



# 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 12 June 2018 at 7.00pm**

Justin Lynch  
CHIEF EXECUTIVE OFFICER

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



## Ordinary Council Meeting Agenda

### 1. OPENING

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

### 2. KAURNA ACKNOWLEDGEMENT

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

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

### 3. 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 22 May 2018 be taken as read and confirmed.**

Moved Councillor \_\_\_\_\_, Seconded Councillor \_\_\_\_\_

**Carried**

### 8. PUBLIC PRESENTATIONS

8.1 **Petitions - Nil**

**8.2 Presentations****8.2.1 Institute of Public Works Engineering Australasia - Award**

A Certificate of High Commendation has been awarded to Tonkin Consulting and the City of Holdfast Bay.

**8.3 Deputations - Nil****9. QUESTIONS BY MEMBERS****9.1 Without Notice****9.2 On Notice**

9.2.1 Question on Notice - Facial Recognition Technology in Public Places (Report No: 184/18)

9.2.2 Question on Notice – Marymount College Lease Arrangements (Report No: 204/18)

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

11.1 Motion on Notice – Short Term Rental Agreements – Councillor Bouchee (Report No: 200/18)

11.2 Motion on Notice – Jetty Road Management Committee Governance Structure – Councillor Bouchee (Report No: 201/18)

11.3 Motion on Notice – Replanting of the Garden in Front of the Civic Centre – Councillor Bouchee (Report No: 202/18)

11.4 Motion on Notice – Parking on Side Streets in Broadway Commercial Precinct – Councillor Smedley (Report No: 203/18)

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

13.1 Minutes – Alwyndor Management Committee – 15 May 2018 (Report No: 192/18)

13.2 Minutes – Audit Committee – 6 June 2018 (Report No: 193/18)

**14. REPORTS BY OFFICERS**

14.1 Items in Brief (Report No: 196/18)

14.2 2018 New Years Eve Dry Area - Glenelg (Report No: 185/18)

14.3 New Lease Agreement – Bowker Street Oval (Report No: 186/18)

14.4 Glenelg Oval – Proposed Telecommunications Tower – Revised Offer (Report No: 187/18)

14.5 2018-19 Annual Business Plan (Report No: 194/18)

14.6 2018-19 Budget Adoption (Report No: 195/18)

14.7 Appointment to Audit Committee (Report No: 197/18)

**15. RESOLUTIONS SUBJECT TO FORMAL MOTIONS**

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

**16. URGENT BUSINESS – Subject to the Leave of the Meeting****17. CONFIDENTIAL****17.1 Chief Executive Officer's 2018 Performance Appraisal (Report No: 198/18)**

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. pursuant to section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to Report No: 198/18 Chief Executive Officer's Performance Appraisal is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), being Justin Lynch, Chief Executive Officer being the Chief Executive Officer, Mr J Lynch because it details his performance review will be discussed, which are sensitive and are details which are only known to those who have participated in the review process.

**18. CLOSURE**

**JUSTIN LYNCH  
CHIEF EXECUTIVE OFFICER**

Item No: 9.2.1

Subject: QUESTION ON NOTICE – FACIAL RECOGNITION TECHNOLOGY IN PUBLIC SPACES

Date: 12 June 2018

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## QUESTION

Councillor Charlick asked the following question:

- “1. *Is Council obligated by (State or Commonwealth) law to hand over footage from Council-owned CCTV to any relevant bodies? If so, what are the key relevant laws/statutes, and which bodies can compel Council to hand footage over?*
2. *Does Council use any facial recognition technology (hardware or software) for any purpose currently, or have plans to implement it in the foreseeable future?*
3. *To administration's knowledge has facial recognition technology been applied to any footage gathered by Council, by any other party/relevant body?*
4. *To administration's knowledge, do any private bodies/enterprises utilise facial recognition technology in Holdfast Bay in public spaces?*
5. *Is there a requirement for anybody wishing to apply facial recognition technology in Holdfast Bay (in public spaces) to seek permission from Council or any other statutory authority?”*

## Background

These questions come out of concern at the rate of uptake and move towards facial recognition technology in public spaces, and the endless creep of government and third party data gathering.

It is my view that personal data privacy may very soon be impossible, and that facial recognition technology is aiding in eroding civil liberties. It should be high on the list of priorities of Council to make sure that wherever possible residents' and visitors' privacy is treated with the greatest respect.

## ANSWER – General Manager City Assets

Since the 2006 installation of the City of Holdfast Bay's first CCTV cameras in Moseley Square, the network has expanded to monitor “prominent” areas within the city. The surveillance network coverage now includes the majority of Glenelg Precinct, as well as various locations within Glenelg South, Brighton Seacliff and the southern end of the Coast Walk.

Following the commencement of the *Surveillance Devices Act 2016 (SA)*, and being aware of the changing nature of surveillance management and personal privacy, on 28 November 2017 Council endorsed (Resolution C281117/979) its Closed Circuit Television and Surveillance Policy ("*Policy*") which aligns council's public place monitoring and data management procedures with State and Federal legislation, as well as with the current Australian Standards.

In response to the above questions, Administration offers the following comments:

1. Though footage/data may be requested by external parties by way of Freedom of Information applications, Council is under no obligation to release footage/data; including to governing body (refer section 2.10-2.11 of the Policy).

However, in the event of a criminal act/offence being captured, the existing MOU held between the City of Holdfast Bay and South Australian Police (SAPol) authorises SAPol to access the footage/data for the purposes of investigation and gathering evidence for criminal proceedings.

If in the event such footage is withheld by Council, the Courts may compel Council to release said footage to aid proceedings.

2. Though Council's existing CCTV infrastructure's digital platform allows and supports the use of facial recognition software, no such software is currently integrated into the system for use, nor are there any plans to use such technology in the foreseeable future.
3. It is unknown whether facial recognition software has been subsequently utilised on any released data. However, as data is only released to law enforcement agencies, it is possible such software has been applied to assist with criminal proceedings.
4. Yes, a number of licensed premises utilise such technology **within** their respective premises. This is predominantly used to identify Barred Persons for the purpose of policing and enforcement (pursuant to Division 3 of the *Liquor Licensing Act 1997*).
- 5a. When the application of such technology is proposed for stand-alone private systems (e.g. installed in a licensed premises, business, private residence), no consent is required from either a local or state authority provided the system and software is installed in accordance with the requirements set out by the *Surveillance Devices Act 2016 (SA)*. This also includes private systems that may in part monitor 'public places'.
- 5b. Should SAPol seek to apply such technology to either live footage or copied/released data obtained from Council's CCTV infrastructure, no Council consent is required if the application is consistent with: operational requirements; functions of law enforcement; and/or relevant governing laws.

Item No: **9.2.2**

Subject: **QUESTION ON NOTICE – MARYMOUNT COLLEGE LEASE ARRANGEMENTS**

Date: 12 June 2016

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## **QUESTION**

Councillor Bouchee asked the following question:

*“Could the CEO please advise:*

- “1. What is the yearly Lease amount paid by Marymount College for the oval owned by Council on King George Avenue.*
- 2. Does Marymount College (Leaseholder) sub-lease or allow any other party use of part/whole of site.”*

## **ANSWER – Team Leader, Leasing & Commercial Operations**

The ‘Joint-Use Agreement’ held between the City of Holdfast Bay and the Catholic Church Endowment Society Incorporated (*“Licensee”*) for Mawson Oval commenced 16 February 2004 for a term of twenty-one (21) years.

Under this agreement, the Licensee is required to pay an annual Licence fee of \$1 per year payable on demand.

It has been confirmed that though the Licensee holds no formal sub-licence agreements for use of the land, an unofficial long-term agreement is held with the Warradale Cricket Club; which permits the Club to use the oval on a seasonal basis. The Warradale Cricket Club pays the Licensee an annual voluntary contribution of approximately \$1,200 which is used solely for grounds and cricket pitch management.

Item No: **11.1**

Subject: **MOTION ON NOTICE – SHORT TERM RENTAL AGREEMENTS –  
COUNCILLOR BOUCHEE**

Date: 12 June 2018

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### **PROPOSED MOTION**

Councillor Bouchee proposed the following motion:

**That the CEO write to the Minister of Planning recommending the following:**

**That the Minister of Planning review a Planning draft regulation defining short-term rentals as any rental term of less than 28 days and to define all such short-term rental agreements as being "hotel" rentals and, therefore any person undertaking such short-term rentals as operating a hotel suite the existing planning law covering a hotel would then apply.**

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### **BACKGROUND**

Both services such as Air BNB and the serviced apartment market are withdrawing accommodation from the normal rental market making renting for living less affordable and with the potential to affect resident strata owners / adjacent residents enjoyment of their property and amenity.

Both fall through the cracks of the current planning system and, Planning has known about this flaw for more than a decade and previous Ministers have not properly sought to fix their own failures.



Item No: **11.2**

Subject: **MOTION ON NOTICE – JETTY ROAD MANAGEMENT COMMITTEE GOVERNANCE STRUCTURE – COUNCILLOR BOUCHEE**

Date: 12 June 2018

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**PROPOSED MOTION**

Councillor Bouchee proposed the following motion:

**That the CEO bring back a report on the advantages and disadvantages of progressing the Section 41 Jetty Road Management Committee governance structure to that of a Section 42 Subsidiary, an Incorporated Body or other suitable arrangement.**

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**BACKGROUND**

It is appropriate and Best Practice for Council to regularly review the operation and efficiency of Council Committees.

It has previously been indicated by comments from committee members that it would be better to be more independent and more in control of their own agenda.

Item No: **11.3**

Subject: **MOTION ON NOTICE – REPLANTING OF THE GARDEN IN FRONT OF THE CIVIC CENTRE – COUNCILLOR BOUCHEE**

Date: 12 June 2018

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### **PROPOSED MOTION**

Councillor Bouchee proposed the following motion:

**That the CEO initiate a review of the design and implement are planting of the garden in front of the Civic Centre, Jetty Road Brighton with a possible mixture of formal and native plants/grasses/bushes and trees.**

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### **BACKGROUND**

The garden is in disrepair....it is the entry to the Civic Centre and Library. The garden has not been composted, signage has been neglected, grasses not maintained, the native pig face is diseased and dying.

The initial intention was to design a garden that encompassed the use of native plants within a formal setting as many of our residents have more formalized gardens. The Rose garden was transferred and the whole site was made into a native garden.....it did win an award but since then has not been maintained and has lost its integrity.

### **ADMINISTRATION COMMENT**

Staff have already implemented preliminary designs for upgrades to the Brighton Civic Centre gardens. Two options are being develop – the first concept being for a replacement native garden and the second for a new formal garden to align with the heritage nature of the building. Once the preliminary designs are fully developed, a briefing will be held with council to discuss the next steps including project budget.

Item No: **11.4**

Subject: **MOTION ON NOTICE – PARKING ON SIDE STREETS IN BROADWAY COMMERCIAL PRECINCT – COUNCILLOR SMEDLEY**

Date: 12 June 2018

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### **PROPOSED MOTION**

Councillor Smedley proposed the following motion:

#### **That administration:**

- 1. review unrestricted parking on side roads north and south of the Broadway Commercial Precinct (Hastings/Alma/Morley/Ramsgate Streets) for the possible introduction of parking restrictions to encourage reasonable turnover of parking for the benefit of businesses, residents, and particularly their visitors..**
- 2. Undertake Community Consultation to determine demand for such a change.**

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### **BACKGROUND**

Broadway Commercial Precinct currently has time restricted parking on Broadway, between Ramsgate Street and Partridge Street.

There are also some time restrictions on some, but not all of the side roads, which intersect with Broadway. The current restriction on the side roads are 1/2P on Ramsgate Street, adjacent Organic Café; and, 1P on Hastings Street, south of Broadway, on both sides of the road. These parking restrictions are adjacent businesses.

Concerns have been expressed that in areas where no time limits exist, the vehicles of traders staff and visitors to the precinct are limiting/preventing residents access to on-street parking for themselves, visitors and service delivery/trades people.

This motion seeks to canvas opportunities and the opinions of residents as to whether the introduction of timed parking/changes to timed periods, is warranted in Ramsgate, Morley and Hastings Streets.

Item No: **13.1**

Subject: **MINUTES – ALWYNDOR MANAGEMENT COMMITTEE – 15 MAY 2018**

Date: 12 June 2018

Written By: Personal Assistant, GM Alwyndor

General Manager: Alwyndor, Mr R Kluge

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### **SUMMARY**

The minutes of the Alwyndor Management Committee meeting held on 15 May 2018 are provided for information.

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### **RECOMMENDATION**

- 1. That the minutes of the Alwyndor Management Committee meeting on 15 May 2018 be noted.**
  - 2. That having considered Attachment 2 to Report No: 192/18 Minutes – Alwyndor Management Committee – 15 May 2018 in confidence under section 90(2) and (3)(b) of the Local Government Act 1999, the Council, pursuant to section 91(7) of the Act orders that Attachment 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.**
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### **COMMUNITY PLAN**

Community: Building a healthy, active and resilient community  
Community: Providing welcoming and accessible facilities  
Culture: Supporting excellent, efficient operations

### **COUNCIL POLICY**

Not applicable

### **STATUTORY PROVISIONS**

Not applicable

## **BACKGROUND**

This report is presented following the Alwyndor Management Committee Meetings.

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

## **CITY OF HOLDFAST BAY**

**Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held at Alwyndor Aged Care, Dunrobin Road, Hove on Tuesday 15 May 2018 at 6.30 pm.**

### **PRESENT**

#### **Elected Members**

Councillor R Aust

#### **Independent Members**

Chairman – Mr D Royans

Ms T Aukett

Mr T Bamford

Ms J Cudsi

Dr O Peters

#### **Staff**

General Manager Alwyndor– Mr R Kluge

Personal Assistant – Ms R Gordon

### **1. OPENING**

The Chairman declared the meeting open at 6.37 pm.

### **2. KAURNA ACKNOWLEDGEMENT**

With the opening of the meeting the Chairman stated:

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

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

### **3. APOLOGIES**

3.1 For Absence - Nil

3.2 Leave of Absence - Ms J Bonnici, Cr S Lonie, Mr I Pratt, Ms L Wills

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

Members were reminded to declare any interest before each item.

## 5. CONFIRMATION OF MINUTES

### Motion

**That the minutes of the Alwyndor Management Committee held on 17 April 2018 be taken as read and confirmed.**

Moved by Cr Aust, Seconded by Mr Peters

**Carried**

## 6. REPORTS/ITEMS OF BUSINESS

### 6.1 People and Culture Update (Report No: 30/18)

This report provides an update on Human Resources (HR) activity for the last two months as well as planned future activity.

*The General Manager provided the Committee with an update on various HR matters. The General Manager advised that recent staff briefings were received well and processes were explained/re-iterated in these sessions by Anthea LeCornu and that a reflection tool is being implemented in Residential. The General Manager advised that the commencement of the structural changes process was delayed by one week with a letter sent to staff today, 15 May.*

### Motion

**That the Alwyndor Management Committee receive the information provided in the People and Culture Update report.**

Moved Ms Cudsi, Seconded Cr Aust

**Carried**

### 6.2 Healthy Living Services Update (Report No: 29/18)

This report provides an overview of the activity in the Healthy Living (Therapy) Services department between January and March 2018.

*The Committee noted that the YTD profit and KPIs are encouraging and that all activity seems very positive. The General Manager advised that a submission made to Medibank late last year for rehabilitation in the home services has resulted in an invitation to move to the next stage. The Committee indicated a desire to see comparison data for sick leave (year-on-year) in the future. The General Manager informed the Committee that the flu vaccination process has changed this year whereby staff have received a voucher to go to a pharmacy at their convenience for their vaccination, instead of providing the service on-site.*

### Motion

**That the Alwyndor Management Committee receives and notes the information provided in this report.**

Moved Ms Cudsi, Seconded Mr Bamford

**Carried**

**6.3 Operations Update (Report No: 38/18)**

This report summarises the activities of the Operations department over the past 6 months and provides some insights into initiatives that have been in development or are planned for development over the next 6 months.

*The Committee acknowledge that the new website is a great improvement on the previous iteration.*

*The Committee sought clarification on how Alwyndor can provide the wide ranging services with the new phone system without charging a set-up fee? The General Manager advised that NBN changes means we will lose all our lines and therefore had to transition to a new system. The cost to residents will be \$1.50/day or \$2.50/day if including wi-fi access.*

*The General Manager provided the Committee with a summary of Walk-Me and the benefits this may have as a platform for staff to access the information they need when they need it.*

*The General Manager identified that the issue with system reporting for clinical incidents is close to being ironed out. The General Manager also elaborated on Nurse Call being at its end-of-life and identified that Alwyndor may be able to get another 5 years out of the system with an updated server.*

*It was also noted by the Committee that there is a 1% increase in expenditure for energy and an 8.77% decrease in usage. The General Manager confirmed that the energy report failed to deliver on the required elements and that was being worked through with the audit provider.*

**Motion**

**That the Alwyndor Management Committee receive and note Operations business unit update.**

Moved Mr Bamford, Seconded Cr Aust

**Carried**

**6.4 Minutes – Governance and Operations Committee – 1 May 2018 (Report No: 31/18)**

The minutes of the Governance and Operations Committee meeting held on 1 May 2018 are provided for information.

*The General Manager confirmed that the Governance and Operations Committee is occurring on a monthly basis, with an informal discussion occurring mid-cycle of the schedule. The Care and Support Services Committees only started in March due to the change-over of staff and the General Manager would like to delay the review of this structure to August.*



*The General Manager also acknowledged there is a significant action list of continuous improvement initiatives.*

*The Committee noted that the installation of the phone system was delayed but has now occurred.*

**Motion**

**That the minutes of the Governance and Operations Committee meeting held on 1 May 2018 be noted and a review of the structure be scheduled for August 2018.**

Moved Ms Aukett, Seconded Ms Cudsi

**Carried**

**6.5 General Manager's Report (Report No: 32/18)**

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.

*The General Manager provided an update on WHS contractor management which is scheduled for completion in June. All contractors are inducted however, ensuring their documentation compliance needs improvement. Anticipated completion date will be August or September.*

*The Deputy Chairperson provided an update to the Committee on the recruitment of members for the Alwyndor Management Committee. The Deputy Chairperson advised that 34 applications were received and 4 people were interviewed. Recommendations will be presented to Council on 22 May.*

**Motion**

**That the following items be noted:**

- 1. Meeting Dates and Task Schedule**
- 2. WHS Implementation Plan, and supports the change of date for contractor management to September 2018.**
- 3. Recruitment of Members to the Alwyndor Management Committee.**

Moved Cr Aust, Seconded Mr Peters

**Carried**

**7. CONFIDENTIAL**

**7.1 CCTV Upgrade (Report No: 36/18)**

**Exclusion of the Public – Section 90(3)(k) Order**

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and**

Staff in attendance at the meeting in order to consider Report No: 36/18 CCTV Upgrade in confidence.

2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 36/18 CCTV Upgrade on the following grounds:
  - k. pursuant to section 90(3)(k) of the Act, the information to be received, discussed or considered in relation to this Agenda Item are tenders for the supply of goods to upgrade Alwyndor's CCTV system.
3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Mr Bamford, Seconded Cr Aust

Carried

#### Motion

#### RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Agenda Item 7.1 CCTV Upgrade (Report No: 36/18) in confidence under section 90(2) and (3)(k) of the Local Government Act 1999, the Alwyndor, pursuant to section 91(7) of that Act orders that the Report and Minutes be retained in confidence for a period of 12 months and/or the Chief Executive Officer is authorised to release the documents when the CCTV upgrade is complete and that this order be reviewed every 12 months.

*This order is subject to section 91(8)(b) of the Act which provides that details of the identity of the successful tenderer must be released once Alwyndor has made a selection. In addition, section 91(8)(ba) of the Act requires details of the amount(s) payable by Alwyndor under a contract for the provision of cleaning services must be released once the contract has been entered into by all concerned parties.*

Moved Ms Aukett, Seconded Cr Aust

Carried

#### 7.2 **Energy Efficiency Assessment – Solar PV Array (Report No: 37/18)**

At the request of the General Manager this item has been withdrawn from the Alwyndor Management Committee agenda.

**7.3 Uniquity Report Update – Cost Proposal for Implementation of Action Plan (Report No: 33/18)**

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

- 1. That pursuant to Section 90(2) of the Local Government Act 1999 Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 33/18 Uniquity Report Update – Detailed Cost Proposal for Implementation of Action Plan in confidence.**
- 2. That in accordance with Section 90(3) of the Local Government Act 1999 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 33/18 Uniquity Report Update – Detailed Cost Proposal for Implementation of Action Plan on the following grounds:**
  - a. pursuant to section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to Report No: 33/18 Uniquity Report Update – Detailed Cost Proposal for Implementation of Action Plan is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), being Alwyndor staff.**
  - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party and that this information may prejudice the costing as the financial details and resources will be disclosed.**

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

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

Moved Ms Cudsi, Seconded Mr Bamford

**Carried**

**Motion**

**RETAIN IN CONFIDENCE - Section 91(7) Order**

5. That having considered Agenda Item 7.3 Uniquity Report Update – Detailed Cost Proposal for Implementation of Action Plan (Report No: 33/18) in confidence under section 90(2) and (3)(a)(d) of the Local Government Act 1999, the Alwyndor, pursuant to section 91(7) of that Act orders that the report, attachment and minutes be retained in confidence for a period of 36 months and that this order be reviewed every 12 months.

Moved Cr Aust, Seconded Ms Aukett

**Carried**

8. **URGENT BUSINESS – Subject to the leave of the meeting**

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

The next meeting of the Alwyndor Management Committee will be held on Tuesday 19 June 2018 in the Meeting Room, Alwyndor Aged Care, 52 Dunrobin Road, Hove.

10. **CLOSURE**

The meeting closed at 8.55 pm.

**CONFIRMED 19 June 2018**

**CHAIRMAN**

Item No: **13.2**

Subject: **MINUTES - AUDIT COMMITTEE – 6 JUNE 2018**

Date: 12 June 2018

Written By: General Manager Business Services

General Manager: Business Services, Mr R Bria

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### **SUMMARY**

The minutes of the meeting of the Audit Committee held on 6 June 2018 are presented to Council for information and endorsement.

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### **RECOMMENDATION**

**That Council receives and notes the minutes of the meeting of the Audit Committee of 4 April 2018, namely:**

- 1. That the Audit Committee advises Council it has received and considered a Standing Items Report addressing:**
    - **Monthly financial statements**
    - **Internal control**
    - **Risk management**
    - **Whistleblowing**
    - **Internal audit**
    - **Economy and efficiency audits**
  - 2. That the Audit Committee note that the draft 2018-19 Annual Business Plan and Budget (Attachment 1), satisfies Council's financial sustainability and performance measures and support its presentation to Council for adoption.**
  - 3. That the Audit Committee advises Council it has received and supports the updated 2018/19 Long Term Financial Plan.**
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### **COMMUNITY PLAN**

A Place that Provides Value for Money

### **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

*Local Government Act 1999*, Sections 41 and 126

## **BACKGROUND**

The Audit Committee is established under Section 41 of the *Local Government Act 1999*, and Section 126 of the *Local Government Act 1999* defines the functions of the Audit Committee to include:

- reviewing annual financial statements to ensure that they present fairly the state of affairs of the council; and
- proposing, and providing information relevant to, a review of the council's strategic management plans or annual business plan; and
- proposing, and reviewing, the exercise of powers under section 130 A; and
- if the council has exempted a subsidiary from the requirement to have an audit committee, the functions that would, apart from the exemption, have been performed by the subsidiary's audit committee; and
- liaising with the council's auditor; and
- reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.

**Minutes of the meeting of the Audit Committee of the City of Holdfast Bay held in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton on Wednesday 6 June 2018 at 6:30pm.**

**PRESENT**

**Members**

Presiding Member – Councillor J Smedley  
Mr J Wood  
Mr S Tu

**Staff**

General Manager Business Services – Mr R Bria  
Manager Finance – Mr J Newton  
Chief Financial Officer Alwyndor Aged Care – Ms N Andjelkovic

Mr S Spadavecchia - observer

**1. OPENING**

The Chairman declared the meeting open at 6:30 pm.

**2. APOLOGIES**

- 2.1 Apologies Received – Councillor S Charlick
- 2.2 Absent - Nil

**3. DECLARATION OF INTEREST**

Members were reminded to declare their interest before each item.

**4. CONFIRMATION OF MINUTES**

**Motion**

**That the minutes of the Audit Committee held on 4 April 2018 be taken as read and confirmed.**

Moved Mr Wood, Seconded Mr Tu

**Carried**

**5. ACTION ITEMS**

The Action Items were tabled and discussed.

## 6. REPORTS BY OFFICERS

### 6.1 Standing Items (Report No: 191/18)

The Audit Committee is provided with a report on standing items at each ordinary meeting.

#### **Motion**

**That the Audit Committee advises Council it has received and considered a Standing Items Report addressing:**

- **Monthly financial statements**
- **Internal control**
- **Risk management**
- **Whistleblowing**
- **Internal audit**
- **Economy and efficiency audits**

Moved Mr Tu, Seconded Mr Wood

**Carried**

### 6.2 Draft 2018-19 Annual Business Plan and Budget (Report No: 188/18)

The draft 2018-19 Annual Business Plan and Budget was developed on the assumptions and parameters discussed at a Council workshops held in February and March 2018. The draft budget satisfies Council's financial sustainability and performance measures.

The Audit Committee at its meeting on 4 April 2018, received, considered and supported the draft 2018-19 Annual Business Plan for public consultation. Subsequent to this meeting on 10 April 2018 Council approved its Draft 2018-19 Annual Business Plan and Budget for public consultation.

Council received a report covering the above outcomes on 22 May 2018 (Report 167/18) and resolved that the submissions be received and noted. There were no changes to the draft budget document.

The draft 2018/19 Annual Business Plan and Budget is presented to Audit Committee for their comment and support that it satisfies Council's financial sustainability and performance measures.

#### **Motion**

**That the Audit Committee note that the draft 2018-19 Annual Business Plan and Budget (Attachment 1), satisfies Council's financial sustainability and performance measures and support its presentation to Council for adoption.**

Moved Mr Tu, Seconded Mr Wood

**Carried**



**6.3 Long Term Financial Plan 2018-19 Draft Budget Update (Report No: 189/18)**

The Long Term Financial Plan (LTFP) has been updated to include budget updates to 31 March 2018 and the 2018/19 Draft Annual Business Plan. The Plan compares a base case with a projection inclusive of major strategic projects over the next 10 years. The projections in the LTFP indicate Council remains in a sound financial position.

The LTFP will be further updated and presented to the Audit Committee when the 2017/18 financial statements are completed and audited in October 2018.

**Motion**

**That the Audit Committee advises Council it has received and supports the updated 2018/19 Long Term Financial Plan.**

Moved Mr Tu, Seconded Mr Wood

**Carried**

**7. 2018 FORWARD PROGRAM****8. URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING - Nil****9. DATE AND TIME OF NEXT MEETING**

The next meeting of the Audit Committee will be held on Wednesday 29 August 2018 in the Mawson Room, Civic Centre, 24 Jetty Road, Brighton.

**10. CLOSURE**

The Meeting closed at 7:00 pm.

**CONFIRMED 29 August 2018**

**CHAIRMAN**

Item No: **14.1**  
Subject: **ITEMS IN BRIEF**  
Date: 12 June 2018  
Written By: Personal Assistant  
General Manager: Business Services, Mr R Bria

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## **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.

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## **RECOMMENDATION**

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

1. **Certificate of Appreciation 11<sup>th</sup> Special Olympics Australia National Games**
  2. **Minutes of the Murray Darling Association Inc Meeting – 24 May 2018**
  3. **Stillwater Sculpture.**
- 

## **COMMUNITY PLAN**

Culture: Supporting excellent, efficient operations

## **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

Not applicable

## **REPORT**

1. **Certificate of Appreciation 11<sup>th</sup> Special Olympics Australia National Games**

A Certificate of Appreciation has been received from the organisers of the 11<sup>th</sup> Special Olympics Australia National Games which was held 16-20 April 2018 for supporting the athletes with intellectual disabilities.

*Refer Attachment 1*

2. **Minutes of the Murray Darling Association Inc Meeting – 24 May 2018**

The minutes of the Murray Darling Association Inc meeting held on 24 May 2018 are attached for Members' information.

*Refer Attachment 2*

3. **Stillwater Sculpture**

In February 2018, two artists were selected from the Brighton Jetty Sculptures Festival to develop a concept design proposal for an artwork for installation in the roundabout at the end of Anzac Highway, Glenelg.

To ensure that the Artists understood the parameters for the site they were required to attend an onsite briefing to view and discuss the scope of the project and received an Artist Brief that outlined the requirements and considerations for the project.

Artist Will Hendriks, was chosen by the selection panel for his Stillwater Sculpture design. The artwork will be a significant public artwork and act as a welcoming destination marker for people as they travel through Glenelg. The sculpture has been designed to represent a flowing fountain and the elegant six metre artwork will sit in proportion to the surrounding trees and buildings. The design has been created to utilise the central space of the roundabout and not obstruct sightlines for motorists, pedestrians or cyclists.

As part of the Risk Management Assessment for the proposed design, Council engaged Tonkin Consulting to undertake an assessment of the artwork as it relates to the requirements outlined by the DPTI, in Section 3.3 of Artworks in Road Reserve, Operational Instructions.

Will Hendriks has now been commissioned to fabricate the artwork and the sculpture is due to be installed in July 2018.



**Impression of the Stillwater Sculpture by Artist Will Hendriks.**

CERTIFICATE OF  
**APPRECIATION**

Awarded to

**CITY OF HOLDFAST BAY**

---

In recognition of your outstanding contribution to the 11<sup>th</sup> Special Olympics Australia National Games, 16–20 April 2018, and for supporting our athletes with intellectual disabilities to “Compete with Pride”



**Corene Strauss**

Chief Executive Officer  
Special Olympics  
Australia



**Jehad Rasheed**

Chairman  
Special Olympics  
Australia National Games  
2018





# Murray Darling Association Inc.

admin@mda.asn.au  
www.mda.asn.au  
T (03) 5480 3805  
ABN: 64 636 490 493

463 High Street  
P.O. Box 1268  
Echuca, Vic 3564

3<sup>rd</sup> Floor, 553 Kiewa Street  
P.O. Box 359  
Albury, NSW 2640

## Minutes of Meeting No. 105 of Adelaide Metro Region (7) On Thursday 24th May 2018 at the City of Norwood, Payneham and St Peters 175, The Parade, Norwood SA 5067

### 1. ATTENDANCE

#### 1.1 Present

Cr Lynda Yates	Secretary, Holdfast Bay Council
Cr David Shetliffe	Region 7 Chair, Walkerville Council
Brenton Gear (Speaker)	Regional Director, Natural Resources Adelaide and Mt Lofty Ranges
Prof Sarah Wheeler	Associate Director Research, Centre for Global Food and Resources, University of Adelaide
Cr Shirley Halls	Playford Council
Cr Robin Coleman	Tea Tree Gully Council
Cr Peter Jamieson	Pt Adelaide Enfield Council
Pauline Frost	Life Member
Gary Goland	
Vicky Veliskou	
Frank Verrall	

#### 1.2 Apologies

Mayor Lorraine Rosenberg	Onkaparinga Council
Cr Arthur Mangos	Region 7 Vice Chair, West Torrens Council
Director Thornton Harfield	Tea Tree Gully Council staff
Ray Najjar	
Rex Adams	
Mayor Simon Brewer	Campbelltown Council
Cr John Kennedy	Campbelltown Council
Stephen Smith	LGA

### 2. WELCOME

- 2.1** Cr David Shetliffe opened the meeting and acknowledged the CEO of NPSP, Mario Borone, for organising the room for us.

### 3. DECLARATION OF INTERESTS          None

### 4. MINUTES OF THE PREVIOUS MEETING

The 104th meeting of the region was held on 22/02/18 at Holdfast Bay Council.

**Motion:** That the minutes of the last Adelaide Metro meeting be accepted.  
Moved Cr Robin Coleman, Seconded Pauline Frost – Carried

## 5. PRESENTATIONS

### 5.1 Urban Water Strategies – Brenton Grear

There is a USB stick available for this presentation.

Brenton spoke about the NRM Boards' legislative requirements for prescribed water resources – Water Allocation Plans or WAPs, which are developed as per the NRM Act with stakeholder input and are the basis for water licensing. There are 4 WAPs – 2 for Adelaide Plains and McLaren Vale that are for groundwater only and 2 for the Barossa and Western Mount Lofty Ranges that cover surface water, watercourses and groundwater.

Re WSUD, there are now more than 30 Managed Aquifer Recharge (MAR) schemes but there are not many more planned for the future.

Environmental flows are aimed for in 4 river reaches – Gawler River, the 2 parts of the Torrens River and Onkaparinga River. Securing low flows (SLF) is important as flows of about 10% of total flow are a natural part of a catchment's flow pattern and provide large environmental benefits. 11 trial sites test different low flow designs and monitor device performance.

### 5.2 Economics of Recovering Water in the Murray-Darling Basin – Prof Sarah Wheeler

This presentation is provided as an email attachment.

## 6. REPORTS

### 6.1 Report from Region Chair

Motion: That the report be noted.

Moved Pauline Frost, Seconded Frank Verrall - Carried

## 7. GENERAL BUSINESS

### 7.1 Adelaide Metro

Motion: That Region 7 be named Adelaide Metro

Moved Cr Shirley Halls, Seconded Gary Goland

### 7.2 Royal Commission Submission

Motion: That the Royal Commission Submission be noted.

Moved Pauline Frost, Seconded Gary Goland – Carried

### 7.3 Productivity Commission Issues Paper

Motion: That the Productivity Commission Issues Paper be noted.

Moved Pauline Frost, Seconded Gary Goland – Carried

### 7.4 Annual Conference and AGM - notice of motions

None

### 7.5 Other Business

None

**8. NEXT MEETING**

Future dates - 4th Thursdays in the month - 23<sup>rd</sup> Aug, 22<sup>nd</sup> Nov (R7 AGM). August meeting to be at held at Playford Council. Gary Goland suggested we invite a speaker on the Angas/Finniss Bioblitz Citizen Science macroinvertebrate project that was recently concluded.

**9. CLOSE 9.30pm**

Secretary Lynda Yates [lyates@holdfast.sa.gov.au](mailto:lyates@holdfast.sa.gov.au) ; Mob 0417 484 717

*The Murray Darling Association acknowledges and thanks  
Holdfast Bay Council for arranging and hosting this meeting of Region 7.*

Item No: **14.2**

Subject: **2018 NEW YEARS EVE DRY AREA - GLENELG**

Date: 12 June 2018

Written By: Team Leader, Leasing & Commercial Operations

General Manager: City Assets and Services, Mr S Hodge

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### **SUMMARY**

Over the years, the extension of the Glenelg Dry Area on New Year's Eve has not only proven vital in assisting South Australian Police to regulate alcohol related anti-social behavior in the area, but it has also assisted council in creating a 'family-friendly' atmosphere on the night.

As a result of this, Administration again seeks to lodge an application with Consumer and Business Services to temporarily extend the boundaries of the Glenelg Long-Term Dry Area for 2018 New Year's Eve celebrations.

---

### **RECOMMENDATION**

- 1. That Council apply to Consumer and Business Services to temporarily extend the boundaries of the Glenelg Dry Zone for 2018 New Year's Eve celebrations; and**
  - 2. That the associated boundaries, conditions and times of the 2018 extension remain the same as in 2017.**
- 

### **COMMUNITY PLAN**

A Place that is Safe and Secure  
A Place that Welcomes Visitors  
A Place that is Well Planned

### **COUNCIL POLICY**

Liquor Licensing Policy (2018)

### **STATUTORY PROVISIONS**

Liquor Licensing Act 1997 [s 131]  
Liquor Licensing (General) Regulations 2012



## **BACKGROUND**

### ***Previous Relevant Reports***

- Council Report No.: 145/17, '*2017 New Year's Eve Glenelg Temporary Dry Zone Extension*', 9 May 2017 (Resolution No.: C090517/751);
- Council Report No.: 167/16, '*2016 New Year's Eve Glenelg Temporary Dry Zone Extension*', 12 July 2016 (Resolution No.: C120716/444);
- Council Report No.: 163/15, '*2015 New Year's Eve Glenelg Temporary Dry Zone Extension*', 26 May 2015 (Resolution No.: C260515/117);
- Council Report No.: 206/14, '*2014 New Year's Eve Glenelg Temporary Dry Zone Extension*', 8 July 2014 (Resolution No.: C080714/1165);
- Council Report No.: 84/14, '*Long-Term Dry Areas Review; 2014 Application for Renewal*', 25 March 2014 (Resolution No.: C260314/1070);
- Council Report No.: 218/13, '*2013 New Year's Eve Glenelg Temporary Dry Zone Extension*', 9 July 2013 (Resolution No.: C090713/955);

## **REPORT**

Each year Council lodges an application with Consumer and Business Services to temporarily extend the boundaries of the Glenelg Dry Area for New Year's Eve celebrations. This is done in conjunction with South Australian Police (SAPol) to assist in the regulation of any anti-social behavior.

As such, the Administration once again intends to lodge an application with the Regulatory Services division of Consumer and Business Services seeking to temporarily extend the boundaries of the Glenelg Dry Area for 31 December 2018.

### ***Dry Zone Boundaries***

As per previous years, the 2018 Glenelg Dry Area extension will include the area bounded by:

- The northern property alignment on Augusta Street between Colley Terrace and Brighton Road;
- the eastern property alignment on Brighton Road between Augusta Street and High Street (*including the Dunbar Terrace & Maxwell Terrace Transport Terminus*);
- the southern property alignment on High Street and College Street between Brighton Road and the western property alignment of St John's Row;
- the eastern boundary of the existing permanent dry area from the South Esplanade Lane on the southern side of the Stamford Grand Hotel to the northern property alignment of Anzac Highway.

*Refer Attachment 1*

***Operational Times***

The extended area will be operational between 6:00 pm Monday 31 December 2018 and 6:00 am Tuesday 1 January 2019.

***Operational Conditions***

The area will be designated as one of total prohibition for alcohol in both sealed and unsealed containers on public land.

***Advising the Community***

Members of the public will be notified about the extension through Council's website, as well as print media [via the Guardian Messenger] in the lead up to New Year's Eve 2018.

**BUDGET**

At this present time the only costs associated with a short-term dry zone applications relate to media advertising costs. As per previous years, this cost is incurred by the City Activation business unit.

**LIFE CYCLE COSTS**

At this stage, there are no additional costs to Council associated with that contained within this report.

# EXTENDED DRY AREA

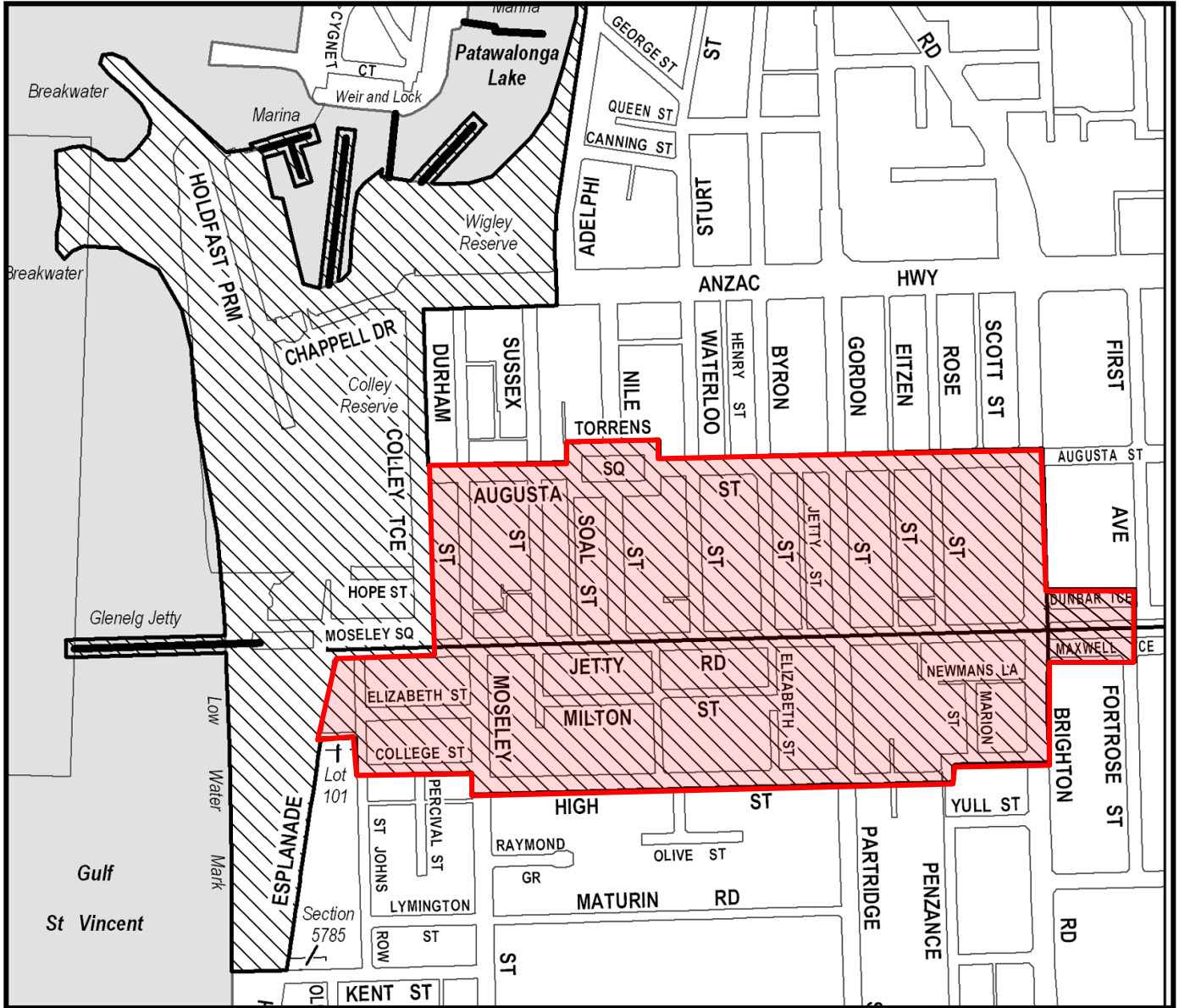
## NEW YEARS EVE 31 DECEMBER 2018



Glenelg Dry Area



New Year's Eve Extended Area



Item No: **14.3**

Subject: **NEW LEASE AGREEMENT – BOWKER STREET OVAL**

Date: 12 June 2018

Written By: Team Leader, Leasing and Commercial Operations

General Manager: City Assets and Services, Mr S Hodge

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### **SUMMARY**

On 1 July 1998 the City of Holdfast Bay entered into a 20 year Lease Agreement ("*Agreement*") with the Minister for Education ("*Minister*") over the Bowker Street Oval. The Agreement is now due to expire on 30 June 2018.

Anticipating the pending expiration of the lease, in February 2018 Council resolved to request the Chief Executive Officer to commence discussions with the Minister regarding the potential land swap of Bowker Street Oval for both the Seacliff and Somerton Park Kindergartens. The Minister has since indicated that while the Department of Education is open to the prospect of such a land swap, 'any such arrangement would need to occur on the basis that the parcels of land involved were exchanged at current market value'.

As the current net market value of Bowker Oval far exceeds that of the combined Kindergartens, Council would be required to pay an additional cash component as part of any proposed land swap to the amount of \$5,208,135.

With this in mind, it is recommended that Council seek to execute the option to renew the lease, pursuant to Clause 2.4 of the Lease Agreement rather than pursue the possible land swap option.

---

### **RECOMMENDATION**

- 1. That Council exercises its option to renew the lease over the whole of the land located in CT 5737/272 (Bowker Oval) for a term of 20 years commencing 1 July 2018;**
  - 2. That the Acting Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to this lease.**
- 

### **COMMUNITY PLAN**

Placemaking: Creating vibrant and safe places

Community: Fostering an engaged and contributing community

**COUNCIL POLICY**

Not Applicable.

**STATUTORY PROVISIONS**

*Local Government Act 1999.*

**BACKGROUND*****Previous Reports, Applications and Decisions***

- Council Motion on Notice – Cr Rosemary Clancy - Report No.: 59/18, 'Bowker Street Oval Lease', 27 February 2018, Resolution C270218/1053.

**REPORT*****Previous Lease Agreement***

On 1 July 1998 the City of Holdfast Bay entered into a 20 year Lease Agreement ("*Agreement*") with the Minister for Education ("*Minister*") over the Bowker Street Oval. An aerial map denoting the area leased is attached for member's reference.

*Refer Attachment 1*

In accordance with the Agreement, Council is responsible for:

- paying an annual rental of \$10 (payable on demand);
- all oval maintenance costs; and
- paying all water usage/consumption charges in excess of 8,000 kilolitres per year.

A breakdown of the aforementioned costs [for the previous four years] is outlined below for member's reference.

**BOWKER STREET OVAL - ANNUAL MAINTENANCE COSTS**

	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18 YTD</b>
Wages	\$5,783.90	\$6,663.46	\$7,055.83	\$7,118.88
Wages Overhead	\$4,016.50	\$4,803.67	\$5,551.05	\$5,491.87
Repairs and Maintenance - General Contract	\$4,110.42	\$3,873.67	\$4,891.29	\$1,818.19
Electricity	\$7,829.01	\$5,791.85	\$4,976.72	\$4,791.42
Repairs and Maintenance - General Materials	\$7,206.24	\$7,672.53	\$8,612.91	\$6,563.66
Plant Hire Applied	\$658.95	\$123.52	\$195.38	\$221.35
	<b>\$29,605.02</b>	<b>\$28,928.70</b>	<b>\$31,283.18</b>	<b>\$26,005.37</b>

**BOWKER STREET OVAL - ANNUAL WATER CONSUMPTION CHARGES**

	2014/15	2015/16	2016/17	2017/18 YTD
SA Water - Water Consumption Charges	\$18,485.29	\$20,086.00	\$27,871.20	\$18,607.32

***Land Swap***

Resolution C270218/1053 directed the Chief Executive Officer to commence discussions with the Minister to determine the feasibility of a land swap: Bowker Street Oval for both the Seacliff and Somerton Park Kindergartens.

A response was received from the Minister on 11 April 2018 which indicated that while the Department of Education is open to the prospect of such a land swap, 'any such arrangement would need to occur on the basis that the parcels of land involved were exchanged at current market value'.

*Refer Attachment 2*

In accordance with the most recent property valuation (2017), Bowker Street Oval was valued at \$7,153,575, Seacliff Kindergarten at \$1,123,640, and Somerton Park Kindergarten at \$821,800. Therefore, should Council resolve to pursue the proposed land swap, the City of Holdfast Bay would be required to pay an additional cash component in the amount of \$5,208,135.

***New Lease Agreement***

In accordance with Clause 2.4 of the Agreement, Council has the opportunity to renew the lease for a subsequent 20 years based on the same terms and conditions as the current agreement.

Due to the significant cash outlay required to execute the land swap, it is recommended that at this time, Council endorse the renewal of the lease as it is not considered prudent to spend \$5.2m of ratepayer money when a 20 year lease can effectively secure the same activity and cash reserves can be used for a higher purpose.

**BUDGET**

An annual budget allocation is provided to City Assets and Services for the review and implementation of property leases. This budget includes the engagement of legal advice and services when and where necessary.

**LIFE CYCLE COSTS**

Costs associated with annual maintenance and irrigation of the oval under the lease are included in the operating budget. These costs cover maintenance of the land and water charges. The annual total amount is estimated at approximately \$50,000 per year.



- Az Property Address Labels
- Az House Numbers
- Holdfast Bay
- Az Roads Name
  - Az Arterial
  - Az Sub-Arterial
  - Az Collector
  - Az Local
  - Az Track 2-Wheel Drive
  - Az Undefined
- Roads
  - Arterial
  - Sub-Arterial
  - Collector
  - Local
  - Track 2-Wheel Drive
  - Undefined
- Property
- Property Miss Matches
- CHB Aerial (2018) - 7.5cm



This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Holdfast Bay. This information is provided for private use only. While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property Boundary line network data is supplied by State Government.

### BOWKER OVAL LEASED AREA

16/05/2018

1:1250





Reference Number: CEW2018/0037

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



PRP/14/42

Office of the Chief Executive  
31 Flinders Street  
Adelaide SA 5000  
GPO Box 1152  
Adelaide SA 5001  
DX 541

[www.education.sa.gov.au](http://www.education.sa.gov.au)

Dear Mr Lynch

Thank you for your letter dated 15 March 2018 regarding the lease agreements for the Bowker Street Oval and the Seacliff and Somerton Park Kindergartens and a proposal for a land swap involving these properties.

The Department for Education is open to further discussions with Council regarding a potential land swap, however given the Government requirements in relation to disposal of property, please be aware that any such arrangement would need to occur on the basis that the parcels of land involved were exchanged at current market value. Therefore, the disparity in value of the properties involved would likely require a cash contribution from the Council in addition to the transfer of the two kindergarten sites to the Department.

Alternatively, I note that the Council has the option to extend the existing lease agreement for the Bowker Street Oval for an additional twenty (20) year term. The Department is also willing to discuss the extension of this agreement and the establishment of new lease agreements for the Seacliff and Somerton Park Kindergartens.

Please note that both the land swap proposal and the renewal of lease agreements would be subject to the approval of the Minister for Education.

Should you have any queries or wish to discuss further, please contact Mr Nathan Hoban, Acting Senior Adviser, Property on 8226 1036.

Thank you for your interest in this matter.

Yours sincerely

Rick Persse  
**CHIEF EXECUTIVE**

7 April 2018



Item No: **14.4**

Subject: **GLENELG OVAL – PROPOSED TELECOMMUNICATIONS TOWER – REVISED OFFER**

Date: 12 June 2018

Written By: Team Leader, Leasing & Commercial Operations

General Manager: City Assets & Services, Mr S Hodge

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### **SUMMARY**

On 13 February 2018 report 25/18 was submitted to Council outlining Vodafone's desire to lease a portion of land at the Glenelg Oval Complex for the purpose of installing telecommunications infrastructure.

At this meeting, though Council supported the proposal in principle, they resolved to amend the report recommendations to include the following additional term of approval: *"That Council seeks \$30,000 rental and an annual rental review of 3% or CPI, whichever is the higher"*.

Following subsequent discussions with ProRealty, who act on behalf of Vodafone, Administration has been advised that the requested \$30,000 per annum is unfeasible as the amount sought is inconsistent with the current market rental rates for similar sized leases across Australia.

However, it should be noted that Vodafone have revised their offer, increasing it to a proposed annual rental of \$23,000 per annum (plus annual CPI increases) from \$18,000.

The rental offer now proposed is less than previously sought by Council (Resolution C130218/1036). However we believe this to be a reasonable offer.

---

### **RECOMMENDATION**

- 1. That Council accept in principle the revised rental offer amount of \$23k plus CPI;**
  - 2. That Administration undertakes the required public consultation in accordance with section 202 of the *Local Government Act 1999*, and the Community Consultation and Engagement Policy; and**
  - 3. That following the completion of the Community Consultation the findings be returned to Council together with a subsequent report which outlines all relevant terms and conditions of any proposed Lease Agreement.**
-

## **COMMUNITY PLAN**

Economy: Making it easier to do business

## **COUNCIL POLICY**

Commercial Leasing Policy.  
Community Consultation & Engagement Policy.

## **STATUTORY PROVISIONS**

*Local Government Act 1999.*  
*Telecommunications Act 1997 (Com).*  
*Retail and Commercial Leases Act 1995.*

## **BACKGROUND**

### ***Previous Relevant Reports, Applications and Decisions***

- Council Report No.: 25/18; Item No.: 14.6, '*Glenelg Oval Proposed Telecommunications Tower Site*', 13 February 2018 (Resolution No.: C130218/1036).
- Council Report No.: 332/17; Item No.: 14.9, '*Glenelg Oval Master Plan – Stage One 2018-2019*', 26 September 2017 (Resolution No.: C260917/916).
- Council Report No.: 242/17; Item No.: 14.11, '*Glenelg Oval Master Plan – Consultation Findings*', 11 July 2017 (Resolution No.: C110717/848).
- Council Report No.: 304/16; Item No.: 14.4, '*Glenelg Oval Master Plan*', 13 December 2016 (Resolution No.: C131216/605).
- Council Report No.: 19/16; Item No.: 17.2, '*Glenelg Oval – Telecommunications Tower Site*', 9 February 2016 (Resolution No.: C090216/309) – Report Adjourned.

## **REPORT**

### ***Report 25/18***

On 13 February 2018 report 25/18 was submitted to Council. This report outlined Vodafone's desire to lease a portion of land at the Glenelg Oval Complex to erect telecommunications infrastructure atop one of the lighting towers.

Vodafone proposed to lease the portion of land (approximately 7m<sup>2</sup>) for a period of 20 years, and proposed a commencing rental of \$18,000 per year (subject to annual CPI increases).

***Vodafone – New Proposal***

Following the February Council meeting resolution and after subsequent discussions with the applicant, Vodafone have revised and increased the proposed annual rent to **\$23,000 per annum** (plus annual CPI increases). All other terms and conditions of the proposal remain the same, in that the project will require:

- the removal of the existing light pole, replacing it with a new pole;
- the reinstatement of Council's lights;
- the installation of VHA's antennas atop the tower;
- the installation of a bay of six (6) cabinets against the wall adjacent existing canteen building; and
- the running of underground cables between the pole and cabinets.

The cost of these works will be borne by the applicant. A location map and specification is attached for member's reference.

*Refer Attachment 1 & 2*

It should be noted that the revised offer (\$23,000) is above the current market rate for similar sized (m<sup>2</sup>) leased areas of this nature.

*Refer Attachment 3*

***Comparison – Brighton Oval Site vs Glenelg Oval Site***

As a point of comparison, in accordance with Resolution C131216/608 Council endorsed a lease of approximately 20m<sup>2</sup> to Telstra for a similar project. In return for leasing this land, Telstra have agreed to pay an annual rental of \$28,000. The area proposed by Vodafone, is 1/3 of the area leased by Telstra.

***Community Consultation***

As the applicant seeks a lease term of more than five (5) years and the land is classified as Community Land, pursuant to section 202 of the *Local Government Act 1999* prior to proceeding with any further formal lease arrangements Council must undertake public consultation to obtain the community's view on the alienation of the community land in question.

**BUDGET**

Should this lease proceed, any rental received will be retained by Council and will positively impact budget revenue over the 20 year lease period. All initial costs associated with undertaking public consultation will be included in the 2018/19 budget and be offset by any rental income back to Council.

**LIFE CYCLE COSTS**

All costs of construction and maintenance of the proposed facility will be the responsibility of the applicant. Therefore there will be no impact on Council's Long Term Financial Plan.



This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Holdfast Bay. This information is provided for private use only. While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property Boundary line network data is supplied by State Government.

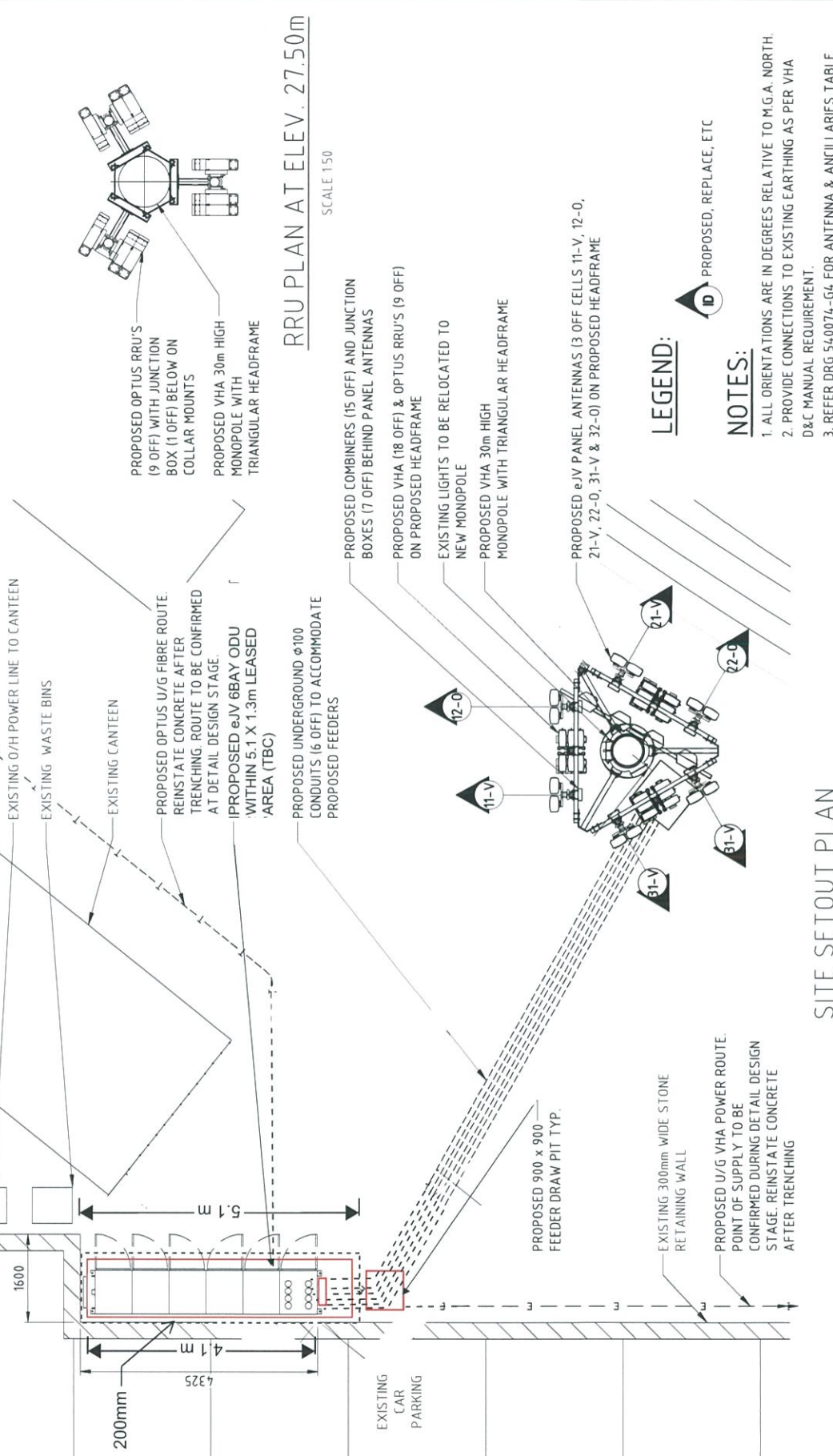
VODAFONE TOWER – GLENELG OVAL



A3



DATUM POINT		GDA94 CO-ORDINATES		GROUND LEVEL	
LATITUDE		-34.98298		A.H.D.R.L 5.80m	
LONGITUDE		138.52124		EL. 0.00m	
MGA CO-ORDINATES		E 273 738		ZONE	
		N 6 126 037		54	



RRU PLAN AT ELEV. 27.50m  
SCALE 1:50

- LEGEND:**
- PROPOSED, REPLACE, ETC
- NOTES:**
1. ALL ORIENTATIONS ARE IN DEGREES RELATIVE TO M.G.A. NORTH.
  2. PROVIDE CONNECTIONS TO EXISTING EARTHING AS PER VHA D&C MANUAL REQUIREMENT.
  3. REFER DRG 540074-G4 FOR ANTENNA & ANCILLARIES TABLE.

SITE SETOUT PLAN  
SCALE 1:75

ANTENNA TYPE		ANTENNA SIZE		JOINT VENTURE NO:	
TONGYU T08-D609017 / Q17271D0R-60F		2680H x 620W x 160D		JA3208	
DRAWING CHECK		SIGNATURE		DATE	
DESIGN CHECK		INITIALS		N. D. 15	
APPROVED		INITIALS		N. D. 15	
DRAWN		INITIALS		N. D. 15	
REVISION DESCRIPTION		DATE		DATE	
A. PRELIMINARY ISSUE FOR GREENFIELD PROJECT		AS		N. D. 15	
B. DESIGN-LOOSE		AS		N. D. 15	
REV. DATE		DRAWING NO.		REV.	
		540074-G2		B	
TITLE		SITE SETOUT PLAN		PROJECT	
eJV GREENFIELD PROJECT		VHA SITE 540074		GLENELG EAST - V	
		BRIGHTON ROAD		GLENELG EAST, SA 5045	
				US: 39 Park Ave, Woodside North, SA 5092 T: +61 8 3211 9634 F: +61 8 7031 9650   www.servicestream.com.au	

**NOTE:**  
 REFER TO TABLE AND ANCILLARIES INFORMATION  
 FOR ANTENNA AND ANCILLARIES INFORMATION

REV	DATE	DESCRIPTION
B	21/12/15	DWG ADDED
A	16/12/15	PRELIMINARY ISSUE (eJV GREENFIELD PROJECT)

DRAWING CHECK	DESIGN CHECK	APPROVED	AS	AI	DRAWN

INITIALS	SIGNATURE	DATE
		16/12/15
		16/12/15
		16/12/15



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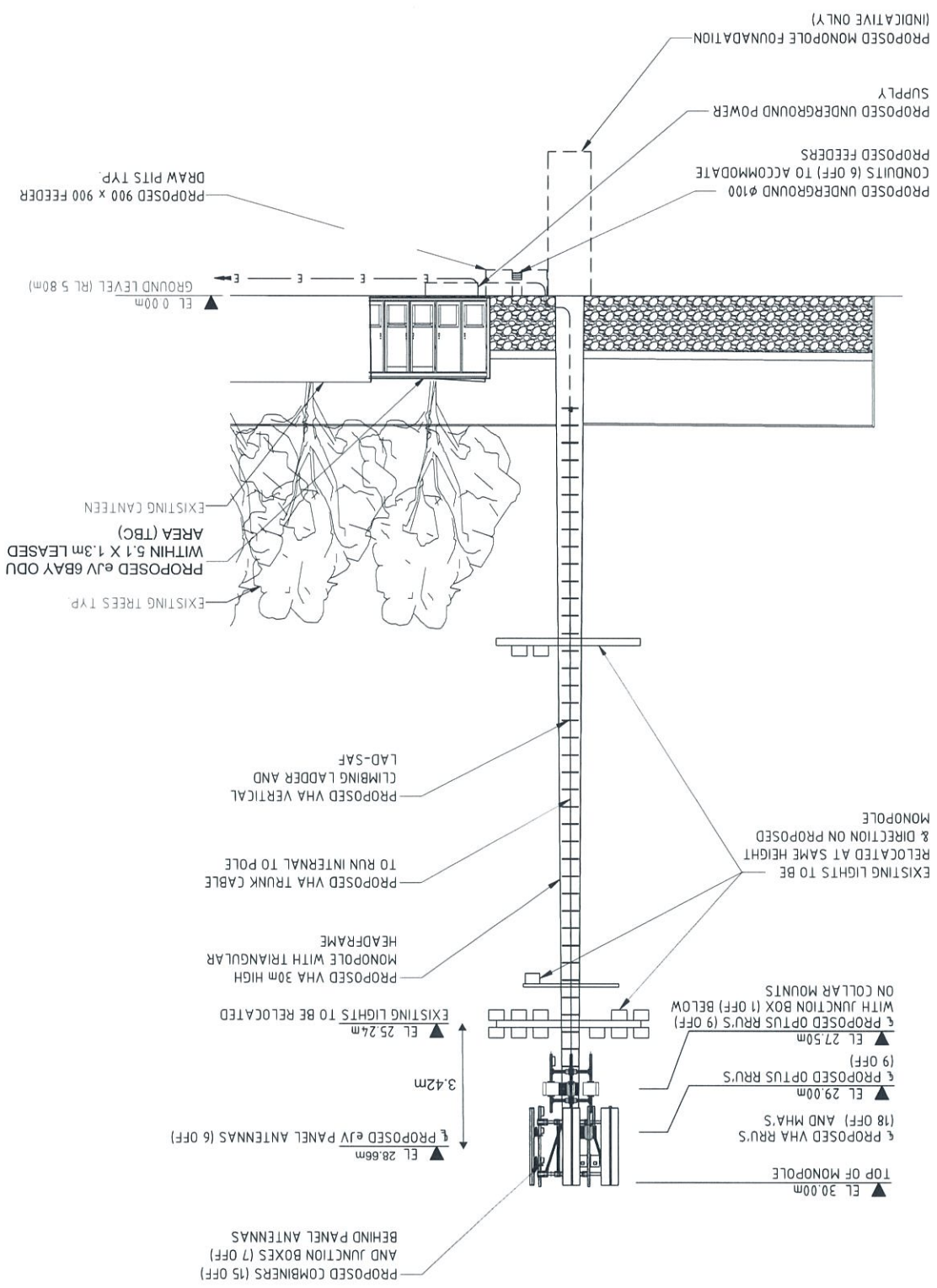
VHA  
 VHA SITE 540074  
 GLENELG EAST - V  
 BRIGHTON ROAD  
 GLENELG EAST, SA 5045

THE SITE ELEVATION  
 DRAWING No. 540074-G3  
 PRELIMINARY  
 STATUS

JOINT VENTURE NO: JA3208

ANTENNA TYPE	TONGYU T08-D609017 / 01727170ER-60F
ANTENNA SIZE	2680H x 620W x 160D

NORTH EASTERN ELEVATION  
 SCALE 1:150



## Scott Reardon

---

**From:** Roy Humphreys <roy@prorealty.com.au>  
**Sent:** Thursday, 10 May 2018 8:20 AM  
**To:** Scott Reardon  
**Subject:** Proposed Vodafone installation - Glenelg Oval

Hello Scott

Thank you for your time yesterday to discuss the last decision of the Council.

In respect to rentals, a two tier market has developed over the past 5-7 years. A number of leases were negotiated when the networks' footprints were being aggressively expanded at commencing rental rates of \$15,000 and with fixed escalations over the past 10-20 years, rentals have increased with little correlation to the market. As the consumer based is now saturated, the need for new installations is due to capacity restrictions but with little opportunity to increase the revenue streams. The commencing rentals for new installations have remained at similar levels over the past 20 years.

Whilst there are some aberrations of rentals for new leasings (such as at Adelaide Airport with 2 recent negotiations at \$24,000) the majority of new sites are in the \$16-\$18,000 range commencing rental.

Vodafone has also considered alternative ways to provide coverage in the target area, including multiple sites that can be achieved under the low impact legislation. At this stage this will potential cause a greater proliferation of sites in the area and not necessarily the best outcome foe the community as a whole. Therefore, Vodafone is willing to offer a \$5,000 rental increase to the previous offer at \$23,000 pa. Whilst we believe this to be above the current market for new leasings, this will provide a better outcome for the community.

Are you able to consider this revised offer?

Kind Regards

---

**ROY HUMPHREYS**  
0418 822 431

**prorealty**  
PROPERTY CONSULTANTS

e: roy@prorealty.com.au 13/15 fullarton road, kent town sa 5067  
t: (08) 8362 1555 po box 213, kent town sa 5071  
w: www.prorealty.com.au



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Item No: **14.5**  
Subject: **2018-18 ANNUAL BUSINESS PLAN**  
Date: 12 June 2018  
Written By: Corporate Planning Officer  
General Manager: Business Services, Mr R Bria

---

### **SUMMARY**

The 2018-19 Annual Business Plan is presented for consideration and adoption by Council following community consultation on its Draft Annual Business Plan.

---

### **RECOMMENDATION**

**That Council adopts the 2018-19 Annual Business Plan, including the amendments detailed in this report and subject to final design and minor alterations.**

---

### **COMMUNITY PLAN**

Culture: Being Financially Accountable

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Section 123 of the Local Government Act, 1999.

### **BACKGROUND**

Section 123 of the Local Government Act requires Council to have an Annual Business Plan which must:

- be considered in conjunction with the Council's annual budget
- be adopted by Council prior to the adoption of the budget.

Section 123 further requires that an annual business plan and a budget must be adopted by a Council after 31 May for the ensuing financial year and except in a case involving extraordinary administrative difficulty, before 31 August for the financial year.



The Draft 2018-19 Annual Business Plan was endorsed by Council for community consultation at its meeting of 10 April 2018 (Report No. 110/18). The consultation period ran from 16 April to 11 May 2018. All submissions received during the consultation period and responses were reported to and considered by Council at its Informal Gathering on 15 May 2018 and at its meeting on 22 May 2018 (Report No 167/18).

The Audit Committee received the 2018-19 Annual Business Plan document and Budget at its meeting on 6 June 2018. The Audit Committee noted that these documents satisfied Council's financial sustainability and performance measures, and supported its presentation to Council for adoption.

## **REPORT**

The Annual Business Plan proposed for adoption is the same as the Draft 2017-18 Annual Business Plan released for community consultation with the following amendments and presented as Attachment 1 in Report No 110/18:

- To reflect Council's consideration of the apportioning of rates, and rate rebates as per Council Resolution CL220518/1163.
- Additional text relating to the coming review of the Asset Sustainability Ratio measure (Page 51).
- The removal of all references to "Draft" and the invitation to community consultation.
- Correct minor typographical matters.
- The production of final graphic design.

The result of these amendments will see a consolidated operating surplus of \$458,000 consisting of an operating surplus for Alwyndor of \$186,000 and municipal operations of \$272,000.

*Refer Attachment 1*

The figures provided relating to the average residential rate, average property value and differential rate premium (page 47) are based on the current rate modelling results. These figures will be updated to reflect the adopted rate declaration recommendations by Council on 26 June 2018.

## **BUDGET**

The adoption of the 2018-19 Annual Business Plan informs the 2018-19 Budget.

## **LIFE CYCLE COSTS**

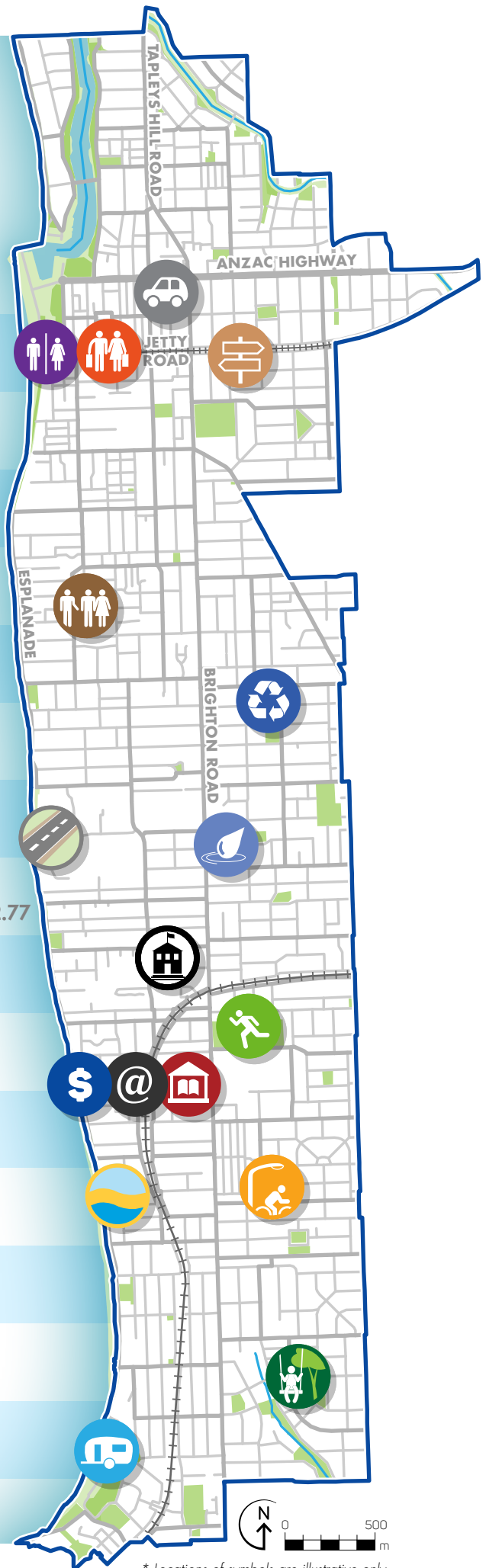
This report does not have any direct life cycle cost implications.

# OUR PLAN FOR OUR PLACE

2018-19  
ANNUAL BUSINESS PLAN

# THIS YEAR'S BUDGET

For every \$1000 of municipal funds spent we will allocate approximately:



\* Locations of symbols are illustrative only

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## 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.



# OUR PLAN FOR OUR PLACE

Our Annual Business Plans draw on various corporate plans to determine what we will do each year to achieve the specific outcomes set by Council and the community.

In 2016–17 we reviewed the *'Our Place' Strategic Plan*, *Long-Term Financial Plan* and *Asset Management Plan* to assess our direction and ensure that our plans for our city reflect the vision, expectations and wishes of the people who live, work and play in Holdfast Bay.

In September 2016 we undertook a community engagement campaign, 'Say September'. During the campaign we set up stalls and held events across the city, offering our community the opportunity to meet with staff and elected members to discuss their views on Holdfast Bay.

We have drawn on this community feedback and other investigations to develop the *Our Place: 2030 Strategic Plan (Our Place)*. *Our Place* establishes our vision for the city, defining five key outcome areas to map our direction and provide objectives for maintaining, progressing and celebrating our city into the future.

This *2018–19 Annual Business Plan* draws on the refreshed *Our Place*, and on our revised *Long-Term Financial Plan* and our *Asset Management Plan* to inform and guide us through the coming year.

---

# WELCOME

On behalf of the City of Holdfast Bay, it gives me great pleasure to present our *2018–19 Annual Business Plan*.

The City of Holdfast Bay remains committed to keeping rates as low as possible, whilst taking into account the requirements of maintaining a city, and funding services and projects that help make it great.

Over the last three years, we have carefully made financial plans for the construction of a number of major projects. This *Business Plan* is the culmination of that process, with projects such as Coast Park now reaching completion.

The Coast Park provides a multiple use path that, for the first time, links more than 11 kilometres of beachside. The City of Holdfast Bay has contributed approximately \$1 million to this project, and secured more than \$4.35 million in State government funding for the latest section connecting the path through the private grounds of Minda.

The *2018–19 Annual Business Plan* contains further capital initiatives including:

- › progressing the Jetty Road and Environs Masterplan;
- › construction of the Chapel Street Plaza;
- › the redevelopment of the Holdfast Tennis Club; and
- › commencement of the long awaited rebuild of the Brighton Sporting Precinct.

All of our new capital projects have been calculated on a three year rolling budget which will ensure that our rates remain reasonable. We are very pleased to announce that this year we have managed to plan a comprehensive program with a low **2.7 per cent rate increase**. This rate rise is lower than last year and lower than the Local Government Price Index to December 2017. All of our key financial indicators are positive.

We also have a commitment from the new State Government for \$20 million to begin the process of planning for a new multipurpose Glenelg Jetty. We look forward to working with the State Government to progress this project.

The *Annual Business Plan* also outlines the costs for the necessary services we undertake to maintain our physical assets and services including:

- › Open space and coastal - manage and maintain the community's natural assets in an environmentally and financially sustainable manner for the benefit of our residents and the wider community. Including managing our open spaces and reserves, cleaning our streets and foreshore, managing and maintaining our coastal zones and foreshore.
- › Waste management - safe, efficient and sustainable service for removing, recycling and disposing of our city's waste.

We will also be continuing our environmental works with improving our stormwater system, installing more sand retention groynes and beginning our street light conversion to LED. The cost of the LED rollout will pay for itself after 8 years.



**Amanda Wilson**

Acting Mayor  
City of Holdfast Bay

# OUR CITY

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

In 1838, the Brighton district was surveyed by Colonel William Light. The area became a rural farming area but, because of its sand hills and long sandy beaches, it also became a place for holiday houses built by wealthy professionals and notable people of the day.

In 1855, Glenelg became a municipality, the City of Glenelg. The City of Brighton followed in 1858.

The City of Holdfast Bay was proclaimed in 1997 as a result of the amalgamation of the former cities of Glenelg and Brighton. It comprises 14 square kilometres and is home to over 35,000 people who all reside within 2.5 kilometres of our nine kilometre stretch of famous coastline.

Ideally located just 11 kilometres from the Adelaide city centre and five minutes from the Adelaide Airport, our place is one of the most celebrated places to live, work, visit and invest in the Adelaide metropolitan area. It boasts a rich heritage; beautiful natural environment; high-quality recreational and community facilities; superior education, health and retail options; a vibrant tourism sector; thriving retail precincts and a small light industrial area.

# OUR COMMUNITY

In 2016 (according to latest Census information) our City's population was 35,360, of which 52 per cent was over 45 years of age. (This compares with 45 per cent for the greater Adelaide metropolitan area.)

In 2016, our city had a 94 per cent employment rate, with the majority of the workforce holding positions as professionals, managerial or clerical and administrative roles. The key industries of employment within the area are health care and social assistance (15.9 per cent), accommodation and food services (7.5 per cent), education and Training (10.7 per cent) and retail trade (9.3 per cent).

Our city had approximately 17,000 private dwellings, 36 per cent of which were owned outright, and 28 per cent owned with a mortgage. The median mortgage payment for the area was \$1,772 per month. Of these households:

- › 36 per cent are single-person households
- › 36 per cent are two-person households
- › 12 per cent are three-person households
- › 16 per cent are four-or-more-person households.

Thirty per cent of our population rent their homes, with a median weekly rent of \$300. Property within the city is of high value, with a median value of \$356,000 for apartments, \$535,000 for townhouses and \$685,000 for detached dwellings.



# OUR VISION

“Balancing our progress with our heritage, we lead in coastal management to deliver high-quality public spaces and services to build a welcoming, safe and active community where resident, visitor and business prosperity meet.”

## Our Place: 2030 Strategic Plan

To achieve this vision we have identified five focus areas, each of which are supported by key objectives:



**COMMUNITY**  
A healthy, creative,  
connected community

- › Building a healthy, active and resilient community
- › Celebrating culture and diversity
- › Providing welcoming, accessible facilities
- › Fostering an engaged, contributing community



**ENVIRONMENT**  
A community connected  
to our natural environment

- › Protecting biodiversity
- › Building an environmentally resilient city
- › Using resources efficiently
- › Fostering an environmentally connected community



**ECONOMY**  
A diverse and resilient  
local economy

- › Supporting and growing local business
- › Making it easier to do business
- › Harnessing emerging technology
- › Boosting our visitor economy



**PLACEMAKING**  
An accessible, vibrant and  
safe coastal city that  
celebrates our past to build  
for our future

- › Creating lively and safe places
- › Developing walkable, connected neighbourhoods
- › Building character and celebrating history
- › Housing a diverse population



**CULTURE**  
An effective, customer-centred  
organisation

- › Providing customer-centred services
- › Being financially accountable
- › Enabling high performance
- › Supporting excellent, efficient operations



# QUALITY OF LIFE SURVEY RESULTS (2017)

HOW YOU RATED YOUR COUNCIL OUT OF 10

## COMMUNITY



**8.5**  
Providing library services



**8.25**  
Providing sporting facilities



**7.6**  
Delivering services for the elderly and people with a disability



**8.6**  
Promoting programs and services that encourage an active lifestyle

## PLACEMAKING



**7.35**  
Maintaining roads and kerbing

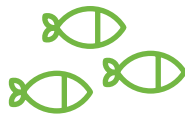


**8.2**  
Maintaining cycle networks



**8.3**  
Providing a sense of safety in neighbourhoods

## ENVIRONMENT



**8.35**  
Maintaining beaches and coastal areas

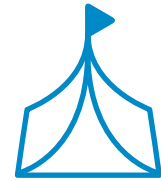


**8.1**  
Providing adequate waste management services

## ECONOMY



**8.6**  
Encouraging a diverse range of business and services in the area



**8.5**  
Supporting and promoting tourism and events

## CULTURE



**7.2**  
Quality of service provided by Council staff



**7.1**  
Overall satisfaction with the performance of the Council



**Overall rating of Holdfast Bay as a place to live**



**8.3**  
Maintaining well laid out parks and reserve



**8.0**  
Providing programs that foster social interaction and community wellbeing



**8.3**  
Likelihood to recommend Holdfast Bay as a place to live



# HIGHLIGHTS

## Major Projects

In 2018–19 we will fund and undertake a number of services, capital works and projects to support the vision and objectives outlined in our strategic plan, *Our Place 2030*. Some of these highlights include:

- › Commencing the construction of the Minda Dunes section of Coast Park. The Coast Park is a shared pathway for pedestrians and cyclists that will eventually provide unbroken foreshore access from North Haven to Sellicks Beach. The Minda Dunes section runs across the secondary dunes of the Minda site at North Brighton and extends from the Somerton Surf Life Saving club to the Gladstone Road car park. This section is the final section of our City's Coast Park walkway. We have allocated \$1 million as well as receiving \$4.35 million of funding from the Department of Planning, Transport and Infrastructure to undertake the project.
- › Commencing the construction of the Brighton Oval Sports Complex masterplan. In 2018–19 we will undertake stage 1 of the masterplan which includes three new buildings for the tenant clubs to use, including additional unisex change rooms, additional public amenities (accessible public toilets) and enhanced spectator facilities, meeting the needs of the clubs into the future. The masterplan was endorsed in November 2016, with external funding sought in the 2017–18 financial year. We were successful in securing \$2 million from the Government of South Australia and have allocated a further \$2 million for the first year of the multi-year implementation of the masterplan.
- › Undertaking the construction of stage 1 of the Glenelg Oval Sporting masterplan. The Glenelg Oval Sporting masterplan was endorsed in July 2017. This stage focuses on the Holdfast Tennis Club, located on Williams Avenue, Glenelg East, which includes the demolition and development of the clubroom on site, installation of new lighting and fencing around eight courts. We have allocated \$274,000 of funding and are seeking match funding from the Office of Recreation and Sport. The scope of the project is subject to successfully securing external funding. Further to this we are also seeking full funding from the Office of Recreation and Sport to resize and resurface the tennis courts, to comply with Tennis Australia standards.
- › Continuing to improve our stormwater systems across the city as part of our Stormwater Management Plan, to reduce the risk of flooding in our city. In 2018–19 we will undertake \$2.35 million of improvements to our stormwater infrastructure across the City. As part of our capital program we have allocated \$350,000 for renewal works in Glenelg East and pits at a number of sites across the City. For new projects we have allocated \$1 million to undertake important stormwater works at key sites in Somerton Park, Brighton and North Brighton. This work is subject to obtaining external match funding from the Government of South Australia's Department of Environment, Water and Natural Resources' Stormwater Management Authority.
- › Beginning important repair work on the Glenelg Town Hall. In 2017–18 we engaged specialised heritage architects to undertake an assessment of the Glenelg Town Hall. The results of this assessment has identified a range of restoration works required to be undertaken to this important, historic State Heritage listed building over a multi-year program. In 2018–19 we have allocated \$1.13 million to commence these repair works to ensure the building can be enjoyed for many years to come.
- › Progressing the implementation of the Jetty Road Glenelg and Environs masterplan, which was adopted in February 2018. In 2018–19 we will undertake detailed designs and commence construction on aspects of the masterplan. We have allocated \$748,000 to develop designs for the Chapel Street section, which will transform this area into a new civic plaza and Coast stages 1 & 2, which includes the public open space along Colley Terrace from Hope St to Jetty Rd, as well as the entrances of both Durham Road and Moseley Street. Further to detailed design, we will commence the construction of the Chapel Street and Coast stage 1 (corner of Colley Tce and Jetty Road). The construction will be a two year project, with a total budget of \$3.49 million. In 2018–19 we will allocate \$833,000 of Council funding and seek approximately \$1.75 million of external funding from the Department of Planning, Transport and Infrastructure. The construction is subject to successfully receiving external funding.

## FINANCIAL OVERVIEW

In the 2018–19 financial year we predict we will be working with:

- › a consolidated operating surplus of \$458,000 (Alwyndor surplus of \$186,000 and Municipal operations surplus of \$272,000)
- › a consolidated operating income of \$66.30 million to cover our operating expenditure of \$65.84 million
- › a 2.7 per cent increase in rate revenue (excluding separate rates and the Natural Resource Management Levy).

In the 2018–19 financial year we will invest \$78.12 million to provide services, implement programs and build or maintain essential assets. Our main areas of investment will include:

- › \$53.51 million to provide services to our community
- › \$6.49 million to upgrade and maintain our community assets
- › \$18.12 million for new capital infrastructure and service improvements.

The funding for these activities will come from rates, grants from the Commonwealth and State Governments, revenue from asset sales, rental from community club and commercial leases, revenue from the Brighton Caravan Park, contributions from community associations and income derived from statutory and user charges.



# **FINANCIAL SUMMARY**



## 2018–19 REVENUE \$77.09 MILLION

We will receive \$77.09 million to provide services and infrastructure to the community.

### MUNICIPAL REVENUE

#### Rate Revenue

Rates General	\$34.20 million
Rates: Jetty Road Mainstreet Separate Rate	\$0.57 million
Rates: Patawalonga Marina Separate Rate	\$0.07 million
Rates: NRM Levy	\$1.25 million
<b>Total rate revenue</b>	<b>\$36.09 million</b>

#### Operational Revenue

Statutory charges	\$2.25 million
User charges	\$4.04 million
Investment income	\$0.04 million
Reimbursements	\$0.68 million
Other	\$0.51 million
<b>Total operational revenue</b>	<b>\$7.52 million</b>

#### External Revenue

Proceeds from the disposal of assets	\$1.20 million
Operating grants and subsidies	\$3.01 million
Capital grants, subsidies and contributions	\$9.59 million
Share of profit - joint ventures	\$0.23 million
<b>Total external revenue</b>	<b>\$14.03 million</b>

**TOTAL MUNICIPAL REVENUE** **\$57.64 million**

### ALWYNDOR REVENUE

#### Operational Revenue

User charges	\$3.72 million
Investment income	\$0.42 million
Reimbursements	\$3.15 million
Other	\$1.94 million
<b>Total operational revenue</b>	<b>\$9.23 million</b>

#### External Revenue

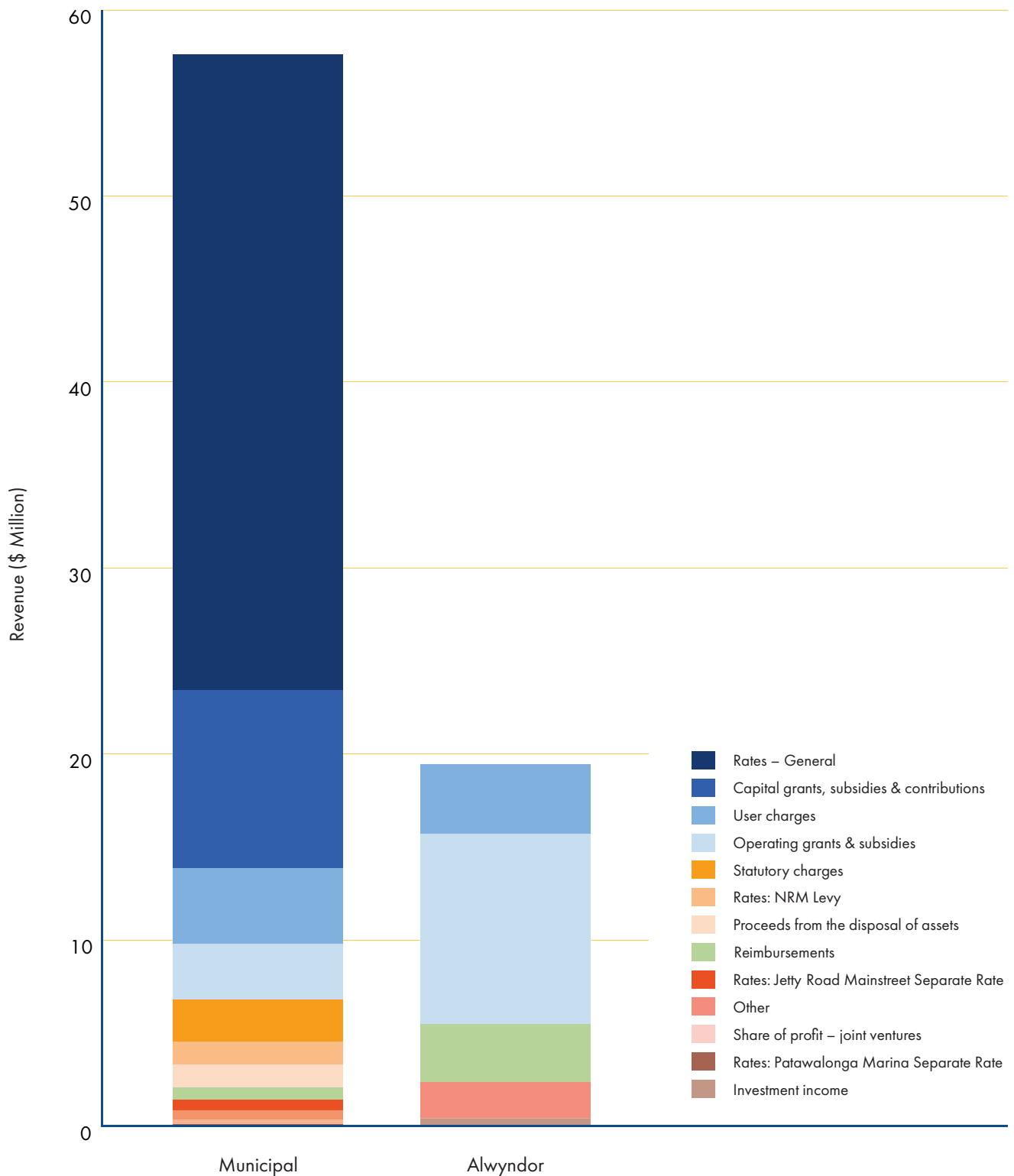
Operational grants and subsidies	\$10.22 million
<b>Total external revenue</b>	<b>\$10.22 million</b>

**TOTAL ALWYNDOR REVENUE** **\$19.45 million**

### CONSOLIDATED REVENUE

**TOTAL CONSOLIDATED REVENUE (INCLUDING CAPITAL & OPERATING REVENUE)** **\$77.09 million**

## 2018-19 REVENUE



## 2018–19 OPERATIONAL EXPENDITURE \$65.84 MILLION

We will spend \$65.84 million to deliver services to the community.

### MUNICIPAL OPERATIONAL EXPENDITURE

#### Services

Asset management	\$6.67 million
Corporate services	\$4.93 million
Open spaces & coastal assets	\$4.83 million
Waste management	\$3.52 million
Marketing & tourism	\$2.15 million
Regulatory services	\$2.04 million
Information & technology services	\$1.88 million
Library services	\$1.56 million
Community wellbeing	\$1.50 million
Development services	\$1.39 million
Commercial & economic enterprise	\$1.33 million
Community development	\$1.28 million
Financial services	\$1.23 million
Strategic planning & development policy	\$0.85 million
<b>Total expenditure on services</b>	<b>\$35.16 million</b>
<b>Other operational expenditure</b>	
Depreciation - municipal	\$9.03 million
NRM Levy	\$1.23 million
Operational new initiatives	\$1.16 million
<b>Total expenditure on other operational</b>	<b>\$11.42 million</b>
<b>TOTAL MUNICIPAL OPERATIONAL EXPENDITURE</b>	<b>\$46.58 million</b>

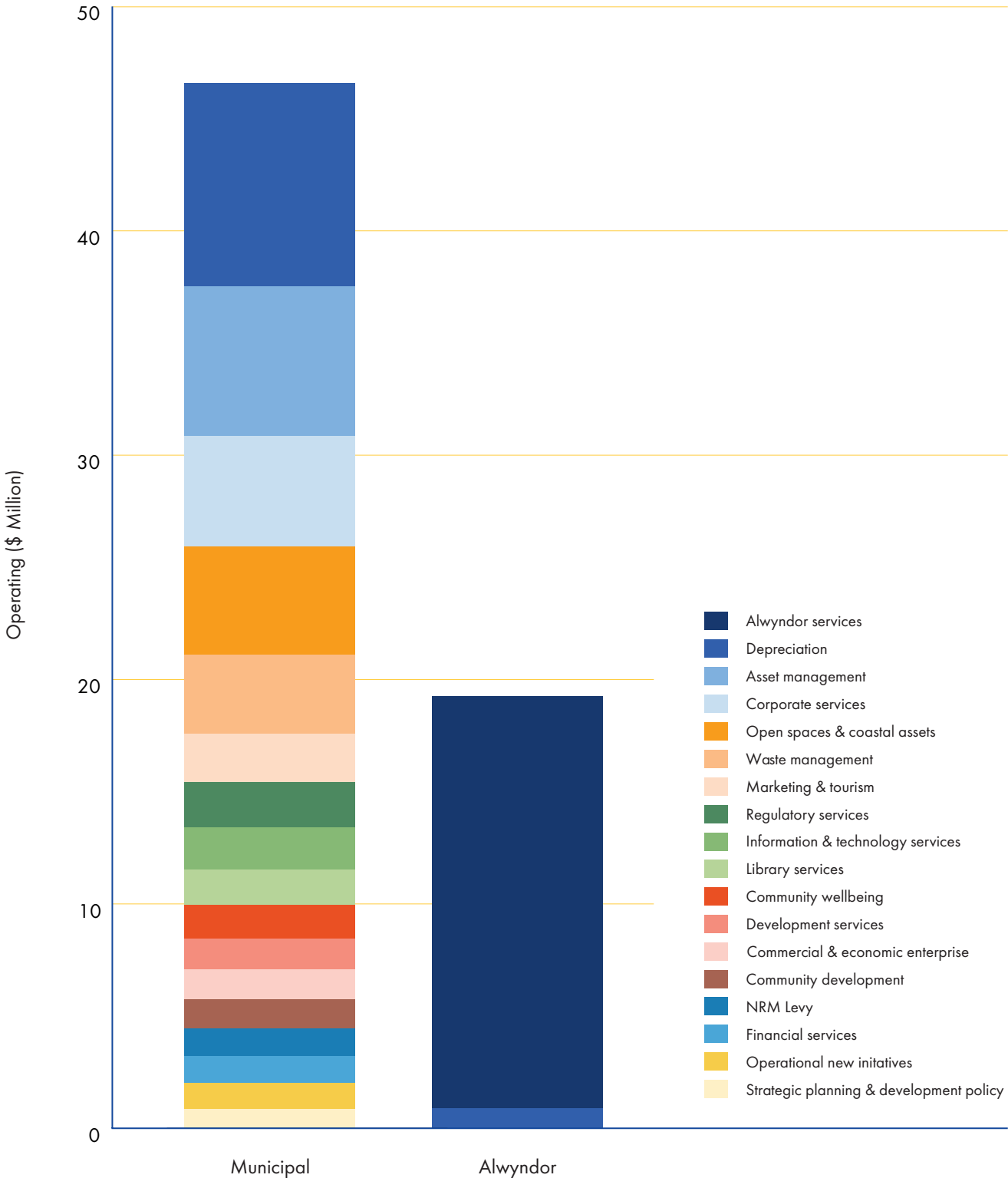
### ALWYNDOR OPERATING EXPENDITURE

Alwyndor services	\$18.35 million
<b>Total expenditure on services</b>	<b>\$18.35 million</b>
<b>Other operational expenditure</b>	
Depreciation - Alwyndor	\$0.91 million
<b>Total expenditure on other operational</b>	<b>\$0.91 million</b>
<b>TOTAL ALWYNDOR OPERATIONAL EXPENDITURE</b>	<b>\$19.26 million</b>

### CONSOLIDATED OPERATIONAL EXPENDITURE

<b>TOTAL CONSOLIDATED OPERATIONAL EXPENDITURE</b>	<b>\$65.84 million</b>
---	------------------------

# 2018-19 OPERATIONAL EXPENDITURE





## 2018–19 CAPITAL PROGRAM \$23.45 MILLION

---

We will spend \$23.45 million on our capital program to update and maintain our community's assets in 2018–19.

### MUNICIPAL CAPITAL PROGRAM

---

Capital new initiatives	\$16.96 million
Transport & access <sup>1</sup>	\$1.69 million
Buildings	\$1.66 million
Project management capitalised <sup>2</sup>	\$0.82 million
Major plant & equipment replacement	\$0.59 million
Open space	\$0.35 million
Stormwater drainage	\$0.35 million
Library collection	\$0.09 million
Coastal	\$0.05 million
<b>TOTAL MUNICIPAL CAPITAL EXPENDITURE</b>	<b>\$22.56 million</b>

### ALWYNDOR CAPITAL PROGRAM

---

Alwyndor asset renewal and replacement	\$0.89 million
<b>TOTAL ALWYNDOR CAPITAL EXPENDITURE</b>	<b>\$0.89 million</b>

### CONSOLIDATED CAPITAL PROGRAM

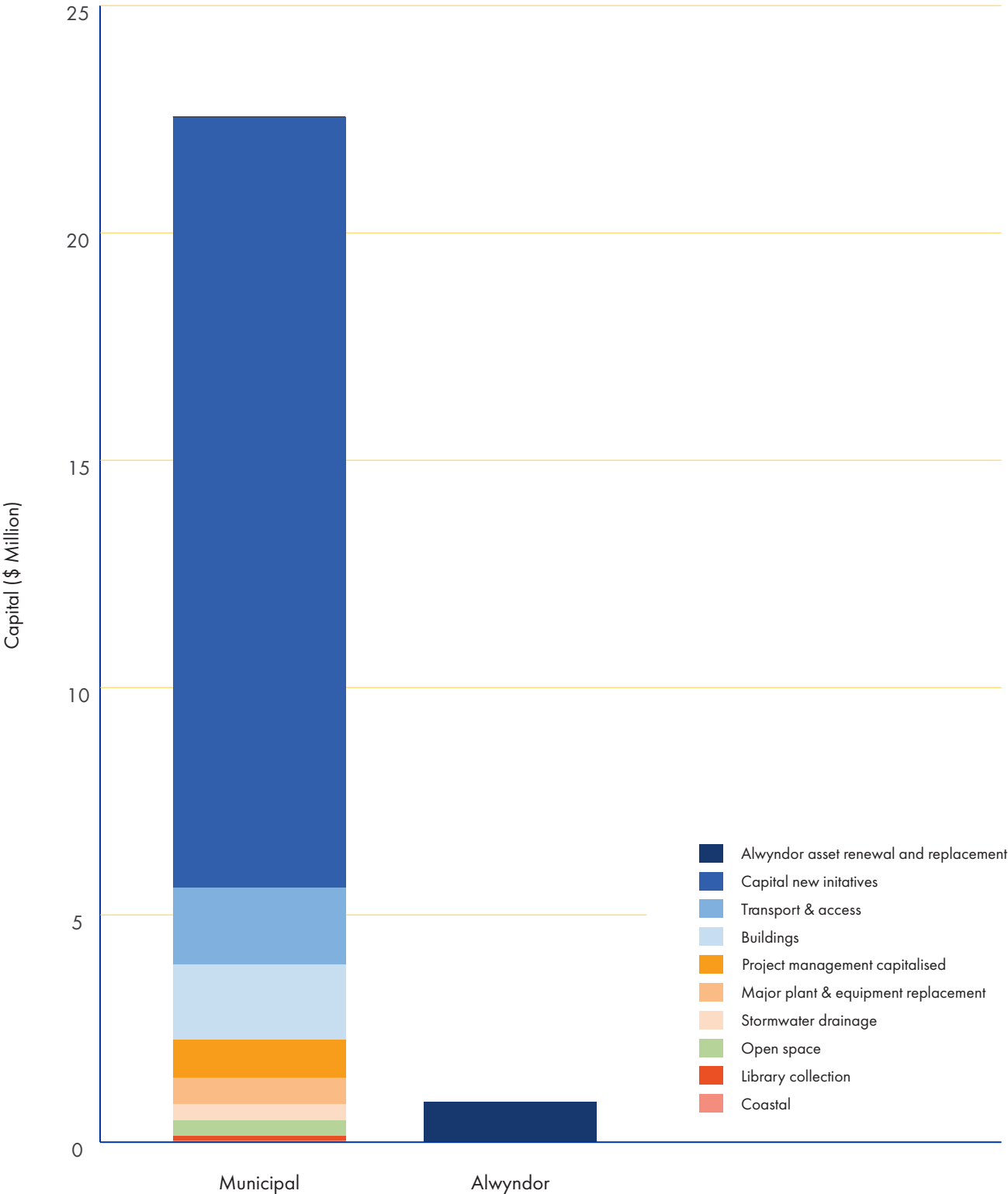
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<b>TOTAL CONSOLIDATED CAPITAL EXPENDITURE</b>	<b>\$23.45 million</b>
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<sup>1</sup> to be subsidised by \$300,000 Commonwealth Government Funding through the Roads To Recovery Grant Program

<sup>2</sup> 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.

# 2018-19 CAPITAL PROGRAM





# 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

We adopt 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. Intergenerational 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), in order 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 and playground equipment) to ensure the 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.
- › **Prudent debt management**  
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.

# SIGNIFICANT INFLUENCES

## BROAD TRENDS AND EMERGING ISSUES

We considered the impact of a number of global, national and state trends when developing our 2018–19 *Annual Business Plan*. They include:

### Communications and technology

Rapid advances in technology and communication such as the rollout of the National Broadband Network (NBN), increased mobility of technology and ongoing development of new apps and software continuously change environments. These developments can alter how people interact and undertake business, and influence customer expectations for flexible service delivery. This challenges us to keep abreast of, and capitalise on these changes so that we can maintain our high standards of customer service, based on the evolving expectations of our customers. In addition, advances in 'smart' technologies are changing the way we undertake strategic planning, designs and address problems, as well as providing valuable data for more informed and better decision making.

### Economic vitality

The closure of car manufacturing in Australia coupled with uncertainty in the mining industries is presenting a number of challenges in our manufacturing sectors. We are faced with transitioning to a more diverse, knowledge-based economy.

The State and Commonwealth Governments have brought forward a number of transport and infrastructure related capital projects so as to provide employment opportunities whilst the economy is in transition.

The lower Australian dollar has made our products more competitive in international markets, and continued low interest rates are providing a favourable environment for construction and domestic development projects.

### Health, wellbeing and aging

Today's modern society reportedly results in a number of lifestyle challenges for individuals, including an increasingly sedentary lifestyle, longer working hours and higher obesity rates, which are associated with a number of chronic health conditions and increasing social isolation. South Australia has a higher population of people aged over 55 than the rest of Australia, and the median age of City of Holdfast Bay residents is 46, which is significantly older than surrounding Council areas. As time passes, our portion of those aged over 65 will increase. To address these issues, we commit to providing facilities and services that promote healthy, active lifestyles, community wellbeing, opportunities for social engagement and healthy aging.

### Environment

We are committed to protecting our valuable natural environment, identifying and responding to the potential impacts of climate change, reducing our reliance on fossil fuels, reducing energy consumption and addressing water security across all operations.

# THE 2018–19 BUSINESS ENVIRONMENT

The following factors are expected to influence our business environment in 2018–19:

## Operating and utility costs

Just like households, all Councils are subject to a number of costs, and we have a limited ability to control these. In 2018–19 we expect the Environment Protection Authority Landfill Levy to rise by 14.9 per cent from \$87 per tonne to \$100 per tonne.

Depreciation on new assets has increased by \$410,000. This increase in depreciation is offset by the benefits that new and improved facilities provide to our community.

While the costs of 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 benchmark for monitoring the cost of service we provide. 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 annual LGPI for the 2017 (December 2016 to December 2017) was 2.9 per cent. Adelaide's annual CPI change was 2.3 per cent, for the same period.

## Housing industry

The housing industry has remained steady over the past few years. Housing building approvals were up from the previous year and this growth is expected to continue into 2018–19. For this reason, we have prepared our Draft 2018–19 Annual Business Plan based on an estimated growth of 0.5 per cent.

## Economic and planning system reforms

The Government of South Australia has continued to progress a range of reforms to South Australia's planning and development system, to implement the Planning, Development and Infrastructure Act 2016 and modernise the system.

While the details of a new Government's broader reforms package are still unfolding, they are likely to impact on Council's business and financial operations in the area of local planning. Likely impacts may include:

- › a reduction in Council's influence in the assessment of development applications, particularly for larger-scale or high-value projects with an investment value of over \$5 million and all development exceeding 4-storeys in height within areas of Glenelg, combined with further deregulation of planning assessment through Private Certification
- › increased costs to Council to fund infrastructure that is currently provided by the government or private sector, and the potential for reduced infrastructure funding at the local metropolitan level in favour of regional projects
- › shared arrangements with the Government of South Australia and neighbouring Councils to fund and service regional planning boards and assessment panels
- › improvements to our information technology systems and cost-shifting from the Government of South Australia to service a central online planning portal and e-planning system.

We will monitor the impact of the Government of South Australia's reforms package on our business operations as details emerge.

## Aged care industry transformation

### Alwyndor Aged Care

With the average age of the South Australian population rising, the demand for aged care services is increasing at a rapid rate. Not only is the overall demand for services increasing but, due to the 'baby boomer' generation beginning to enter the aged care market, the expectations of the variety and levels of service are also increasing. Correspondingly the cost of funding aged care services is also rising at what the Federal Government has described as an unsustainable rate. This is increasing pressure on all levels of government to provide and fund appropriate services and infrastructure. As a result, the Government has made significant changes to the funding arrangements associated with aged care targeted at promoting greater consumer choice, income testing so those that can afford it contribute to the cost of their care and encouraging providers to become more efficient and innovative.

One of the most significant changes in the past 18 months is funding for Home Care Packages now being provided directly to consumers, giving greater choice and control of the type of care received and of the provider delivering the care. Home Care Packages have therefore become portable, allowing consumers to change their service provider whenever they wish and retain their package if they relocate. This has resulted in a more competitive and open market for services and requires providers to become more focused on the specific needs to each consumer.

The Aged Care Funding Instrument (ACFI) is the classification instrument the Australian Government applies to fund Residential Accommodation aged care services. On 1 July 2016, a range of changes were implemented to the ACFI and further changes are expected, with a proposed new tool, the R-ACFI, currently under review. This new tool combined with the absence of any CPI increase in 2017, and potentially again in 2018, is designed to slow the 'unsustainable' growth in the costs of providing aged care which will challenge many current service providers as they will be required to deliver the same levels of care with a reduced (in real terms) level of funding.

The current government 'cost control' activity combined with the increased expectations of new Aged Care consumers indicates that it will be an extremely challenging transition in the Aged Care Industry over the next few years but also one with many opportunities to prosper.

### Council Community Wellbeing Service

Council continues to administer the grant-funded Commonwealth Home Support Program (CHSP), which offers older people basic maintenance and support services to continue living independently at home. Council continues to remain abreast of the changes brought about by the National Aged Care Reforms and respond accordingly, with as little disruption to service delivery as possible. Residents aged 65 years and older who are currently receiving CHSP funded services will continue to be kept informed of the impact of the changes as they occur.

The roll out of the National Disability Insurance Scheme (NDIS) (the new way of providing individualised support for people with disability, their families and carers) commenced in July 2017. The scheme will be progressively rolled out across South Australia over a number of years. People currently receiving support services through Disability SA will transition into the scheme as the changes are rolled out across each region of South Australia. Holdfast Bay residents receiving this support will convert to the new scheme from June 2018. We remain committed to continuity of care for all residents currently receiving support services through the SA-HACC program until the NDIS is fully in place.

## State Government election

The South Australian State election held in March has resulted in a Liberal Government being elected. This will change the State's policy direction and will have implications for all local government jurisdictions. We look forward to working with the newly elected government as they implement their policy program. Council can not speculate on the exact nature of the impacts on our City of policies at this stage.

## Local Government election

Local Government elections are held every four years with an upcoming election to be held in November 2018 by all South Australian Councils. This will potentially change the elected body who are the decision makers of each Council. These elections will be conducted and overseen by the Electoral Commission of South Australia. We have allocated \$292,000 to fund the election for our City.

Nominations for the Local Government election commences on Tuesday 4 September 2018 and closes Tuesday 18 September 2018. The election will be conducted by postal voting, with electoral materials posted out to the community beginning the week of 22 October 2018, with voting closing at 5pm on Friday 9 November 2018.

Some eligible voters will need to enrol to vote, as Local Government elections allow a broader range of people to vote. This includes non-Australian citizens over 18 and living in the city for longer than a month, landlords of rateable properties and business owners. Those fitting in this criteria must complete an enrolment form to vote by 5pm on Friday 10 August 2018. For more information visit [holdfast.sa.gov.au/elections](http://holdfast.sa.gov.au/elections).

Whilst it is not compulsory to vote in Local Government elections, it is strongly encouraged that all eligible people take up their democratic right in this election.

## External funding sources

Our 2018–19 budget relies significantly on property rate revenue for our operations. Rates make up 76 per cent of our revenue, excluding Alwyndor and the NRM Levy. Whilst we are a leader in South Australia for non-rate revenue, we are still 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 and grant funding from the Commonwealth and State Governments.

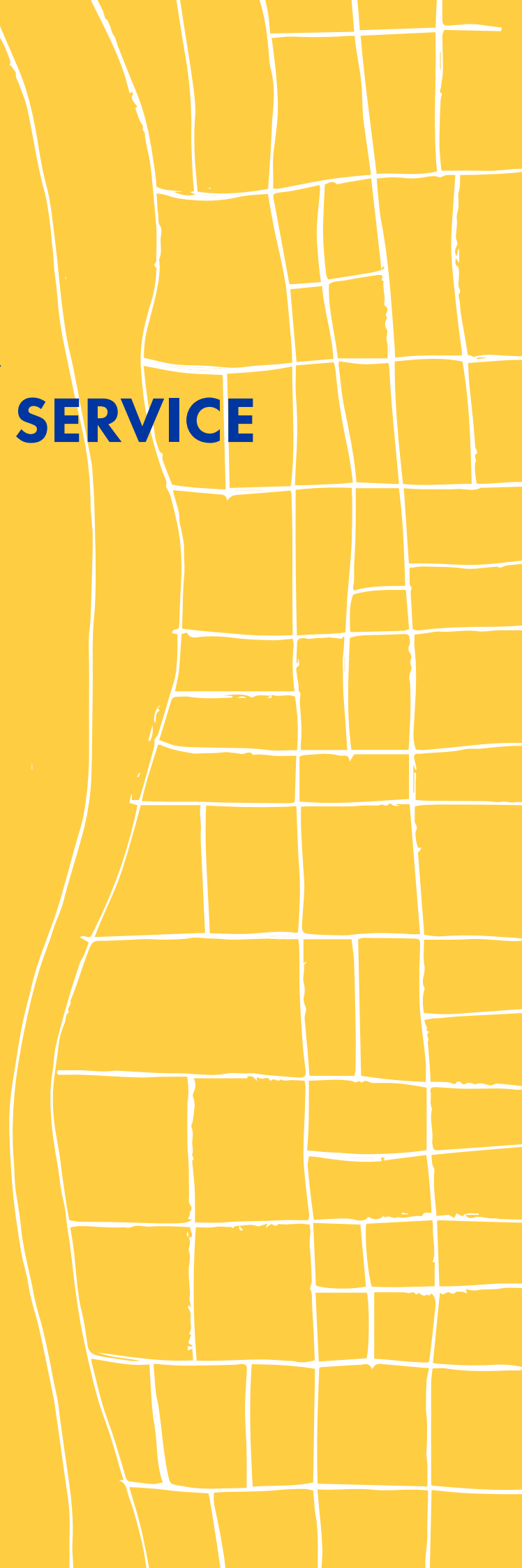
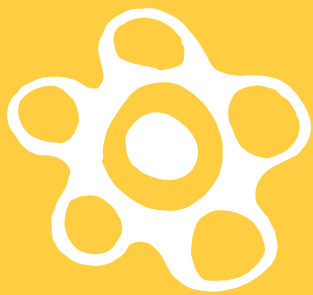
Reductions in Commonwealth and State Government funding levels have had a flow-on effect, reducing the grants available to local government. This affects our ability to undertake certain projects within our desired timeframes, and may influence our ability to commence this year. In 2018–19 these projects include:

- › Stormwater Management Plan implementation
- › Jetty Road Glenelg and Environs masterplan – phase 1 construction
- › Glenelg Oval Sporting Complex masterplan implementation – stage 1 (Holdfast Tennis Club)
- › water sensitive urban design installations
- › improvements to Barton Gully, Gilbertson Gully and Pine Gully
- › establish a biodiversity corridor.

In addition to external cost increases, State and Commonwealth grant funding has decreased, with fewer opportunities and reductions of funds available to Councils. The Australian Government's Roads to Recovery fund has reduced the funds for 2018–19, with a reduction of \$236,000 compared to the original budgeted amount in 2017–18. The Roads to Recovery funds allow us to undertake significant repairs and make improvements to our local roads, kerbing and stormwater system. This reduction is partially subsidised by the Supplementary Roads Grant, with an anticipated \$188,000 to be received. The Federal Assistance Grant had a freeze on indexation between 2013–14 and mid 2017, resulting in approximately \$103,000 in funding not received over this period (based on CPI indexation). In 2017–18 this grant was indexed by 2.5 per cent. In 2018–19 we have budgeted for an indexation of 2.4 per cent.



# ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY





## COMMUNITY

A healthy, creative, connected  
community.

In 2018–19 we will allocate \$31.74 million to building a healthy, active and resilient community; celebrating culture and diversity; providing welcoming, accessible facilities; and fostering an engaged, contributing community.



## OUR ACHIEVEMENTS

In 2017–18 we delivered many projects and services that supported our goal of building a strong community, creating a place with a quality lifestyle, for every generation, that celebrates culture and is safe and secure. Our activities included:

- › Completion of the Kauri Community and Sporting Complex project. This multi-year major project includes a new hockey pitch, 12 tennis courts, purpose built-facility for sporting and community clubs and surrounding landscaping and additional car parking
- › developed partnerships with Flinders University and SAHMRI focusing on health and well-being of the community for healthy aging
- › introducing five new volunteering opportunities including the dog walking program, bike pump track maintenance program and Green Thumbs, community gardens program
- › secured \$2 million of funding from the Government of South Australia to commence the construction of the Brighton Oval Sporting Complex masterplan
- › commencing works at the HY Sparks Grandstand at the Glenelg Oval. After being severely damaged in December 2016, we have commenced works to convert this space to a grassed mound.

Please visit [www.holdfast.sa.gov.au](http://www.holdfast.sa.gov.au) for a full list of our achievements.

## OUR PRIORITIES

In 2018–19 we will continue to deliver projects that build a healthy, creative, connected community, including:

- › Undertaking important restoration work at the Glenelg Town Hall
- › commence stage 1 construction of the Brighton Oval Sporting Complex masterplan
- › undertake construction of stage 1 of the Glenelg Oval Sporting Complex masterplan, focusing on the Holdfast Tennis Club.

## OUR SERVICE DELIVERY \$24.73 MILLION

### Alwyndor Aged Care – \$18.35 million

We will accommodate the needs of the state’s ageing community by providing appropriate assets, services and programs including the high-quality residential and out-patient services offered by Alwyndor Aged Care. Operated by Council, Alwyndor is fully funded by the Commonwealth and State Governments and Alwyndor resident and client contributions.

Alwyndor Aged Care’s services include 134 residential accommodation beds, respite care, 10 transitional care beds, hospitality services, rehabilitation and support services, plus various community service in home packages (including consumer directed care and community options program).

### Community development – \$1.28 million

Our community development programs, services and events aim to promote interaction and minimise social isolation and disadvantage within our community. This includes providing places, infrastructure and funding support for people of all ages and abilities to meet, mix and build constructive connections, plus opportunities for people to participate in a wide range of sporting, recreational and cultural activities. This year, we will continue to support:

- › sports and recreation, including 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 Community Centre and Partridge House
- › Aboriginal reconciliation, through consultation and engagement.

### Community wellbeing – \$1.50 million

We will foster and support community programs and activities that promote wellbeing and resilience, help people to remain in their homes, and provide choices that enhance people's quality of life and keep them connected to their communities. We will deliver this aim through:

- › **Commonwealth Home Support Program (CHSP)**  
a range of services including, but not limited to social support, domestic assistance and basic home maintenance 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 (SRFs) 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.

### Library services – \$1.56 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. This year, we will continue to develop our range of events, programs, services and activities through our two branches at Brighton and Glenelg.

### Regulatory services – \$2.04 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.

## OUR CAPITAL PROJECTS \$1.86 MILLION

### Playgrounds – \$260,000

This year to expand on opportunities for healthy, active, outdoor play, we will upgrade playground equipment at Bindara Reserve, Dulcie Perry Park, Susan Grace Benny Reserve and other various replacements as per our playground audit. We will also be undertaking the final stages of the replacements of playgrounds at Alf Smedely/Mel Baker Reserve and Angus Neil Reserve, which was successful in obtaining \$100,000 of the South Australian Government's Fund My Neighbourhood funding in 2017 towards the delivery of the improved playground.

### Open space capital renewal – \$15,000

As part of our open space management plans, we have allocated \$15,000 to repairing or upgrading infrastructure in our reserves, including drinking fountain and barbeque facilities.

### Sporting and community clubrooms and facilities – \$173,000

In 2018–19, we will repair and upgrade a number of sporting and community facilities. This includes \$9,000 to resurface the tennis courts at Southerland Park, Glenelg South, \$32,000 for works at the Brighton Surf Life Saving Club and \$132,000 to undertake works at the Glenelg Oval Complex on electrical mains work on a change room and installation of shade sails over the site of the previous HY Sparks grandstand at the Glenelg Oval, which is currently being converted to a grassed mound after sustaining significant damage in December 2016.

### **Glenelg Town Hall – \$1.13 million**

In 2017–18 we engaged specialised heritage architects to undertake an assessment of the Glenelg Town Hall. The results of this assessment has identified a range of restoration works are required. In 2018–19 we have allocated \$1.13 million to commence these important works at the State Heritage listed building. For more information see Highlights, page 9.

### **Library collection and improvements – \$261,000**

In 2018–19 we will allocate \$86,000 to continue to maintain our library collection to ensure that materials are current, accessible and meet the cultural and informational needs of our community. We will also allocate \$20,000 to undertake sewer mains work at the Brighton Library and \$155,000 to replace the air-conditioning units at the Glenelg Library.

### **Public art – \$20,000**

We will continue to support local arts initiatives while adding to our public art collection by purchasing sculptures from local artists and festivals, such as the Brighton Jetty Classic Sculpture Competition, and installing them in our public spaces.

## **OUR NEW PROJECTS \$5.15 MILLION**

### **Brighton Library Wednesday opening – \$47,000**

We will increase the number of operating days of the Brighton Library to six, with the inclusion of library operations on a Wednesday. With this, the Brighton Library will now operate Monday to Saturday.

### **Art and culture strategy – \$25,000**

We will undertake an Art & Culture Strategy to guide the future philosophy, coordination, promotion and management of arts and culture across the city.

### **Holdfast Bay Community Centre masterplan – \$30,000**

Our community centres play a vital role in strengthening local communities by offering a range of activities, programs and services that support social inclusion. In 2018–19 we will undertake a masterplan of the Holdfast Bay Community Centre. The masterplan will provide a strategic vision on the redevelopment of the site.



### **Purchase of Automated External Defibrillators – \$8,000**

We will purchase four AED (Automated External Defibrillators) to be installed into council buildings.

### **Cemetery improvements – \$50,000**

We have two Council owned cemeteries in our City, St Jude’s Cemetery (Brighton) and the North Brighton Cemetery. We will design and develop new ashes memorial sites and design extension of burial areas. A full audit of the cemeteries will also be completed, allowing updated cemetery maps and cemetery records to be made available online.

### **Kauri Community and Sporting Complex management – \$46,000**

To manage the day-to-day operations and the ongoing promotion and coordination of the new Kauri Community and Sporting complex, we will employ a part-time facility manager.

### **Brighton Oval Sporting Complex masterplan implementation – stage 1 – \$4 million**

We will commence the construction of the Brighton Oval Sports Complex masterplan. Stage 1 of the multi-year implementation of the masterplan includes three new buildings for the tenant clubs to use, including additional unisex change rooms, additional public amenities (accessible public toilets) and enhanced spectator facilities, meeting the needs of the clubs into the future. To undertake this project we will allocate \$2 million of funding. We have also been successful in securing an additional \$2 million from the Government of South Australia for this stage of the implementation. For more information see Highlights, page 9.

### **Glenelg Oval Sporting Complex masterplan implementation – stage 1 (Holdfast Tennis Club) – \$547,000**

In 2018–19 we will undertake the construction of stage 1 of the Glenelg Oval Sporting masterplan. Stage 1 of this multi-year project focuses on the Holdfast Tennis Club, which includes the demolition and development of the clubroom on site, installation of new lighting and fencing around 8 courts. We have allocated \$274,000 of funding and are seeking match funding from the

Office of Recreation and Sport. The scope of the project is subject to successfully securing external funding. In addition to this we are also seeking full funding from the Office of Recreation and Sport to resize and resurface the tennis courts. For more information see Highlights, page 9.

### **Wigley Reserve playspace detailed designs – \$30,000**

In 2018–19 we will undertake detailed designs and costings for the redevelopment of the Wigley Reserve Playspace to create a destination playspace that is a unique; including recreation infrastructure such as renewed outdoor exercise equipment, playspace structure, shade sails and amenities.

### **Kauri Parade playspace – \$150,000**

As a result of community feedback and review of playground provision in the city, the Kauri Community and Sporting Complex site has been identified for the inclusion of a playground. We have allocated \$150,000 to construct a playground on the site.

### **Lockers for homeless people – \$20,000**

St Andrews church is the primary provider of support for homeless people in our city. To support their program we will install locker facilities at Glenelg, which has been identified as a priority by St Andrews. The lockers would provide secure storage for personal belongings which otherwise would be unsecured.

### **Glenelg Town Hall Museum and Gallery upgrade – \$170,000**

We will undertake concept plans and design options for the interior redevelopment of the Glenelg Town Hall Museum and Gallery, to align with international museum and gallery standards and incorporate indigenous heritage within the museum.

### **Disability Access & Inclusion Strategy and Action Plan – \$30,000**

Introduced in 2017, The Disability Bill 2017 requires that a disability access and inclusion plan must be prepared by all state authorities and Councils. The development of Disability Access & Inclusion Strategy & Action Plan will include an audit of Council’s facilities, events and aspects of its operations to provide a strategy to address access and inclusion requirements, as per the bill.



## ENVIRONMENT

A community connected to our natural environment.

In 2018–19 we will allocate \$11.91 million to protecting biodiversity; building an environmentally resilient city; using resources efficiently; and fostering an environmentally connected community.



## OUR ACHIEVEMENTS

In 2017–18 we delivered many projects and services that supported our goal of creating a place that values its natural environment and manages its environmental impacts. Our activities included:

- › Continuing to upgrade our stormwater drainage system to improve capacity and mitigate the risk of flooding. This includes the completion of the Tarlton Street Stormwater Project in Somerton Park, which was a multi-year, major stormwater project
- › Implementing water sensitive urban design (WSUD) garden beds at Blackburn Avenue, Glenelg Avenue, to improve public amenity and better manage stormwater
- › progressing the Stormwater Retention Plan, which will investigate opportunities to use stormwater for aquifer recharge and recovery across the city
- › completing the installation of five rain gauges to provide better data collection and monitoring of rain events and potential flash flooding.

Please visit [holdfast.sa.gov.au](http://holdfast.sa.gov.au) for a full list of our achievements.

## OUR PRIORITIES

In 2018–19 we will continue to deliver projects that support a more sustainable environment and an environmentally connected community, including:

- › Commence a multi-year LED streetlight conversion program
- › deliver improvements to and conservation of our natural gullies
- › upgrading stormwater infrastructure in our city, including key sites in Somerton Park, Brighton and North Brighton.

## OUR SERVICE DELIVERY \$8.35 MILLION

### Open space and coastal assets – \$4.83 million

We will manage and maintain the community's natural assets in an environmentally and financially sustainable manner for the benefit of our residents and the wider community.

We will support this aim by:

- › Managing our open spaces and reserves
- › planning and implementing environmental management programs
- › planting and caring for trees in our streets and reserves
- › cleaning our streets and foreshore
- › 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 – \$3.52 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 \$395,000

### Coastal fencing – \$45,000

To improve public safety and conservation of our coastal dunes, we have allocated \$45,000 to install coastal fencing at Glenelg and Seacliff.



### **Flood management – \$350,000**

Upgrading our stormwater drainage throughout the area improves our capacity to protect against flooding. In 2018–19 we have allocated \$350,000 to continue with stormwater improvements across our city in line with our Stormwater Management Plan. This includes works in Glenelg East, at the intersection of Augusta Street and Miller Street, and at a number of stormwater pits across the city.

## **OUR NEW PROJECTS \$3.16 MILLION**

### **Street light conversion to LED – \$400,000**

To reduce our environmental impact and operating costs we will convert our street lights from fluorescent lighting to more energy efficient LED lighting. In 2018–19 we will allocate \$400,000 to commence the first stage of the multi-year rollout.

### **Sand bag groyne installation at Brighton beach – stage 2 – \$50,000**

Through community engagement it is evident that coastal protection is of great interest to our community. In conjunction with the Coastal Protection board, we will install a further two sandbag groynes at Brighton to reduce sand erosion.

### **Stormwater Management Plan implementation – \$2 million**

Continuing to improve our stormwater systems across the city as part of our Stormwater Management Plan, to reduce the risk of flooding in our city. We have allocated \$1 million in 2018–19 to improvements to our stormwater infrastructure across the city. This includes key sites in Somerton Park, Brighton and North Brighton. This work is subject to obtaining external funding of \$1 million from the Government of South Australia's Department of Environment, Water and Natural Resources' Stormwater Management Authority. For more information see Highlights, page 9.

### **Water sensitive urban design installations – \$400,000**

Water sensitive urban design (WSUD) is a landscape design approach to integrating stormwater into urban design to mitigate against flooding, improve amenity, replenish groundwater and improve the quality of stormwater entering the marine environment. In 2018–19 we will allocate \$250,000 to implement WSUD into four streets; Partridge Street, Glenelg, Durham Street, Glenelg, Portland Street, Seacliff and Weewanda Street, Glenelg South. This project is subject to receiving external funding as we will seek a further \$150,000 of funding from the Natural Resources Management Board.

### **Irrigation software and control upgrade – \$88,000**

Water usage is a significant expense in the maintenance of reserves and open space. To improve our monitoring, control and efficiency of our irrigation systems we will upgrade of central control software and flow sensor devices, to reduce water usage.

### **Improvements to Barton Gully, Gilbertson Gully and Pine Gully – \$150,000**

In 2018–19 we will allocate \$100,000 to implement the first stage of the Gully masterplans, which includes formalising paths and walkways, and install interpretative and wayfinding signage. This project is subject to receiving external funding as we will seek a further \$50,000 of funding from the Natural Resources Management Board.

### **Establish a biodiversity corridor – \$70,000**

We will formally establish a bio-diversity corridor based on the baseline biodiversity data being collected in 2017-18. The project will establish connectivity between fragmented habitats along the corridor, and include design and installation of interpretive signs in a trail format throughout the city's conservation sites. We will allocate \$50,000 of Council funds to undertake the works. This project is subject to receiving external funding as we will seek a further \$20,000 of funding from the Natural Resources Management Board.



## ECONOMY

A diverse and resilient local economy.

In 2018–19, we will allocate \$4.13 million to supporting and growing local business; making it easier to do business; harnessing emerging technology; and boosting our visitor economy.



## OUR ACHIEVEMENTS

In 2017–18, we delivered many projects and services that supported our goal of delivering economic prosperity – creating a place to do business, that welcomes visitors and provides value for money.

Our activities included:

- › Increasing support to local businesses in our area with a number of initiatives, including a business concierge, visiting business advisory service and improved interface for businesses on our website
- › progressing the Economic Activation Plan, setting a five year horizon in supporting local economic development and investing in future growth industries
- › holding 200 events, attracting over 445,000 event attendees. These events included, the Glenelg Christmas Pageant, New Year’s Eve, Tour Down Under Street Party and the Queens Baton Relay
- › commencing the Business Start-Up Support Scheme, which provides small businesses and start-ups to locate and/or expand in our city to increase job opportunities or invest in export opportunities
- › continuing to increase the income and occupancy of the Brighton Caravan Park. As a key business asset, the park’s income reduces the rate burden for our community.

Please visit [holdfast.sa.gov.au](http://holdfast.sa.gov.au) for a full list of our achievements.

## OUR PRIORITIES

In 2018–19 we will continue to support our local economy, welcome tourism and attract a variety of events to our city. Our focus for 2018–19 includes:

- › Provide a digital support program for local businesses to support and assist businesses entering or expanding an online presence
- › attracting a broad range of events to our city, in 2018–19 this will include the 2018 Life Saving World Championships
- › progressing our economic objectives by dedicating a resource to economic development and business support in Holdfast Bay.

## OUR SERVICE DELIVERY \$3.48 MILLION

### Tourism and business marketing services – \$2.15 million

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

- › planning, implementing and supporting a wide range of community events to increase visitation and length of stay within our city
- › actively consulting and communicating with our community through our community engagement program
- › preserving and stabilising the Holdfast History collection while developing opportunities to make it more accessible to the community
- › providing targeted tourism and marketing services aligned with community desires and needs
- › developing city-wide commercial and economic opportunities
- › providing a voice for the business and property owners in the Glenelg precinct through the Jetty Road Mainstreet Committee.

### Commercial and economic enterprises – \$1.33 million

We will ensure that our commercial activities, commercial leases, and the Brighton Caravan Park provide the best possible return on the community’s investment.

## OUR CAPITAL PROJECTS \$140,000

### Car parking – \$60,000

We will continue to upgrade car-parking facilities in our City. In 2018–19 we have allocated \$60,000 to renew the existing car park at Lipson Avenue, Seacliff, servicing the Kauri Community and Sporting Complex.

### Parking ticket machines – \$80,000

In 2018–19 we have allocated \$80,000 to replace nine ticket machines at Glenelg. The new ticket machines will be credit card payment compatible to provide more convenient options.

## OUR NEW PROJECTS \$288,000

### International events (Life Saving Championships) – \$150,000

We host over 200 diverse events each year in our city to attract visitors to our city, boost the local economy and showcase Holdfast Bay to the world. In 2017–18 we were part of the Queens Baton relay and commenced preparations to host the 2018 Life Saving World Championships. In 2018–19 we will continue to provide operational support for Life Saving World Championships through a dedicated events officer, sponsorship and marketing support.

### Digital training and support for small business – \$20,000

The Digital Training and Support program for small businesses aims to provide support and assistance to businesses entering or expanding an online presence, align online activities with their business goals and increase their knowledge and capabilities to enable businesses in a constantly changing environment.

### Business Development Partner position – \$103,000

To support our aims in creating a diverse and resilient income, we will continue the Business Development Partner position. This role was created in 2017–18 to champion our business and economic development strategic objectives and to facilitate a thriving and sustainable local economy by fostering economic growth. The objectives of this role will continue in 2018–19 and is critical to the implementation of our strategic objectives in the Economy Pillar (see page 6).

### Brighton Caravan Park internet – \$100,000

In 2018–19 we will install Wi-Fi internet infrastructure at the Brighton Caravan Park for access by guests of the park.

### Small Business Development Grant – \$50,000

To foster vibrant business precincts and support new businesses in creating employment opportunities in the City of Holdfast Bay, we will continue to provide the Small Business Development Grant. This grant provides small businesses and start-ups to locate or expand in our city to increase local jobs, invest in export opportunities or increased participation by the local community ensuring a vibrant and sustainable community.

### Parking management system – \$90,000

In 2018–19 we will purchase a parking management system to monitor timed parking areas in our city. This system will increase the efficiency of checking parked vehicles which will provide our regulatory officers more time for other activities such as beach patrols and animal management.



## PLACEMAKING

An accessible, vibrant and safe coastal city that celebrates our past to build for our future.

In 2018–19, we will allocate \$19.42 million to creating vibrant and safe places; developing walkable, connected neighbourhoods; building character and celebrating history; and housing a diverse population.



## OUR ACHIEVEMENTS

In 2017–18, we delivered a broad range of projects and services that supported our goal of enhancing city design and function, creating a place that is well planned, and providing choice and enhancing life. Our activities included:

- › Continuing our Heritage and Shopfront Character Grant Scheme to restore and maintain the character of our retail precincts and heritage-listed properties. In 2018–19 we will be expanding the shopfront component of this grant to also include the Jetty Road, Brighton business precincts. See page 45 for more details
- › completed the Jetty Road Glenelg and Environs masterplan. The masterplan will drive investment in infrastructure and streetscape improvements for the precinct. We are now progressing to the implementation phase of the masterplan, seeking funding from the Government of South Australia
- › commencing the open space and public realm strategy review which will reassess priorities for creating, upgrading or developing public open space projects as well as a set of design guidelines to guide these projects
- › progressing the Kingston Park section of Coast Park, running from the Seacliff Yacht Club to our city's southern boundary, with an anticipated completion of May 2018
- › securing \$4.35 million of funding from the Government of South Australia to commence the construction of the Minda Dunes section of Coast Park.

Please visit [holdfast.sa.gov.au](http://holdfast.sa.gov.au) for a full list of our achievements.

## OUR PRIORITIES

In 2018–19 we will continue to build a well-planned, accessible and safe city by:

- › Progressing the Jetty Road Glenelg and Environs masterplan with detailed design and construction
- › undertake an intergraded transport and movement strategy
- › constructing the Minda Dunes section of our coastal walking trail, the last section of the Coast Park walking trail for our city.

## OUR SERVICE DELIVERY

### \$8.91 MILLION

#### Asset management – \$6.67 million

We will continue to manage and maintain our community's assets and infrastructure in an environmentally and financially sustainable way. This includes maintaining our playgrounds, street furniture, footpaths, roads, kerbs, water table, stormwater drainage system and buildings; controlling traffic; and implementing our 'Roads to Recovery' projects.

#### Development services – \$1.39 million

Our development assessment, development advice and building compliance services work to recognise opportunities while protecting the character and amenity of our suburbs. This year, we will continue to 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, including supporting heritage property owners via our Heritage and Shopfront Character Grant Scheme to assist in maintenance and restoration.

#### Strategic planning and policy – \$846,000

We will deliver robust and comprehensive policies and strategies to guide future development, enhance our built environment and improve the function of our city.

## OUR CAPITAL PROJECTS \$1.74 MILLION

### Roads (including signage, kerb and water table reconstruction) – \$1.30 million

Our *Asset Management Plan* allows for the systematic repair and replacement of our city's streets, kerbs and water table. In 2018–19, we have allocated \$642,000 to renewing and upgrading roads; and \$661,000 to renewing our kerb and water table.

### Footpaths – \$246,000

We have allocated \$246,000 to maintaining our city's footpaths to ensure they are safe.

### Bus stops – \$30,000

As part of our three-year program, we will continue with upgrading bus shelters this year to comply with the requirements of the *Disability Discrimination Act 1992*.

### Public toilets – \$59,000

The development of easily accessible and well-located public toilet facilities in our open spaces is an important aspect of providing a liveable city. In 2017–18 we will allocate \$59,000 to undertaking works at a number of public toilets across the city.

### Street lighting – \$50,000

By improving night visibility in our public places and streets, we help people to feel safe and enjoy living, doing business in, and visiting Holdfast Bay. We have allocated \$50,000 for lighting on Marlborough Street, Brighton and Old Beach Road, Brighton.

### Signage – \$55,000

To support our goal of providing an attractive city that welcomes visitors and encourages tourism, we have allocated funding to improving our signage in reserves and throughout our suburbs. In 2017–18 we have allocated \$55,000 for signage in reserves throughout the City.

## OUR NEW PROJECTS \$8.77 MILLION

### Minda Dunes Coast Park – \$5.35 million

We have been successful in securing \$4.35 million of funding from the Department of Planning, Transport and Infrastructure to undertake the construction for the final section of Cast Park in Holdfast Bay. We have allocated an additional \$1 million to fund this project. The Minda Dunes section runs across the secondary dunes of the Minda site and extends from the Somerton Surf Life Saving club to the Gladstone Road car park. For more information see Highlights, page 9.

### Jetty Road Glenelg and Environs masterplan – phase 1 detailed design – \$748,000

In 2018–19 we have allocated \$748,000 to develop detailed designs for the Chapel Street plaza section, which will transform this area into a civic plaza, and Coast stages 1 & 2, which includes the public open space along Colley terrace from Hope St to Jetty Rd, as well as the entrances of both Durham Road and Moseley Street. For more information see Highlights, page 9.

### Jetty Road Glenelg and Environs masterplan – phase 1 construction – \$2.58 million

In addition to detailed design work, we will commence the construction of the Chapel Street and Coast stage 1 (corner of Colley Tce and Jetty Road). The development will be a two year project. In 2018–19 we will allocate \$833,000 of Council funding and seek \$1,746,000 of external funding from the Department of Planning, Transport and Infrastructure. This project is subject to receiving external funding. For more information see Highlights, page 9.

### Integrated transport and movement strategy – \$90,000

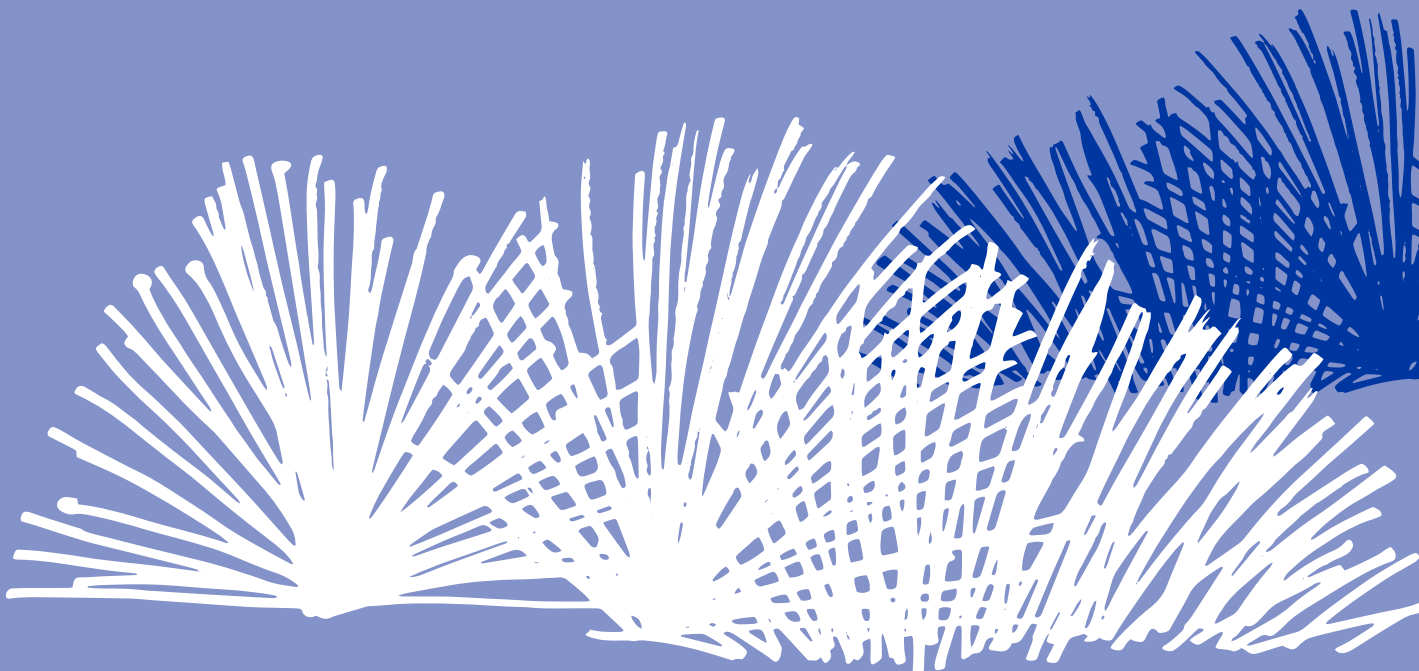
The integrated transport and movement strategy will analyse the movement of private vehicles, public transport, walking and cycling in our City and future trends to gain a better understanding of the existing and future capacities of our transport network. This strategy will be undertaken over two years, with \$90,000 to be allocated for 2018–19. This work will assist in our future planning and development of our transport network in our City.



## CULTURE

An effective, customer-centred organisation.

In 2018–19, we will allocate \$10.93 million to providing customer-centred services; being financially accountable; enabling high performance; and supporting excellent, efficient operations.





## OUR ACHIEVEMENTS

In 2017–18, we progressed a number of projects to improve our service delivery and efficiency, including:

- › Progressing our multi-year Business Transformation program to provide more intuitive, innovative and efficient operations. This will make it easier for our community to access information, interact with Council and lodge documents. In 2017–18 we completed the implementation of new payment software, development application software and budgeting software, for improved efficiency and convenience
- › continuing the responsible management our operational and capital expenditure, allowing us to reduce our debts
- › resolving over 48,000 incoming calls via our customer service team
- › commencing a school based trainee program, which gives the opportunity to local students to get support in gaining a qualification as well as workplace experience
- › being selected as a finalists for a Local Government Excellence award for our work on our internal cultures and WHS branding.

Please visit [holdfast.sa.gov.au](http://holdfast.sa.gov.au) for a full list of our achievements.

## OUR PRIORITIES

In 2018–19 we will continue to provide an effective customer-centred, responsible organisation by:

- › Continuing the transformation of our information technology system to provide a more intuitive and effective operating environment. This will also make it easier for our community to access information and transact with us
- › holding the Local Government Election for Holdfast Bay in November.

## OUR SERVICE DELIVERY \$8.04 MILLION

### Corporate services – \$4.93 million

We will continue to 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
- › Work health and safety
- › Elected member and CEO support
- › Records management
- › Corporate communication.

### Financial and rating services – \$1.23 million

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

### Information and technology services – \$1.88 million

We will provide up-to-date information and technology services that support us in delivering effective and efficient services and offer a range of easy options for our customers to contact, and do business with us.

## OUR CAPITAL PROJECTS \$2.36 MILLION

### Plant and equipment replacement – \$513,000

To meet our operational needs and enable safe, effective delivery of services, we have allocated \$513,000 to maintaining and replacing our major plant and equipment.

### Alwyndor asset renewal and replacement – \$889,000

Alwyndor will allocate \$889,000 to fund asset renewal and replacement works, including plant and equipment replacement.

### Capital building works – \$138,000

In 2018–19, we have allocated \$138,000 to renewing our buildings to ensure that they continue to provide safe and comfortable facilities.

### Capital project management – \$816,000

Project management reflects the costs incurred (including staff salaries) on developing capital projects and, will be attributed to the cost of each project.

## OUR NEW PROJECTS \$530,000

### Information technology innovations – \$180,000

We will continue to improve our technology systems and progress our business transformation program to support us in providing efficient and effective services. In 2018–19 we will continue the implementation of our reporting and data analytics software, information and data management systems and improvements to our asset management system.

### Local Government elections – \$292,000

Local Government elections are held every four years with an upcoming election to be held in November 2018 by all South Australian Councils. We have allocated \$292,000 to fund the election for our City.

### Online grant application and assessment software – \$13,000

We provide a variety of funding opportunities to our residents and community groups. In 2018–19 we will implement a cloud-based grants software which will improve the efficiency and management of our Council grant processes and make it easier for people or groups to make grant submissions.

### Condition assessment of Council buildings – \$45,000

In 2018–19 we will undertake a comprehensive condition assessment of our building to ensure our asset information is kept up-to-date, assist in strategic asset planning and allow for the development of more proactive maintenance schedules.



# 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):

- > **A**chievement
- > **R**espect
- > **I**nnovation
- > **S**implicity
- > **E**ngagement

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 that ensures 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.



# FUNDING OUR CITY

## OPERATING RESULT

In 2018–19 we are proposing an extensive program of services and projects. To achieve this we expect to raise \$46.85 million in operating income and expend \$46.58 million in operating expenditure (excluding Alwyndor). The funds come from a variety of sources; while our income is predominantly from rates, it also includes grants from the State and Commonwealth Governments, as well as income from statutory and user charges. In 2018–19, 76 per cent of the revenue to fund municipal operations will come from rates.

We have budgeted for a consolidated operating surplus of \$458,000 in 2018–19, composed of an operating surplus for Alwyndor of \$186,000 to be reinvested back into its operations, and an operating surplus of \$272,000 for our municipal activities.

## OUR FINANCIAL STATEMENTS

We have included a summary of our projected financial statements for the 2018–19 financial year in the *2018–19 Annual Business Plan*. The 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 \$34.83 million (excluding NRM Levy) from rates in 2018–19.

We own infrastructure and assets (such as roads, drains, footpaths and buildings etc) with a current value of approximately \$375 million (excluding land). 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. We are mindful of the impact on ratepayers and we are committed to developing options to ease the rate burden through increasing other sources of revenue.



## FINANCIAL MANAGEMENT

Our financial principles include our commitment to prudent debt management. Our treasury policy recognizes the use of borrowings to spread the investment in community assets over time in support of the principle of intergenerational equity. Any funds that are not immediately required to meet approved expenditure or minimum liquidity are applied to reduce existing borrowings or defer the timing of new borrowings, or are invested in interest bearing deposits. We regularly consider the financial environment, prevailing interest rates and the life of our community assets, to ascertain a treasury position that provides an optimum balance of long- and short-term loans, and fixed and floating interest rates.

We understand that our community has high service expectations because of our coastal proximity and our high tourism focus, amongst other factors. The *2018–19 Annual Business Plan* is forecasting a projected requirement to borrow \$3.38 million to fund our program of capital works and projects. The current financial environment allows borrowing at low, fixed, long-term interest rates. We believe it is prudent to borrow to renew and replace infrastructure and assets for the benefit of the community as outlined within our *Long-Term Financial Plan* and *Asset Management Plan*, which aim to deliver service levels at lowest overall life-cycle cost. Running down the value of assets or not replacing them is very short-sighted and can lead to a lack of community and business confidence, and increased expenditure in future years.

We have a risk management framework, and an Audit Committee that comments on strategic and operational risk management. This is done holistically, having regard for all aspects of financial and overall risk management. Guided by our *Long-Term Financial Plan*, our financial management takes a long-term view that ensures we maintain a sustainable financial and asset management position.

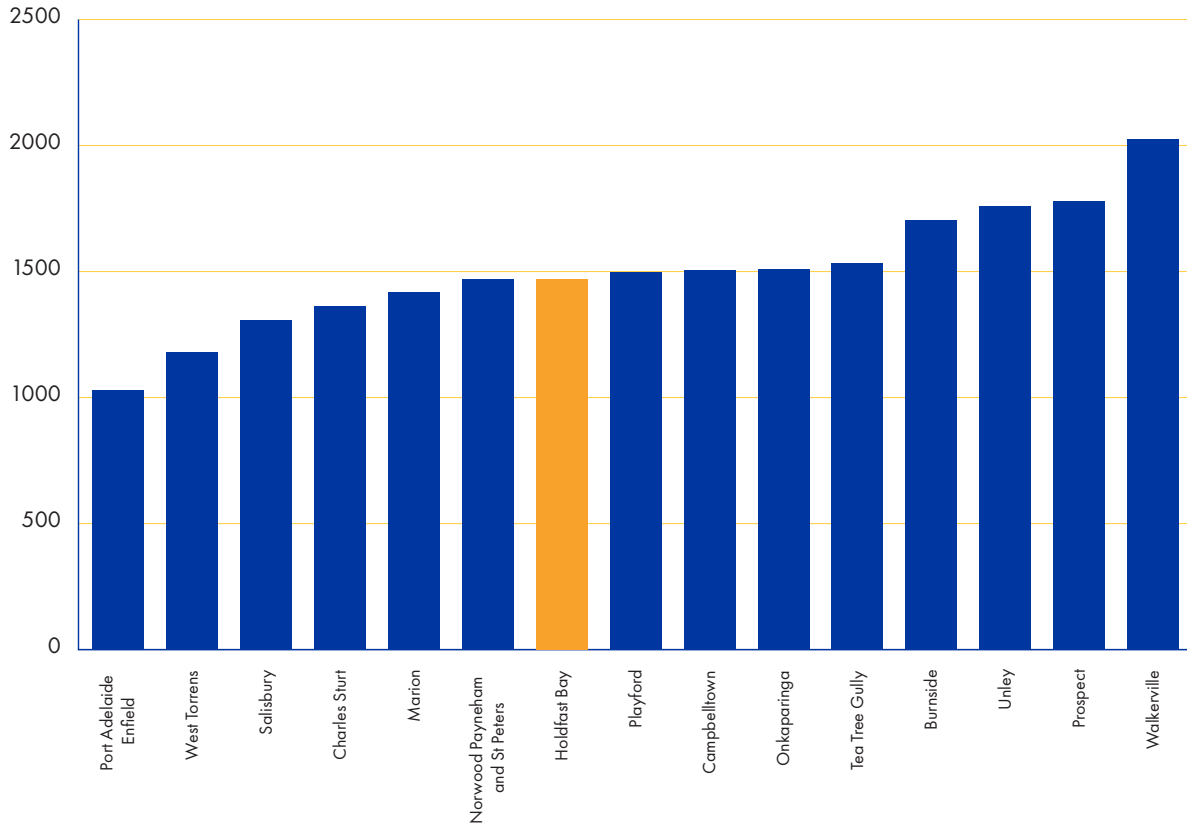
### Rate comparisons

Comparing our rates with those of other councils is a complex issue. Each council has different characteristics (such as size, demographics, residential base and growth etc) and provides either different services or similar services at different standards. Councils provide a broad range and level of services to our communities and, although some of these are statutory requirements, the majority are determined by the expectations of our specific communities. The cost of providing and maintaining these services is 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.

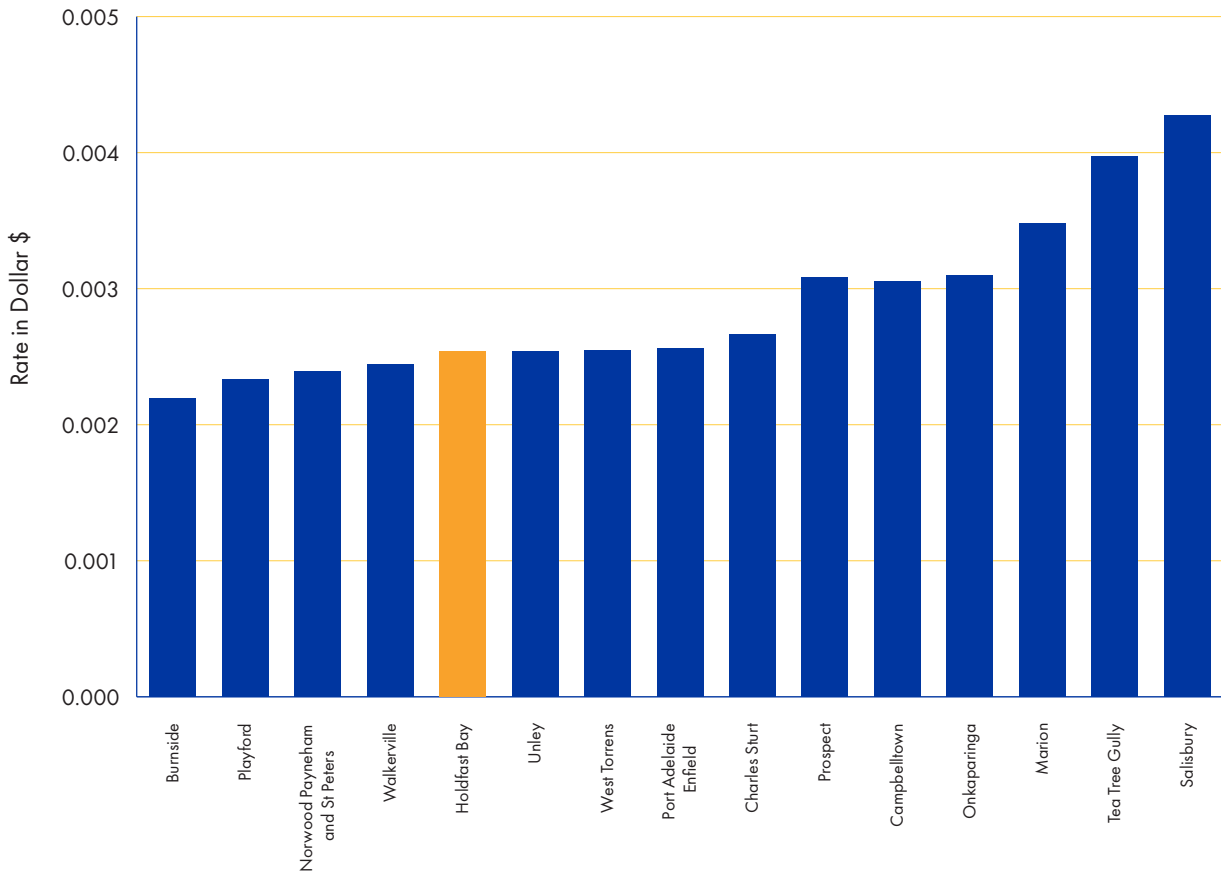
The amount of rates you pay is determined by multiplying your property's value by the rate in the dollar. For example, if the property value is \$500,000 and the rate in the dollar is 0.00223 cents in a dollar, the rates payable will be \$1,115.

The charts on the following page show a comparison of the average residential rate for Adelaide metropolitan councils for 2017–18. The average (mean) residential rate for the City of Holdfast Bay in 2017–18 was \$1,470. This represented a rate of 0.0025362 cents in the dollar of property value. We were able to deliver our program of services and projects outlined in the *2017–18 Annual Business Plan*, with a residential rate that compares favourably to other South Australian Council areas.

### 2017-18 Average (mean) residential rate comparison



### 2017-18 Residential rate-in-the-dollar comparison



## What will you pay in rates?

The amount you pay is determined by the valuation of your property and the way we apportion rates across the community. We endeavour to apportion rates across the community in an equitable fashion. Based on property valuation data for 2018–19, the rate increase for the average (mean) residential premises will be approximately \$31.45 or \$7.85 per quarter. This is the equivalent of 60c per week.

## 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 continually review our rating policy to ensure that it is fair and equitable to all. Our current rating policy, adopted in June 2017, is available at the Brighton Civic Centre and can be downloaded at [holdfast.sa.gov.au](http://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 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

Our 2018–19 *Annual Business Plan* and financial statements have been based on a rate revenue increase of 2.7 per cent, excluding new building construction and separate rates. The average (mean) value of properties in the City of Holdfast Bay in 2018–19 is \$610,198.00, with the average (mean) rate of \$1,501.45.

## Industrial, commercial property and vacant land rates

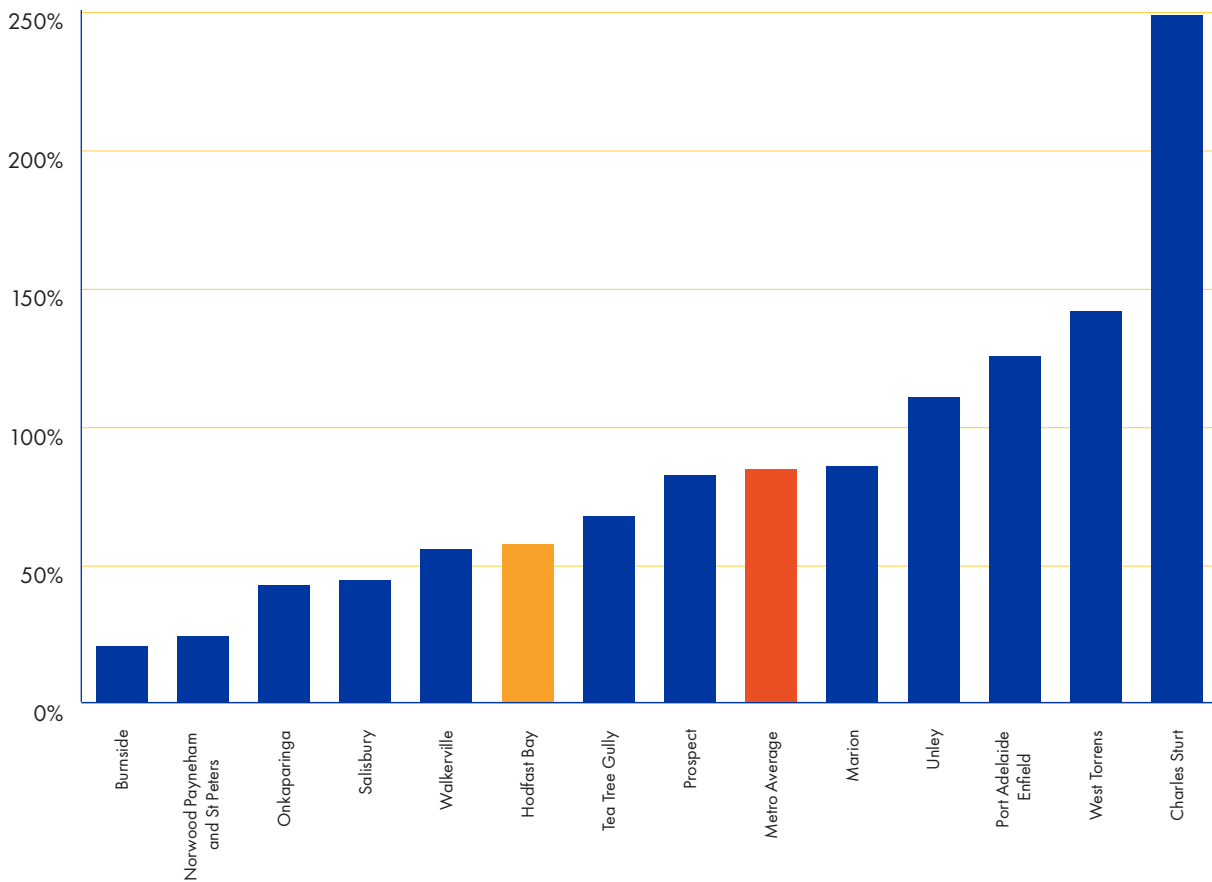
We apply a differential rate to industrial, commercial properties and vacant land. This applies a premium based on the principle that industrial and commercial properties place a greater burden on infrastructure and achieve direct benefits from Council parking and health regulations, event and tourism etc. For vacant land, the differential rate provides an incentive to encourage property development.

In 2017–18 a differential premium 57 per cent above the residential rate had been applied, equating to 13.8 per cent of total rate revenue (\$4.64 million) being paid by this sector. This premium compares favourably with the metropolitan average of 84 per cent as shown in the following page.

In the 2018–19 revenue from the Differential Rate applying to commercial, industrial and vacant properties will be maintained at 13.8 per cent of our overall general rates. This represents a Differential Rate premium of 60 per cent.



## 2017–18 Metropolitan differential rate premium comparison



### 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 applied to 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 \$565,000 in 2018–19, with no increase to the rate levied in 2017–18.
2. The Patawalonga Marina Separate Rate, which is applied to 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 Patawalonga lock. Because the lock is also widely used by the general public, this rate is adjusted by 50 per cent. The Patawalonga Marina Separate Rate for 2018–19 is expected to raise \$70,000. We will continue to calculate this rate this way, adjusting slightly to account for the actual maintenance costs occurred each year, as it offers the greatest amount of certainty for ratepayers.

### Natural Resource Management levy

The Natural Resource Management (NRM) Levy is collected on behalf of the Government of South Australia's Adelaide and Mount Lofty Ranges Resource Management Board. In 2018–19 the NRM Levy for properties in the City of Holdfast Bay will increase by \$82,000 to \$1.25 million. This represents a 7 per cent increase to the rate levied in 2017–18.

## 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.

We have previously provided a rebate of 25 per cent on state and local-heritage-listed properties. In 2016–17, a reduction of this rebate was introduced, to phase out the rebate over a three-year period, in favour of reintroducing a targeted grant scheme, providing greater incentive to ratepayers who own heritage-listed properties to invest in the maintenance, restoration and preservation of these properties.

In 2018–19 the heritage rebate will cease, with the \$50,000 saving allocated to continue to expand the Heritage and Shopfront Character and Grants Scheme.

This scheme also incorporates grant funding for the upgrade of shopfronts in our premier shopping precincts to ensure that the heritage, character and attractiveness of these precincts are maintained. The Shopfront Character Grant component of the scheme is currently available to the Jetty Road Glenelg precinct as a pilot area/precinct. In 2018–19 this component of the grant will be expanded to include Jetty Road, Brighton, as well as Jetty Road, Glenelg.

## Minimum rate

We impose a minimum amount payable by way of rates. For 2018–19, the minimum rate is set at \$976.

## Rate relief

Support is available for people experiencing difficulty in paying their rates. For further information please contact our Customer Service team 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 has determined that residential ratepayers can apply for a reduction in their 2018–19 rates where they can demonstrate an increase in their annual rate bill in excess of 6 per cent.

# 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 75 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 2018–19 we will raise \$36.09 million in rate revenue (including separate rates and the NRM Levy) and this will yield an operating surplus ratio of 0.6 per cent. Currently our operating ratio measure over the five-year period from 2013–14 to mid-2018 is 1.8 per cent. The operating ratio is the operating result expressed as a percentage of total operating revenue. Our operating result is the difference between recurrent income and recurrent operating expenditure.

Recurrent income is made up of 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 our 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.

- 2. To achieve a net financial liabilities ratio of less than 75 per cent**

Our current ceiling for our net financial liabilities ratio is 75 per cent. The net liabilities ratio is a measure of the size of our net financial liabilities (which is what we owe others, minus what others owe us), as a percentage of its total operating revenue.

However from time to time it is acceptable to exceed this ceiling, particularly when low interest rates offer the opportunity to develop infrastructure and facilities that will provide long-term benefit to the community. In 2018–19 the net financial liabilities ratio is forecast to increase from 48 per cent to 49 per cent (excluding Alwyndor Aged Care). The ratio is expected to decline in subsequent years as our fixed-term debt is reduced.

An additional, and arguably more relevant, indicator of our ability to manage and service debt is its interest cover ratio. It is measured by calculating our net financial interest as a percentage of the overall operating revenue. Council has set a ceiling of 5 per cent for this ratio. A ratio of 5 per cent indicates that, for every \$100 of revenue, \$5 is spent on net interest payments. In 2018–19 our interest cover ratio is forecast to be 1.6 per cent (excluding Alwyndor Aged Care). Our net financial liabilities the interest cover ratio indicates that Council remains in a strong and sustainable financial position to manage our debt levels

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

We predict that our asset sustainability ratio for the 2018–19 financial year will be 57 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 an asset usually happens at periodic intervals). Currently our asset sustainability ratio measure over the five-year period from 2013–14 to mid-2018 is 62 per cent.

The asset sustainability ratio measures the level of our capital expenditure on the 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.

The asset sustainability ratio measure currently indicates the ratio of capital expenditure relative to depreciation. As a result of the adoption of updated asset management plans in 2017–18, a review of the ratio will occur in 2018–19, it is anticipated that the ratio will indicate capital expenditure relative to the anticipated expenditure as per the asset management plans for a given financial year. This change will better reflect our capital renewal expenditure against our strategic priorities and condition rating data, as well as better align to industry best practice.

Under this anticipated methodology, the asset sustainability ratio for 2018–19 is anticipated to be 100%.



# 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*
- › strategic plan measures, which measure how we are working towards achieving our strategic objectives outlined in *Our Place*
- › corporate measures, which track our internal operations that aim at improving the way we deliver services.

## STRATEGIC PLAN MEASURES

In addition to outlining our vision and direction, *Our Place* identifies the measures used to monitor and assess our performance. These measures are expressed as key performance indicators. This underlines our obligation to be accountable, assure our community that we are properly managing a steady progress towards achieving the objectives promised in *Our Place*, and build a high level of trust that we will deliver these objectives.

## CORPORATE MEASURES

Our corporate measures are reported on a quarterly basis to track the health of our organisation and its fitness and ability to deliver our objectives as expressed in *Our Place*. These include:

- › Capital works: Progress on the capital works program
- › *Annual business plan*: Progress on achieving projects in the *Annual Business Plan*
- › Financial management: Reviews of the budget position
- › Workplace health and safety: Review health and safety compliance and key performance indicators
- › Human resources: Review internal resources and training
- › External grants: Review of position of current grants and grant applications.

## REPORTING CURRENT PERFORMANCE

We will report on our progress towards our objectives outlined in our strategic plan in our 2018–19 Annual Report.

### Table of measures and targets



#### COMMUNITY

MEASURE	TARGET
Increase resident wellbeing	5% increase
Deliver wellbeing and resilience workshops	2 per annum
Achieve high community satisfaction with playgrounds and open space	70% satisfaction
Complete sporting and community hubs	2 completed
Attract new community initiatives through our Community Donations Program	3 per annum
Achieve high community satisfaction with our range and quality of services and programs	70% satisfaction
Engage people in culture and heritage, Aboriginal cultural programs, events and activities	200 people per annum
Increase the number of people accessing our community centres and libraries	5% increase per annum
Achieve high community satisfaction with our community facilities including, libraries, services and programs	70% satisfaction
Increase the number of opportunities for volunteering	5% increase per annum
Increase the online engagement with our "YourView" website to better represent our city's population	10% sample of the population of the city
Establish and maintain successful partnerships with Flinders University, Adelaide University, SAHMRI, local schools, community groups and centres, Alwyndor, local government partners and other relevant bodies	Establish and maintain partnerships



## ENVIRONMENT

MEASURE	TARGET
Increase native flora (species and population) in natural areas	10% increase
Increase native fauna habitats in natural areas	10% increase
Increase the tree canopy within the City	10% increase
Increase the width of our recreational beaches and maintain the dune systems	10% increase
Reduce heat island areas	10% reduction
Reduce flash floods within the City for rain events less than 20mm	0 flash floods
Reduce Council's greenhouse emissions	12% reduction
Divert more waste from landfill	10% increase
Reduce stormwater discharge to the ocean	30% reduction
Increase the number of environmental volunteering opportunities	50% increase



## ECONOMY

MEASURE	TARGET
Achieve high satisfaction from businesses in Council's support for business	70% satisfaction
Achieve high satisfaction from businesses in doing business with Council	70% satisfaction
Develop and begin implementing a digital economy strategy	Plan developed and begin implement by 1 July
Increase number of properties with access to high-speed internet	100% of properties
Increase number of visitors to the area (by 2022)	15% increase





## PLACEMAKING

MEASURE	TARGET
Achieve high level of community satisfaction with the quality and feel of our major main street precincts	70% satisfaction
Achieve high level of community satisfaction with walkability and access to local shops, services, public transport and open space	70% satisfaction
Increase the number of people travelling to local destinations via active travel options	20% increase
Achieve high level of community satisfaction with the design of new buildings and their contribution to local character	70% satisfaction
Increase the proportion of non-detached dwelling types (the “missing middle”) in our city	10% increase



## CULTURE

MEASURE	TARGET
Deliver all ‘Our New Projects’ in the <i>Annual Business Plan</i>	100% completion
Achieve a high level of internal satisfaction with Culture Brand	90% satisfaction
Achieve a high score in our Annual Leadership survey	80% score
Achieve a high level of community satisfaction with Council’s services	70% satisfaction
Increase the number of customer services available through a digital platform in addition to other service channels	100% of services
Achieve annual financial targets	<ul style="list-style-type: none"> <li>› Operating result <math>\geq 0</math></li> <li>› Operating ratio <math>\geq 0</math></li> <li>› Net financial liabilities ratio <math>\leq 75\%</math></li> <li>› Interest cover ratio <math>\leq 5\%</math></li> </ul>
Achieve a high level of community satisfaction with Council providing good financial management and value for the rate dollar	70% satisfaction
Reduce our reliance on rate revenue	< 70% revenue from rates
Be benchmarked as one of the top five metropolitan councils in operating efficiency	> or equal to 5
Achieve a high level of community satisfaction on Council’s performance	70% satisfaction
Receive recognition for our efforts through prestigious awards of excellence	3 per annum



The background is a solid yellow color with white, hand-drawn style contour lines that resemble topographic maps. The lines are irregular and wavy, creating a sense of depth and movement. They are distributed across the page, with some areas having more closely spaced lines and others having more widely spaced lines.

# **FINANCIAL STATEMENTS – MUNICIPAL**

**CITY OF HOLDFAST BAY**  
**BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u> \$
33,102,490	Rates - General	34,199,000
564,539	Rates - Jetty Road Glenelg	564,539
68,000	Rates - Patawalonga Marina	70,000
1,172,440	Rates - NRM Levy	1,254,308
2,136,410	Statutory Charges	2,246,405
3,862,857	User Charges	4,034,965
3,032,086	Operating Grants & Subsidies	3,014,246
31,060	Investment Income	42,400
638,980	Reimbursements	682,370
521,267	Other	511,975
230,000	Net Equity Gain - Joint Ventures	230,000
45,360,129	<b>Operating Revenue</b>	46,850,208
17,180,220	Employee Costs	17,561,902
18,742,263	Materials, contracts and other expenses	18,882,016
1,081,458	Finance Charges	761,230
8,623,000	Depreciation	9,033,000
( 796,085)	Less full cost attribution - % admin costs capitalised	( 815,987)
426,733	New Initiatives - Operating	1,155,971
45,257,589	<b>Less Operating Expenditure</b>	46,578,132
102,540	<b>= Operating Surplus/(Deficit)</b>	272,076
8,623,000	Depreciation	9,033,000
61,200	Other non-cash provisions	17,240
8,684,200	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	9,050,240
8,786,740	<b>= Funds Generated from Operating Activities</b>	9,322,316
110,000	New Initiatives - Capital (External Contributions)	9,584,707
230,750	Proceeds from disposal of assets	1,202,000
340,750	<b>Plus funds sourced from Capital Activities</b>	10,786,707
( 4,950,000)	Capital Expenditure-Asset Renewal and Replacement	( 4,782,700)
( 796,085)	Capital Expenditure-Full Cost Attribution	( 815,987)
( 587,950)	New Initiatives - Capital (Gross Expenditure)	( 16,958,904)
(6,334,035)	<b>Less total capital expenditure</b>	( 22,557,591)
208,797	Plus: Repayments of loan principal by sporting groups	208,431
208,797	<b>Plus/(less) funds provided (used) by Investing Activities</b>	208,431
3,002,252	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	( 2,240,137)
<b>Funded by:</b>		
1,421,056	Increase/(Decrease) in cash and cash equivalents	
-	Less: Proceeds from new borrowings	( 3,380,697)
1,581,196	Plus: Principal repayments of borrowings	1,140,560
3,002,252		( 2,240,137)

**CITY OF HOLDFAST BAY**  
**PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$	<b>REVENUES</b>	\$
33,102,490	Rates - General	34,199,000
564,539	Rates - Jetty Road Glenelg	564,539
68,000	Rates - Patawalonga Marina	70,000
1,172,440	Rates - NRM Levy	1,254,308
2,136,410	Statutory Charges	2,246,405
3,862,857	User Charges	4,034,965
3,032,086	Operating Grants & Subsidies	3,014,246
31,060	Investment Income	42,400
638,980	Reimbursements	682,370
521,267	Other	511,975
230,000	Net Equity Gain - Joint Ventures	230,000
45,360,129	<b>TOTAL REVENUES</b>	46,850,208
	<b>EXPENSES</b>	
17,180,220	Employee Costs	17,561,902
18,742,263	Materials, contracts and other expenses	18,882,016
1,081,458	Finance Charges	761,230
8,623,000	Depreciation	9,033,000
(796,085)	Less full cost attribution	( 815,987)
426,733	New Initiatives - Operating	1,155,971
45,257,589	<b>TOTAL EXPENSES</b>	46,578,132
102,540	Operating Surplus/(Deficit) - Before Capital Revenue	272,076
110,000	Amounts specifically for new or upgraded assets	9,584,707
212,540	<b>NET SURPLUS/(DEFICIT)</b>	9,856,783



**CITY OF HOLDFAST BAY**  
**PROJECTED BALANCE SHEET - MUNICIPAL FUNDS**  
**AS AT 30TH JUNE 2019**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	<b>CURRENT ASSETS</b>	
3,168,541	Cash and cash equivalents	593,154
2,097,645	Trade and Other Receivables	2,351,000
6,380	Inventory	9,000
5,272,566	<b>TOTAL CURRENT ASSETS</b>	2,953,154
	<b>NON-CURRENT ASSETS</b>	
1,638,106	Financial Assets	1,276,772
3,009,176	Equity accounted investments-Council businesses	3,215,000
625,488,271	Land, Infrastructure, Property, Plant & Equipment	710,964,809
630,135,553	<b>TOTAL NON-CURRENT ASSETS</b>	715,456,581
635,408,119	<b>TOTAL ASSETS</b>	718,409,735
	<b>CURRENT LIABILITIES</b>	
4,320,504	Trade and Other Payables	4,363,000
3,053,619	Borrowings	1,036,804
3,345,662	Short-term Provisions	2,808,200
10,719,785	<b>TOTAL CURRENT LIABILITIES</b>	8,208,004
	<b>NON-CURRENT LIABILITIES</b>	
17,781,343	Long-term Borrowings	18,129,137
377,643	Long-term Provisions	641,240
18,158,986	<b>TOTAL NON-CURRENT LIABILITIES</b>	18,770,377
28,878,771	<b>TOTAL LIABILITIES</b>	26,978,381
606,529,348	<b>NET ASSETS</b>	691,431,354
	<b>EQUITY</b>	
161,365,733	Accumulated Surplus	174,956,354
445,127,615	Asset Revaluation Reserve	516,439,000
36,000	Other Reserves	36,000
606,529,348	<b>TOTAL EQUITY</b>	691,431,354

**CITY OF HOLDFAST BAY**  
**PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
161,153,193	Balance at beginning of period	165,099,571
102,540	Net Surplus/(Deficit)	9,856,783
161,255,733	Balance at end of period	174,956,354
445,127,615	<b>ASSET REVALUATION RESERVE</b>	516,439,000
36,000	<b>MUNICIPAL RESERVES</b>	36,000
445,163,615	<b>TOTAL RESERVES CLOSING BALANCE</b>	516,475,000
606,419,348	<b>TOTAL EQUITY</b>	691,431,354

**CITY OF HOLDFAST BAY**  
**PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
45,130,129	Operating Receipts	46,620,208
	<u>Payments</u>	
(35,261,931)	Operating payments to suppliers and employees	( 36,536,662)
(1,081,458)	Finance Payments	( 761,230)
8,786,740	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	9,322,316
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<u>Receipts</u>	
110,000	Grants specifically for new or upgraded assets	9,584,707
230,750	Sale of replaced assets	202,000
-	Sale of surplus assets	1,000,000
208,797	Repayments of loans (principal) by community groups	208,431
	<u>Payments</u>	
( 5,746,085)	Expenditure on renewal/replacement of assets	( 5,103,933)
( 587,950)	Expenditure on new/upgraded assets	( 17,453,658)
(5,784,488)	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	( 11,562,453)
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
-	Proceeds from Borrowings - External	3,380,697
	<u>Payments</u>	
(1,581,196)	Repayments of Borrowings - External	( 1,140,560)
(1,581,196)	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	2,240,137
1,421,056	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-
	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	
1,747,485	<b>REPORTING PERIOD</b>	593,154
	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	
3,168,541	<b>REPORTING PERIOD</b>	593,154

**RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

212,540	<b>SURPLUS FROM INCOME STATEMENT</b>	9,856,783
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
8,623,000	Depreciation	9,033,000
61,200	Increase (decrease) in provisions - nett	17,240
8,684,200	<b>TOTAL NON-CASH ITEMS</b>	9,050,240
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
(6,334,035)	Capital Expenditure	( 22,557,591)
(1,581,196)	Loan Repayments - External	( 1,140,560)
-	Proceeds from Borrowings - External	3,380,697
208,797	Repayments of loans (principal) by community groups	208,431
230,750	Proceeds from Disposal of Assets	1,202,000
(7,475,684)	<b>TOTAL CASH ITEMS</b>	( 18,907,023)
	<b>NET INCREASE/(DECREASE)</b>	
1,421,056	<b>IN CASH AND CASH EQUIVALENTS</b>	-



**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
45,360,129	Operating Revenues	46,850,208
(45,257,589)	less Operating Expenses	( 46,578,132)
102,540	Operating Surplus/(Deficit) before Capital Amounts	272,076
	<b>Less net outlays on Existing Assets</b>	
5,746,085	Capital Expenditure on renewal & replacement of existing assets	5,103,933
(8,623,000)	Less Depreciation	( 9,033,000)
(2,876,915)		( 3,929,067)
	<b>Less outlays on New and Upgraded Assets</b>	
-	- Capital Expenditure on new & upgraded assets	17,453,658
-	- Less amounts received for for new & upgraded assets	( 9,584,707)
-		7,868,951
2,979,455	<b>Net lending/(borrowing) for financial year</b>	( 3,667,808)

**PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
\$102,540	<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>	\$272,076
	<b>OPERATING SURPLUS RATIO</b> (Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.2%		0.6%
\$21,974,479	<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>	\$22,757,455
	<b>NET FINANCIAL LIABILITIES RATIO</b> (Total liabilities less financial assets as % of total operating revenue)	
48%		49%
	<b>INTEREST COVER RATIO</b> (Net interest expense as % of total operating revenue less investment income)	
2.3%		1.6%
	<b>ASSET SUSTAINABILITY RATIO</b> (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
67%		57%



**FINANCIAL STATEMENTS  
– ALWYNDOR**

**CITY OF HOLDFAST BAY  
PROJECTED FINANCIAL STATEMENTS  
BUDGET FUNDING STATEMENT - ALWYNDOR FUNDS**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u> \$
3,979,235	User Charges	3,723,292
10,485,816	Operating Grants & Subsidies	10,224,308
373,852	Investment Income	423,861
1,669,942	Reimbursements	3,144,828
1,621,927	Other	1,934,068
18,130,772	<b>Operating Revenue</b>	19,450,358
12,944,551	Employee Costs - Salaries & Wages	14,039,400
3,744,767	Materials, contracts and other expenses	4,248,011
80,000	Finance Charges	70,000
896,979	Depreciation	906,639
17,666,297	<b>Less Operating Expenditure</b>	19,264,050
464,475	<b>= Operating Surplus/(Deficit)</b>	186,308
896,979	Depreciation	906,639
269,086	Other non-cash provisions	127,250
1,166,065	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	1,033,889
1,630,540	<b>= Funds Generated from Operating Activities</b>	1,220,197
( 741,663)	Capital Expenditure-Asset Renewal and Replacement	( 889,190)
( 741,663)	<b>Less total capital expenditure</b>	( 889,190)
888,877	<b>= FUNDING SURPLUS</b>	331,007
<b>Funded by:</b>		
888,877	Increase/(Decrease) in cash and cash equivalents	331,007
888,877		331,007



**CITY OF HOLDFAST BAY**  
**PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$	<b>REVENUES</b>	\$
3,979,235	User Charges	3,723,292
10,485,816	Operating Grants & Subsidies	10,224,308
373,852	Investment Income	423,861
1,669,942	Reimbursements	3,144,828
1,621,927	Other	1,934,068
<u>18,130,772</u>	<b>TOTAL REVENUES</b>	<u>19,450,358</u>
	<b>EXPENSES</b>	
12,944,551	Employee Costs	14,039,400
3,744,767	Materials, contracts and other expenses	4,248,011
80,000	Finance Charges	70,000
896,979	Depreciation	906,639
<u>17,666,297</u>	<b>TOTAL EXPENSES</b>	<u>19,264,050</u>
<u>464,475</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>186,308</u>
<u>464,475</u>	<b>NET SURPLUS/(DEFICIT)</b>	<u>186,308</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED BALANCE SHEET - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	<b>CURRENT ASSETS</b>	
15,825,121	Cash and cash equivalents	18,103,399
2,459,486	Trade and Other Receivables	2,697,564
18,284,607	<b>TOTAL CURRENT ASSETS</b>	20,800,963
	<b>NON-CURRENT ASSETS</b>	
38,104,941	Land, Infrastructure, Property, Plant & Equipment	40,369,224
38,104,941	<b>TOTAL NON-CURRENT ASSETS</b>	40,369,224
56,389,548	<b>TOTAL ASSETS</b>	61,170,187
	<b>CURRENT LIABILITIES</b>	
29,433,698	Trade and Other Payables	33,392,245
1,838,595	Short-term Provisions	1,541,577
31,272,293	<b>TOTAL CURRENT LIABILITIES</b>	34,933,822
	<b>NON-CURRENT LIABILITIES</b>	
181,715	Long-term Provisions	162,370
181,715	<b>TOTAL NON-CURRENT LIABILITIES</b>	162,370
31,454,008	<b>TOTAL LIABILITIES</b>	35,096,192
24,935,540	<b>NET ASSETS</b>	26,073,995
	<b>EQUITY</b>	
12,205,149	Accumulated Surplus	10,588,985
6,419,288	Asset Revaluation Reserve	9,070,656
6,311,103	Other Reserves	6,414,354
24,935,540	<b>TOTAL EQUITY</b>	26,073,995

**CITY OF HOLDFAST BAY**  
**PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
11,740,674	Balance at beginning of period	10,402,677
464,475	Net Surplus/(Deficit)	186,308
-	Transfers from reserves	-
12,205,149	Balance at end of period	10,588,985
6,419,288	<b>ASSET REVALUATION RESERVE</b>	9,070,656
6,311,103	<b>ALWYNDOR RESERVES</b>	6,414,354
12,730,391	<b>TOTAL RESERVES CLOSING BALANCE</b>	15,485,010
24,935,540	<b>TOTAL EQUITY</b>	26,073,995

**CITY OF HOLDFAST BAY**  
**PROJECTED BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u> \$ (OUTFLOWS)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
18,130,772	Operating Receipts	19,450,358
	<u>Payments</u>	
( 16,420,232)	Operating payments to suppliers and employees	( 18,160,161)
( 80,000)	Finance Payments	( 70,000)
1,630,540	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	1,220,197
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<u>Payments</u>	
( 741,663)	Expenditure on renewal/replacement of assets	( 889,190)
( 741,663)	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	( 889,190)
888,877	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	331,007
14,936,244	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	17,772,392
	<b>REPORTING PERIOD</b>	
	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	
15,825,121	<b>REPORTING PERIOD</b>	18,103,399

**RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

464,475	<b>SURPLUS FROM INCOME STATEMENT</b>	186,308
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
896,979	Depreciation	906,639
269,086	Increase (decrease) in provisions - nett	127,250
1,166,065	<b>TOTAL NON-CASH ITEMS</b>	1,033,889
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
( 741,663)	Capital Expenditure	( 889,190)
( 741,663)	<b>TOTAL CASH ITEMS</b>	( 889,190)
	<b>NET INCREASE/(DECREASE)</b>	
888,877	<b>IN CASH AND CASH EQUIVALENTS</b>	331,007

**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
18,130,772	Operating Revenues	19,450,358
( 17,666,297)	less Operating Expenses	( 19,264,050)
464,475	Operating Surplus/(Deficit) before Capital Amounts	186,308
<b>Less net outlays on Existing Assets</b>		
741,663	Capital Expenditure on renewal & replacement of existing assets	889,190
( 896,979)	Less Depreciation	( 906,639)
( 155,316)		( 17,449)
619,791	<b>Net lending/(borrowing) for financial year</b>	203,757

**PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>		
\$464,475		\$186,308
<b>OPERATING SURPLUS RATIO</b>		
(Operating surplus/(deficit) before capital amounts as % of general revenue)		
2.6%		1.0%
<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>		
\$13,169,401		\$14,295,229
<b>NET FINANCIAL LIABILITIES RATIO</b>		
(Total liabilities less financial assets as % of total operating revenue)		
73%		73%
<b>INTEREST COVER RATIO</b>		
(Net interest expense as % of total operating revenue less investment income)		
0.5%		0.4%
<b>ASSET SUSTAINABILITY RATIO</b>		
(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)		
83%		98%



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Item No: **14.6**

Subject: **2018-19 BUDGET ADOPTION**

Date: 12 June 2018

Written By: Manager Finance

General Manager: Business Services - Mr R Bria

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### **SUMMARY**

The 2018-19 Budget is presented for adoption following adoption of the Annual Business Plan.

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### **RECOMMENDATION**

**That in respect of the financial year ended 30 June 2019:**

- 1. The 2018-19 Budget which consists of:**
  - (a) the Budgeted Income Statement;**
  - (b) the Budgeted Balance Sheet;**
  - (c) the Budgeted Statement of Changes in Equity;**
  - (d) the Budgeted Statement of Cash Flow;**
  - (e) the Budgeted Uniform Presentation of Finances; and**
  - (f) the Budgeted Financial Indicators**

**be adopted subject to the following amendments:**

**Any budget changes arising from Council's consideration of the 2018-19 Annual Business Plan be included in the budgeted financial statements and relevant documents.**

- 2. The fees and charges incorporated in the Annual Business Plan and contained as Attachment 1 be adopted and that the relevant policies be updated accordingly.**
  - 3. That Council approves total loan borrowings of up to \$19.17 million in accordance with Council's treasury policy to meet projected funding requirements through to June 2019 as required.**
- 

### **COMMUNITY PLAN**

A Place that Provides Value for Money

**COUNCIL POLICY**

Not applicable

**STATUTORY PROVISIONS**

*Local Government Act 1999, Section 123.*

*Local Government (Financial Management) Regulations 2011, Regulation 7.*

**BACKGROUND**

This report has been prepared to enable the adoption of the 2018-19 Budget.

Council has received and considered various reports in relation to the Budget for 2018-19 including:

27 March 2018	Report No: 90/18 Jetty Road Mainstreet Committee – Minutes of special meeting 21 February 2018
10 April 2018	Report No: 110/18 Draft 2018-19 Annual Business Plan
24 April 2018	Report No: 126/18 Audit Committee – Minutes of meeting 4 April 2018
8 May 2018	Report No: 157/18 Alwyndor Management Committee – Minutes of meeting 17 April 2018
22 May 2018	Report No: 165/18 2018-19 Rate Parameter Setting
22 May 2018	Report No: 167/18 Draft 2018-19 Annual Business Plan Consultation Outcomes
22 May 2018:	Report No: 173/18 Southern Region Waste Resource Authority Board Meeting - minutes of Board meeting 7 May 2018
22 May 2018	Report No: 175/18 Jetty Road Mainstreet Committee – minutes of meeting 2 May 2018

**REPORT**

The 2018-19 budgeted statements for adoption are unchanged from the Draft Annual Business Plan and support the details contained in the final 2018-19 Annual Business Plan (Report No: 194/18).

The Audit Committee received an update report on the 2018-19 Annual Business Plan and Budget and consultation outcomes at its meeting on 6 June 2018. The Audit Committee noted that the draft 2018-19 Annual Business Plan and Budget satisfied Council's financial sustainability and performance measures and supported its presentation to Council for adoption.

The annual fees and charges have been incorporated into the Annual Business Plan.

*Refer Attachment 1*

Separate budget statements have been prepared for Municipal and Alwyndor activities comprising:

- Budgeted Funding Statement.
- Budgeted Financial Statements, Uniform Presentation of Finances Statement, and applicable financial indicators presented in a manner consistent with the Model Financial Statements.

*Refer Attachment 2*

The financial statements are subject to amendment in accordance with the adopted recommendations to this report.

Additional budget statements are attached for Jetty Road Mainstreet and the Southern Region Waste Resource Authority.

*Refer Attachments 3 and 4*

The Audit Committee at its meeting of 6th June 2018 also noted and supported the updated Long Term Financial Plan (LTFP) which included the 2018-19 budget.

*Refer Attachments 5*

The LTFP shows, based on current assumptions, that Council is financially sustainable with the key financial indicators, measures and targets being met over a ten year period. These include a positive operating result, net financial liabilities ratio less than 75% and an interest cover ratio of less than 5%.

The LTFP also provides projections including major strategic projects and concludes that the current forecast level of borrowings is sustainable over the mid-term and that Council has the capacity to borrow additional funds for major projects and remain under the net financial liabilities ratio of 75% and interest cover ratio of less than 5%.

## **BUDGET**

This report adopts the 2018-19 fees and charges and budget.

## **LIFE CYCLE COSTS**

This report does not have any direct full life cycle costs implications





## Fees and Charges

2017-18

2018-19

EVENT HIRE FEES	2017-18	2018-19
Minimum fee to cover administration costs - includes GST	\$265.00	\$272.00
<i>Vehicle Display</i>		
- Bond	\$476.00	\$488.00
- Hire - includes GST	\$476.00	\$488.00
<i>Small recreational events - (ie 50-200 core participants)</i>		
- Bond	\$624.00	\$639.00
- Hire - includes GST	\$624.00	\$639.00
<i>Large Events</i>		
- Bond	\$1,650.00	\$1,690.00
- Hire - includes GST	\$1,804.00	\$1,848.00
<i>Commercial Events</i>		
- Bond	\$1,650.00	\$1,690.00
- Hire - includes GST	\$2,435.00	\$2,494.00
<i>Promotional Activities</i>		
4 hours - Bond	\$582.00	\$596.00
- Hire - includes GST	\$686.00	\$702.00
Full Day - Bond	\$1,650.00	\$1,690.00
- Hire - includes GST	\$1,650.00	\$1,690.00
<i>Hire of Jetty</i>		
4 hours - Bond	\$582.00	\$596.00
- Hire - includes GST	\$686.00	\$702.00
Full Day - Bond	\$1,650.00	\$1,690.00
- Hire - includes GST	\$1,650.00	\$1,690.00
<i>Filming</i>		
- Bond	\$317.00	\$325.00
- Hire - includes GST	\$478.00	\$489.00
<i>Annual Food Permits</i>		
Fee per stall	\$204.00	\$209.00
<i>Road Closures</i>		
Minimum	subject to event	subject to event
<i>Grass remediation levy</i>		
Minimum - subject per event	subject to event	subject to event
Event Bins	\$10.00	\$10.00
<i>Note: Hire and Bond fees may change without notice - costs may vary depending on event requirements</i>		
<b>ADMINISTRATIVE FEES</b>		
Copy of Previous Year's Rates Notice (per rateable property, per quarter)	\$10.00	\$11.00
Assessment Record Extract	\$12.00	\$12.00
Photocopies – A4 Size (per side)	\$1.00	\$1.00
Photocopies – A3 Size (per side)	\$1.00	\$1.00
Voters Roll (copy of)	\$105.00	\$105.00
<i>Agenda – Complete Council and Committee</i>		
<i>Council Minutes and Reports</i>	available on website	available on website
<i>Freedom of Information *</i>	available on website (Legislated Fee to be advised 1 July 2017)	available on website (Legislated Fee to be advised 1 July 2018)
<i>Policy Manual</i>	available on website	available on website
<i>Council By-Laws</i>	available on website	available on website
<i>Strategic/Corporate Plan</i>	available on website	available on website
<i>Annual Business Plan and Budget</i>	available on website	available on website
<i>Annual Financial Statements</i>	available on website	available on website
<i>Quarterly Financial Reviews</i>	available on website	available on website
<i>Delegation Manual</i>	available on website	available on website
<i>*MPs only charged for FOI access if costs exceed \$1000</i>		
<b>OUTDOOR DINING</b>		
Outdoor Dining Plan – Council provide map		\$150.00
<i>Location (per m2 per annum)</i>		
South Esplanade (Broadway Kiosk)	\$318.00	\$318.00
Moseley Square North side - Exposed	\$115.00	\$115.00
Moseley Square South side - Enclosed	\$318.00	\$318.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$208.00	\$208.00
Jetty Road, Brighton	\$98.00	\$98.00
Colley Terrace	\$115.00	\$115.00
Grand Hotel		
Other locations	\$73.00	\$73.00
Foreshore (Glenelg)	\$98.00	\$98.00



## Fees and Charges

2017-18

2018-19

GOODS ON FOOTPATH		
<i>Location (per m2 per annum)</i>	\$189.00	\$194.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$110.00	\$113.00
Jetty Road, Brighton	\$55.00	\$56.00
Foreshore (Glenelg)	\$92.00	\$94.00
Other locations	\$48.00	\$49.00
<b>SUPPORTED RESIDENTIAL FACILITIES</b>		
(Subject to gazetted schedule)		
Fees - Application	\$75.00	\$75.00
- Licence	\$350.00	\$350.00
<b>DEVELOPMENT AREA</b>		
Advertising	\$520.00	\$533.00
DPA's (copies of) average fee	*	*
EIS (copies of)	*	*
Plan Search Fee	\$70.00	\$72.00
Photocopying (per page) - Admin photocopying fees	Refer admin fees	Refer admin fees
* Fees to be determined on individual item basis.		
Development Application fees are set under the Development Act and are not subject to Council discretion.		
<b>STREET TRADING PERMITS (GST Exempt)</b>		
Per event	\$156.00	\$160.00
<b>ROAD AND PROPERTY RELATED CHARGES</b>		
<b>Invert / Crossover Construction</b>		
Owner / Builder (application fee only)	\$100.00	\$103.00
<b>Stormwater Construction</b>		
Owner / Builder (application fee only)	\$100.00	\$103.00
<b>Underground Electrical</b>		
Application fee	\$100.00	\$103.00
<b>Hard Waste Collection</b>		
Second hard waste collection fee	\$51.00	\$52.00
Second hard waste collection fee - pension discount	\$26.00	\$27.00
<b>Street Tree</b>		
Minimum Removal Cost	\$263.00	\$268.00
Removal cost (per metre over 2 metres in height)	\$73.00	\$74.00
Street Tree Replacement	\$378.00	\$386.00
Street Tree Replacement - advanced tree requested	\$600.00	\$612.00
<b>Hoarding</b>		
Application fee	\$58.00	\$59.00
Fee - (per m2 per week or part thereof) (on road)	\$6.00	\$6.15
Footpath Closure (per m2 per week or part thereof)	\$6.00	\$6.15
Road Closure with hoarding (per week or part thereof)	\$263.00	\$269.00
Traffic Management Plan Assessment Private Works	\$116.00	\$119.00
Community Directional Sign	\$127.00	\$130.00
Fees for paid car park use or closure (per day)	\$87.00	\$89.00
Fees for free or permit parking use or closure (per day, based on marked space of 6.5 linear metre of kerb)	\$50.00	\$51.00
<b>Bulk bin licence</b>		
Application fee	\$61.00	\$65.00
Additional fees (per day)	\$22.00	\$25.00
<b>PARTRIDGE HOUSE (Includes GST)</b>		
See separate page for Partridge House Fees		
<b>LIBRARY CHARGES (Includes GST)</b>		
Fines on all library items (\$2 maximum)	\$0.20	\$0.20
Photocopies		
- A4 Sheets	\$0.20	\$0.20
- A3 Sheets	\$0.30	\$0.30
Printing - Word Processing/CD ROM		
- per A4 Sheet (Black & White)	\$0.20	\$0.20
- per A4 Sheet (Colour)	\$1.00	\$1.00



## Fees and Charges

2017-18

2018-19

	2017-18	2018-19
<b>CEMETERY CHARGES</b>		
Interment rights inperpetuity		\$20,000.00
<b>NEW OR RENEWAL LEASE 25 YEARS</b>	\$1,708.00	\$2,100.00
<b>DIGGING OF GRAVE (Burials) – either new ground or a re-open of existing lease</b>		
Baby Grave 4'6" x 3'	\$634.00	\$653.00
Child under 10 years (child depth)	\$762.00	\$785.00
Single Depth/Standard Grave Size	\$1,381.00	\$1,424.00
Double Depth/Standard Grave Size	\$1,437.00	\$1,480.00
Triple Depth/Standard Grave Size	\$1,565.00	\$1,612.00
Single Depth/Large Grave Size	\$1,623.00	\$1,672.00
Double Depth/Large Grave Size	\$1,799.00	\$1,853.00
Triple Depth/Large Grave Size	\$1,968.00	\$2,027.00
Exhumations	\$2,120.00	\$2,184.00
Oversized Coffin – Additional	\$291.00	\$300.00
Remove and Replace Ledger	\$560.00	\$577.00
Remove Concrete only	\$444.00	\$457.00
Remove and Replace Concrete	\$983.00	\$1,012.00
Lift and Deepen	\$867.00	\$893.00
Vault Preparation and Sealing	\$1,459.00	\$1,503.00
Saturday Surcharge	\$560.00	\$577.00
Late Fee after 3pm Monday to Thursday	\$291.00	\$300.00
Late Fee after 3pm Friday	\$434.00	\$447.00
Excess Soil Removal	\$89.00	\$92.00
Gravesite Search (1-2 searches)	\$58.00	\$60.00
Gravesite Search (each additional search thereafter)	\$32.00	\$33.00
Late Notice (<48 hours notice)	\$223.00	\$230.00
Administration Fee	\$155.00	\$160.00
<b>INTERMENT OF CREMATED REMAINS (into Grave Site)</b>	\$380.00	\$394.00
<b>COLUMBARIUM WALL CHARGES</b>		
North Brighton Wall – standard 8 line computer set plaque	\$1,365.00	\$1,406.00
King George Avenue Wall (new wall)	\$1,365.00	\$1,406.00
St Judes Wall – standard 8 line computer set plaque	\$1,365.00	\$1,406.00
\$10 per extra line		
Price includes 99 year lease		
Administration Fee	\$155.00	\$160.00
<b>MONUMENTAL WORK APPLICATION FEES</b>		
New Monument	\$142.00	\$146.00
Addition to Existing	\$74.00	\$76.00
<b>LEASE OF MEMORIAL SEATS (10 YEARS)</b>		
Memorial seats along the foreshore	\$5,000.00	\$5,150.00
Memorial seats on Council parks and reserves	\$2,500.00	\$2,575.00
<b>GLENELG/BRIGHTON SEASIDE MEMORIALS</b>		
Engraving	\$1,550.00	\$1,650.00
<b>OTHER</b>		
Damage to Council Property (including removal of posters) - \$35 minimum (\$35 per ½ hour or part thereof).		
Remove overgrown vegetation - \$140 minimum (\$35 per ½ hour or part thereof, minimum charge 2 hours).		
Domestic Bin Impoundment fee	\$86.00	\$90.00
Impoundment (other than dogs, domestic bins or cars) per item.	\$41.00	\$50.00
<b>Personal Training Permits:</b>		
Category A - 12 months	\$66.00	\$80.00
Category A - 3 months		\$35.00
Category B - 12 months	\$128.00	\$150.00
Category B - 3 months		\$70.00
Category C - 12 months	\$189.00	\$200.00
Category C - 3 months		\$90.00
Administrative Fee for Changes	\$15.00	\$15.00
Food Inspections as per Food Act 2002 (small business)	\$82.00	\$82.00
Food Inspections as per Food Act 2002 (large business)	\$82.00	\$82.00
Food Auditing	\$159.50	\$163.00
Desk Top Food Audit	\$77.80	\$80.00
Food Truck Permits per Month		\$200.00
Food Truck Permits per Year		\$2,000.00




## Fees and Charges

2017-18

2018-19

OFF-STREET CAR PARKING (Hourly Rate includes GST, Permits are exempt)	2017-18	2018-19
Ticket Parking Fees (per hour)		
Dunbar Terrace Car Park	\$1/hour	\$1/hour
Elizabeth Street	\$2/hour	\$2/hour
Buffalo Car Park	\$1/hour	\$1/hour
Cowper Street Glenelg Cinema - Partridge Street		
First two hours	free	free
Third hour	\$2	\$2.50
Fourth hour	\$3	\$3.50
Subsequent hours	\$5/hour	\$5.50/hour
Maximum fee	\$30	\$30
Cinema Patrons		
First four hours	free	free
Subsequent hours	\$5/hour	\$5.50/hour
Maximum fee	\$30	\$30
Council Car park Permit - Elizabeth Street (per month)	\$180.00	\$185.00
Temporary Parking Controls (per day based on marked space of 6.5 linear metre of kerb \$50)	\$87	\$90
<b>ON-STREET CAR PARKING (GST Exempt)</b>		
Ticket Parking Fees (per hour) - Colley Terrace/Anzac Highway	\$3.00	\$3.00
Residential Parking Permits (per annum)	\$135.00	\$140.00
3P Parking (per annum)	\$135.00	\$140.00

 <b>Hire Options</b>	16/17 Fees			18/19 Fees		
	Private/Corporate Bookings <small>(for weddings, children's birthday parties and memorial services please refer to our packages section)</small>		Not For Profit & Community Benefit Events	Private/Corporate Bookings <small>(for weddings, children's birthday parties and memorial services please refer to our packages section)</small>		Not For Profit & Community Benefit Events
	Mon - Thu	Fri, Sat, Sun, Public Holiday <small>(minimum hire charge: 3 hours)</small>	Mon-Thu Only	Mon - Thu	Fri, Sat, Sun, Public Holiday <small>(minimum hire charge: 3 hours)</small>	Mon-Thu Only
<b>Venue Only</b> <i>(hirer responsible for all set up/pack down and clean up)</i>						
<b>House</b>						
Partridge Room/Kitchen (Rm 1)	\$100 - \$150 per hour	\$150 - \$200 per hour	\$50 - \$150 for up to 3 hours	\$110 - \$160 per hour	\$165 - \$215 per hour	\$70 - \$150 for up to 3 hrs
Courtyard Room/Kitchen (Rm 3)	\$100 - \$150 per hour	\$150 - \$200 per hour	\$50 - \$150 for up to 3 hours	\$110 - \$160 per hour	\$165 - \$215 per hour	\$70 - \$150 for up to 3 hrs
Library Room (Rm 4)	\$40 - \$60 per hour	\$50 - \$80 per hour	\$30 - \$80 for up to 3 hours	\$50 - \$70 per hour	\$60 - \$100 per hour	\$40 - \$90 for up to 3 hours
Meeting Room (Rm 5)	\$40 - \$60 per hour	\$50 - \$80 per hour	\$30 - \$80 for up to 3 hours	\$50 - \$70 per hour	\$60 - \$100 per hour	\$40 - \$90 for up to 3 hours
Mayoresses Parlour	\$90 - \$140 per hour	\$90 - \$120 per hour	\$50 - \$150 for up to 3 hours	\$95 - \$150 per hour	\$95 - \$130 per hour	\$60 - \$150 for up to 3 hours
Garden Room incl. Kitchen (Rm 8)	\$90 - \$140 per hour	\$90 - \$150 per hour	\$50 - \$150 for up to 3 hours	\$95 - \$150 per hour	\$100 - \$160 per hour	\$60 - \$150 for up to 3 hours
Partridge Room, Courtyard Room, Library, Kitchen	\$200 - \$350 per hour	\$250 - \$350 per hour	\$150 - \$300 for up to 3 hours	\$210 - \$360 per hour	\$270 - \$370 per hour	\$170 - \$320 for up to 3 hours
Entire House/Exclusive Use	\$250 - \$400 per hour	\$300 - \$500 per hour	\$300 - \$500 for up to 3 hours	\$260 - \$420 per hour	\$360 - \$560 per hour	\$300 - \$500 for up to 3 hours
<b>Grounds</b>						
Elm Tree Courtyard	\$50 - \$100 per hour	\$100 - \$200 per hour	\$50 - \$150 for up to 3 hours	\$60 - \$100 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours
Pond Lawn	\$50 - \$100 per hour	\$100 - \$200 per hour	\$50 - \$150 for up to 3 hours	\$60 - \$100 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours
House Lawn	\$50 - \$100 per hour	\$100 - \$200 per hour	\$50 - \$150 for up to 3 hours	\$60 - \$100 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours
Sun Dial Lawn	\$50 - \$100 per hour	\$100 - \$200 per hour	\$50 - \$150 for up to 3 hours	\$60 - \$100 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours
All reservable grounds areas <i>[Rate = Elm Tree + Sun Dial Lawn]</i>	\$150 - \$300 per hour	\$300 - \$500 per hour	\$150 - \$300 for up to 3 hours	\$170 - \$320 per hour	\$300 - \$500 per hour	\$150 - \$300 for up to 3 hours
Additional hire time	n/a	n/a	POA			
<b>Additional Options</b>						
Staff assistance (set up / pack down furniture)	\$40 per hour	\$80 per hour	\$40	\$60 per hour	\$100 per hour	\$60
Cleaning	\$40	\$80	\$40	\$60	\$100	\$60
Wifi internet access	poa	poa	poa	On application	On application	On application
Data projector (flat rate)	\$100	\$100	no charge	\$100	\$100	Inc if available
Screen (flate rate)	\$80	\$80	no charge	\$80	\$80	Inc if available
Sound equipment incl. microphone & CD player (flate rate)	\$100	\$100	no charge	\$100	\$100	Inc if available
Lecturn (flat rate)	\$50	\$50	no charge	\$50	\$50	Inc if available
Wedding ceremony signing table (flat rate)	\$10	\$10	n/a	\$10	\$10	N/A
Wedding ceremony chairs (per chair)	\$5	\$5	n/a	\$5	\$5	\$5
Cocktail Table	\$20	\$20	\$20	\$25	\$25	\$25
Flower pedestal (per item)	\$10	\$10	no charge	\$10	\$10	Inc if available
Table linen (per item)	\$12	\$12	\$12	\$15	\$15	\$15
Arch			\$100	\$100	\$100	\$100

**Note:**

- The actual price for each booking will be quoted on application and is calculated based on time of day, time of year, duration, requirements and opportunity cost
- Private & Corporate booking charge capped at \$1600 per room or \$2000 for entire house for up to 10 hours hire
- Prices for not for profit or small business bookings on a Friday, Saturday, Sunday or Public Holiday will be provided on application. Discounts may be given at the discretion of the Partridge House Manager
- Fees will be charged to the hirer if the venue is not left in a clean and tidy condition
- All bookings need to include time for set up/pack down and clean up
- Use of chairs and tables for up to 100 people included in house venue hire charge
- Use of basic crockery, cutlery & glass ware included in venue hire charges for community bookings
- Additional charges apply for catering. Please refer to separate catering brochure for details of menu and pricing options
- Additional charges may apply to process applications for use of Partridge House or grounds by commercial photographers and professional entertainers.
- Not all areas in grounds can be booked (playground, rear oval and barbeque/picnic area cannot be booked) and will always be available for community use
- City of Holdfast Bay Ratepayers receive a 10% discount on venue hire for private bookings. Evidence required to receive ratepayer discount - event must be for the ratepayer or an immediate family member
- 25% non-refundable deposit required to confirm venue bookings


# Partridge House - Packages

Packages	Inclusions	16/17 Venue Hire Fees			18/19 Venue Hire Fees		
		Mon - Thu	Fri, Sat & Sun	Public Holiday	Mon - Thu	Fri, Sat & Sun	Public Holiday
<b>Weddings</b>							
Ceremony only	2 hours exclusive use of reservable space in grounds or entire house, 24 chairs for guests, signing table and 2 chairs, photography permit, 3 reserved parking spaces, set up, pack down and clean up. 1 hour rehearsal prior to wedding day	n/a	\$900 Garden or indoor location \$1,000 Garden and indoor backup	poa	n/a	\$900 Garden or indoor location \$1,000 Garden and indoor backup	poa
Ceremony and refreshment table	2.25 hours exclusive use of reservable space in grounds or entire house, 24 chairs for guests, signing table and 2 chairs, photography permit, 3 reserved parking spaces, set up, pack down and clean up. 1 hour rehearsal prior to wedding day. Drinks table with white cloth and silver tubs and ice set up for clients own drinks to be supplied for refreshments after the service. Glassware additional cost. POA		\$1100 Garden Location or \$1200 with inside back up option.			\$1100 Garden Location or \$1200 with inside back up option.	
Reception only	6 hours exclusive use of entire house or reservable space in grounds, chairs and tables for up to 100 guests, photography permit, 3 reserved parking spaces, set up, pack down and clean up. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)	n/a	\$1,400 - \$1,600	poa	n/a	\$1,400 - \$1,600	poa
Ceremony + reception	8 hours exclusive use of reservable space in grounds or entire house, 20 guest chairs, signing table and chairs for ceremony, photography permit, chairs and tables for up to 100 guests, 3 reserved parking spaces, set up, pack down and clean up. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)	n/a	\$1,400 - \$2,000	poa	n/a	\$1,400 - \$2,000	poa
<b>Children's Birthday Parties</b> <i>Valid only for bookings made within 3 months of the event date</i>	3 hours exclusive use of Kitchen, Garden Room and side lawn, 20 chairs, 2 trestle tables	\$275	\$380	poa	\$275	\$380	poa
<b>Private Events</b>							
Day time event (before 5pm) <i>Valid only for bookings made within 3 months of the event date</i>	Up to 4 hours exclusive use of Partridge Room, Courtyard Room, Kitchen and front lawn, chairs and tables for up to 100 guests (indoor only)	n/a	\$500	poa	n/a	\$500	poa
Evening event (after 5pm) <i>Valid only for bookings made within 3 months of the event date</i>	Up to 6.5 hours exclusive use of Partridge Room, Courtyard Room, Kitchen and front lawn, chairs and tables for up to 100 guests (indoor only).	n/a	\$1,000 \$1,200	poa	n/a	\$1,000 \$1,200	poa
<b>Memorial Service</b>							
Service only	2.5 hours exclusive use of entire house, 20 chairs for guests, audio visual equipment, lecturn, flower pedestals, 3 reserved parking spaces.	\$350	\$500	poa + catering	\$350	\$500	poa + catering
Set up & pack down for Memorial Service	Partridge House standard service set up and pack away	\$80	\$80		\$80	\$80	
Service & refreshments	4 hours exclusive use of entire house, chairs and tables for up to 100 guests, water, tea, coffee, biscuits, 3 reserved parking spaces, set up, pack down and clean up for catering. Note: additional catering can be provided - please refer to functions brochure for options and pricing	\$500	n/a	n/a	\$500	n/a	n/a
up to 50 guests		\$600			\$600		
up to 75 guests		\$700			\$700		
50 to 100 guests							

Note: Bookings may be for future financial years

**Notes:**

1. All time allowances include time for set up, pack down and clean up
2. City of Holdfast Bay Ratepayers receive a 10% discount on venue hire for private bookings. Evidence required to receive ratepayer discount - event must be for the ratepayer or an immediate family member

 CITY OF <b>HOLDFAST BAY</b>  <b>Hire Options</b>	18/19 Fees		
	Private/Corporate Bookings		Not For Profit & Community Benefit Events
	Mon - Thu	Fri, Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only
<b>Venue Only</b> <i>(hirer responsible for all set up/pack down and clean up)</i>			
<b>Function Room</b>			
Function Room	\$220 - \$320 per hour	\$320 - \$420 per hour	\$110 - \$160 for up to 3 hrs
Meeting Room	\$50 - \$70 per hour	\$60 - \$100 per hour	\$40 - \$90 for up to 3 hours
<b>Additional Options</b>			
Staff assistance (set up / pack down furniture)	\$60 per hour	\$100 per hour	\$60
Cleaning	\$60	\$100	\$60
Wiifi internet access	On application	On application	On application
Data projector (flat rate)	\$100	\$100	Inc if available
Screen (flate rate)	\$80	\$80	Inc if available
Sound equipment incl. microphone & CD player (flate rate)	\$100	\$100	Inc if available
Lecturn (flat rate)	\$50	\$50	Inc if available
Chairs (per chair)	\$5	\$5	\$5
Tables (per table)	\$25	\$25	\$25
Table linen (per item)	\$15	\$15	\$15

**Note:**

1. The actual price for each booking will be quoted on application.
2. Private & Corporate booking charge capped \$2000 for up to 10 hours hire
3. Prices for not for profit or small business bookings on a Friday, Saturday, Sunday or Public Holiday will be provided on application.
4. Additional Fees will be charged to the hirer if the venue is not left in a clean and tidy condition
5. All bookings need to include time for set up/pack down and clean up
6. Use of basic crockery, cutlery & glass ware included in venue hire charges for community bookings
7. Additional charges apply for catering. Please refer to separate catering brochure for details of menu and pricing options
8. 25% non-refundable deposit required to confirm venue bookings

<b>COMMUNITY WELLBEING</b>			
<b>CHSP FEES AND CHARGES 2018/2019</b>			
<b>SERVICE TYPE</b>	<b>SUBSIDISED RATE - CHSP</b>	<b>RATE FOR NON-CHSP</b>	<b>COMMENT</b>
Invoice Fee	\$1.50	\$1.50	Per invoice if not paying at time of service.
Missed Visit Fee	\$40.00	\$75.00	At least 24 hours notice of cancellation or
<b>TRANSPORT</b>			
Community Bus	\$2.00	\$3.50	Per one way trip.
Community Bus Hire (Per KM)	\$1.85	\$2.25	Plus \$10.00 admin fee - minimum charge
Personal Transport by a volunteer driver in a private motor vehicle	\$2.00	\$5.00	Per one way trip within Council borders.
	\$5.00	\$10.00	Per one way trip outside Council borders - limit
<b>SOCIAL SUPPORT</b>			
Social Groups - within Council borders	\$2.00	\$5.00	For transport. All other fees at own cost.
Community Information Sessions	FREE		Transport charges extra
Community Lifestyle Courses	\$5.00 - \$50.00	Full cost TBQ	Dependent upon length and type of course. All
Let's Eat Community Meal	\$12.00	\$15.00	Lunch at HBCC or Dinner at GNCC. Includes 2
Day Trips and Outings	\$25.00 - \$65.00	Full cost TBQ	Dependent upon cost of coach hire, entrance
<b>HOME MAINTENANCE</b>			
Basic Home Maintenance (includes hard rubbish to kerb)	\$20.00	\$90.00	Income below \$35,000
	\$30.00		Income between \$35,001 - \$44,999
	\$50.00		Income greater than \$45,000
Subsidised Pruning - Safety/Security Focussed only	\$20.00	\$90.00	Income below \$35,000
	\$30.00		Income between \$35,001 - \$44,999
	\$50.00		Income greater than \$45,000
Green Waste Removal - Per 6 x 4 trailer	\$40.00	\$65.00	Limited to one subsidised trailer load per job. Full cost applies for second & subsequent
Home Modification - per item (grab rails, banister, hand held shower, key safety box etc.)	50% subsidy	Full cost TBQ	Income below \$35,000
	30% subsidy		Income between \$35,001 - \$44,999
	20% subsidy		Income greater than \$45,000
Clearing of gutters only - standard single storey home, accessible gutters - ladder only	\$20.00	\$60.00	Income below \$35,000
	\$30.00		Income between \$35,001 - \$44,999
	\$50.00		Income greater than \$45,000
Gutter Cleaning - full roof access, environmentally safe waste removal, roof inspection	50% subsidy	\$165.00	Income below \$35,000
	30% subsidy		Income between \$35,001 - \$44,999
	20% subsidy		Income greater than \$45,000
<b>DOMESTIC ASSISTANCE</b>			
Spring Cleaning, Short Term Flexible, Short Term Restorative	\$20.00	\$80.00	Income below \$35,000
	\$30.00		Income between \$35,001 - \$44,999
	\$50.00		Income greater than \$45,000



**CITY OF HOLDFAST BAY**  
**BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
33,102,490	Rates - General	34,199,000
564,539	Rates - Jetty Road Glenelg	564,539
68,000	Rates - Patawalonga Marina	70,000
1,172,440	Rates - NRM Levy	1,254,308
2,136,410	Statutory Charges	2,246,405
3,862,857	User Charges	4,034,965
3,032,086	Operating Grants & Subsidies	3,014,246
31,060	Investment Income	42,400
638,980	Reimbursements	682,370
521,267	Other	511,975
230,000	Net Equity Gain - Joint Ventures	230,000
45,360,129	<b>Operating Revenue</b>	46,850,208
17,180,220	Employee Costs	17,561,902
18,742,263	Materials, contracts and other expenses	18,882,016
1,081,458	Finance Charges	761,230
8,623,000	Depreciation	9,033,000
( 796,085)	Less full cost attribution - % admin costs capitalised	( 815,987)
426,733	New Initiatives - Operating	1,155,971
45,257,589	<b>Less Operating Expenditure</b>	46,578,132
102,540	<b>= Operating Surplus/(Deficit)</b>	272,076
8,623,000	Depreciation	9,033,000
61,200	Other non-cash provisions	17,240
8,684,200	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	9,050,240
8,786,740	<b>= Funds Generated from Operating Activities</b>	9,322,316
110,000	New Initiatives - Capital (External Contributions)	9,584,707
230,750	Proceeds from disposal of assets	1,202,000
340,750	<b>Plus funds sourced from Capital Activities</b>	10,786,707
( 4,950,000)	Capital Expenditure-Asset Renewal and Replacement	( 4,782,700)
( 796,085)	Capital Expenditure-Full Cost Attribution	( 815,987)
( 587,950)	New Initiatives - Capital (Gross Expenditure)	( 16,958,904)
(6,334,035)	<b>Less total capital expenditure</b>	( 22,557,591)
208,797	Plus: Repayments of loan principal by sporting groups	208,431
208,797	<b>Plus/(less) funds provided (used) by Investing Activities</b>	208,431
3,002,252	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	( 2,240,137)
<b>Funded by:</b>		
1,421,056	Increase/(Decrease) in cash and cash equivalents	( 3,380,697)
-	Less: Proceeds from new borrowings	1,140,560
1,581,196	Plus: Principal repayments of borrowings	1,140,560
3,002,252		( 2,240,137)

**CITY OF HOLDFAST BAY**  
**PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<b><u>Municipal</u></b> <b><u>17/18 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>18/19</u></b> <b><u>BUDGET</u></b>
\$		\$
33,102,490	<b>REVENUES</b>	34,199,000
564,539	Rates - General	564,539
68,000	Rates - Jetty Road Glenelg	70,000
1,172,440	Rates - Patawalonga Marina	1,254,308
2,136,410	Rates - NRM Levy	2,246,405
3,862,857	Statutory Charges	4,034,965
3,032,086	User Charges	3,014,246
31,060	Operating Grants & Subsidies	42,400
638,980	Investment Income	682,370
521,267	Reimbursements	511,975
230,000	Other	230,000
<u>45,360,129</u>	Net Equity Gain - Joint Ventures	<u>46,850,208</u>
	<b>TOTAL REVENUES</b>	
	<b>EXPENSES</b>	
17,180,220	Employee Costs	17,561,902
18,742,263	Materials, contracts and other expenses	18,882,016
1,081,458	Finance Charges	761,230
8,623,000	Depreciation	9,033,000
(796,085)	Less full cost attribution	( 815,987)
426,733	New Initiatives - Operating	1,155,971
<u>45,257,589</u>	<b>TOTAL EXPENSES</b>	<u>46,578,132</u>
<u>102,540</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>272,076</u>
110,000	Amounts specifically for new or upgraded assets	9,584,707
<u>212,540</u>	<b>NET SURPLUS/(DEFICIT)</b>	<u>9,856,783</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED BALANCE SHEET - MUNICIPAL FUNDS**  
**AS AT 30TH JUNE 2019**

<b><u>Municipal</u></b> <b><u>17/18 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>18/19</u></b> <b><u>BUDGET</u></b>
\$		\$
	<b>CURRENT ASSETS</b>	
3,168,541	Cash and cash equivalents	593,154
2,097,645	Trade and Other Receivables	2,351,000
6,380	Inventory	9,000
5,272,566	<b>TOTAL CURRENT ASSETS</b>	2,953,154
	<b>NON-CURRENT ASSETS</b>	
1,638,106	Financial Assets	1,276,772
3,009,176	Equity accounted investments-Council businesses	3,215,000
625,488,271	Land, Infrastructure, Property, Plant & Equipment	710,964,809
630,135,553	<b>TOTAL NON-CURRENT ASSETS</b>	715,456,581
635,408,119	<b>TOTAL ASSETS</b>	718,409,735
	<b>CURRENT LIABILITIES</b>	
4,320,504	Trade and Other Payables	4,363,000
3,053,619	Borrowings	1,036,804
3,345,662	Short-term Provisions	2,808,200
10,719,785	<b>TOTAL CURRENT LIABILITIES</b>	8,208,004
	<b>NON-CURRENT LIABILITIES</b>	
17,781,343	Long-term Borrowings	18,129,137
377,643	Long-term Provisions	641,240
18,158,986	<b>TOTAL NON-CURRENT LIABILITIES</b>	18,770,377
28,878,771	<b>TOTAL LIABILITIES</b>	26,978,381
606,529,348	<b>NET ASSETS</b>	691,431,354
	<b>EQUITY</b>	
161,365,733	Accumulated Surplus	174,956,354
445,127,615	Asset Revaluation Reserve	516,439,000
36,000	Other Reserves	36,000
606,529,348	<b>TOTAL EQUITY</b>	691,431,354

**CITY OF HOLDFAST BAY**  
**PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<b><u>Municipal</u></b> <b><u>17/18 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>18/19</u></b> <b><u>BUDGET</u></b>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
161,153,193	Balance at beginning of period	165,099,571
102,540	Net Surplus/(Deficit)	9,856,783
161,255,733	Balance at end of period	174,956,354
445,127,615	<b>ASSET REVALUATION RESERVE</b>	516,439,000
36,000	<b>MUNICIPAL RESERVES</b>	36,000
445,163,615	<b>TOTAL RESERVES CLOSING BALANCE</b>	516,475,000
606,419,348	<b>TOTAL EQUITY</b>	691,431,354

**CITY OF HOLDFAST BAY**  
**PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u> \$ (OUTFLOWS)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
45,130,129	Operating Receipts	46,620,208
	<u>Payments</u>	
(35,261,931)	Operating payments to suppliers and employees	( 36,536,662)
(1,081,458)	Finance Payments	( 761,230)
8,786,740	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>9,322,316</b>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<u>Receipts</u>	
110,000	Grants specifically for new or upgraded assets	9,584,707
230,750	Sale of replaced assets	202,000
-	Sale of surplus assets	1,000,000
208,797	Repayments of loans (principal) by community groups	208,431
	<u>Payments</u>	
( 5,746,085)	Expenditure on renewal/replacement of assets	( 5,103,933)
( 587,950)	Expenditure on new/upgraded assets	( 17,453,658)
(5,784,488)	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<b>( 11,562,453)</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
-	Proceeds from Borrowings - External	3,380,697
	<u>Payments</u>	
(1,581,196)	Repayments of Borrowings - External	( 1,140,560)
(1,581,196)	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<b>2,240,137</b>
1,421,056	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-
	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	
1,747,485	<b>REPORTING PERIOD</b>	593,154
	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	
3,168,541	<b>REPORTING PERIOD</b>	<b>593,154</b>

**RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

212,540	<b>SURPLUS FROM INCOME STATEMENT</b>	9,856,783
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
8,623,000	Depreciation	9,033,000
61,200	Increase (decrease) in provisions - nett	17,240
8,684,200	<b>TOTAL NON-CASH ITEMS</b>	<b>9,050,240</b>
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
(6,334,035)	Capital Expenditure	( 22,557,591)
(1,581,196)	Loan Repayments - External	( 1,140,560)
-	Proceeds from Borrowings - External	3,380,697
208,797	Repayments of loans (principal) by community groups	208,431
230,750	Proceeds from Disposal of Assets	1,202,000
(7,475,684)	<b>TOTAL CASH ITEMS</b>	<b>( 18,907,023)</b>
	<b>NET INCREASE/(DECREASE)</b>	
1,421,056	<b>IN CASH AND CASH EQUIVALENTS</b>	<b>-</b>

**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<b><u>Municipal</u></b> <b><u>17/18 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>18/19</u></b> <b><u>BUDGET</u></b>
\$		\$
45,360,129	Operating Revenues	46,850,208
(45,257,589)	less Operating Expenses	( 46,578,132)
102,540	Operating Surplus/(Deficit) before Capital Amounts	272,076
<b>Less net outlays on Existing Assets</b>		
5,746,085	Capital Expenditure on renewal & replacement of existing assets	5,103,933
(8,623,000)	Less Depreciation	( 9,033,000)
(2,876,915)		( 3,929,067)
<b>Less outlays on New and Upgraded Assets</b>		
-	Capital Expenditure on new & upgraded assets	17,453,658
-	Less amounts received for for new & upgraded assets	( 9,584,707)
-		7,868,951
2,979,455	<b>Net lending/(borrowing) for financial year</b>	( 3,667,808)

**PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<b><u>Municipal</u></b> <b><u>17/18 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>18/19</u></b> <b><u>BUDGET</u></b>
\$		\$
	<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>	
\$102,540		\$272,076
	<b>OPERATING SURPLUS RATIO</b> (Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.2%		0.6%
	<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>	
\$21,974,479		\$22,757,455
	<b>NET FINANCIAL LIABILITIES RATIO</b> (Total liabilities less financial assets as % of total operating revenue)	
48%		49%
	<b>INTEREST COVER RATIO</b> (Net interest expense as % of total operating revenue less investment income)	
2.3%		1.6%
	<b>ASSET SUSTAINABILITY RATIO</b> (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense 2017/18 and as % of Asset Management Plan 2018/19)	
67%		100%

**CITY OF HOLDFAST BAY**  
**PROJECTED FINANCIAL STATEMENTS**  
**BUDGET FUNDING STATEMENT - ALWYNDOR FUNDS**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
3,979,235	User Charges	3,723,292
10,485,816	Operating Grants & Subsidies	10,224,308
373,852	Investment Income	423,861
1,669,942	Reimbursements	3,144,828
1,621,927	Other	1,934,068
<u>18,130,772</u>	<b>Operating Revenue</b>	<u>19,450,358</u>
12,944,551	Employee Costs - Salaries & Wages	14,039,400
3,744,767	Materials, contracts and other expenses	4,248,011
80,000	Finance Charges	70,000
896,979	Depreciation	906,639
<u>17,666,297</u>	<b>Less Operating Expenditure</b>	<u>19,264,050</u>
<u>464,475</u>	<b>= Operating Surplus/(Deficit)</b>	<u>186,308</u>
896,979	Depreciation	906,639
269,086	Other non-cash provisions	127,250
<u>1,166,065</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>1,033,889</u>
<u>1,630,540</u>	<b>= Funds Generated from Operating Activities</b>	<u>1,220,197</u>
( 741,663)	Capital Expenditure-Asset Renewal and Replacement	( 889,190)
( 741,663)	<b>Less total capital expenditure</b>	( 889,190)
<u>888,877</u>	<b>= FUNDING SURPLUS</b>	<u>331,007</u>
<b>Funded by:</b>		
888,877	Increase/(Decrease) in cash and cash equivalents	331,007
<u>888,877</u>		<u>331,007</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
3,979,235	<b>REVENUES</b> User Charges	3,723,292
10,485,816	Operating Grants & Subsidies	10,224,308
373,852	Investment Income	423,861
1,669,942	Reimbursements	3,144,828
1,621,927	Other	1,934,068
<u>18,130,772</u>	<b>TOTAL REVENUES</b>	<u>19,450,358</u>
12,944,551	<b>EXPENSES</b> Employee Costs	14,039,400
3,744,767	Materials, contracts and other expenses	4,248,011
80,000	Finance Charges	70,000
896,979	Depreciation	906,639
<u>17,666,297</u>	<b>TOTAL EXPENSES</b>	<u>19,264,050</u>
<u>464,475</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>186,308</u>
<u>464,475</u>	<b>NET SURPLUS/(DEFICIT)</b>	<u>186,308</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED BALANCE SHEET - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	<b>CURRENT ASSETS</b>	
15,825,121	Cash and cash equivalents	18,103,399
2,459,486	Trade and Other Receivables	2,697,564
18,284,607	<b>TOTAL CURRENT ASSETS</b>	20,800,963
	<b>NON-CURRENT ASSETS</b>	
38,104,941	Land, Infrastructure, Property, Plant & Equipment	40,369,224
38,104,941	<b>TOTAL NON-CURRENT ASSETS</b>	40,369,224
56,389,548	<b>TOTAL ASSETS</b>	61,170,187
	<b>CURRENT LIABILITIES</b>	
29,433,698	Trade and Other Payables	33,392,245
1,838,595	Short-term Provisions	1,541,577
31,272,293	<b>TOTAL CURRENT LIABILITIES</b>	34,933,822
	<b>NON-CURRENT LIABILITIES</b>	
181,715	Long-term Provisions	162,370
181,715	<b>TOTAL NON-CURRENT LIABILITIES</b>	162,370
31,454,008	<b>TOTAL LIABILITIES</b>	35,096,192
24,935,540	<b>NET ASSETS</b>	26,073,995
	<b>EQUITY</b>	
12,205,149	Accumulated Surplus	10,588,985
6,419,288	Asset Revaluation Reserve	9,070,656
6,311,103	Other Reserves	6,414,354
24,935,540	<b>TOTAL EQUITY</b>	26,073,995

**CITY OF HOLDFAST BAY**  
**PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
11,740,674	Balance at beginning of period	10,402,677
464,475	Net Surplus/(Deficit)	186,308
-	Transfers from reserves	-
12,205,149	Balance at end of period	10,588,985
6,419,288	<b>ASSET REVALUATION RESERVE</b>	9,070,656
6,311,103	<b>ALWYNDOR RESERVES</b>	6,414,354
12,730,391	<b>TOTAL RESERVES CLOSING BALANCE</b>	15,485,010
24,935,540	<b>TOTAL EQUITY</b>	26,073,995

**CITY OF HOLDFAST BAY**  
**PROJECTED BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u> \$	<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u> \$
(OUTFLOWS)	(OUTFLOWS)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
<u>Receipts</u>	
18,130,772	19,450,358
<u>Payments</u>	
( 16,420,232)	( 18,160,161)
( 80,000)	( 70,000)
<u>1,630,540</u>	<u>1,220,197</u>
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
<u>Payments</u>	
( 741,663)	( 889,190)
<u>( 741,663)</u>	<u>( 889,190)</u>
<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	
888,877	331,007
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	
14,936,244	17,772,392
<b>REPORTING PERIOD</b>	
<b>CASH AND CASH EQUIVALENTS AT END OF</b>	
<u>15,825,121</u>	<u>18,103,399</u>
<b>REPORTING PERIOD</b>	

**RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

464,475	<b>SURPLUS FROM INCOME STATEMENT</b>	186,308
<b>NON-CASH ITEMS IN INCOME STATEMENT</b>		
896,979	Depreciation	906,639
269,086	Increase (decrease) in provisions - nett	127,250
<u>1,166,065</u>	<b>TOTAL NON-CASH ITEMS</b>	<u>1,033,889</u>
<b>CASH ITEMS NOT IN INCOME STATEMENT</b>		
( 741,663)	Capital Expenditure	( 889,190)
<u>( 741,663)</u>	<b>TOTAL CASH ITEMS</b>	<u>( 889,190)</u>
<b>NET INCREASE/(DECREASE)</b>		
<u>888,877</u>	<b>IN CASH AND CASH EQUIVALENTS</b>	<u>331,007</u>



**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>	<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$	\$
18,130,772 Operating Revenues	19,450,358
<u>( 17,666,297) less Operating Expenses</u>	<u>( 19,264,050)</u>
464,475 Operating Surplus/(Deficit) before Capital Amounts	186,308
<b>Less net outlays on Existing Assets</b>	
741,663 Capital Expenditure on renewal & replacement of existing assets	889,190
<u>( 896,979) Less Depreciation</u>	<u>( 906,639)</u>
( 155,316)	( 17,449)
<u>619,791</u> <b>Net lending/(borrowing) for financial year</b>	<u>203,757</u>

**PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2019**

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>	<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$	\$
<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>	
\$464,475	\$186,308
<b>OPERATING SURPLUS RATIO</b>	
(Operating surplus/(deficit) before capital amounts as % of general revenue)	
2.6%	1.0%
<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>	
\$13,169,401	\$14,295,229
<b>NET FINANCIAL LIABILITIES RATIO</b>	
(Total liabilities less financial assets as % of total operating revenue)	
73%	73%
<b>INTEREST COVER RATIO</b>	
(Net interest expense as % of total operating revenue less investment income)	
0.5%	0.4%
<b>ASSET SUSTAINABILITY RATIO</b>	
(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
83%	98%

## 2018/19 Jetty Road Mainstreet Summary Budget

2017/18 Budget	Revenue	2018/19 Budget
564,539	General Rates Raised	564,539
8,200	Other Income	8,200
85,015	Winter Wonderland Revenue	85,015
<b>657,754</b>		<b>657,754</b>
	<b>Expenses</b>	
160,786	Employee Costs	149,371
12,500	Sponsorships	12,500
17,315	Professional Services	4,500
90,000	Event Management	69,388
20,000	Christmas Decorations	42,515
100,000	Marketing	122,827
-	Retail Strategy Implementation	40,000
3,250	Food & Drink	3,250
1,750	Office Expenses	1,750
2,500	Directory Board	2,500
500	Operation Shopfront	-
39,717	Christmas Pageant	39,717
159,436	Winter Wonderland	159,436
50,000	Tour Down Under	50,000
-	Adelaide Fashion Festival Street Party	30,000
-	2017/18 Carry Forward Budget	(70,000)
<b>657,754</b>		<b>657,754</b>
<b>-</b>	<b>Net Profit/(Loss)</b>	<b>-</b>

## 2018-19 Detailed Activity Budget

<b>2017-18 Budget</b>	<b>Description</b>	<b>2018-19 Budget</b>
<b>Jetty Road Mainstreet</b>		
<b>226 - Glenelg Mainstreet</b>		
<b>Operating Revenue</b>		
(4,200)	910 - Ticket Sales	(4,200)
(564,539)	966 - General Rates Raised	(564,539)
(568,739)	<b>Total Operating Revenue</b>	(568,739)
<b>Operating Expenses</b>		
131,080	200 - Salaries	126,597
4,000	249 - Wages - Overtime	4,000
12,303	250 - Salaries Superannuation	11,871
12,500	283 - Sponsorships	12,500
17,315	301 - Professional Services	4,500
90,000	310 - Project/Event Management	69,388
0	31D - Retail Strategy Implementation	40,000
500	397 - Operation Shopfront	0
20,000	401 - Christmas Decorations	42,515
1,250	415 - Food and Drink	1,250
2,000	41F - Food, Drink, Entertainment (FBT Applicable)	2,000
750	426 - Printing and Stationery - Other	750
100,000	433 - Marketing - Promotion & Familiarisation	122,827
2,500	438 - Directory Board	2,500
6,500	802 - Training, Course and Seminar Fees	0
6,903	817 - Insurance - Workers Compensation - Sals	6,903
1,000	832 - Telecommunications	1,000
0	89A - JRMC Carry Forward Budget	(70,000)
408,601	<b>Total Operating Expenses</b>	378,601
(160,138)	<b>Total 226 - Glenelg Mainstreet</b>	(190,138)
<b>J01 - Christmas Pageant - Jetty Road Contribution (50% of budget)</b>		
<b>Operating Revenue</b>		
(4,000)	944 - Sponsorship Income	(4,000)
(4,000)	<b>Total Operating Revenue</b>	(4,000)
<b>Operating Expenses</b>		
7,223	249 - Wages - Overtime	7,223
7,000	310 - Project/Event Management	7,000
9,754	312 - Hire Companies	9,754
1,200	423 - Repairs and Maintenance - General Materials	1,200
6,000	433 - Marketing - Promotion & Familiarisation	6,000
2,520	800 - Other Expenditure	2,520
573	806 - Donations	573
5,447	835 - Entertainment/Special Occasions	5,447
39,717	<b>Total Operating Expenses</b>	39,717
35,717	<b>Total J01 - Christmas Pageant - Jetty Road Contribution</b>	35,717

## 2018-19 Detailed Activity Budget

<b>2017-18 Budget</b>	<b>Description</b>	<b>2018-19 Budget</b>
<b><i>J02 - Winter Wonderland - Jetty Road Contribution (50% of Budget)</i></b>		
<b><i>Operating Revenue</i></b>		
(81,720)	910 - Ticket Sales	(81,720)
(3,295)	944 - Sponsorship Income	(3,295)
(85,015)	<b><i>Total Operating Revenue</i></b>	(85,015)
<b><i>Operating Expenses</i></b>		
541	249 - Wages - Overtime	541
100,000	301 - Professional Services	100,000
2,207	310 - Project/Event Management	2,207
12,000	326 - Security Services - General	12,000
18,000	433 - Marketing - Promotion & Familiarisation	18,000
170	492 - Web Sites Updates	170
4,677	800 - Other Expenditure	4,677
15,485	801 - Advertisements	15,485
6,356	835 - Entertainment/Special Occasions	6,356
159,436	<b><i>Total Operating Expenses</i></b>	159,436
74,421	<b><i>Total J02 - Winter Wonderland - Jetty Road Contribution</i></b>	74,421
<b><i>J03 - Tour Down Under - Jetty Road Contribution</i></b>		
<b><i>Operating Expenses</i></b>		
1,400	205 - Wages	1,400
2,750	249 - Wages - Overtime	2,750
35,000	310 - Project/Event Management	35,000
10,100	312 - Hire Companies	10,100
750	423 - Repairs and Maintenance - General Materials	750
50,000	<b><i>Total Operating Expenses</i></b>	50,000
50,000	<b><i>Total J03 - Tour Down Under - Jetty Road Contribution</i></b>	50,000
<b><i>J04 - Adelaide Fashion Festival Street Party</i></b>		
<b><i>Operating Expenses</i></b>		
0	310 - Project/Event Management	30,000
0	<b><i>Total Operating Expenses</i></b>	30,000
0	<b><i>Total J04 - Adelaide Fashion Festival Street Party</i></b>	30,000
0	<b><i>Total Jetty Road Mainstreet</i></b>	0

# SOUTHERN REGION WASTE RESOURCE AUTHORITY

(BUDGETED) UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2019

	2017/18 \$'000 BR3	2018/19 \$'000 DRAFT BUDGET
Operating Revenues	13,374	13,088
less Operating Expenses	<u>(11,869)</u>	<u>(12,617)</u>
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>1,505</b>	<b>471</b>
<b>less Net Outlays on Existing Assets</b>		
Capital Expenditure on renewal and replacement of Existing Assets	227	997
less Depreciation, Amortisation, Impairment and Movement in Landfill Provisions	<u>(981)</u>	<u>(995)</u>
less Proceeds from Sales of Replaced Assets	<u>21</u>	<u>-</u>
	<b>(733)</b>	<b>2</b>
<b>less Net Outlays on New and Upgraded Assets</b>		
Capital Expenditure on New and Upgraded Assets	2,528	4,445
less Amounts received specifically for New and Upgraded Assets	-	-
less Proceeds from Sales of Replaced Assets	<u>-</u>	<u>-</u>
	<u>2,528</u>	<u>4,445</u>
<b>Net Lending/(Borrowing) for Financial Year</b>	<b><u>(290)</u></b>	<b><u>(3,976)</u></b>

**SOUTHERN REGION WASTE RESOURCE AUTHORITY**

(BUDGETED) STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019

2017/18 BR3 \$'000		2018/19 DRAFT BUDGET \$'000
<b>INCOME</b>		
11,405	User Charges	11,760
602	Investment Income	327
1,191	Other	474
176	Net gain - equity accounted Joint Venture	527
<b>13,374</b>	<b>TOTAL OPERATING REVENUE</b>	<b>13,088</b>
<b>EXPENSES</b>		
1,237	Employee Costs	1,181
9,651	Materials, Contracts & Other Expenses	10,441
-	Finance Costs	-
886	Depreciation, Amortisation & Impairment	936
95	Other Expenses	59
<b>11,869</b>	<b>TOTAL EXPENSES</b>	<b>12,617</b>
<b>1,505</b>	<b>OPERATING SURPLUS/ (DEFICIT)</b>	<b>471</b>
21	Net Gain/(Loss) on Disposal of Assets	-
-	Physical Resources Received Free of Charge	-
<b>1,526</b>	<b>NET SURPLUS/ (DEFICIT)</b>	<b>471</b>
-	Other Comprehensive Income	-
<b>1,526</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>471</b>

**SOUTHERN REGION WASTE RESOURCE AUTHORITY**

(BUDGETED) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019

2017/18 BR3 \$'000		2018/19 DRAFT BUDGET \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>RECEIPTS</b>		
11,706	Operating Receipts	12,234
602	Investment Receipts	327
<b>PAYMENTS</b>		
(10,888)	Operating Payments to Suppliers and Employees	(11,622)
<b>1,420</b>	<b>NET CASH RECEIVED IN OPERATING ACTIVITIES</b>	<b>939</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>RECEIPTS</b>		
21	Sale of Surplus Assets	-
-	Distribution received from equity accounted Joint Venture	396
<b>PAYMENTS</b>		
(227)	Expenditure on Renewal/Replacement Assets	(997)
(2,528)	Expenditure on New/Upgraded Assets	(4,445)
-	Capital Contributed to Equity Accounted Joint Venture Business	-
<b>(2,734)</b>	<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(5,046)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>PAYMENTS</b>		
(2,550)	Distribution to Constituent Councils	-
<b>(2,550)</b>	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b>-</b>
<b>(3,864)</b>	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(4,107)</b>
<b>19,940</b>	<b>CASH AT BEGINNING OF REPORTING PERIOD</b>	<b>16,076</b>
<b>16,076</b>	<b>CASH AT END OF REPORTING PERIOD</b>	<b>11,969</b>

**SOUTHERN REGION WASTE RESOURCE AUTHORITY**

(BUDGETED) STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

2017/18 BR3 \$'000		2018/19 DRAFT BUDGET \$'000
<b>CURRENT ASSETS</b>		
16,076	Cash & Cash Equivalents	11,969
2,025	Trade & Other Receivables	2,025
-	Other Financial Assets	-
-	Inventory	-
<b>18,101</b>	<b>TOTAL CURRENT ASSETS</b>	<b>13,994</b>
<b>NON-CURRENT ASSETS</b>		
885	Investment in Joint Venture	1,016
15,467	Infrastructure, Property, Plant & Equipment	20,141
-	Other Non-Current Assets	-
<b>16,352</b>	<b>TOTAL NON-CURRENT ASSETS</b>	<b>21,157</b>
<b>34,453</b>	<b>TOTAL ASSETS</b>	<b>35,151</b>
<b>CURRENT LIABILITIES</b>		
2,529	Trade & Other Payables	2,529
-	Borrowings	-
149	Provisions	136
<b>2,678</b>	<b>TOTAL CURRENT LIABILITIES</b>	<b>2,665</b>
<b>NON-CURRENT LIABILITIES</b>		
-	Trade & Other Payables	-
12,896	Provisions	13,136
-	Borrowings	-
-	Other Non-Current Liabilities	-
<b>12,896</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>13,136</b>
<b>15,574</b>	<b>TOTAL LIABILITIES</b>	<b>15,801</b>
<b>18,879</b>	<b>NET ASSETS</b>	<b>19,350</b>
<b>EQUITY</b>		
18,879	Accumulated Surplus	19,350
-	Asset Revaluation Reserve	-
-	Other Reserves	-
<b>18,879</b>	<b>TOTAL EQUITY</b>	<b>19,350</b>



**SOUTHERN REGION WASTE RESOURCE AUTHORITY**

(BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2019

2017/18 BR3 \$'000		2018/19 DRAFT BUDGET \$'000
	<b>ACCUMULATED SURPLUS</b>	
19,903	Balance at beginning of period	18,879
1,526	Net Surplus/(Deficit)	471
-	Transfers from reserves	-
-	Transfers to reserves	-
(2,550)	Distribution to Councils	-
<b>18,879</b>	<b>Balance at end of period</b>	<b>19,350</b>
<b>18,879</b>	<b>TOTAL EQUITY</b>	<b>19,350</b>

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**ESTIMATED COMPREHENSIVE INCOME STATEMENT**

Year Ended 30 June:	2017 Actual	2018 Estimate	2019 Plan Year 1	2020 Plan Year 2	2021 Plan Year 3	2022 Plan Year 4	2023 Plan Year 5	2024 Plan Year 6	2025 Plan Year 7	2026 Plan Year 8	2027 Plan Year 9	2028 Plan Year 10
	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)
<b>INCOME</b>												
Rates	33,702	34,889	36,088	37,171	38,360	39,626	40,894	42,120	43,424	44,857	46,336	47,866
Statutory Charges	2,171	2,142	2,246	2,301	2,363	2,429	2,494	2,556	2,622	2,696	2,771	2,849
User Charges	3,698	4,031	4,035	4,135	4,244	4,362	4,480	4,590	4,709	4,839	4,972	5,110
Grants, Subsidies, Contributions	3,869	3,355	3,014	2,603	2,674	2,748	2,822	2,893	2,967	3,050	3,136	3,224
Investment Income	37	100	43	38	83	130	191	186	220	220	245	309
Reimbursements	361	807	682	700	718	738	758	777	797	818	839	861
Other Income	985	889	512	526	541	556	571	586	601	617	633	652
<b>Total Revenues</b>	<b>44,823</b>	<b>46,213</b>	<b>46,620</b>	<b>47,474</b>	<b>48,983</b>	<b>50,589</b>	<b>52,210</b>	<b>53,708</b>	<b>55,340</b>	<b>57,097</b>	<b>58,932</b>	<b>60,871</b>
<b>EXPENSES</b>												
Employee Costs	15,536	16,323	16,746	17,183	17,647	18,123	18,611	19,111	19,626	20,154	20,698	21,254
Materials, Contracts & Other Expenses	18,111	19,511	18,882	19,354	19,874	20,428	21,318	21,511	22,068	22,684	23,697	23,981
Depreciation, Amortisation & Impairment	8,193	8,773	9,033	9,722	10,072	10,484	10,560	10,964	11,719	11,774	12,524	12,628
Finance Costs	904	911	761	867	1,132	1,063	992	930	869	808	744	681
Loss (Profit) - Joint Ventures	(206)	(230)	(230)	(235)	(239)	(244)	(249)	(254)	(259)	(264)	(269)	(275)
Other Expenses	113	0	1,156	500	514	528	542	556	570	586	602	619
<b>Total Expenses</b>	<b>42,651</b>	<b>45,288</b>	<b>46,348</b>	<b>47,391</b>	<b>49,000</b>	<b>50,382</b>	<b>51,774</b>	<b>52,818</b>	<b>54,593</b>	<b>55,742</b>	<b>57,996</b>	<b>58,888</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>2,172</b>	<b>925</b>	<b>272</b>	<b>83</b>	<b>(17)</b>	<b>207</b>	<b>436</b>	<b>890</b>	<b>747</b>	<b>1,355</b>	<b>936</b>	<b>1,983</b>
Net gain/(loss) on disposal or revaluations	(2,183)	0	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	4,446	1,730	9,585	1,920	1,562	3,339	5,940	5,717	5,860	3,896	3,587	3,557
<b>NET SURPLUS/(DEFICIT)</b>	<b>4,435</b>	<b>2,655</b>	<b>9,857</b>	<b>2,003</b>	<b>1,545</b>	<b>3,546</b>	<b>6,376</b>	<b>6,607</b>	<b>6,607</b>	<b>5,251</b>	<b>4,523</b>	<b>5,540</b>
<b>Other Comprehensive Income</b>												
Changes in revaluation surplus - IPP&E	71,311	0	0	0	0	0	0	0	0	0	0	0
<b>Total Other Comprehensive Income</b>	<b>71,311</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>75,746</b>	<b>2,655</b>	<b>9,857</b>	<b>2,003</b>	<b>1,545</b>	<b>3,546</b>	<b>6,376</b>	<b>6,607</b>	<b>6,607</b>	<b>5,251</b>	<b>4,523</b>	<b>5,540</b>

City of Holdfast Bay  
Long Term Financial Plan Model  
ESTIMATED BALANCE SHEET

Year Ended 30 June:	2017 Actual \$('000)	2018 Estimate \$('000)	2019 Plan Year 1 \$('000)	2020 Plan Year 2 \$('000)	2021 Plan Year 3 \$('000)	2022 Plan Year 4 \$('000)	2023 Plan Year 5 \$('000)	2024 Plan Year 6 \$('000)	2025 Plan Year 7 \$('000)	2026 Plan Year 8 \$('000)	2027 Plan Year 9 \$('000)	2028 Plan Year 10 \$('000)
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Equivalent Assets	2,439	801	612	384	1,473	2,914	2,956	3,645	3,590	4,143	5,441	20
Trade & Other Receivables	2,351	2,339	2,490	2,632	2,737	2,523	2,593	2,659	2,729	2,801	2,881	2,954
Inventories	9	6	6	6	6	6	6	6	6	6	6	6
<b>Total Current Assets</b>	<b>4,799</b>	<b>3,146</b>	<b>3,108</b>	<b>3,022</b>	<b>4,216</b>	<b>5,443</b>	<b>5,555</b>	<b>6,310</b>	<b>6,325</b>	<b>6,950</b>	<b>8,328</b>	<b>2,980</b>
<b>Non-Current Assets</b>												
Receivables/Financial Assets	1,694	1,497	1,196	820	460	373	272	170	64	(41)	(151)	(256)
Equity Accounted Investments in Council Businesses	2,985	3,215	3,445	3,680	3,919	4,163	4,412	4,666	4,925	5,189	5,458	5,733
Infrastructure, Property, Plant & Equipment	692,757	698,161	710,484	718,337	717,400	718,088	723,133	727,737	733,024	736,363	738,125	749,598
Other Non-Current Assets	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019
<b>Total Non-Current Assets</b>	<b>698,455</b>	<b>703,892</b>	<b>716,144</b>	<b>723,856</b>	<b>722,798</b>	<b>723,643</b>	<b>728,836</b>	<b>733,592</b>	<b>739,032</b>	<b>742,530</b>	<b>744,451</b>	<b>756,094</b>
<b>Total Assets</b>	<b>703,254</b>	<b>707,038</b>	<b>719,252</b>	<b>726,878</b>	<b>727,014</b>	<b>729,086</b>	<b>734,391</b>	<b>739,902</b>	<b>745,357</b>	<b>749,480</b>	<b>752,779</b>	<b>759,074</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Trade & Other Payables	4,363	4,363	4,525	4,371	4,503	4,496	4,561	4,625	4,614	4,679	4,710	4,797
Borrowings	2,618	1,141	1,400	1,613	1,600	1,244	1,284	1,263	1,323	1,388	1,120	1,214
Provisions	2,747	3,184	3,118	3,275	3,325	3,434	3,517	3,616	3,711	3,812	3,914	4,020
<b>Total Current Liabilities</b>	<b>9,728</b>	<b>8,688</b>	<b>9,043</b>	<b>9,259</b>	<b>9,428</b>	<b>9,174</b>	<b>9,362</b>	<b>9,504</b>	<b>9,648</b>	<b>9,879</b>	<b>9,744</b>	<b>10,031</b>
<b>Non-Current Liabilities</b>												
Borrowings	13,589	15,785	17,766	23,153	21,553	20,309	19,025	17,762	16,439	15,051	13,931	14,367
Provisions	394	367	388	408	430	454	479	504	531	560	591	623
<b>Total Non-Current Liabilities</b>	<b>13,983</b>	<b>16,152</b>	<b>18,154</b>	<b>23,561</b>	<b>21,983</b>	<b>20,763</b>	<b>19,504</b>	<b>18,266</b>	<b>16,970</b>	<b>15,611</b>	<b>14,522</b>	<b>14,990</b>
<b>Total Liabilities</b>	<b>23,711</b>	<b>24,840</b>	<b>27,197</b>	<b>32,820</b>	<b>31,411</b>	<b>29,937</b>	<b>28,866</b>	<b>27,770</b>	<b>26,618</b>	<b>25,490</b>	<b>24,266</b>	<b>25,021</b>
<b>NET ASSETS</b>	<b>679,543</b>	<b>682,198</b>	<b>692,055</b>	<b>694,058</b>	<b>695,603</b>	<b>699,149</b>	<b>705,525</b>	<b>712,132</b>	<b>718,739</b>	<b>723,990</b>	<b>728,513</b>	<b>734,053</b>
<b>EQUITY</b>												
Accumulated Surplus	163,068	165,759	175,616	177,619	179,164	182,710	189,086	195,693	202,300	207,551	212,074	217,614
Asset Revaluation Reserve	516,439	516,439	516,439	516,439	516,439	516,439	516,439	516,439	516,439	516,439	516,439	516,439
Other Reserves	36	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EQUITY</b>	<b>679,543</b>	<b>682,198</b>	<b>692,055</b>	<b>694,058</b>	<b>695,603</b>	<b>699,149</b>	<b>705,525</b>	<b>712,132</b>	<b>718,739</b>	<b>723,990</b>	<b>728,513</b>	<b>734,053</b>

**City of Holdfast Bay**  
**Long Term Financial Plan Model**  
**ESTIMATED CASH FLOW STATEMENT**

Year Ended 30 June:	2017 Actual \$('000)	2018 Estimate \$('000)	2019 Plan Year 1 \$('000)	2020 Plan Year 2 \$('000)	2021 Plan Year 3 \$('000)	2022 Plan Year 4 \$('000)	2023 Plan Year 5 \$('000)	2024 Plan Year 6 \$('000)	2025 Plan Year 7 \$('000)	2026 Plan Year 8 \$('000)	2027 Plan Year 9 \$('000)	2028 Plan Year 10 \$('000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>												
<u>Receipts</u>												
Rates	33,727	34,889	36,076	37,160	38,348	39,613	40,881	42,108	43,411	44,843	46,321	47,851
Statutory Charges	2,331	2,142	2,246	2,301	2,363	2,429	2,494	2,556	2,622	2,696	2,771	2,849
User Charges	4,068	4,031	4,005	4,103	4,209	4,325	4,443	4,555	4,672	4,798	4,929	5,066
Grants, Subsidies, Contributions	4,029	3,355	3,014	2,603	2,674	2,748	2,822	2,893	2,967	3,050	3,136	3,224
Investment Income	37	100	43	31	20	78	152	148	186	190	220	288
Reimbursements	396	807	696	687	729	738	763	783	796	824	841	869
Other Income	2,876	889	511	525	540	555	570	585	600	616	632	651
<u>Payments</u>												
Employee Costs	(15,634)	(15,913)	(16,791)	(17,006)	(17,575)	(17,990)	(18,503)	(18,987)	(19,504)	(20,024)	(20,565)	(21,116)
Materials, Contracts & Other Expenses	(20,426)	(19,508)	(18,749)	(19,511)	(19,770)	(20,454)	(21,276)	(21,471)	(22,097)	(22,646)	(23,689)	(23,924)
Finance Costs	(904)	(911)	(761)	(867)	(1,132)	(1,063)	(992)	(930)	(869)	(808)	(744)	(681)
Other Expenses	0	0	(1,156)	(500)	(514)	(528)	(542)	(556)	(570)	(586)	(602)	(619)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>10,500</b>	<b>9,881</b>	<b>9,134</b>	<b>9,526</b>	<b>9,892</b>	<b>10,451</b>	<b>10,812</b>	<b>11,684</b>	<b>12,214</b>	<b>12,953</b>	<b>13,250</b>	<b>14,458</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
<u>Receipts</u>												
Amounts Specifically for New/Upgraded Assets	4,446	1,730	9,585	1,920	1,562	3,339	5,940	5,717	5,860	3,896	3,587	3,557
Sale of Renewed/Replaced Assets	194	305	202	0	0	0	0	0	0	0	0	0
Sale of Surplus Assets	1,104	0	1,000	0	0	0	0	0	0	0	0	0
Sale of Non Current assets "Held for Sale"	2,098	0	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups	148	209	208	301	383	423	139	140	140	140	135	135
Distributions Received from Associated Entities	5	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets	(6,579)	(6,454)	(5,599)	(6,790)	(4,931)	(4,985)	(5,074)	(4,770)	(5,935)	(7,977)	(7,595)	(16,334)
Expenditure on New/Upgraded Assets	(5,864)	(8,028)	(16,959)	(10,785)	(4,204)	(6,187)	(10,531)	(10,798)	(11,071)	(7,136)	(6,691)	(7,767)
Loans Made to Community Groups	(21)	0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(4,469)</b>	<b>(12,238)</b>	<b>(11,563)</b>	<b>(15,354)</b>	<b>(7,190)</b>	<b>(7,410)</b>	<b>(9,526)</b>	<b>(9,711)</b>	<b>(11,006)</b>	<b>(11,077)</b>	<b>(10,564)</b>	<b>(20,409)</b>

City of Holdfast Bay  
 Long Term Financial Plan Model  
 ESTIMATED CASH FLOW STATEMENT - continued

Year Ended 30 June:	2017 Actual \$(000)	2018 Estimate \$(000)	2019 Plan Year 1 \$(000)	2020 Plan Year 2 \$(000)	2021 Plan Year 3 \$(000)	2022 Plan Year 4 \$(000)	2023 Plan Year 5 \$(000)	2024 Plan Year 6 \$(000)	2025 Plan Year 7 \$(000)	2026 Plan Year 8 \$(000)	2027 Plan Year 9 \$(000)	2028 Plan Year 10 \$(000)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
<u>Receipts</u>												
Proceeds from Borrowings	0	2,300	3,381	7,000	0	0	0	0	0	0	0	1,650
<u>Payments</u>												
Repayments of Borrowings	(1,932)	(1,581)	(1,141)	(1,400)	(1,613)	(1,600)	(1,244)	(1,284)	(1,263)	(1,323)	(1,388)	(1,120)
Repayment of Bonds & Deposits	(2)	0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(1,934)</b>	<b>719</b>	<b>2,240</b>	<b>5,600</b>	<b>(1,613)</b>	<b>(1,600)</b>	<b>(1,244)</b>	<b>(1,284)</b>	<b>(1,263)</b>	<b>(1,323)</b>	<b>(1,388)</b>	<b>530</b>
<b>Net Increase/(Decrease) in cash held</b>	<b>4,097</b>	<b>(1,638)</b>	<b>(189)</b>	<b>(228)</b>	<b>1,089</b>	<b>1,441</b>	<b>42</b>	<b>689</b>	<b>(55)</b>	<b>553</b>	<b>1,298</b>	<b>(5,421)</b>
<b>Opening cash, cash equivalents or (bank overdraft)</b>	<b>(1,658)</b>	<b>2,439</b>	<b>801</b>	<b>612</b>	<b>384</b>	<b>1,473</b>	<b>2,914</b>	<b>2,956</b>	<b>3,645</b>	<b>3,590</b>	<b>4,143</b>	<b>5,441</b>
<b>Closing cash, cash equivalents or (bank overdraft)</b>	<b>2,439</b>	<b>801</b>	<b>612</b>	<b>384</b>	<b>1,473</b>	<b>2,914</b>	<b>2,956</b>	<b>3,645</b>	<b>3,590</b>	<b>4,143</b>	<b>5,441</b>	<b>20</b>

City of Holdfast Bay  
 Long Term Financial Plan Model  
 ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2017 Actual \$('000)	2018 Estimate \$('000)	2019 Plan Year 1 \$('000)	2020 Plan Year 2 \$('000)	2021 Plan Year 3 \$('000)	2022 Plan Year 4 \$('000)	2023 Plan Year 5 \$('000)	2024 Plan Year 6 \$('000)	2025 Plan Year 7 \$('000)	2026 Plan Year 8 \$('000)	2027 Plan Year 9 \$('000)	2028 Plan Year 10 \$('000)
<b>ACCUMULATED SURPLUS</b>												
Balance at end of previous reporting period	156,569	163,068	165,759	175,616	177,619	179,164	182,710	189,086	195,693	202,300	207,551	212,074
Net Result for Year	4,435	2,655	9,857	2,003	1,545	3,546	6,376	6,607	6,607	5,251	4,523	5,540
Transfers from Other Reserves	2,064	36	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>163,068</b>	<b>165,759</b>	<b>175,616</b>	<b>177,619</b>	<b>179,164</b>	<b>182,710</b>	<b>189,086</b>	<b>195,693</b>	<b>202,300</b>	<b>207,551</b>	<b>212,074</b>	<b>217,614</b>
<b>ASSET REVALUATION RESERVE</b>												
Land	303,261	303,261	303,261	303,261	303,261	303,261	303,261	303,261	303,261	303,261	303,261	303,261
Buildings & Other Structures	36,070	36,070	36,070	36,070	36,070	36,070	36,070	36,070	36,070	36,070	36,070	36,070
Infrastructure - Drains	22,004	22,004	22,004	22,004	22,004	22,004	22,004	22,004	22,004	22,004	22,004	22,004
Infrastructure - Transport	137,171	137,171	137,171	137,171	137,171	137,171	137,171	137,171	137,171	137,171	137,171	137,171
Infrastructure - Open Space & Coastal	17,483	17,483	17,483	17,483	17,483	17,483	17,483	17,483	17,483	17,483	17,483	17,483
Library Lending Materials	450	450	450	450	450	450	450	450	450	450	450	450
<b>Balance at end of period</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>	<b>516,439</b>
<b>OTHER RESERVES</b>												
Balance at end of previous reporting period	2,100	36	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(2,064)	(36)	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>679,543</b>	<b>682,198</b>	<b>692,055</b>	<b>694,058</b>	<b>695,603</b>	<b>699,149</b>	<b>705,525</b>	<b>712,132</b>	<b>718,739</b>	<b>723,990</b>	<b>728,513</b>	<b>734,053</b>

City of Holdfast Bay  
 Long Term Financial Plan Model  
 SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2017 Actual \$('000)	2018 Estimate \$('000)	2019 Plan Year 1 \$('000)	2020 Plan Year 2 \$('000)	2021 Plan Year 3 \$('000)	2022 Plan Year 4 \$('000)	2023 Plan Year 5 \$('000)	2024 Plan Year 6 \$('000)	2025 Plan Year 7 \$('000)	2026 Plan Year 8 \$('000)	2027 Plan Year 9 \$('000)	2028 Plan Year 10 \$('000)
Operating Revenues	44,823	46,213	46,620	47,474	48,983	50,589	52,210	53,708	55,340	57,097	58,932	60,871
<i>less Operating Expenses</i>	42,651	45,288	46,348	47,391	49,000	50,382	51,774	52,818	54,593	55,742	57,996	58,888
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>2,172</b>	<b>925</b>	<b>272</b>	<b>83</b>	<b>(17)</b>	<b>207</b>	<b>436</b>	<b>890</b>	<b>747</b>	<b>1,355</b>	<b>936</b>	<b>1,983</b>
<b>Less: Net Outlays on Existing Assets</b>												
Capital Expenditure on Renewal/Replacement of Existing Assets	6,624	6,454	5,599	6,790	4,931	4,985	5,074	4,770	5,935	7,977	7,595	16,334
<i>less Depreciation, Amortisation &amp; Impairment</i>	8,193	8,773	9,033	9,722	10,072	10,484	10,560	10,964	11,719	11,774	12,524	12,628
<i>less Proceeds from Sale of Replaced Assets</i>	194	305	202	0	0	0	0	0	0	0	0	0
	<b>(1,763)</b>	<b>(2,624)</b>	<b>(3,636)</b>	<b>(2,932)</b>	<b>(5,141)</b>	<b>(5,499)</b>	<b>(5,486)</b>	<b>(6,194)</b>	<b>(5,784)</b>	<b>(3,797)</b>	<b>(4,929)</b>	<b>3,706</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>												
Capital Expenditure on New/Upgraded Assets	8,794	8,028	16,959	10,785	4,204	6,187	10,531	10,798	11,071	7,136	6,691	7,767
<i>less Amounts Specifically for New/Upgraded Assets</i>	4,446	1,730	9,585	1,920	1,562	3,339	5,940	5,717	5,860	3,896	3,587	3,557
<i>less Proceeds from Sale of Surplus Assets</i>	631	0	1,000	0	0	0	0	0	0	0	0	0
	<b>3,717</b>	<b>6,298</b>	<b>6,374</b>	<b>8,865</b>	<b>2,642</b>	<b>2,848</b>	<b>4,591</b>	<b>5,081</b>	<b>5,211</b>	<b>3,240</b>	<b>3,104</b>	<b>4,210</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>218</b>	<b>(2,749)</b>	<b>(2,466)</b>	<b>(5,850)</b>	<b>2,482</b>	<b>2,858</b>	<b>1,331</b>	<b>2,003</b>	<b>1,320</b>	<b>1,912</b>	<b>2,761</b>	<b>(5,933)</b>

FINANCING TRANSACTIONS	Year Ended 30 June:											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Actual	Estimate	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
New Borrowings	0	2,300	3,381	7,000	0	0	0	0	0	0	0	1,650
Repayment of Principal on Borrowings	1,932	1,581	1,141	1,400	1,613	1,600	1,244	1,284	1,263	1,323	1,388	1,120
(Increase)/Decrease in Cash and Cash Equivalents	4,097	1,638	189	228	(1,089)	(1,441)	(42)	(689)	55	(553)	(1,298)	5,421
(Increase)/Decrease in Receivables	(187)	1	(151)	(142)	(105)	214	(70)	(66)	(70)	(72)	(80)	(73)
Increase/(Decrease) in Payables & Provisions	95	410	117	23	204	126	173	188	111	195	164	225
Other – Including the Movement in Inventories	(6,155)	(3,181)	(2,211)	(2,659)	(3,105)	(3,357)	(2,636)	(2,720)	(2,679)	(2,805)	(2,935)	(2,410)
<b>Financing Transactions</b>	<b>(218)</b>	<b>2,749</b>	<b>2,466</b>	<b>5,850</b>	<b>(2,482)</b>	<b>(2,858)</b>	<b>(1,331)</b>	<b>(2,003)</b>	<b>(1,320)</b>	<b>(1,912)</b>	<b>(2,761)</b>	<b>5,933</b>

KEY FINANCIAL INDICATORS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Actual	Estimate	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Operating Surplus / (Deficit) - \$'000</b>	2,172	925	272	83	(17)	207	436	890	747	1,355	936	1,983
<b>Operating Surplus Ratio - %</b>	6%	3%	1%	0%	(0)%	1%	1%	2%	2%	3%	2%	4%
<b>Net Financial Liabilities - \$'000</b>	18,932	21,700	24,095	29,804	27,201	24,500	23,317	21,466	20,299	18,546	15,944	22,047
<b>Net Financial Liabilities Ratio - %</b>	42.2%	47.0%	51.7%	62.8%	55.5%	48.4%	44.7%	40.0%	36.7%	32.5%	27.1%	36.2%
<b>Interest Cover Ratio - %</b>	1.9%	1.8%	1.5%	1.7%	2.1%	1.8%	1.5%	1.4%	1.2%	1.0%	0.9%	0.6%





# Long Term Financial Plan 2017/18 – 2027/28

**Date: 30 May 2018**

## FRAMEWORK

The Local Government Act requires councils to have strategic management plans which must address:

- the sustainability of its financial performance and position;
- the maintenance, replacement or development needs for infrastructure;
- proposals with respect to debt levels; and
- Identification of any anticipated or predicted changes that will have a significant effect upon the costs of Council's activities or operations.

Council's primary planning document is its Community Plan Councils *Our Place 2030 Strategic Plan* adopted in 2017 which articulates the future directions and priority actions of the City with a horizon of 2030.

The Long Term Financial Plan is the primary financial management tool linking to Council's Community Plan. It expresses Council's activities over a 10 year planning horizon in financial terms coinciding with the Asset Management plan time horizon and provides guidance to formulate Council's annual business plans and budgets.

The Long Term Financial Plan is informed by Council's Asset Management Plans which provide projections for maintenance, renewal and replacement of Council's assets and infrastructure such as roads, footpaths, drains and coastal reserves up to the period ended 2027/28.

Council has adopted a long planning horizon for its Asset Management Plan and Long Term Financial Plan to reflect the significance of its asset management needs (ie. maintenance, renewal and replacement). Local government is highly asset intensive. As at 30 June 2017, the City of Holdfast Bay had assets valued in excess of \$733 million — compared with annual operating revenue of \$62 million. Council's assets predominately have long lives with significant life-cycle maintenance and renewal costs, often lumpy in timing. It is important to be able to look ahead as far as practicable to provide sufficient lead time to respond to future needs and adjust strategies when required.

Council owns and operates the Alwyndor Aged Care facility in Hove, however it is excluded from this LTFP because it is managed as a self-sustaining operation with all its funding sourced from residents, government funding under aged care arrangements and its investments. Alwyndor does not rely on funding from Council's rate revenue however Council does have ultimate responsibility for its operation.

## FINANCIAL SUSTAINABILITY

The City of Holdfast Bay is committed to the principles of financial sustainability and Council has adopted the following definition of financial sustainability:

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

Our commitment to financial sustainability means that we will adopt prudent financial governance policies and practices to ensure continued cost-effective delivery of services to our community over the long term. This comprises three elements:

**Program sustainability** – ensuring the maintenance of our high priority programs including the renewal and replacement of infrastructure

**Rate stability** – ensuring a reasonable degree of stability and predictability in the overall rate burden

**Intergenerational equity** – ensuring a fair sharing in the distribution of resources and attendant financial burden between current and future users of our services and infrastructure

## FINANCIAL PRINCIPLES

To support our commitment to financial sustainability, Council applies the following key financial principles in its financial planning:

### ***Balanced Budget***

Council aims to fully fund the cost of its services, including depreciation of its infrastructure and assets (ie wear and tear), to ensure an equitable sharing between current and future users. Insufficient funding shifts the cost burden of today's services on to future users in the form of higher rates or reduced services.

### ***Sound Infrastructure and Asset Management***

Council aims to maintain its infrastructure and assets to the requisite standard to ensure continued delivery of services to agreed standards. This involves developing and using long-term infrastructure and asset management plans to manage Council's asset portfolio efficiently and the continued investment in its renewal and replacement as our asset stock wears out.

### ***Rate Predictability***

Council aims to provide its community with a reasonable degree of predictability for rates over the medium term. It is important that ratepayers are fully informed about rates and the corresponding services provided.

### **Funding**

Council aims to ensure the financial burden on our ratepayers is kept as low as practicable by increasing funding from other sources and the prudent use of borrowings when appropriate and affordable.

### **Financial performance measures**

Council measures its performance in achieving its financial principles through a suite of key financial indicators:

<b>Principle</b>	<b>Indicator</b>	<b>Target</b>
Balance budget - to fully fund the cost of services	<p><b>Operating Result</b> <i>Operating Revenue less Operating Expenditure including depreciation</i></p> <p><b>Operating Ratio</b> <i>Operating Result as a percentage of rate revenue</i></p>	0—10% over a rolling 5-year period
Rate predictability	<b>Annual rate revenue increase</b>	In accordance with LGPI (excluding NRM Levy and development growth)
Funding – prudent use of borrowings	<p><b>Net Financial Liabilities</b> Total liabilities less Financial Assets (ie. what we owe others less what we are owed)</p> <p><b>Net Financial Liabilities Ratio</b> <i>Net Financial Liabilities as a percentage of Operating Revenue</i></p> <p><b>Interest Cover Ratio</b> <i>Net interest expense as a percentage of Operating Revenue</i></p>	<p>≤ 75%</p> <p>≤ 5%</p>

## KEY INFLUENCES

Council provides a wide range of services and programs to its community. These are shaped by a variety of influences including legislative obligations and community expectations.

### *Our Place 2030 Strategic Plan*

Council's *Our Place 2030 Strategic Plan* adopted in 2017 articulates the future directions and priority actions of the City with a horizon of 2030. It includes the following strategic objectives:

#### **Community**

- Building a healthy, active and resilient community
- Celebrating culture and diversity
- Providing welcoming, accessible facilities
- Fostering an engaged, contributing community

#### **Environment**

- Protecting biodiversity
- Building an environmentally resilient city
- Using resources efficiently
- Fostering an environmentally connected community

#### **Economy**

- Supporting and growing local business
- Making it easier to do business
- Harnessing emerging technology
- Boosting our visitor economy

#### **Placemaking**

- Creating vibrant and safe places
- Developing walkable, connected neighbourhoods
- Building character and celebrating history
- Housing a diverse population

#### **Culture**

- Providing customer-centred services
- Being financially accountable
- Enabling high performance
- Supporting excellent, efficient operations

### ***Economic environment***

The economic outlook has a significant effect on our community, ratepayers and Council. Confidence in the economy drives demand, investment and employment.

The final 2017 economic briefing report by the University of Adelaide's South Australian Centre for Economic Studies (SACES) predicts a slowing in economic growth in South Australia. Gross State Product (GSP) is predicted to grow 1% in 2017/18.

Other current South Australian economic indicators show:

- Recovery in business investment.
- Lift in public infrastructure investment.
- Avoidance of surge of residential property prices compared to eastern capitals.
- Modest growth in employment over next two years mirroring the population growth.
- Slow wages growth holding back household spending leaving investment spending from business and government as the main driver of growth.

The main challenge for all levels of government is ensuring their financial positions are sustainable. This includes the appropriate allocation of infrastructure. Council's long term financial plan is based on sound principles of financial sustainability including a comprehensive long term asset management plan.

### ***Local demographic and statistical indicators***

Residents of Holdfast Bay are, on most measures, comparatively affluent with above average household incomes and are arguably less exposed to economic downturns.

Information provided by the Australian Bureau of Statistics from the latest 2016 Census supports this conclusion. The Holdfast Bay data shows a number of major variances to the greater Adelaide area as below;

- Higher median age of persons 46 compared to 39 greater Adelaide.
- Higher median weekly family income \$1,973 compared to \$1,265 greater Adelaide.
- Higher median mortgage monthly repayment \$1,772 compared to \$1,517 greater Adelaide.
- Higher proportion of fully owned homes 35.8% compared to 30.7% greater Adelaide.

### ***Infrastructure and asset management***

As at 30 June 2017, Council owns infrastructure and assets valued at \$733 million comprising the following broad categories:

- Land \$358m
- Buildings \$95m
- Stormwater drains \$36m

- Roads, laneways, footpaths and bridges \$192m
- Parks and Reserves, Coastal assets \$44m
- Plant, equipment, furniture & Fittings \$7m
- Library Lending Materials \$0.8m

Consistent with the principles of financial sustainability, Council is committed to ensuring its infrastructure and assets remain relevant to the current and future needs of the community. In addition to ongoing repairs and maintenance, it also includes review of service needs, asset conditions and community expectations.

The basis used to determine when an asset is due to be renewed or replaced is when the physical condition rating and remaining useful life of the asset is such that it indicates that the asset requires substantial maintenance or restoration and that the residual life of the asset is negligible. The cost to renew or replace the asset is determined by its current replacement cost.

The annual depreciation rate for an asset is based on the total useful life at the asset. When assets are revalued the accumulated depreciation is recalculated based on the remaining useful life of the asset. There is therefore a direct link between depreciation and the renewal or replacement of assets.

#### ***External funding sources***

Council's 2017/18 budget indicates a significant reliance (75%) on rate revenue. Council is seeking to reduce this rate burden by increasing its revenue from other sources, such as rent from commercial leases, off-street carparks, Brighton Caravan Park and higher grant funding from Commonwealth and State Governments. Some council services are specifically provided to individuals and a user charge is appropriate. This is even more important in cases where individuals from outside the council area use the services. Maintaining and improving appropriate user charges and lease revenue while seeking opportunities for new grants and subsidies will relieve the overall rate burden.

#### ***Service reviews***

Council monitors and assesses its services to ensure that they continue to meet the evolving needs of its community and provides value for money.

#### **ASSUMPTIONS**

Council's financial projections over the long term planning horizon are not meant to be a prediction of financial position or performance but rather an indication of direction and financial capacity. Projections are shaped by a variety of underlying and dynamic assumptions.

Some of the key assumptions underpinning Council's Long Term Financial Plan are as follows:

### ***Base Case - Continued provision of existing services at current standards***

Council's base case assumes that Council continues to provide existing services at current standards. Base case projections assume no material changes to services or investment in new or upgraded assets other than what is already resolved and planned. The base case doesn't predict any broad changes in direction in response to community demand or emerging developments.

This assumption is an acknowledged unrealistic given that Council typically changes its services in response to a variety of influences, and invests in new and upgraded assets — collectively referred to as “new initiatives”. The nature of these new initiatives over the long term planning horizon is unknown. However for the purpose of providing an indication of base case projections, a scenario is developed that assumes new initiative expenditure of \$1,000,000 per annum and apportioned \$500,000 new and upgraded capital and \$500,000 operating expenditure.

### ***Inflation Forecasts***

The following table provides inflation forecast information. It lists forecasts for the Consumer Price Index (CPI) and Local Government Price Index (LGPI). The forecast CPI has been sourced from Deloitte Access Economics. The LGPI is published by the University of Adelaide and measures price movements faced by Councils in South Australia. The LGPI increase has been determined by averaging the last six years LGPI increase above CPI. The applied LGPI is the addition of the two measures. The LGPI has been used in the LTFP model for indexing operating expenditure (excluding employment costs) and income and capital expenditure.

<b>Year</b>	<b>CPI</b>	<b>LGPI Increase</b>	<b>LGPI</b>
2018/19	2.1%	0.3%	2.4%
2019/20	2.2%	0.3%	2.5%
2020/21	2.4%	0.3%	2.7%
2021/22	2.5%	0.3%	2.8%
2022/23	2.4%	0.3%	2.7%
2023/24	2.2%	0.3%	2.5%
2024/25	2.3%	0.3%	2.6%
2025/26	2.5%	0.3%	2.8%
2067/27	2.5%	0.3%	2.8%
2027/28	2.4%	0.3%	2.7%

### ***Rate revenue increase***

A rate revenue increase based on the forecast LGPI is assumed reflecting Council's direction to keep rate increases as low as practical. An additional 0.5% pa has been provided for property development growth. Property development growth comprises improvements that increase a property's value, or new developments such as replacing an existing building. The annual increase in rate revenue excludes changes to the NRM Levy collected by Council on behalf of the Natural Resources Management Board



### ***Employment Costs***

Employment costs have been revised in accordance with current enterprise agreements (EA) being 2.5% for salaried staff and 2.8% for wages staff. The wages staff EA expires on 30 June 2018 and the salaried staff expires on 30 June 2019. The LTFP model has used 2.6% for the next two financial years and thereafter an average indexation of 2.7%.

### ***Funding and borrowings***

Cash and cash equivalents are modelled to include all investments and reserve funds, and borrowings are only provided for when cash is required.

Council's treasury management policy stipulates borrowing and investment direction. Existing borrowings are a mixture of short and long-term loans designed to manage liquidity and interest rate risk. Existing borrowings are with the Local Government Finance Authority (LGFA), being the preferred financial institution, guaranteed by the South Australian Government. The four major banks being Commonwealth, ANZ, NAB or Westpac may also be considered when placing new borrowings.

Investments are placed with the LGFA, SA or Commonwealth Government Bonds or the four major banks after considering investment returns and transaction costs.

New borrowings have been forecast on a 20 year repayment basis at current long term LGFA borrowing rates of 4.8%. Loans due for roll-over are forecast for their remaining loan terms.

### ***Grants and subsidies***

Council receives a mixture of grant funding from the State Government to support its programs and activities. Some grants, like the Financial Assistance Grants, are recurring and received every year. These are assumed to increase by forecast LGPI. The Roads to Recovery (RTR) Federal Government program was scheduled for completion in 2018/19. However the program will be extended from 2019/20 onwards and financial details are not anticipated until closer its commencement. The LTFP has not included this program beyond 2018/19.

### ***Asset renewal and replacement***

Projections include renewal and replacement as forecast in the 2 year forward capital renewal program and asset management plans.

### ***Asset New and upgrade – Strategic Projects***

The following major strategic projects have been included for new and upgraded capital investment. A number of the projects are subject to grant funding. The LTFP has included both the gross amount of the project and the proposed grant funding.

- Stormwater Management Plan estimates have been included in the base case modelling - \$26.5m gross part grant funded by \$16.325m over 10 years.
- Brighton Sporting Community Centre - \$8m gross part grant funded by \$2m over 2 years commencing in 2018/19.
- Glenelg Oval Masterplan - \$20m gross part grant funded by \$9.9m over 10 years commencing in 2018/19.
- Jetty Road Glenelg Masterplan - \$18.68m gross part grant funded by \$9.34m over 10 years commencing in 2018/19.
- Coast Park and Kingston Park Masterplan - \$3.3m gross part grant funded by \$1.65m over 3 years commencing in 2019/20.
- LED conversion - \$1.2m over 3 years commencing in 2018/19.
- Foreshore irrigation upgrade - \$488,000 over 5 years commencing in 2018/19.
- Glenelg Town Hall Restoration Stage 2 and Caravan Park cabin renewal.

Additional depreciation expense has been determined for the gross amount of new and upgraded assets using the following average useful lives in accordance with existing accounting policy:

- Buildings - 75 years.
- Drains – 100 years.
- Transport Infrastructure – 50 years.
- Open Space – 25 years.

### ***Asset sales***

Council reviews its extensive property portfolio regularly with the aim of improving utilisation, upgrading community facilities and reducing ongoing holding and maintenance costs. In some cases, this will result in the disposal of under-utilised properties with the proceeds re-invested into new or upgraded community facilities. No additional asset sales have been forecast in this Long Term Financial Plan, above the sale of land for \$1M to fund Minda Coast Park in the 2018/19 budget.

### ***Projects not included***

The Glenelg Jetty upgrade proposal has not been included as it requires further Council consideration, detailed costing and financial analysis and community consultation.

The Holdfast Bay Community Centre redevelopment has not been factored in specifically at this stage. The 2018/19 budget includes the development of a Masterplan for Holdfast Bay Community Club and based on the outcome of that Masterplan, the LTFP can be updated in subsequent reviews.

The LTFP will be used as a tool to assist in decision making on financial viability and impact of these projects.

**PROJECTIONS**

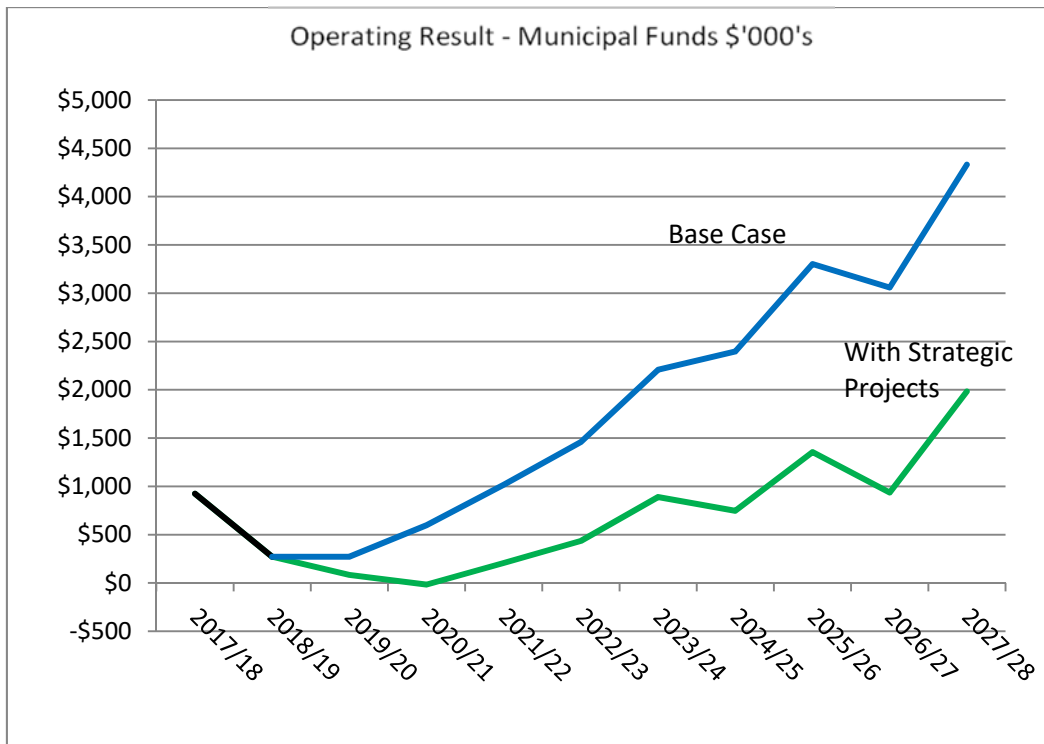
The results have been charted and show projections for the key financial performance indicators over the 10-year planning horizon. They provides a measure of overall financial capacity to respond to circumstances and undertake major new initiatives without adversely affecting the continued provision of services to our community.

A full set of financial forecast details is provided for reference as attachments at the end of this document. They include the latest budget updates up to 30 March 2018 and the 2018-19 draft budget.

***Operating Surplus***

In broad terms, the Operating Surplus is the difference between day-to-day income and expenditure for the period.

Council’s income (or revenue) includes rate revenue, user charges, statutory charges, investment income and grants and subsidies of an operating nature from third parties. Operating expenditure is expenditure incurred in the ordinary course of providing Council’s services, including a charge for depreciation of infrastructure and assets. Depreciation reflects a portion of the capital cost or value of an asset used or consumed during the year and can be regarded as the cost of “wear and tear”.

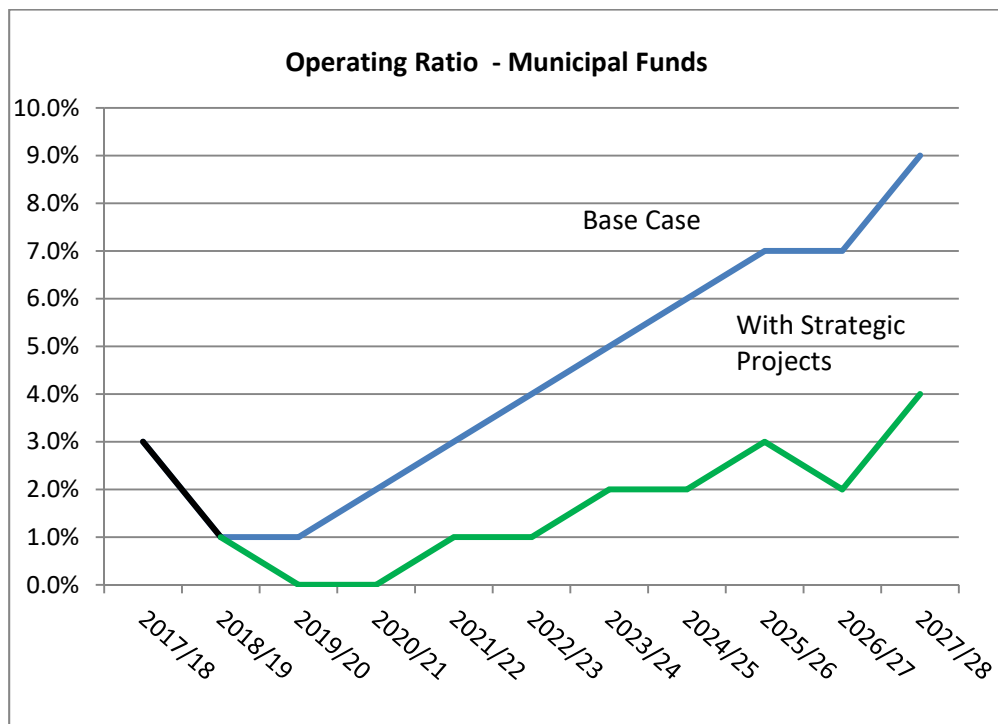


**Operating Ratio**

The Operating Ratio measures the Operating Surplus as a percentage of rate revenue.

A positive ratio indicates the percentage of rates available to help fund current and future capital expenditure. A negative ratio indicates the percentage increase in rate revenue that would have been required to achieve a break-even operating result.

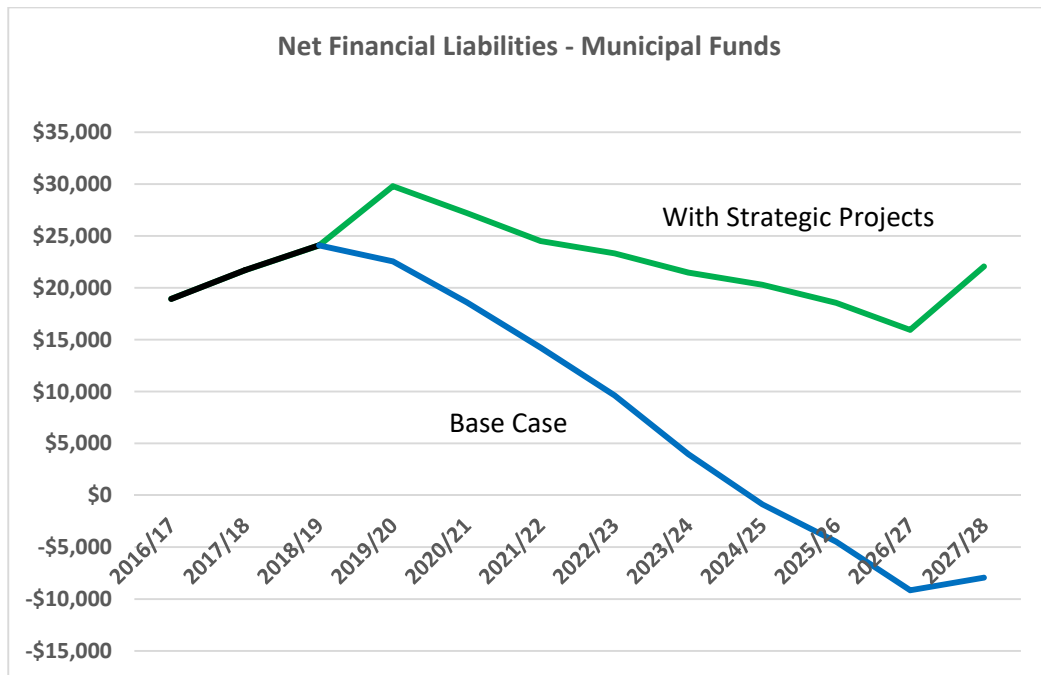
Council has set an Operating Ratio target of between 0 and 10% over a rolling 5-year period. This recognises the impact of one-off events that distort an annual ratio. After adjusting for one-off operating grants for renewed assets, the operating ratio over a rolling 5-year period commencing from 2013/14 to the current financial year has been 0.4% surplus.



### **Net Financial Liabilities**

Net Financial Liabilities is a measure of Council's net debt — what Council owes others less what is owed to Council and is calculated as total liabilities less financial assets.

It is a broader and more appropriate measure than just debt and recognises Council's available financial assets (such as cash and investments) and other liabilities (including employee entitlements and creditors).

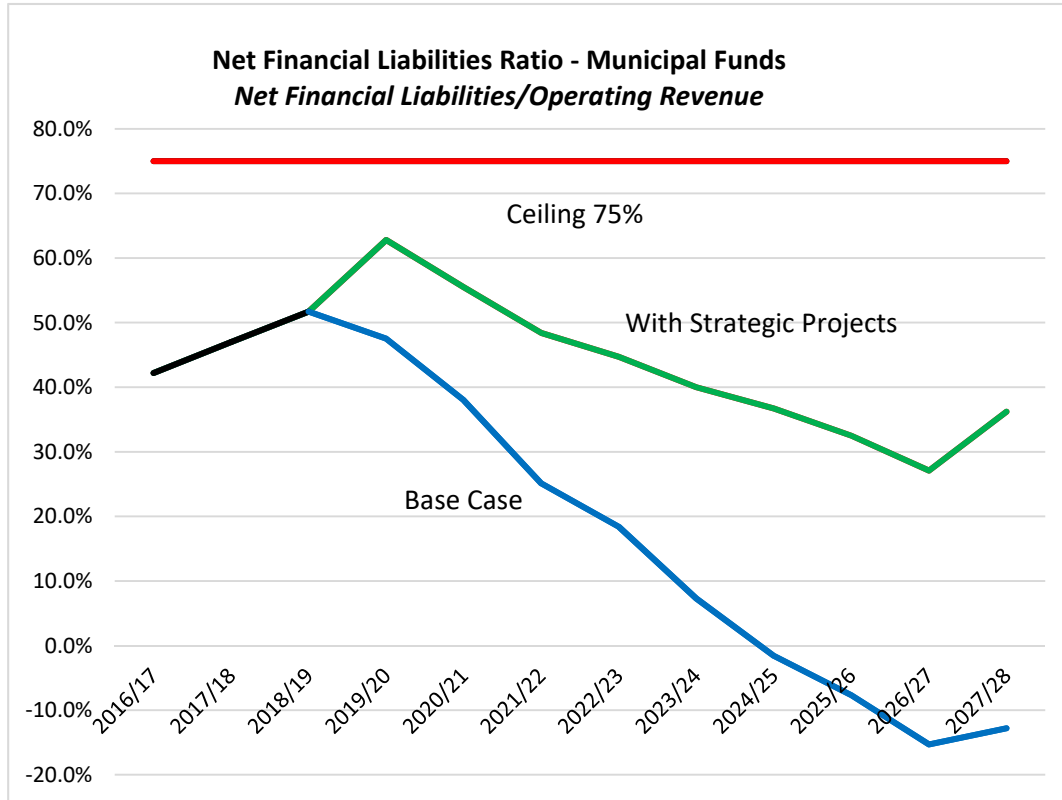


### **Net Financial Liabilities Ratio**

The Net Financial Liabilities Ratio indicates how significant Council's Net Financial Liabilities are compared to income and indicates the extent to which Net Financial Liabilities could be met by revenue. It is calculated by expressing Net Financial Liabilities as a percentage of revenue.

A declining Net Financial Liabilities Ratio indicates that Council has a corresponding increase in capacity to service its financial obligations.

Council has set a target to maintain a Net Financial Liabilities Ratio of not more than 75%. This is analogous to a household with an annual income of \$100,000 having a mortgage and credit card debt of \$75,000.



This chart also shows a peak period during 2019/20 for strategic projects due to allowing for major capital projects including the Brighton Sporting Community Centre.

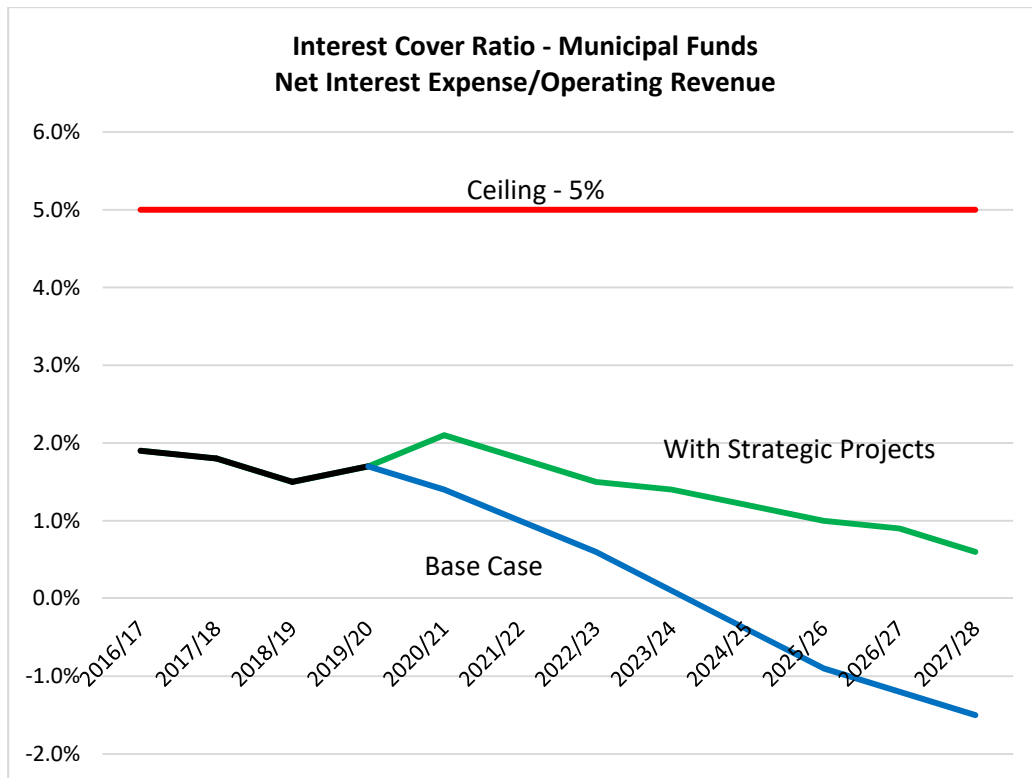
### **Interest Cover Ratio**

The Interest Cover Ratio measures the portion of annual revenue required to meet Council's net interest expenses.

As with the Net Financial Liabilities Ratio, a declining Interest Cover Ratio indicates that Council has a corresponding increase in capacity to service its financial obligations. This may be the result of declining Net Financial Liabilities and/or falling interest rates.

A high Interest Cover Ratio indicates that Council has reduced flexibility to fund its services.

Council has set a target to maintain an Interest Cover Ratio of not more than 5%. This means that 5 cents out of every \$1 of revenue is used to pay net interest.



**Asset Sustainability Ratio**

Asset Sustainability is expressed capital expenditure on renewal and replacement as a percentage of the optimal expenditure identified in Council’s Asset Management Plans.

The AMP has provided the capital renewal expenditure figures and therefore this percentage amount is 100%.

**Rate Burden and types of rates**

Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates. Council considers that this method provides the fairest and most efficient method of distributing the rate burden across all ratepayers.

The rate burden is measured by comparing revenue sourced from rates to all sources of revenue. A lower rate burden indicates that Council is less reliant on ratepayers for funding goods and services. The 2018/19 draft budget shows a Rate Burden of 73%. Through improving appropriate user charges and seeking opportunities for new grants and subsidies it is proposed to reduce the rate burden in future years.

Council levies a number of major rate types including residential, differential and separate rates. For 2018/19 the average (mean) value of residential property is estimated to be \$608,439 resulting in an average proposed rate of \$1,511. For commercial, industrial and vacant properties a differential rate of 56% is proposed which will raise approximately 13.8% of Council's total rate revenue. Separate rates exist for Glenelg's Jetty Road shopping precinct and the ongoing maintenance of the lock in the Patawalonga.

### **COMPARATIVE PROJECTION OUTCOMES**

The financial projections contained in this overview are based on a variety of estimates and assumptions. A modest change in one may have a material effect on the projections. For example reducing the rate decrease from 2.5% to 2% will result in a reduced operating result over a number of years.

The projections indicate that, based on current assumptions, Council remains within the target range for a balanced budget with a more favourable outlook over the mid-term.

The LTFP presents a 'no change' base case position (ie. a continuation of existing services and programs) and compares this with the inclusion of major strategic projects. As Council responds to changing community expectations, it will continue to make decisions to change services and invest in new and improved infrastructure.

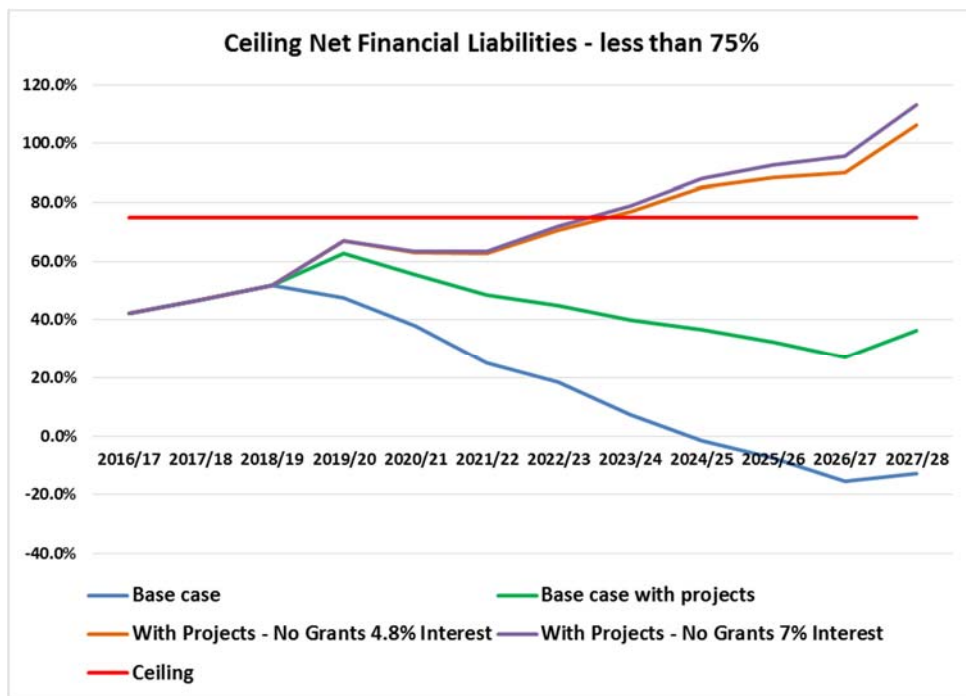
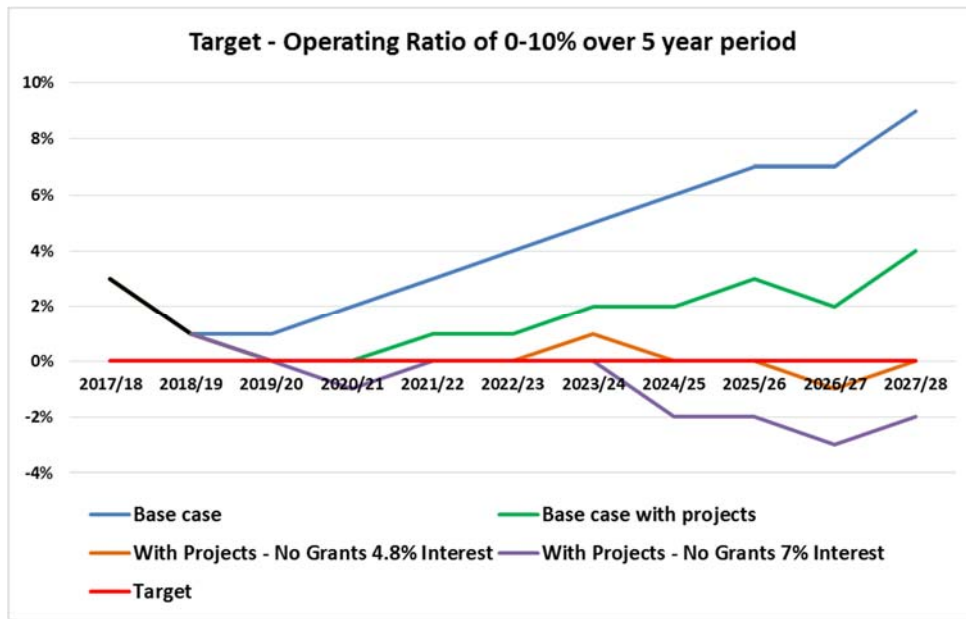
This can be achieved by:

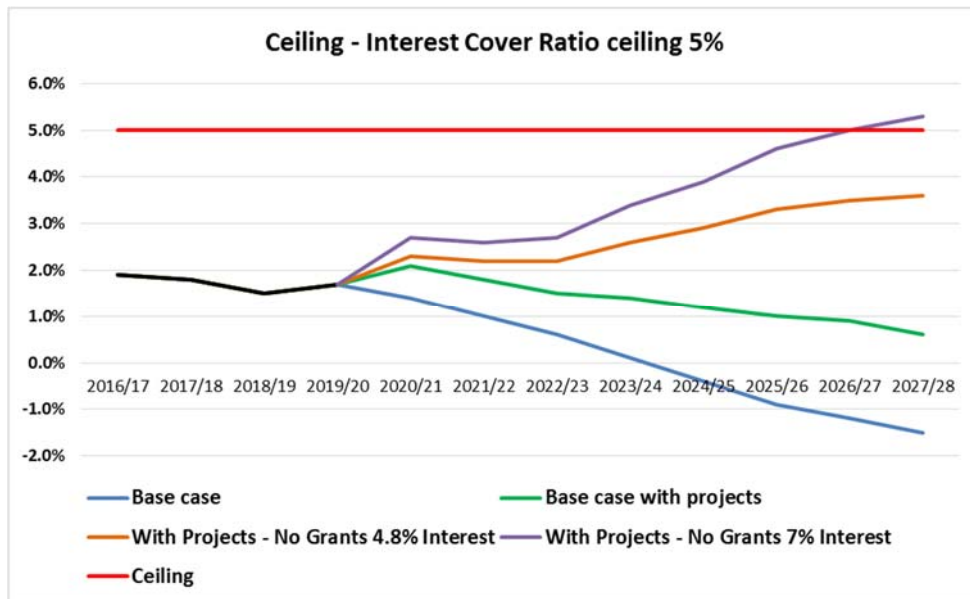
- Continually reviewing and enhancing services to our community;
- Continue to invest in renewal and replacement of our assets and infrastructure to ensure they meet the service needs in the most cost-effective manner;
- taking advantage of opportunities and respond to emerging issues; and
- using additional borrowings to fund new or upgraded assets.

As with all projections, the view can change as underlying circumstances change. For this reason, sensitivity analysis has been conducted. This includes additional projections assuming no grant funding for major projects replaced by external long-term borrowings at differing interest rates of 4.8 % and 7%.



**SENSITIVITY ANALYSIS PROJECTIONS**





The above projections indicate that by 2023/24 two existing financial performance targets would be breached, while the interest cover ratio would be exceeded in 2026.

It should be noted that this analysis assumes all major strategic projects would be undertaken and funded from borrowings when required. This assumption could be seen as unrealistic given that Council would typically prioritise its strategic projects and confirm external funding before committing to large projects.

However the above analysis does indicate that Council has the capacity to fund major projects over the next five years and remain within its financial performance targets and ceilings.

## FINANCIAL STRATEGIES

Council has adopted the following strategies to:

- maintain long-term financial sustainability
- build and maintain adequate financial capacity to fund its services including the flexibility to respond to changing needs and circumstances

### *Decision support*

Council will use its Long Term Financial Plan as a tool in making key decisions.

### *Continue to improve Asset Management Plans*

Council will continue to include all asset classes in its Asset Management Plans and improve the confidence in data in relation to asset conditions and full life cycle cost projections.

***Continue to improve the model underpinning our Long Term Financial Plan***

Council will continue to enhance the functionality of its financial model and strengthen the integration with the Asset Management Plans.

***Regularly review the Long Term Financial Plan***

Council will review its Long Term Financial Plan at least twice each year — expected to be immediately following adoption of its Annual Business Plan and then immediately following adoption of its annual financial statements in time to start the next annual planning program.

***Reduce the reliance on rate revenue***

Council will look at ways to increase the proportion of non-rate revenue such as through better targeted grant funding, increasing user charges and improved treasury management.

***Continually improve financial management practices***

Council will implement contemporary treasury management practices to improve its funding practices and better manage interest rate risks.

***Measure financial performance***

Council will measure and report its performance against its financial targets.

**ATTACHMENTS – FINANCIAL REPORTS – “BASE CASE” PLUS STRATEGIC GRANT FUNDED MAJOR PROJECTS**

**Projected Income Statement**

**Projected Balance Sheet**

**Projected Statement of Changes in Equity**

**Projected Statement of Cash Flows**

**Summary of Proposed Operating and Capital Investments  
(Uniform Presentation of Finances)**

Item No: **14.7**  
Subject: **APPOINTMENT TO AUDIT COMMITTEE**  
Date: 12 June 2018  
Written By: Manager Finance  
General Manager: Business Services, Mr R Bria

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### **SUMMARY**

The term of Mr Sam Spadavecchia on Council's Audit Committee has expired and it is recommended that he be re-appointed for a further 3-year term.

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### **RECOMMENDATION**

**That Council re-appoint Mr Sam Spadavecchia as an independent member of its Audit Committee for a term of 3 years.**

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### **COMMUNITY PLAN**

Culture: Being financially accountable

### **COUNCIL POLICY**

Audit Committee Terms of Reference.

### **STATUTORY PROVISIONS**

Sec 126 Local Government Act 1999.

### **REPORT**

The terms of reference for Council's Audit Committee provides for a membership of 5 comprising not less than 2 elected members and not less than 2 independent members.

At its meeting on 22 November 2016, Council appointed two elected members, Councillors Smedley and Charlick to the Audit Committee. Councillor Smedley was appointed presiding member by the committee.

There are three independent members on the Audit Committee:

- Mr Sam Spadavecchia
- Mr Sean Tu
- Mr John Wood.

Mr Spadavecchia was appointed to the Audit Committee in 2015 for a 3-year term and which has now expired. He is a resident of Holdfast Bay, with significant and valuable expertise in risk management, internal audit and financial governance across a variety of business sectors. He is highly qualified and was lead director/partner for risk and internal audit services for Deloitte and Ernst & Young for 13 years where he was responsible for establishing and/or maintaining risk and internal audit functions across the private and public sectors including local government.

As this is Sam's first Audit Committee term and has added value to the Committee's deliberations due to his extensive experience in audit and risk, it is recommended to re-appoint Sam for a further 3 years.

Council's elected members on the Audit Committee, Councillors Smedley and Charlick, have expressed their support to re-appoint Mr Spadavecchia for a further 3-year term.

#### **BUDGET**

This report does not have any budget implications.

#### **LIFE CYCLE COSTS**

This report does not have any full life-cycle cost implications.