: none"> • Regularly maintain grounds and landscaped areas including grass and trees through regular maintenance programs (ie. lawn mowing, pruning). • Protect and enhance the native flora and fauna on Community Facilities sites including significant trees, within the context of their intensive use by

Management Issue	Strategies	Actions
		<p>the community and their suburban location.</p> <ul style="list-style-type: none"> • Where practical and feasible, install automated environmentally friendly irrigation systems. • Efficient use of water.
Movement/Access	Provide easily accessible community facilities for people regardless of age, gender, race or disability.	<ul style="list-style-type: none"> • Physical access is provided for all sections of the community through the provision of appropriate facilities. • Paths and trails are provided (where appropriate) and maintained. • Maintain effective car parking and vehicular access that caters for reasonably anticipated needs of the users of the Community Facility.
Management	Provide safe and clean Community Facilities and reduce exposure to hazards.	<ul style="list-style-type: none"> • Undertake and regularly update risk management processes for all community facilities. • Regular removal of waste and litter. • Cost effective community services are provided.

Performance Measures

The City of Holdfast Bay has established and regularly reports on performance measures through its Strategic Plan Key Performance Indicators that relate to the Goals and Objectives in the City of Holdfast Bay Strategic Plan. The relevant Goals, Objectives and KPIs for this Community Land Management Plan are:

KEY FOCUS 1: COMMUNITY

An engaged, well serviced, culturally rich, safe and healthy community, with a range of lifestyle choices

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
1.1 Creating a Safe Public Environment	<ul style="list-style-type: none"> > Identify and minimise risks and hazards to the community and improve planning, response and recovery arrangements for emergencies > Incorporate Safer by Design principles in planning and upgrades to public spaces or major private developments and work with regional partners on managing graffiti > Promote harm minimisation through improved management of licensed venues and alcohol-related issues, and lobby for increased police presence > Work with community and business watch groups to maintain a high level of safety and amenity in our local neighbourhoods > Encourage responsible pet ownership where people and pets integrate safely and harmoniously within our community 	<ul style="list-style-type: none"> • Leader • Information provider • Regulator • Leader • Partner • Regulator • Advocate • Facilitator • Partner • Advocate • Partner • Information provider • Regulator 	<ul style="list-style-type: none"> • Community's perception of personal safety and security (new) • Reported offences against persons in Holdfast Bay (existing) 	T2.8
1.2 Providing Cultural Enrichment	<ul style="list-style-type: none"> > Foster, encourage and promote participation in the creative, performing and visual arts through individuals, local groups and by the attraction of exhibitions, events and performances 	<ul style="list-style-type: none"> • Facilitator • Service provider • Partner 	<ul style="list-style-type: none"> • Increased visitation to cultural facilities and institutions (new) 	T4.3 T4.4 T4.5 T5.7 T5.8

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
	<ul style="list-style-type: none"> > Provide accessible and adaptive library services that meet our community's information needs and embrace technological change > Deliver creative urban design in our City's places and spaces 	<ul style="list-style-type: none"> • Service provider • Facilitator • Manager • Regulator 		
	<ul style="list-style-type: none"> > Provide a range of local community and cultural events that directly engage our residents and support local artists > Recognise the City's cultural diversity and engage the indigenous community in projects that may impact on culturally significant or sensitive sites 	<ul style="list-style-type: none"> • Facilitator • Manager • Facilitator • Partner 		
1.3 Supporting an Ageing Community	<ul style="list-style-type: none"> > Monitor, review and evaluate services to meet the needs of an ageing community > Work with other aged service and housing providers to facilitate an appropriate range of adaptable accommodation options to meet community demands > Promote ageing in place to enable residents to remain in their homes and connected to their community for longer > Enhance community transport options and key destination connections within and outside the City > Seek increased Government funding for the provision of community care services and explore opportunities to share resources with regional partners 	<ul style="list-style-type: none"> • Service provider • Facilitator • Partner • Leader • Service provider • Information provider • Leader • Service provider • Advocate • Facilitator • Partner 	<ul style="list-style-type: none"> • Total persons assisted by the Home and Community Care (HACC) program (new) • Community perception of the range and quality of aged care services provided in Holdfast Bay (new) • Total hours spent by volunteers participating in human service activities (existing) 	T2.4 T2.7

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
	<ul style="list-style-type: none"> > Continue to enhance the living environments and services provided at the Alwyndor residential aged care facility and ensure the facility remains responsive and adaptive to changing community demands 	<ul style="list-style-type: none"> • Manager • Service provider 		
1.4 Engaging and Investing in our Youth	<ul style="list-style-type: none"> > Provide a diverse range of services, participation and volunteering opportunities for our youth in partnership with other youth organisations, agencies and regional networks 	<ul style="list-style-type: none"> • Facilitator • Partner • Service provider 	<ul style="list-style-type: none"> • Number of local youth engaged in Council/ partnered youth programs (new) • Number of local youth programs provided in local sporting and community based clubs (new) 	T2.2 T2.3 T4.3 T4.4 T5.6
	<ul style="list-style-type: none"> > Develop and maintain close working relationships with schools, key agencies and youth service providers and encourage community leaders and the wider community to engage with young people > Promote and encourage a range of healthy lifestyle activities and initiatives for our youth > Encourage youth participation in the arts 	<ul style="list-style-type: none"> • Facilitator • Partner • Facilitator • Manager • Service provider • Facilitator 		
1.5 A Well Served Community	<ul style="list-style-type: none"> > Explore opportunities for resource sharing to increase efficiency, improve choice, reduce cost and enhance the delivery of services to our community > Investigate a diversification of revenue sources to assist in the delivery of an appropriate range of services to our community that meet changing needs and expectations > Better inform our community of the range and nature of services that we deliver 	<ul style="list-style-type: none"> • Facilitator • Partner • Service provider • Advocate • Partner • Information provider • Service provider 	<ul style="list-style-type: none"> • Community's perception of Council's overall performance in providing core local government services (recycling, waste disposal, community and cultural services, environmental and health management, animal management, planning and development controls and economic development services) (new) • Number of programs provided by Community 	T1.7

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
	<ul style="list-style-type: none"> > Encourage greater community involvement in determining the types and levels of services offered by Council > Investigate opportunities to identify a network and variety of community hubs to meet the future needs of our community > Maintain a high level of volunteering in Holdfast Bay to enhance Council's service delivery and community well-being 	<ul style="list-style-type: none"> • Facilitator • Information provider • Leadership • Service Provider • Leadership • Service Provider • Partner 	Centres (new)	
1.6 A Family Friendly City	<ul style="list-style-type: none"> > Encourage a suitable mix of housing and choice to attract young families 	<ul style="list-style-type: none"> ▪ Regulator 	<ul style="list-style-type: none"> • Community's perception of the level and quality of family-oriented activities and services in Holdfast Bay (new) 	T2.2 T2.3
	<ul style="list-style-type: none"> > Create a safe, accessible and legible public environment for children, including the development of suitable amenities for parents and expansion of well-connected 'free' transport options > Enhance the type and range of 'free' or low cost activities within our City to continue to attract families, including a focus on facilitating family-friendly community events > Maximise passive and active recreation opportunities in public reserves and open spaces to promote active child play 	<ul style="list-style-type: none"> • Facilitator • Manager • Service provider • Manager • Facilitator • Service Provider • Information Provider • Manager • Service provider 	<ul style="list-style-type: none"> • Number of local family-friendly community events (new) 	

KEY FOCUS 2: Sustainable Environment

A City that values and protects its natural environment for the enjoyment and health of future generations

<p>2.2 Preserving and Enhancing Our Coastal Assets</p>	<ul style="list-style-type: none"> > Identify and manage coastal hazards and the impacts of climate change to protect our City's built environment and beaches > Work with the State Government to implement Adelaide's Living Beaches Strategy, with a focus on progressing measures for sand replenishment and retention > Work with neighbouring councils to minimise the impacts of urban development and resultant waste and pollutants on our beaches and Gulf St Vincent 	<ul style="list-style-type: none"> • Leader • Facilitator • Facilitator • Partner • Advocate • Facilitator • Partner 	<ul style="list-style-type: none"> • Amount of waste and pollutants diverted from the marine environment (Gross Pollutant Traps) (existing) • Amount of sand reintroduced to our City's beaches (new) 	<p>T3.5 T3.9</p>
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KEY FOCUS 3: Economic Prosperity

A financially sustainable City that supports and attracts tourism opportunities, fosters businesses growth and innovation and enjoys a high standard of living

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
<p>3.2 Provide Value for Money for Our Community</p>	<ul style="list-style-type: none"> > Provide value for money for our ratepayers through sensible spending and a fair, equitable and transparent rating policy > Focus on maximising the use of our existing assets over the acquisition of new ones > Inform our community on the use of the City's rate revenue and any infrastructure backlog and service issues 	<ul style="list-style-type: none"> • Manager • Service provider • Manager • Leader • Information Provider 	<ul style="list-style-type: none"> • Operating Result (new) • Interest Cover Ratio (new) 	<p>T1.7</p>

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
	<ul style="list-style-type: none"> > Ensure that our expenditure aligns with community expectations and priorities in a rapidly changing operating environment > Build the City's financial capacity to meet unforeseen expenditure and significant capital renewal requirements that are likely to arise in the future 	<ul style="list-style-type: none"> • Manager • Manager 		
3.3 A Great Place to do Business	<ul style="list-style-type: none"> > Review our economic development priorities and consider our alignment with regional strategies and priorities to ensure we remain part of a robust economy > Monitor the activities of major retail and activity centres within close proximity to our City and consider opportunities to mitigate their potential impacts on our local economy > Investigate opportunities to expand our City's activity centres through encouraging more 'mixed use' environments and the creation of new centres in suitable locations > Ensure our City's existing business and activity precincts remain economically viable and protect and enhance valuable employment land at Somerton Park > In collaboration with our local regional business partners, foster business innovation to diversify our economic base and take advantage of Government funding opportunities for local businesses 	<ul style="list-style-type: none"> • Leader • Facilitator • Partner • Leader • Leader • Facilitator • Regulator • Manager • Regulator • Advocate • Partner • Leadership 	<ul style="list-style-type: none"> • Net change of businesses in Holdfast Bay (new) • Performance in providing economic development services (new) 	<p>T1.1 T1.2 T1.5 T1.10</p>

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
	<ul style="list-style-type: none"> > Facilitate stakeholder-supported precinct marketing, management and business development actions to optimise the trading and business performance of our City's activity centres 	<ul style="list-style-type: none"> • Facilitator • Manager 		
<p>3.4 Providing the Infrastructure for Our Future</p>	<ul style="list-style-type: none"> > Maintain, renew and upgrade our assets and infrastructure in accordance with sound asset management practices and plans that equitably share the financial burden between current and future generations > Manage our community land in accordance with adopted Management Plans and consult with our community on proposals that may impact on, or alter the status of, community land or assets > Maximise financial returns on our assets and infrastructure and ensure returns are attributed back to our community in the form of asset and infrastructure renewal, enhanced services or rate reductions > Seek Government funding assistance for the ongoing maintenance of the City's major assets and infrastructure > Lobby the Government to broaden the scope of contributions paid by private developers to enhance public realm infrastructure for larger-scale development projects 	<ul style="list-style-type: none"> • Manager • Regulator • Manager • Information Provider • Manager • Service provider • Advocate • Partner • Advocate 	<ul style="list-style-type: none"> • Community satisfaction with asset and infrastructure management (existing) • Asset sustainability ratio (existing) 	<p>T1.21</p>

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
	> Investigate and better understand the capacity of our City's infrastructure to sustain an increasing population	<ul style="list-style-type: none"> • Leader • Manager 		

KEY FOCUS 4: City Form

A well planned, accessible City that provides a variety of transport and housing choices, with well connected public areas that are enjoyed by all

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
4.1 Meeting the Housing Needs of Our Community	<ul style="list-style-type: none"> > Work closely with Government, housing and accommodation providers to ensure delivery of an appropriate and adaptable mix of housing in the City that responds to changing demographics and resident needs > Investigate opportunities to consciously provide affordable and adaptable housing opportunities in new development where feasible in order to reduce housing stress, particularly for our younger and older residents > Focus on the provision of high need housing in well integrated neighbourhoods with good access to a range of transport options > Pursue Government funding to investigate opportunities to supply alternative housing options on Council owned sites where feasible 	<ul style="list-style-type: none"> • Advocate • Facilitator • Partner • Leader • Facilitator • Regulator • Leader • Regulator • Leader • Partner 	<ul style="list-style-type: none"> • Change in the number and range of new dwellings constructed in the City (new) • Average turnaround times on development applications for new homes and additions (new) 	<p>T1.22</p> <p>T1.23</p> <p>T1.24</p> <p>T6.7</p> <p>T6.8</p> <p>T6.10</p>

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
	<ul style="list-style-type: none"> > Investigate the demand for student accommodation in Holdfast Bay given our proximity and accessibility to universities at Flinders and the Adelaide CBD > Enhance our development assessment processes to improve turnaround times on applications and minimise the cost of delays 	<ul style="list-style-type: none"> • Leader • Manager • Regulator 		
4.2 An Accessible City	<ul style="list-style-type: none"> > Maintain a strategic approach to traffic and transport management across the City and progressively undertake a range of specific or local area treatments based on priority 	<ul style="list-style-type: none"> • Manager • Service provider 	<ul style="list-style-type: none"> • Residents who travel regularly by non-private vehicle (existing) • Increase in length of footpaths or shared paths in the City that meet DDA compliance (new) 	<p>T1.21 T2.9 T2.10 T3.6</p>
	<ul style="list-style-type: none"> > Monitor and respond to reasonable, long-term demands for car parking in the City's key activity centres, including implementing the outcomes of the Glenelg Car Parking Study > Continue to undertake a range of traffic management improvements in Glenelg to ensure optimum accessibility and expand transport choices > Work with the Government, regional partners and community volunteers to enhance community transport and 'free' transport options > Enhance the City's bicycle and shared path networks > Ensure our public environment and transport corridors are legible and easy to navigate 	<ul style="list-style-type: none"> • Manager • Regulator • Partner • Manager • Regulator • Leader • Advocate • Service provider • Partner • Leader • Manager • Information provider • Manager 		

Objectives	Strategies	Council's Role	Indicators	SA Strategic Plan Target
	<ul style="list-style-type: none"> > Better link land use planning with provision of transport infrastructure and services > Ensure equitable access to the City's buildings, places and spaces > Confirm the future status of Brighton Road in the metropolitan Adelaide transport network 	<ul style="list-style-type: none"> • Facilitator • Manager • Regulator • Leader • Manager • Advocate 		
4.3 Creating Healthy Spaces and Places For People	<ul style="list-style-type: none"> > Better integrate the planning of our public spaces and neighbourhoods with preventative health initiatives > Maximise open space in medium and higher density developments through promotion of roof top gardens, communal open spaces and improved links to public open spaces > Enhance the visual and functional quality of key arrival and departure sites to the City and our high activity areas 	<ul style="list-style-type: none"> • Leader • Manager • Regulator • Service provider • Regulator • Facilitator • Manager 	<ul style="list-style-type: none"> • Community's perception of the quality of life in our City (existing) • Community satisfaction with the quality, accessibility and availability of public open space (new) • Number of households within walking distance (400 metres) to public transport (new) 	T2.2 T2.3 T2.4 T2.12
	<ul style="list-style-type: none"> > Maintain a high standard of urban design in our public spaces and places and upgrade recreational infrastructure to provide a diverse range of active 'play' opportunities for all age groups and abilities > Work with the State Government to enhance the visual quality and function of our key arterial roads > In partnership with the Power Line Environment Committee, focus any future undergrounding of power lines in our City's high profile activity and historic precincts 	<ul style="list-style-type: none"> • Leader • Facilitator • Manager • Partner • Advocate • Partner • Manager • Advocate • Partner • Manager • Service provider 		

Business Facility

Schedules

Schedule

Elizabeth Street Car Park

Elizabeth Street Car Park is an at grade car parking area that is located on the south western corner of Elizabeth and Moseley Streets at Glenelg. It accommodates approximately 63 ticketed car parking spaces.

It forms an important component of the:

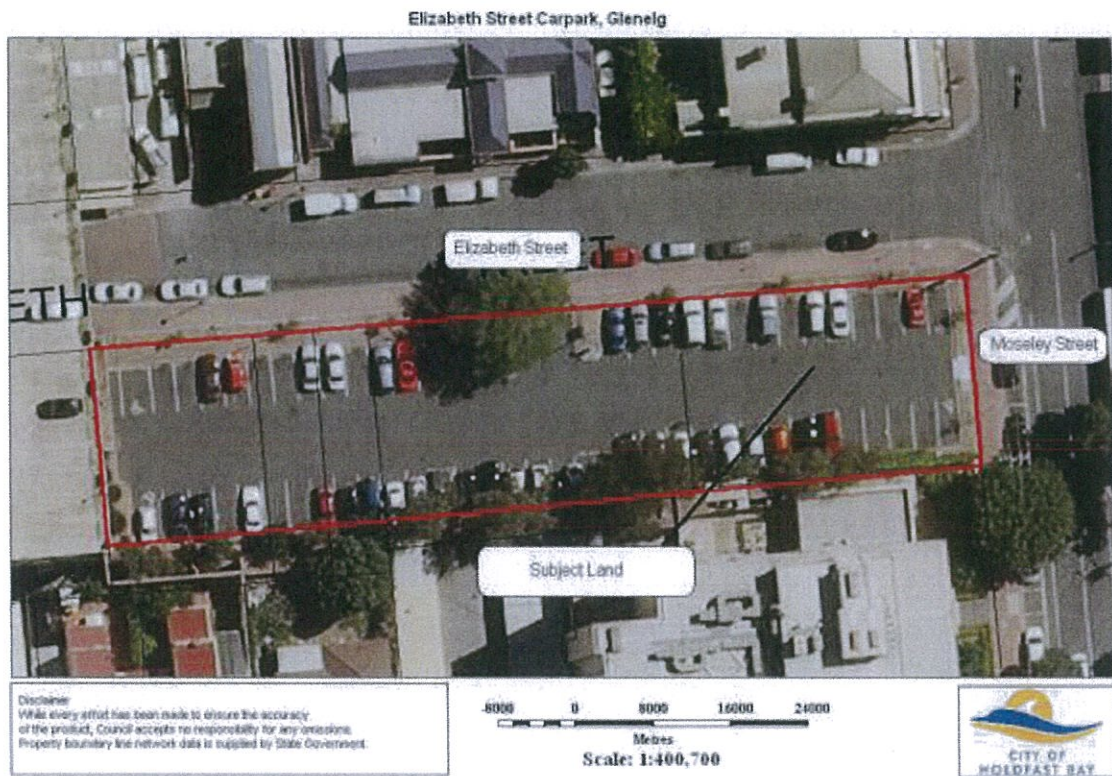
- Glenelg Access Strategy which identifies this site as a potential opportunity to consolidate and expand car parking opportunities in conjunction with redevelopment of the site;
- Jetty Road, Glenelg Urban Design Framework which recognises the provision of new off-street car parks on the periphery of the Jetty Road District Centre including at Elizabeth Street, to maximise the use of high value land in congested areas; and
- City of Holdfast Bay Development Plan which identifies this site as a Council car park with potential for redevelopment as an extended decked carpark

Identification and Ownership Details

Street Address	2 – 8 Elizabeth Street
Suburb	Glenelg
Area	195m ² (approx.)
Certificate of Title	CT 6537/222
Owner	City of Holdfast Bay
Lease/licence details	Leased until 31 December 2009
Master Plan	n/a
Specific Management Issues	Potential to be developed for the purposes of an extended deck carpark with mixed use residential above the carpark level subject to the requirements of the Development Plan.



Schedule



Schedule

Partridge Street Car Park

Partridge Street Car Park is an at grade car parking area that is located on the eastern side of Partridge Street at Glenelg. It accommodates approximately 185 car parking spaces.

It forms an important component of the:

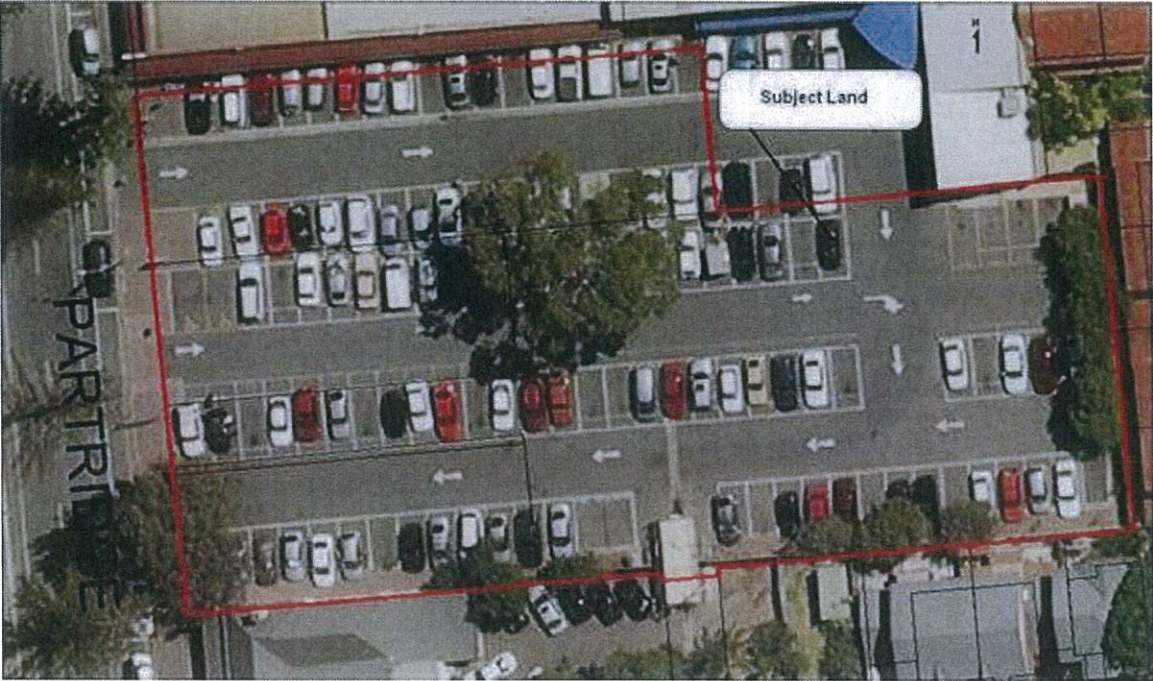
- Glenelg Access Strategy which identifies this site as a potential opportunity to consolidate and expand car parking opportunities in conjunction with redevelopment;
- Jetty Road, Glenelg Urban Design Framework which recognises the provision of new off-street car parks on the periphery of the Jetty Road District Centre including at Partridge Street, to maximise the use of high value land in congested areas; and
- City of Holdfast Bay Development Plan which identifies this site as a Council car park with potential for redevelopment as an extended decked carpark.

Identification and Ownership Details

Street Address Partridge Street
Suburb	Glenelg
Area	3175m ² (approx.)
Certificate of Title	CT 46965/215
Owner	City of Holdfast Bay
Lease/licence details	-
Master Plan	n/a
Specific Management Issues	Use as a public access car park



Schedule



Aerial Photo of Partridge Street Car Park

Schedule

Milton / Cowper Street Car Park

The Milton / Cowper Streets Car Park is an at grade car parking area that is located on the southern side of Milton Street and the western and eastern side of Cowper Street at Glenelg. Access to this carpark is gained from Milton Street and Cowper Street and from an access lane that has been created on the sites at 3 and 9 Partridge Street. It accommodates approximately 185 car parking spaces.

It forms an important component of the:

- Glenelg Access Strategy which identifies this site as a potential opportunity to consolidate and expand car parking opportunities in conjunction with future redevelopment;
- Jetty Road, Glenelg Urban Design Framework which recognises the provision of new off-street car parks on the periphery of the Jetty Road District Centre including at Elizabeth Street, to maximise the use of high value land in congested areas; and
- City of Holdfast Bay Development Plan which identifies this site as a Council car park with potential for redevelopment as an extended decked carpark

Identification and Ownership Details

Street Address	24 – 26 Milton St and 2-4 Cowper Street
Suburb	Glenelg
Area	3115m ² (approx.)
Certificate of Title	CTs 5117/402, 5853/854 5123/173 & 219 ,5651/969
Owner	City of Holdfast Bay
Lease/licence details	-
Master Plan	n/a
Specific Management Issues	Use as a public access car park



Schedule





Aerial Photo of Milton / Cowper Street Car Park

Schedule

Partridge Street Shopfronts

Partridge Street Shopfronts are a pair of two storey shopfront buildings located on the western side of Partridge Street at Glenelg. The buildings accommodate a variety of community and business activities. The land also provides access and egress to the Milton and Cowper Street carparking area which is located towards the rear and west of the site.

The site forms an important component of the:

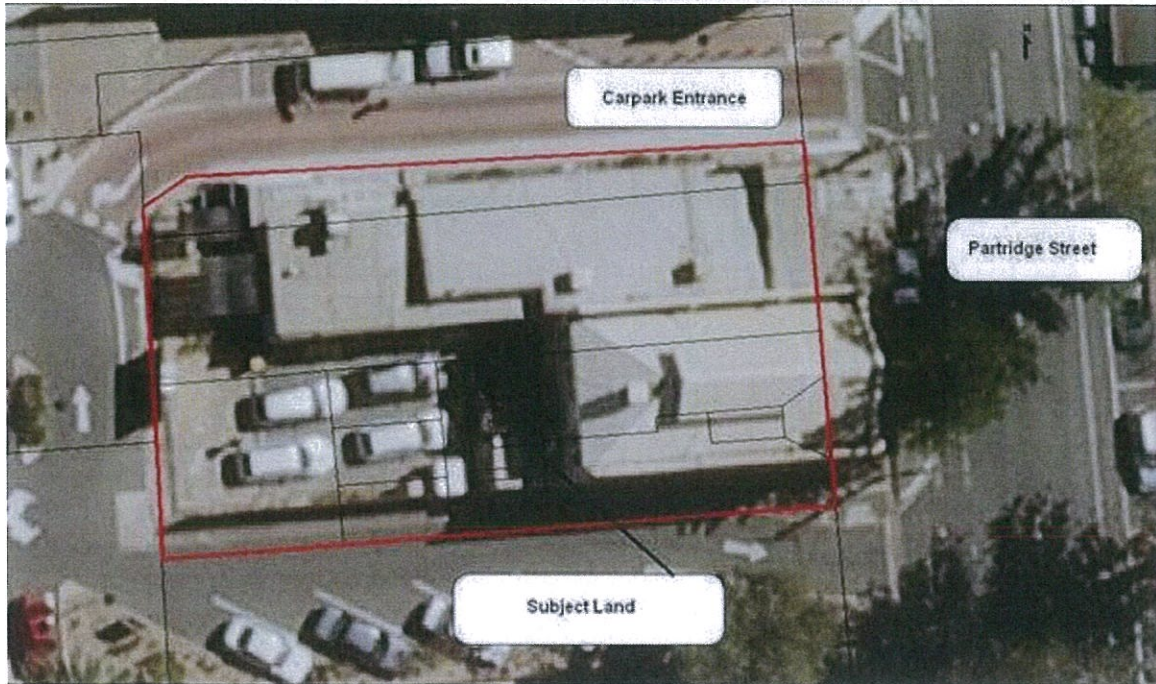
- Glenelg Access Strategy which identifies this land as a potential opportunity to consolidate and expand car parking opportunities in conjunction with redevelopment; and
- The Jetty Road, Glenelg Urban Design Framework which recognises the need to provide/ partner and facilitate the development of new car parks where required from the Holdfast Bay Car Park Contribution Fund and Glenelg Access Strategy Reserve Fund, including consideration of site consolidation opportunities, Build Own Operate Transfer (BOOT) schemes, Public Private Partnerships (PPP) and other innovative approaches to offstreet parking supply, for key Council-owned sites including Partridge Street.

Identification and Ownership Details

Street Address	5 - 9 Partridge Street
Suburb	Glenelg
Area	1180m ² (approx.)
Certificate of Title	CTs 5402/363 & 364, 5324/93, 5397/317
Owner	City of Holdfast Bay
Lease/licence details	Short term use by community groups
Master Plan	n/a
Specific Management Issues	Use for community/ business activity, car parking and vehicular access



Schedule



Aerial Photograph of Partridge Street Shopfronts property

Schedule

Brighton Caravan Park

The Brighton Caravan Park and Holiday Village is situated overlooking the waters of Gulf St. Vincent at Kingston Park with access gained from Strickland Road. It is located on the foreshore at Kingston Park below the cliff face. It accommodates a park kiosk, laundry, campers' kitchen, BBQ area, gazebo, playground, paddle ski hire and camping sites and cabins.

Its history dates back to the early 1900s when the then State Government purchased 20 acres of foreshore land at Kingston Park including Kingston House for use as a national reserve. By the mid – late 1920s Kingston House was converted to a tourist hostel and the provision of caravan and camping facilities, tennis courts and other services associated with tourism and holiday makers had occurred. Over time the Brighton Caravan Park and Holiday Village has evolved to be a central focus of this part of the Kingston Park precinct.

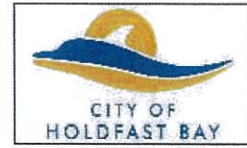
It is leased until 30 June 2013.

Identification and Ownership Details

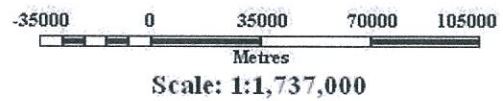
Street Address	250 Esplanade
Suburb	Kingston Park
Area	68924 m ² (approx.)
Certificate of Title	CT 5557/560
Owner	City of Holdfast Bay
Lease/licence details	Ricklemore Park Management P/L 2013
Master Plan	Kingston Park Urban Design Framework
Specific Management Issues	Use for caravan park and tourist accommodation

Schedule

Kingston Park Caravan Park



Disclaimer
While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any omissions. Property boundary line network data is supplied by State Government.

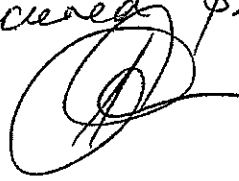


Attachment 11

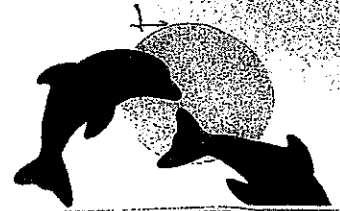


03/08/12

Received \$25 application fee.



BRIGHTON CARAVAN PARK
KINGSTON PARK
S.A. 5049
PH (08)83770833



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**


Burnham Road Kingston Park SA 5049

Ph: (08) 8377 0833
Fax: (08) 8377 0628

Email: info@brightoncaravanpark.com.au
Web: <http://www.brightoncaravanpark.com.au>

PURCHASING A CARAVAN TO LIVE ONSITE PERMANENTLY
Prospective buyers must be aware of the following:

- Brighton Caravan Park is owned by the City of Holdfast Bay and all operating rights are the responsibility of Ricklemore Park Management P/L.
- It is proposed by Holdfast Bay Council to redevelop the caravan park in the near future and until the new concepts are accepted it is unknown to what extent and what areas will be affected. This includes the status of permanent living.
- Management reserves the right to accept or not accept any new or extra resident. No reasons for refusal need be given.
- A purchase relates solely to the caravan and annex and does not include any land or other infrastructure whatsoever.
- Purchase of a caravan on a permanent site does not offer automatic rights to continue occupancy of the site on which the caravan is located.
- Evidence of previous payment history and a current Police Clearance certificate is required.
- All existing agreements to occupy a site are forfeited upon the sale of the caravan.
- A six week trial period applies prior to a tenancy Agreement being offered and normal tourist site fees apply during this period.
- At the end of a 6 week term a 'Tenancy Agreement' must be signed by all parties.
- Each agreement is for a maximum twelve month term.
- All agreements expire on the 30th day of June annually.
- Any extension of a residential contract remains solely at the discretion of Park Management and no guarantee of an extension is given. Compliance with regulations, site maintenance and caravan appearance play an important factor in the issuing of any new agreement.
- Age and condition of caravans may affect the resale.
- The purchaser remains responsible for all maintenance relating to the site/land on which the caravan and annex is situated.
- The purchaser must not add to or alter the exterior of any caravan or annex without prior permission of Caravan Park Management.
- Sites on B Block are restricted to permanent living only.
- Fees are subject to annual increases and electricity is included in as a separate charge.
- To avoid disappointment, it is advisable than no sale takes place until acceptance of the new owner/s is approved by the Caravan Park.
- Other caravan park regulations apply.
- **NOTE** - the caravan park has no involvement in the sale of caravans nor does it receive any commission or other incentive from any such sale.

Signed 
Contact Number

Name C.M. - KANTHOLS

Date

3.9.12

family
parks
the friendly parks



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

Burnham Road Kingston Park SA 5049

Ph: (08) 8377 0833

Fax: (08) 8377 0628

Email: info@brightoncaravanpark.com.au
Web: <http://www.brightoncaravanpark.com.au>

PURCHASING A CARAVAN TO LIVE ONSITE PERMANENTLY

Prospective buyers must be aware of the following:

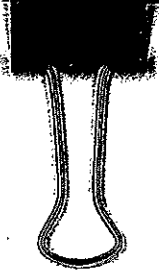
- Management reserves the right to accept or not accept any new or extra resident. No reasons for refusal need be given.
- A purchase relates solely to the caravan and annex and does not include any land or infrastructure whatsoever.
- Purchase of a caravan on a permanent site does not offer automatic rights to continue occupancy of the site on which the caravan is located.
- Evidence of previous payment history and a current Police Clearance certificate is required.
- All existing agreements to occupy a site are forfeited upon the sale of the caravan.
- A six week trial period applies prior to a tenancy Agreement being offered.
- Normal tourist site fees apply for the initial 6 week trial period.
- At the end of a 6 week term a 'Tenancy Agreement' must be signed by all parties.
- Each agreement is for a maximum twelve month term.
- All agreements expire on the 30th day of June annually.
- Any extension of a residential contract remains solely at the discretion of Park Management and no guarantee of an extension is given. Compliance with regulations, site maintenance and caravan appearance play an important factor in the issuing of any new agreement.
- Restrictions will be placed on the resale of caravans older than 20 years.
- The purchaser remains responsible for all maintenance relating to the site/land on which the caravan and annex is situated.
- The purchaser must not add to or alter the exterior of any caravan or annex without prior permission of Caravan Park Management.
- Sites on B Block are restricted to permanent living only.
- Fees are subject to annual increases and electricity is included in as a separate charge.
- To avoid disappointment, it is advisable that no sale takes place until acceptance of the new owner/s is approved by the Caravan Park.
- Other caravan park regulations apply.
- **NOTE** - the caravan park has no involvement in the sale of caravans nor does it receive any commission from any such sale.

Signed *Roddy A...*
Contact Number 0400 146630

Name *[Signature]*

Date 29/06/12

**family
parcs**
the friendly parcs



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

Burnham Road Kingston Park SA 5049

Ph: (08) 8377 0833
Fax: (08) 8377 0628

Email: info@brightoncaravanpark.com.au
Web: <http://www.brightoncaravanpark.com.au>

PURCHASING A CARAVAN TO LIVE ONSITE PERMANENTLY

Prospective buyers must be aware of the following:

- Management reserves the right to accept or not accept any new or extra resident. No reasons for refusal need be given.
- A purchase relates solely to the caravan and annex and does not include any land or infrastructure whatsoever.
- Purchase of a caravan on a permanent site does not offer automatic rights to continue occupancy of the site on which the caravan is located.
- Evidence of previous payment history and a current Police Clearance certificate is required.
- All existing agreements to occupy a site are forfeited upon the sale of the caravan.
- A six week trial period applies prior to a tenancy Agreement being offered.
- Normal tourist site fees apply for the initial 6 week trial period.
- At the end of a 6 week term a 'Tenancy Agreement' must be signed by all parties.
- Each agreement is for a maximum twelve month term.
- All agreements expire on the 30th day of June annually.
- Any extension of a residential contract remains solely at the discretion of Park Management and no guarantee of an extension is given. Compliance with regulations, site maintenance and caravan appearance play an important factor in the issuing of any new agreement.
- Restrictions will be placed on the resale of caravans older than 20 years.
- The purchaser remains responsible for all maintenance relating to the site/land on which the caravan and annex is situated.
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Signed
Contact Number

Name HELEN FOSTER

Date 7.12.2012

0427794058

family

caravan parks
the friendly parks



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

Burnham Road Kingston Park SA 5049

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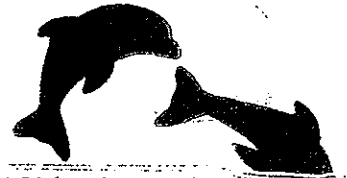
Signed 
Contact Number

0400 680 660

Name Darryl Campaign

Date 28-8-12

family



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

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- Other caravan park regulations apply.
- **NOTE** - the caravan park has no involvement in the sale of caravans nor does it receive any commission from any such sale.

Signed *AM Newton*
Contact Number

0419034211

Name Heather NEWTON

Date 30/1/12

family
PARKS
the friendly parks

BOLIS / SAT 15 OCT
(pending approval)



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

Burnham Road Kingston Park SA 5049

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- Other caravan park regulations apply.
- **NOTE** – the caravan park has no involvement in the sale of caravans nor does it receive any commission from any such sale.

Signed
Contact Number

Name John Campagnolo

Date 31-7-2011

0414 512 243

family

the friendly parks



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

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- Other caravan park regulations apply.
- **NOTE** – the caravan park has no involvement in the sale of caravans nor does it receive any commission from any such sale.

Signed
Contact Number

Name

Jeff Brown!

Date

18/9/11

family

BS18



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

Burnham Road Kingston Park SA 5049

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Fax: (08) 8377 0628

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PURCHASING A CARAVAN TO LIVE ONSITE PERMANENTLY

Prospective buyers must be aware of the following:

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- Purchase of a caravan on a permanent site does not offer automatic rights to continue occupancy of the site on which the caravan is located.
- Evidence of previous payment history and a current Police Clearance certificate is required.
- All existing agreements to occupy a site are forfeited upon the sale of the caravan.
- A six week trial period applies prior to a tenancy Agreement being offered.
- Normal tourist site fees apply for the initial 6 week trial period.
- At the end of a 6 week term a 'Tenancy Agreement' must be signed by all parties.
- Each agreement is for a maximum twelve month term.
- All agreements expire on the 30th day of June annually.
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- The purchaser remains responsible for all maintenance relating to the site/land on which the caravan and annex is situated.
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- Sites on B Block are restricted to permanent living only.
- Fees are subject to annual increases and electricity is included in as a separate charge.
- To avoid disappointment, it is advisable that no sale takes place until acceptance of the new owner/s is approved by the Caravan Park.
- Other caravan park regulations apply.
- **NOTE** – the caravan park has no involvement in the sale of caravans nor does it receive any commission from any such sale.

Signed _____
Contact Number

Name *Janine Matheson*

Date *14th Sep 2011*

family

the friendly parks

PURCHASING A CARAVAN TO LIVE ONSITE

Prospective buyers must be aware of the following:

- Management reserves the right to accept or not accept any new or extra resident. No reasons for refusal need be given.
- At the end of a 6 week term a 'Tenancy Agreement' must be signed to occupy a site long term. Agreement is for a twelve month maximum term and expires on the 30th day of June annually.
- Any extension of a residential contract remains solely at the discretion of Park Management and no guarantee is given.
- Annual extensions to residential contracts will only be offered to those who comply with regulations and maintain the site and their caravan in a neat and tidy condition.
- As the caravan park is to be redeveloped in the near future there is no guarantee of the continuance of permanent residency.
- Restrictions will be placed on the resale of caravans older than 20 years.
- Your purchase relates solely to the caravan and annex and does not include any land whatsoever.
- The purchaser remains responsible for all maintenance relating to the site/land on which the caravan and annex is situated.
- The purchaser must not alter the land of the site in anyway without prior permission of Caravan Park Management.
- The purchaser must not add to or alter the exterior of any caravan or annex without prior permission of Caravan Park Management.
- To avoid disappointment, it is strongly suggested than no sale takes place until Caravan Park Management has agreed to the acceptance of the new owner/s.
- Caravans are to only be purchased by persons wishing to live onsite permanently.
- Fees are subject to annual increases and electricity is not included in normal site fee.
- NOTE – the caravan park holds no responsibility in the sale of caravans nor does it receive any commission from any sale.

Signed
Contact Number

Name

Date

E J Groenember

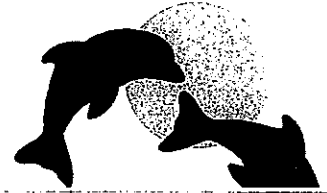
Eileen J GROENENBERG

27/4/2011

Attachment 12



Newsletter
24th December 2009



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

Burnham Road Kingston Park SA 5049

Ph: (08) 8377 0833

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RUMOUR MONGERING THAT IS OCCURRING AMONGST SOME PERMANENT RESIDENTS MUST STOP

1. Yes! Rick & Libby hold the lease for a further 3.5 years.
2. No! The park is not up for sale and there is no intention of selling it.
3. For reasons beyond our control, particularly if we do not regain the Park Lease, we cannot place any guarantee on the continuance of retaining permanent residents. There is no intention at this time to close down B Block.
4. Although different to the opinion of some residents, we can however guarantee that there is no legal obligation for us to renew or extend occupancy agreements with any resident who continually breaches regulations and is served with three breach notices.

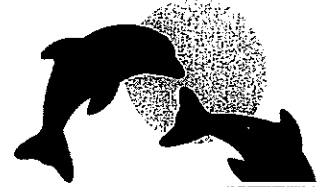
All caravan park staff wish a merry and safe Christmas to all residents.

Rick & Libby Birchmore
Brad & Erika and
Staff

family

the friendly parks

B023



**BRIGHTON CARAVAN PARK
• AND HOLIDAY VILLAGE •**

Bumham Road Kingston Park SA 5049

Ph: (08) 8377 0833

Fax: (08) 8377 0628

Email: info@brightoncaravanpark.com.au

Web: <http://www.brightoncaravanpark.com.au>

I, Heather Anne & Phillip Duguid

Acknowledge that prior to accepting occupancy at the Brighton Caravan Park and Holiday Village I am aware of the following conditions;

1. *Brighton Caravan Park and Holiday Village, Ricklemore Park Management and its Directors have no involvement in the sale or purchase of the caravan*
2. *The sale is solely for the caravan and fittings and the land on which they are situated always remains the property of Brighton Caravan Park and Holiday Village.*
3. *A residential site agreement is to be signed not less than six weeks of occupation.*
4. *All site agreements are for a maximum of twelve months and expire on the 30th day of June annually and are subject to review.*
5. *No extension or renewal of any residential agreement is guaranteed*
6. *The occupants agree to obide by all Park regulations as outlined in the prospectus.*

Signed by

date

HADuguid
Phillip Duguid
14/1/10

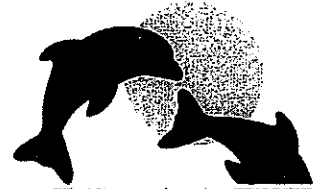
witnessed by

ERIKA SEUET
ERIKA SEUET

7/11/2009

family

the friendly parks



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• AND HOLIDAY VILLAGE •**

Burnham Road Kingston Park SA 5049

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I, CAROL JUDITH MARSLAND

Acknowledge that prior to accepting occupancy at the Brighton Caravan Park and Holiday Village I am aware of the following conditions;

1. *Brighton Caravan Park and Holiday Village, Ricklemore Park Management and its Directors have no involvement in the sale or purchase of the caravan*

2. *The sale is solely for the caravan and fittings and the land on which they are situated always remains the property of Brighton Caravan Park and Holiday Village.*

3. *A residential site agreement is to be signed not less than six weeks of occupation.*

4. *All site agreements are for a maximum of twelve months and expire on the 30th day of June annually and are subject to review.*

5. *No extension or renewal of any residential agreement is guaranteed.*

6. *The occupants agree to abide by all Park regulations as outlined in the prospectus.*

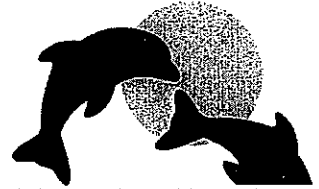
Signed by B. Marsland

date 14-10-09

witnessed by B. Neesens

family

the friendly parks



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I Douglas BOSS

Acknowledge that prior to accepting occupancy at the Brighton Caravan Park and Holiday Village I am aware of the following conditions;

1. *Brighton Caravan Park and Holiday Village, Ricklemore Park Management and its Directors have no involvement in the sale or purchase of the caravan*
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3. *A residential site agreement is to be signed not less than six weeks of occupation.*
4. *All site agreements are for a maximum of twelve months and expire on the 30th day of June annually and are subject to review.*
5. *No extension or renewal of any residential agreement is guaranteed*
6. *The occupants agree to abide by all Park regulations as outlined in the prospectus.*

Signed by

date

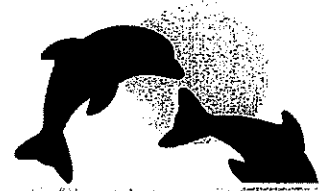

10/11/09

witnessed by



family

the friendly parks



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

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1. DAVID JAMES JOHNSON

Acknowledge that prior to accepting occupancy at the Brighton Caravan Park and Holiday Village I am aware of the following conditions;

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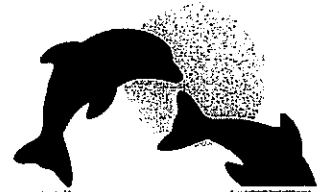
Signed by

date

D. Johnson
08/11/09

witnessed by

E. Sellet
ERIK SELLET



**BRIGHTON CARAVAN PARK
AND HOLIDAY VILLAGE**

Burnham Road Kingston Park SA 5049

Ph: (08) 8377 0833
Fax: (08) 8377 0628

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www.brightoncaravanpark.com.au

I, Tanya Hayward

Acknowledge that prior to accepting occupancy at the Brighton Caravan Park and Holiday Village, I agree to the following conditions;

1. *Brighton Caravan Park and Holiday Village, Ricklemore Park Management and its Directors have no involvement in the sale or purchase of the caravan*
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Signed by

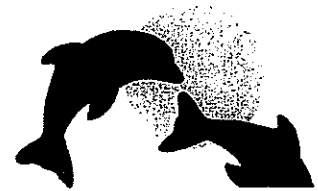
date

27-11-09

witnessed by

7/11/2009

family
parks
the friendly parks



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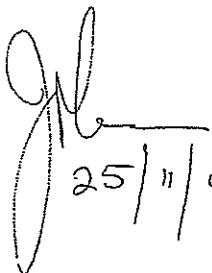
Joyce Morris BIG

Acknowledge that prior to accepting occupancy at the Brighton Caravan Park and Holiday Village I am aware of the following conditions;

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6. The occupants agree to abide by all Park regulations as outlined in the prospectus.

Signed by

date


25/11/09

witnessed by


ERIKA SELLEY

7/11/2009

family
parks
the friendly parks