



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 11 June 2019 at 7.00pm

Roberto Bria
ACTING 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 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 28 May 2019 be taken as read and confirmed.

Moved Councillor _____, Seconded Councillor _____

Carried

8. PUBLIC PRESENTATIONS

8.1 **Petitions** - Nil

8.2 **Presentations** - Nil

8.3 **Deputations** - Nil

9. QUESTIONS BY MEMBERS

9.1 **Without Notice**

9.2 **On Notice** - Nil

10. MEMBER'S ACTIVITY REPORTS - Nil**11. MOTIONS ON NOTICE** - Nil**12. ADJOURNED MATTERS**

12.1 Adjourned Report – Integrated Transport Strategy Engagement (Report No: 225/19)

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

14.1 Items in Brief (Report No: 219/19)

14.2 New Lease Agreement – Somerton Yacht Club (Report No: 202/19)

14.3 New Lease Agreements – Community Centres (Report No: 203/19)

14.4 Request to Purchase a Portion of Footpath – 24 Gordon Street Glenelg (Report No: 204/10)

14.5 Brighton Oval Building Development – Update (Report No: 221/19)

14.6 Electric Scooters (Report No: 207/19)

14.7 Adoption of 2019-20 Annual Business Plan (Report No: 223/19)

14.8 2019-20 Budget Adoption (Report No: 224/19)

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 Application for New Lease – Rimharts Nominees (Report No: 205/19)

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:

- b. Information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct,

business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest.

- d. Commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest.

18. CLOSURE

**ROBERTO BRIA
ACTING CHIEF EXECUTIVE OFFICER**

Item No: **12.1**

Subject: **INTEGRATED TRANSPORT STRATEGY ENGAGEMENT**

Date: 11 June 2019

Written By: Strategic Planner

A/General Manager: Business Services, Ms P Jackson

SUMMARY

An Integrated Transport Strategy is being developed and 2 phases of public engagement will be undertaken. The first phase will seek community and stakeholder views on issues and options to manage transport and movement in the City, and the vision for the next 10-20 years. The second phase will seek feedback on the draft strategy informed by community input in phase 1. This report seeks Council endorsement to proceed with the first phase of the proposed engagement.

Council at its meeting held 12 March 2019 resolved to adjourn Report No: 92/19. This report represents Report No: 92/19 for Council's further consideration and is provided as Attachment 1.

Debate on this matter is resumed at the point where it was adjourned. There is currently no motion on the table and it is at this point that debate on this matter is resumed following the adjournment.

No Members have spoken.

RECOMMENDATION

- 1. That Council endorse engagement with the community and stakeholders on the issues and opportunities for an Integrated Transport Strategy.**
 - 2. That Council note the Summary of Engagement Plan referred to in Attachment 2 to this report.**
-

COMMUNITY PLAN

Place making: Creating lively and safe places

Place making: Developing walkable connected neighbourhoods

Place making: Housing a diverse population

Community: Building a healthy, active and resilient community

Community: Providing welcoming and accessible facilities

Economy: Making it easier to do business
Economy: Harnessing emerging technology
Economy: Boosting our visitor economy
Environment: Building an environmentally resilient city

COUNCIL POLICY

Community Consultation and Engagement Policy.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Integrated Transport Strategy consultancy will produce a strategy and action plan to:

- identify opportunities to improve efficient and safe transport and movement of people and goods within and through the City
- balance the needs of residents, visitors/tourists, commercial and passing travellers
- develop options to increase active and smart travel.

The Strategy will consider potential for innovation and advancement in technology and ways to improve movement within and through the City. The Strategy will support other plans and strategies of the City of Holdfast Bay and general directions of the State Government where appropriate. The Strategy will highlight and identify priorities, opportunities and challenges and possible actions for consideration by Council in its annual operating plans and budgets and longer term financial plans.

Early data collection commenced in September 2018 to develop an understanding of transport and movement in the City and to identify gaps and to collate transport issues raised during other recent engagement activities.

Council Elected Members participated in a workshop on this project on 5 February 2019. Engagement was postponed due to the Council Resolution (C120319/1405) at the meeting of 12 March 2019:

“That the motion be deferred for a period of three months due to local major traffic works.”

REPORT

Issues and solutions

It is proposed to seek input from the community during two periods of community engagement. Input will be sought from the community on the issues for movement into the city, within, and through it, and their thoughts on potential ways of managing the issues, to:

- confirm the key community and stakeholder issues

- identify suggestions for addressing and improving the issues
- identify what would encourage people to reduce private vehicle travel and instead walk, cycle and catch public transport.

The first engagement period on the issues will also provide a draft vision for feedback and is proposed for 3 weeks from Tuesday 18 June to Monday 8 July 2019 inclusive.

Draft Transport Vision

Council's vision as per Our Place 2030 Strategic Plan is:

"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."

From the overall vision, a draft transport vision is to be provided for community feedback:

"We plan, deliver and advocate for a sustainable transport network that supports a welcoming, safe, liveable and accessible community for residents, visitors and businesses."

The assumptions underpinning a draft vision and development of the Strategy include:

- A strong continuing advocacy role influencing management and development of State roads – and focusing on controlling/ managing what we can control.
- Providing evidence of strategies and actions (and relevant research) that lead to particular changes.
- Accepting that similar levels of congestion are more than likely to remain part of the Brighton Road experience and seeking to make the environment more people friendly while pursuing actions to limit increases in congestion.
- Recognising the approach being adopted to improve public realm including different approaches to traffic and people movement.
- Recognising the interconnectedness of transport options and the associated trade-offs.
- Identifying strategies to assist both residents and visitors to increase active travel and reduce private vehicle use.
- Integrating transport and land use to match need with services in a sustainable manner.
- Promoting safety and accessibility throughout the transport network within City of Holdfast Bay.
- Identifying local business needs for effective and efficient business and freight movements.
- Identifying and using smart technologies that will improve transport and movement in the city, both in terms of accessibility and opportunities for key user groups – residents, businesses, visitors, and through-commuters.

Engagement

Community and stakeholder input will be sought by an advertisement in the Messenger, posts on social media, emails to registered Your View users and other groups, and signage in relevant locations. The Your View webpage will include one or more maps to pin comments on locations and advice about how to send emails or submissions, and attend two community workshop sessions with staff/consultants as well or two drop-in sessions that will allow other forms of input at other times. The responses from engagement will inform the draft Strategy which will then be provided to Elected Members, community and stakeholders for feedback.

The draft Integrated Transport Strategy will identify the likely drivers of change, trends and projections, challenges, and alternatives and options for action.

Recommended strategies, options and actions will require more specific consideration for funding during subsequent annual Council budget cycles and long term financial planning, particularly taking account of changes that may rapidly occur in provision of transport services over the next decade.

A summary of the Engagement Plan and summary of previous engagement findings has been included for your reference.

Refer Attachments 2 and 3

BUDGET

A budget of \$80,000 was allocated for the development of this strategy in 2018/19 Annual Business Plan with \$10,000 for any additional items.

LIFE CYCLE COSTS

This report does not have any direct life cycle cost implications. However, the eventual Strategy will contain transport project options that will have varying levels of cost implications, to be further considered in the future.

Attachment 1



Item No: **14.7**

Subject: **INTEGRATED TRANSPORT STRATEGY ENGAGEMENT**

Date: 12 March 2019

Written By: Strategic Planner

General Manager: Business Services, Mr R Bria

SUMMARY

An Integrated Transport Strategy is being developed and 2 phases of public engagement will be undertaken. The first phase will seek community and stakeholder views on the issues for transport and movement in the City and the vision for the next 10-20 years. The second phase will seek feedback on the draft strategy informed by community input in phase 1. This report seeks Council endorsement to proceed with the first phase of the proposed engagement.

RECOMMENDATION

- 1. That Council endorse engagement with the community and stakeholders on the issues for an Integrated Transport Strategy.**
 - 2. That Council note the Summary of Engagement Plan referred to in Attachment 1 to this report.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Placemaking: Developing walkable connected neighbourhoods
Placemaking: Housing a diverse population
Community: Building a healthy, active and resilient community
Community: Providing welcoming and accessible facilities
Economy: Making it easier to do business
Economy: Harnessing emerging technology
Economy: Boosting our visitor economy
Environment: Building an environmentally resilient city

COUNCIL POLICY

Community Consultation and Engagement Policy.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Integrated Transport Strategy consultancy will produce a strategy and action plan during 2019 to:

- identify opportunities to improve efficient and safe transport and movement of people and goods within and through the City
- balance the needs of residents, visitors/tourists, commercial and passing travellers
- develop options to increase active and smart travel.

The strategy will consider potential for innovation and advancement in technology and ways to improve movement within and through the City. The strategy will support other plans and strategies of the City of Holdfast Bay and general directions of the State Government where appropriate. The strategy will highlight and identify priorities, opportunities and challenges and possible actions for consideration by Council in its annual operating plans and budgets and longer term financial plans.

Early data collection commenced in September 2018 to develop an understanding of transport and movement in the city and to identify gaps and to collate transport issues raised during other recent engagement activities.

Council Elected Members participated in a workshop on this project on 5 February 2019.

REPORT

Issue identification

It is proposed to seek input from the community during two periods of community engagement. Input will be sought from the community on the issues for movement into the city, within, and through it, to add to relevant data compiled from various past project engagements, and:

- confirm the key community and stakeholder issues
- identify suggestions for improvements
- collect resident active travel information – a large number of residents responses are valuable.

The initial engagement period on the issues and draft vision is proposed for 3 weeks from mid-March to early April 2019.

Draft Transport Vision

Council's vision as per Our Place 2030 Strategic Plan is:

"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."

From the overall vision, a draft transport vision is to be provided for community and elected members' feedback:

"We plan, deliver and advocate for a sustainable transport network that supports a welcoming, safe, liveable and accessible community for residents, visitors and businesses."

The assumptions underpinning a draft vision and development of the strategy include:

- A strong continuing advocacy role influencing management and development of State roads – and focusing on controlling/ managing what we can control
- Providing evidence of strategies and actions (and relevant research) that lead to particular changes
- Accepting that similar levels of congestion are more than likely to remain part of the Brighton Road experience and seeking to make the environment more people friendly while pursuing actions to limit increases in congestion
- Recognising the interconnectedness of transport options and the associated trade-offs
- Focusing on strategies to assist both residents and visitors to increase active travel and reduce private vehicle use
- Integrating transport and land use to match need with services in a sustainable manner
- Promoting safety and accessibility throughout the transport network within City of Holdfast Bay
- Identifying local business needs for effective and efficient business and freight movements
- Identifying and using smart technologies that will improve transport and movement in the city, both in terms of accessibility and opportunities for key user groups – residents, businesses, visitors, and through-commuters.

Engagement

Community and stakeholder input on the issues and draft vision will be sought by posts in the Messenger, social media, emails to registered Your View users and other groups, and on signage in relevant locations. This will include a survey on how they travel on the Your View webpage and a pin map for comments at locations. Emails, submissions, and 2 open house sessions with staff/consultants will allow other forms of input. The responses from engagement will inform the draft strategy which will then be provided back to elected members, community and stakeholders for feedback.

The draft Integrated Transport Strategy will identify the likely drivers of change, trends and projections, challenges, scenarios/alternatives and options for action.

Recommended strategies, options and actions will require more specific consideration for funding during subsequent annual Council budget cycles and long term financial planning, particularly taking account of changes that may rapidly occur in provision of transport services over the next decade.

A summary of the Engagement Plan and summary of previous engagement findings has been included for your reference.

Refer Attachments 1 and 2

BUDGET

A budget of \$80,000 was allocated for the development of this strategy in 2018/19 Annual Business Plan.

LIFE CYCLE COSTS

This report does not have any direct life cycle cost implications. However, the eventual Strategy will contain transport project options that will have varying levels of cost implications, to be further considered in the future.

INTEGRATED TRANSPORT STRATEGY

Community Engagement Plan Summary

Project Manager: Caroline Chapman (Strategic Planner)

Engagement Period: 18/06/2019– 8/07/2019

<p>1. PROJECT DESCRIPTION BACKGROUND INFORMATION</p> <p>Summarise how this project came about (noting any relevant Council decisions or legislative requirements)</p>	<p>The purpose of the project is to prepare a strategy which integrates land use and transport planning within the City of Holdfast Bay. The aim is to achieve a transport network that better meets the needs of residents, tourists, travelers and commercial users. The project will include options to upgrade infrastructure to support cycling and walking and for managing future car parking demands.</p> <p>Growth in population, transport and economic activity is driving a growth in transport demand in the City of Holdfast Bay. There is a need to plan for transport upgrades that address both near-term concerns about congestion and barriers to pedestrian activity and establishes an achievable and sustainable transport future.</p> <p>Information has initially been gathered from previous engagements on various proposals with our community and from targeted meetings with several stakeholder groups.</p> <p>Information gathering from the wider community and other stakeholders is the next step.</p>
<p>2. STRATEGIC PILLAR</p>	<p>Placemaking</p>
<p>3. PURPOSE OF ENGAGEMENT</p> <p>Why are you going out to Engagement /what are the opportunities to be explored/ what do you want to achieve through engaging? What do you intend to do with the data/ what is the decision to be made?</p>	<p>The team will seek to understand local perceptions, concerns, aspirations and priorities through receiving feedback about transport issues in the community.</p> <p>The purpose of the engagement is to:</p> <ul style="list-style-type: none">• Identify the issues faced by business and community in moving within and through the city and suggestions to address the issues• Develop community understanding about the options and tradeoffs of addressing transport and movement issues• Seek ways of encouraging reduction of use of private vehicles and increasing active travel.
<p>4. CALL TO ACTION</p> <p>in one sentence, what is the instruction to the community. Be specific.</p>	<p>The first stage of engagement will engage specific business and community groups.</p> <p>We are asking: <i>“What are the transport issues in the City, and how could we address them? What would encourage you to walk, cycle and catch public transport rather than drive within the local area?”</i></p> <p>A second stage of engagement is required on the draft strategy and action plan.</p>
<p>5. LEGISLATIVE REQUIREMENTS</p>	<p>There are no legislative requirements to engage on this project.</p>

INTEGRATED TRANSPORT STRATEGY

Summary of Previous Engagements

Project Manager: Caroline Chapman (Strategic Planner)
March 2019

WHAT HAVE WE BEEN TOLD FROM PREVIOUS ENGAGEMENT?

	STRATEGIC PLAN 2016	HOUSING STRATEGY 2017	OPEN SPACE STRATEGY 2018
PARKING	<ul style="list-style-type: none"> • Increase Parking at Jetty Road Glenelg and Brighton • Additional parking for Somerton Park industrial area • More disability parking • Permits are too expensive • Clients cannot get a car park • Negative impact of high costs and metered time 	<ul style="list-style-type: none"> • Kept free of high density development as there is not enough on street parking to support the buildings • Increase density near transport provision of safe parking along Addison Roads and Railway Terrace • Angled parking at Hove • Increased commercial business Jetty Road Brighton making parking difficult 	<ul style="list-style-type: none"> • Too many cars parked out front of houses • Inadequate off street parking when events are on • High Parking Costs • Highest Street Parking to be limited to one side during school pick up • Repton Road need more parking Saturdays and Sundays for kiosk and beach users
STREET TREES & VEGETATION	<ul style="list-style-type: none"> • Low level of maintenance of street trees and weed control • Brighton Road trees are hazardous 	<ul style="list-style-type: none"> • Value vegetation to allow residents to minimize their environmental impact • Areas of concrete to be minimized with vegetation 	<ul style="list-style-type: none"> • Plant trees for shade and chairs underneath where needed • Productive gardens incorporated into natural spaces
TRAFFIC MANAGEMENT	<ul style="list-style-type: none"> • High volumes of traffic and congestion along Brighton Road and Kauri Parade • Traffic Calming in various locations to deter and slow cars • Left turn lane on Edwards Street • Additional traffic lights onto Brighton Road • Roundabouts in Somerton Park • 240 Brighton Rd - Break in the island for north travelling visitors 	<ul style="list-style-type: none"> • High congestion between Jetty road and Anzac Highway • Traffic density increased on Brighton, Moseley, King George and Morphett roads • Increase of density at Minda causing increased congestion • Congestion on Wattle Ave and King George • Other streets too narrow to handle extra traffic in warmer months • Sizes of the streets not designed for high capacity traffic 	<ul style="list-style-type: none"> • Traffic on corner of Jetty Road and Colley Terrace to be avoided • Inadequate roads to handle peak traffic along Moseley, Partridge streets and Brighton Rd • Speed limit along The Broadway in Glenelg South does not deter speeding – traffic calming needed • Glenelg South passing traffic is noisy

INTEGRATED TRANSPORT STRATEGY

<p>PUBLIC TRANSPORT</p>	<ul style="list-style-type: none"> • More seats at tram stops • Additional grade crossing at Hove station and Brighton Road • Free service to connect major stops • Happy with community bus service but increase the use 	<ul style="list-style-type: none"> • Infrequent bus service along Brighton Road 	<ul style="list-style-type: none"> • Distance from public transport too far for elderly to walk to the beach
<p>FOOTPATHS</p>	<ul style="list-style-type: none"> • Maintain footpaths, raised due to tree roots • Improve paths on Jetty Road Glenelg and Brighton • Satisfied with footpaths on Marina Boardwalk but prefer grass over pavers • Maintain Glenelg footpath, currently uneven 	<ul style="list-style-type: none"> • Improvement of lighting for pedestrian safety, people frequently walking on the roads at night to see • Lack of foot traffic to Marina and Jetty Road 	<ul style="list-style-type: none"> • Value foreshore paths – Glenelg, Brighton, Seacliff • Uneven footpaths and trees drop nuts which become a trip hazard along with overhanging street branches and residents gardens

COPY

Attachment 2



INTEGRATED TRANSPORT STRATEGY

Community Engagement Plan Summary

Project Manager: Caroline Chapman (Strategic Planner)

Engagement Period: 19/03/2019– 8/04/2019

<p>1. PROJECT DESCRIPTION BACKGROUND INFORMATION</p> <p>Summarise how this project came about (noting any relevant Council decisions or legislative requirements)</p>	<p>The purpose of the project is to prepare a strategy which integrates land use and transport planning within the City of Holdfast Bay. The aim is to achieve a transport network that better meets the needs of residents, tourists, travelers and commercial users. The project will include options to upgrade infrastructure to support cycling and walking and for managing future car parking demands.</p> <p>Growth in population, transport and economic activity is driving a growth in transport demand in the City of Holdfast Bay. There is a need to plan for transport upgrades that address both near-term concerns about congestion and barriers to pedestrian activity and establishes an achievable and sustainable transport future.</p> <p>Information has initially been gathered from previous engagements on various proposals with our community and from targeted meetings with several stakeholder groups.</p> <p>Information gathering from the wider community and other stakeholders is the next step.</p>
<p>2. STRATEGIC PILLAR</p>	<p>Placemaking</p>
<p>3. PURPOSE OF ENGAGEMENT</p> <p>Why are you going out to Engagement /what are the opportunities to be explored/ what do you want to achieve through engaging? What do you intend to do with the data/ what is the decision to be made?</p>	<p>The team will seek to understand local perceptions, concerns, aspirations and priorities through receiving feedback about transport issues in the community.</p> <p>The purpose of the engagement is to:</p> <ul style="list-style-type: none">• Identify the issues faced by business and community in moving within and through the city and suggestions to address the issues• Develop community understanding about the options and tradeoffs of addressing transport and movement issues• Seek ways of encouraging reduction of use of private vehicles and increasing active travel.
<p>4. CALL TO ACTION</p> <p>in one sentence, what is the instruction to the community. Be specific.</p>	<p>The first stage of engagement will engage specific business and community groups.</p> <p>We are asking: <i>“What are the transport issues in the City, and what would encourage you to walk, cycle and catch public transport rather than drive within the local area?”</i></p> <p>A second stage of engagement is required on the draft strategy and action plan.</p>
<p>5. LEGISLATIVE REQUIREMENTS</p>	<p>There are no legislative requirements to engage on this project.</p>

Attachment 3



INTEGRATED TRANSPORT STRATEGY

Summary of Previous Engagements

Project Manager: Caroline Chapman (Strategic Planner) June 2019

WHAT HAVE WE BEEN TOLD FROM PREVIOUS ENGAGEMENTS?

	STRATEGIC PLAN 2016	HOUSING STRATEGY 2017	OPEN SPACE STRATEGY 2018	TARGETED FEEDBACK 2019
PARKING	<ul style="list-style-type: none"> • Increase Parking at Jetty Road Glenelg and Brighton • Additional parking for Somerton Park industrial area • More disability parking • Permits are too expensive • Clients cannot get a car park • Negative impact of high costs and metered time 	<ul style="list-style-type: none"> • Kept free of high density development as there is not enough on street parking to support the buildings • Increase density near transport provision of safe parking along Addison Roads and Railway Terrace • Angled parking at Hove • Increased commercial business Jetty Road Brighton making parking difficult 	<ul style="list-style-type: none"> • Too many cars parked out front of houses • Inadequate off street parking when events are on • High Parking Costs • Highet Street Parking to be limited to one side during school pick up • Repton Road need more parking Saturdays and Sundays for kiosk and beach users 	<ul style="list-style-type: none"> • Localized parking problem spots • Better use of Partridge St carpark- access/egress, roof top uses • Kingston Park car parking limitations • Reduce car parking to encourage alternative travel modes, or increase it at park'n'rides • Also consider demand pricing at Jetty Road Brighton • Parking at premium events can frustrate attendees and residents • Parking difficult in Somerton Pk industry area
STREET TREES & VEGETATION	<ul style="list-style-type: none"> • Low level of maintenance of street trees and weed control • Brighton Road trees are hazardous 	<ul style="list-style-type: none"> • Value vegetation to allow residents to minimize their environmental impact • Areas of concrete to be minimized with vegetation 	<ul style="list-style-type: none"> • Plant trees for shade and chairs underneath where needed • Productive gardens incorporated into natural spaces 	<ul style="list-style-type: none"> • Improve amenity on Brighton Road with more people focus rather than traffic first. • Tree effects on footpaths amenity- balance of shade with good surfaces
TRAFFIC MANAGEMENT	<ul style="list-style-type: none"> • High volumes of traffic and congestion along Brighton Road and Kauri Parade 	<ul style="list-style-type: none"> • High congestion between Jetty road and Anzac Highway 	<ul style="list-style-type: none"> • Traffic on corner of Jetty Road and Colley Terrace to be avoided 	<ul style="list-style-type: none"> • High volumes and congestion Brighton Rd, King George Ave, Jetty Road Glenelg, and many key intersections.

INTEGRATED TRANSPORT STRATEGY

	STRATEGIC PLAN 2016	HOUSING STRATEGY 2017	OPEN SPACE STRATEGY 2018	TARGETED FEEDBACK 2019
	<ul style="list-style-type: none"> • Traffic Calming in various locations to deter and slow cars • Left turn lane on Edwards Street • Additional traffic lights onto Brighton Road • Roundabouts in Somerton Park • 240 Brighton Rd - Break in the island for north travelling visitors 	<ul style="list-style-type: none"> • Traffic density increased on Brighton, Moseley, King George and Morphett roads • Increase of density at Minda causing increased congestion • Congestion on Wattle Ave and King George • Other streets too narrow to handle extra traffic in warmer months • Sizes of the streets not designed for high capacity traffic 	<ul style="list-style-type: none"> • Inadequate roads to handle peak traffic along Moseley, Partridge streets and Brighton Rd • Speed limit along The Broadway in Glenelg South does not deter speeding – traffic calming needed • Glenelg South passing traffic is noisy 	<ul style="list-style-type: none"> • Many Rat running routes to avoid Brighton Road • How can rat running be influenced • Poor accessibility for right turns into and out along the western side of Brighton Road • Changing Brighton Road volumes and improving pedestrian/cycle amenity may affect businesses in positive and negative ways • Demographics differing travel demand needs be factored in • Road/rail grade separation for safety and efficiency • Role of local streets – and role of traffic calming or reduction • Effects of school traffic reduction/staggering • Land locked nature of south west areas around train line • Perceptions and speed issues in local streets
PUBLIC TRANSPORT/ CYCLING	<ul style="list-style-type: none"> • More seats at tram stops • Additional grade crossing at Hove station and Brighton Road • Free service to connect major stops • Happy with community bus service but increase the use 	<ul style="list-style-type: none"> • Infrequent bus service along Brighton Road 	<ul style="list-style-type: none"> • Distance from public transport too far for elderly to walk to the beach 	<ul style="list-style-type: none"> • Brighton Road interventions might affect public transport efficiency • Better integrating walk/cycle/car interactions • Barriers to cycling- improved accessibility for cyclists • Need to capitalize on future smart transport options • What about tram or light rail for Brighton Road

INTEGRATED TRANSPORT STRATEGY

	STRATEGIC PLAN 2016	HOUSING STRATEGY 2017	OPEN SPACE STRATEGY 2018	TARGETED FEEDBACK 2019
				<ul style="list-style-type: none"> • Safer public transport for vulnerable users • Improved coastal connectivity Seacliff to Glenelg North • Improved north-south connectivity for public transport • Community transport can assist when matched with user need
FOOTPATHS	<ul style="list-style-type: none"> • Maintain footpaths, raised due to tree roots • Improve paths on Jetty Road Glenelg and Brighton • Satisfied with footpaths on Marina Boardwalk but prefer grass over pavers • Maintain Glenelg footpath, currently uneven 	<ul style="list-style-type: none"> • Improvement of lighting for pedestrian safety, people frequently walking on the roads at night to see • Lack of foot traffic to Marina and Jetty Road 	<ul style="list-style-type: none"> • Value foreshore paths – Glenelg, Brighton, Seacliff • Uneven footpaths and trees drop nuts which become a trip hazard along with overhanging street branches and residents gardens 	<ul style="list-style-type: none"> • Streets must be fit for purpose if they are going to replace car travel

Item No: **14.1**

Subject: **ITEMS IN BRIEF**

Date: 11 June 2019

Written By: Personal Assistant

A/General Manager: Business Services, Ms P Jackson

SUMMARY

These items are presented for the information of Members.

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

RECOMMENDATION

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

1. **Letter from Stephen Patterson MP, in response to Mayor Amanda Wilson's letter to Hon Michelle Lensink, Minister for Human Services regarding Glenelg Lodge**
 2. **Letter from Stephen Patterson MP, and including response from Hon Vicki Chapman MP on behalf of Hon Corey Wingard MP in response to Mayor Amanda Wilson's letter to Hon Michelle Lensink, Minister for Human Services regarding Glenelg Lodge**
 3. **The City of Holdfast Bay successful in two recent awards programs**
 4. **Response letter from Mayor Lianne Dalziel of Christchurch New Zealand to Mayor Wilson thanking council for our message of condolences**
 5. **Buffalo Removal Costs**
-

COMMUNITY PLAN

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

REPORT**1. Letter from Stephen Patterson MP, in response to Mayor Amanda Wilson's letter to Hon Michelle Lensink, Minister for Human Services regarding Glenelg Lodge**

A letter to the Hon Michelle Lensink, Minister for Human Services with a copy to Stephen Patterson MP and Hon Corey Wingard MP from Mayor Amanda Wilson was sent on the 8 March 2019 in relation to the Glenelg Lodge situated at 26 Byron Street Glenelg in reference to their perceived anti-social behavior. Stephen Patterson MP responded to Mayor Wilson on the 15 March 2019.

Refer Attachment 1

2. Letter from Stephen Patterson MP, including a response from Hon Vicki Chapman MP on behalf of Hon Corey Wingard MP in response to Mayor Amanda Wilson's letter to Hon Michelle Lensink, Minister for Human Services regarding Glenelg Lodge

A further letter from Stephen Patterson MP to Mayor Amanda Wilson, including a response letter Hon Vicki Chapman MP on behalf of Hon Corey Wingard MP has been received in relation to the Glenelg Lodge situated at 26 Byron Street Glenelg in reference to perceived anti-social behavior.

Refer Attachment 2

3. The City of Holdfast Bay success in two recent awards programs

On Tuesday 28 May, the City of Holdfast Bay were successful in winning the Parks and Leisure Australia (SA/NT) award for best Playspace redevelopment (less than \$500,000) for the redevelopment of Angus Neill Reserve on the Seacliff Esplanade. The award recognises the excellent outcomes achieved for the community through best practice community consultation, custom designed play equipment and landscaping. Thanks also to the Rotary Club of Somerton Park who were successful in receiving some grant funding that enabled Council to deliver this project. The Angus Neill Playspace is now competing with the respective interstate winners for the National award which is announced in October.

The City of Holdfast Bay also received a High Commendation certificate in the Strategic Planning category for our Open Space and Public Realm Strategy 2018 – 2030.

On Friday 17 May the Local Government Professionals Australia (SA) held the 18th Annual Leadership Excellence Awards. The City of Holdfast Bay won the following two awards:

- **Excellence in Environmental Leadership & Sustainability – Environment Team; Compostable Bags in Supermarket Pilot**
This project was led by Shani Wood, Environmental Officer. In March 2018 a 12 month trial was undertaken with two local Foodland Supermarkets where plastic bags for fruit and vegetables were replaced with compostable versions. The pilot has had great success, with the Foodland Stores involved seeking to expand it across South Australia.

- **Excellence in Cross Council Collaboration – Western Region Alliance (Cities of Holdfast Bay, Charles Sturt, Port Adelaide Enfield & West Torrens); Western Region Tourism Destination Action Plan**
Carol McDonald, Tourism Development Coordinator, has led this Alliance for Holdfast Bay. The Alliance was formed in 2015 to work collaboratively on key economic projects, which has included the development of the Tourism Destination Action Plan. The TDAP identifies key priority areas and actions to increase tourism, visitation, expenditure and employment, with implementation of these increasing prosperity and contributing \$1,862 million in tourism output.

In addition the City of Holdfast Bay were finalists in 5 other categories on the night:

- Emerging Leader of the Year – David Stuart, Senior Fieldworker
- Excellence in People & Culture – Field Services Career Classification Structure Team
- Excellence in Local Economic Development – Economic Impact Measurement Team
- Community Partnerships & Collaboration – Minda Coast Park Steering Group
- Innovative Management Initiatives – People & Culture Team; Safety “Every Time”

4. **Response letter from Mayor Lianne Dalziel of Christchurch New Zealand to Mayor Wilson thanking council for our message of condolences**

A thank you letter from Mayor of Christchurch, New Zealand, Lianne Dalziel has been received in response to Mayor Wilson’s letter of condolence to the people of Christchurch in the wake of the terrorist attack on 15 March 2018.

Refer Attachment 3

5. **Buffalo Removal Costs**

At the Council meeting on 21 May 2019 Councillor Chabrel asked a question in relation to the community concern aired in the media, regarding the cost to Council associated with the termination of the Buffalo Replica lease, its demolition, removal and site restoration and asked administration to provide advice as to the costs incurred to date and projected costs if any.

The costs incurred since the termination of the lease have been legal fees for the Deed of Release and Termination and Deeds of Extension which totalled \$2,636.00.

The projected costs are for site restoration and planning once the Buffalo has been removed, which has been included in the 2019/20 Draft Annual Business Plan and Budget at amount of \$300,000.

Attachment 1





STEPHEN PATTERSON MP

MEMBER FOR MORPHETT



15th March 2019

Mayor Amanda Wilson
City of Holdfast Bay
Via Email: lgallacher@holdfast.sa.gov.au

Dear Mayor Wilson

Glenelg Lodge – 26 Byron Street, Glenelg

Thank you for copying me into your letter to the Hon Michelle Lensink in relation to Glenelg Lodge.

I am also in discussion with constituents in relation to supportive care in Glenelg and I am working with the Minister for Human Services.

As you are aware, this Government has increased Police station hours at Glenelg during the peak summer months and I have recently met with Superintendent Anthony Fioravanti and Chief Inspector Ian Browne from the Western District of SA Police who provided operational information that is contrary to your assertion that there is an apparent reduction in Police presence at Glenelg.

They especially highlighted the continuing Operation Safe Shores focusing on coastal suburbs, including Glenelg which I will continue to advocate for.

I have copied both Ministers in to provide a perspective on your assertions conflating your perceived reduction in Police presence and the anti-social behaviour which is the key issue that we would both like to have investigated.

Yours sincerely

STEPHEN PATTERSON MP
Member for Morphett

Copy: The Hon Michelle Lensink – Via Email: dhsministerforhumanservices@sa.gov.au
The Hon Corey Wingard – Via Email: MinisterWingard@sa.gov.au

Attachment 2





STEPHEN PATTERSON MP

MEMBER FOR MORPHETT



28th May 2019

Mayor Amanda Wilson
City of Holdfast Bay
Via Email: lgallacher@holdfast.sa.gov.au

Dear Mayor Wilson

Re: Homelessness & Anti-social behaviour at Glenelg Lodge & Police presence in Glenelg

Recently I have received a response from the Hon Corey Wingard MP, regarding reported anti-social behaviour at Glenelg lodge and police presence in Glenelg

Enclosed is a copy of the reply from the Minister for your reference.

The Minister has advised that policing within the Glenelg precinct is reviewed daily by SAPOL's Western District management and strategies based upon demand are planned to ensure Western District provides an ongoing and appropriate high visibility policing response.

The Minister has also referred to our recent meeting on the 16 April where the representative from Housing SA pointed to examples of other councils working closely with community support groups and other government agencies to address matters associated with homelessness. We will discuss this further in our meeting on 31 May.

I trust that the enclosed response provides some further information on this matter, however, please contact me if you have any comments or concerns with regards to the contents of the reply.

You are welcome to contact me with any other matters in the future if I can be of assistance.

Yours sincerely

STEPHEN PATTERSON MP
Member for Morphett

Att: Letter from Minister for Police.

10 MAY 2019



Hon Corey Wingard MP

**Government
of South Australia**

19POL0288

**Minister for Police,
Emergency Services and
Correctional Services**

**Minister for Recreation,
Sport and Racing**

GPO Box 668
ADELAIDE SA 5001
DX 450

T: (08) 8463 6641
F: (08) 8463 6642

E: MinisterWingard@sa.gov.au

Mr Stephen Patterson MP
Member for Morphett
4 Byron Street
GLENELG SA 5045

Dear Mr Patterson

Thank you for providing me a copy of your correspondence dated 15 March 2019 to Mayor Amanda Wilson, City of Holdfast Bay regarding reported anti-social behaviour at Glenelg Lodge and police presence in Glenelg.

Firstly I wish to assure you that there is absolutely no plan to reduce a visible police presence in the Glenelg area. Policing within the Glenelg precinct is reviewed daily by SAPOL's Western District management and strategies based upon demand are planned to ensure Western District provides an ongoing and appropriate high visibility policing response.

Glenelg Lodge is located within SAPOL's Western District. I am advised that an analysis of SAPOL records for the 12 month period ending 25 March 2019 reveals three calls for assistance in response to reported disturbances at Glenelg Lodge.

As part of the Marshall Government's election commitment the operating hours for Glenelg Police Station were extended for the months of November 2018 through February 2019. The change extended the operating hours of the Glenelg Police Station to 9am – 5pm Monday to Thursday and 9am – 11pm Friday to Sunday.

Staffing was also increased to three police officers and one station support officer. Between March and October the station is staffed by two police officers and one station support officer.

Patrols from SAPOL's Western District and Southern District provide ongoing visible presence on a 24/7 basis in the Glenelg area in response to calls for assistance from the community. Western District also dedicates two uniformed officers to conduct foot and/or bicycle patrols every Monday, Wednesday, Thursday and Friday.

In late 2018, Western District Management attended a meeting with the City of Holdfast Bay Mayor, Ms Amanda Wilson, and Councillors. A presentation was provided regarding policing strategies and the planned extended hours of the Glenelg Station. I am advised the information was well received with general comments that the extended hours were welcomed by Council. An outline of SAPOL's plan to police Glenelg was discussed with an emphasis made on their intention to increase a visible proactive presence in the Glenelg area.

You also recently attended a meeting at my office in relation to crime in the Glenelg area with Mayor Wilson and representatives from SAPOL, St Andrew's by the Sea Uniting Church, Housing SA and Jetty Road traders.

During the meeting Mayor Wilson discussed concerns held in relation to an apparent rise in the number of homeless people in the Jetty Road area. Mayor Wilson also raised the topic of people with mental health and drug or alcohol related issues being housed in supported accommodation in the Glenelg area. SAPOL reiterated that homelessness is not a crime and they should be contacted to respond to any reports of criminal behaviour.


The representative from St Andrew's by the Sea Uniting Church, which provides outreach services for homeless people, presented statistics that show a decrease in the number of homeless people seeking their services over the first quarter of 2019 (510) when compared with the same period in 2018 (677) and 2017 (600). They also reported a corresponding decrease in new client contacts.

The representative from Housing SA pointed to examples of other councils working closely with community support groups and other government agencies to address matters associated with homelessness. The representative from Jetty Road Traders spoke of particular concerns of shop owners in relation to theft offences and their anxieties about the presence of persons who have mental health conditions or are drug/alcohol affected.

SAPOL will continue to monitor the area and I understand that a further meeting will be held between stakeholders in due course.

I trust that this information is of assistance.

Yours sincerely



Hon Vickie Chapman MP
A/Minister for Police, Emergency Services and Correctional Services

715-12019

Attachment 3

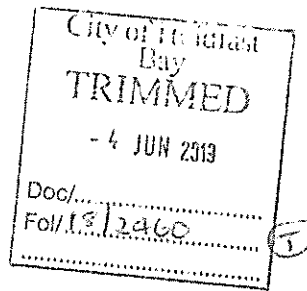


Attachment 3

Office of The Mayor

23 May 2019

Mayor Amanda Wilson
City of Holdfast Bay
P O Box 19
Brighton
SA 5048
Australia



Christchurch
City Council 

Dear Mayor Amanda Wilson

I am writing to thank you for your message of condolences in the wake of the atrocity that struck at the heart of Christchurch's Muslim communities in their time of prayer on March 15 this year. This act of terror was inspired by a hatred that I and my fellow councillors cannot begin to comprehend.

The response locally, nationally and internationally, on the other hand, has been inspired by love, compassion and kindness, and from our local Muslim brothers and sisters we have heard of the infinite capacity for forgiveness, which was so eloquently expressed at the National Remembrance Service by Farid Ahmed, whose wife was killed at Al Noor Mosque.

"I don't want to have a heart that is boiling like a volcano. A volcano has anger, fury, rage, it doesn't have peace. It has hatred, it burns itself within, and it burns the surrounding. I don't want to have a heart like this and I believe no one does. I want a heart that is full of love and care and full of mercy, and will forgive lavishly, because this heart doesn't want any more life to be lost. This heart doesn't like that the pain I have gone through, that any human being should go through. That's why I have chosen peace, love and I have forgiven."

An act that was designed to divide us has united us as a city and as a nation. And the message has gone out around the world that this is how to respond to terrorism - not with retribution, but with generosity of mind and spirit, as we build bridges across cities and across the world.

As Imam Gamal Fouda, stated at the Call to Prayer a week after the attack: "We are broken-hearted, but we are not broken. We are alive, we are together, we are determined to not let anyone divide us. To the families of the victims your loved ones did not die in vain, their blood has watered the seeds of hope. Through them the world sees the beauty of Islam and the beauty of our unity."

New Zealand's Prime Minister Jacinda Adern, who also spoke at the National Remembrance Service, spoke of how we had all felt lost for words in the wake of the attack.

Civic Offices, 53 Hereford Street, Christchurch 8011
PO Box 73016, Christchurch 8154
Phone 03 941 8559
www.ccc.govt.nz

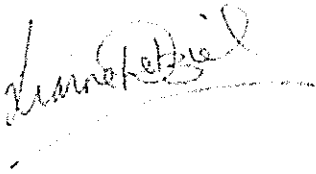
She said: "What words adequately express the pain and suffering of 50 men, women and children lost, and so many injured? What words capture the anguish of our Muslim community being the target of hatred and violence? What words express the grief of a city that has already known so much pain? I thought there were none. And then I came here and was met with this simple greeting. Asalamu Aleykum. Peace be upon you. ...even when we had no words, we still heard yours, and they have left us humbled and they have left us united".

And as a city, we have chosen not to be defined by what happened on that day, but rather all the goodness that it has inspired, and the knowledge that we can all make a difference.

All the messages we have received, especially those that have come from places that have known our pain, have helped to uplift our Muslim communities and our city as a whole. We stand in solidarity with you in our condemnation of terrorism. We stand with you in support of human rights. And we reject all actions that engender hatred, violence and division. We now know where that can lead.

Thank you once more for your message and for the commitment to being the change we all want to see in the world.

Yours sincerely

A handwritten signature in black ink, appearing to read "Lianne Dalziel", written over a horizontal line.

Lianne Dalziel
MAYOR

Item No: **14.2**

Subject: **NEW LEASE AGREEMENT - SOMERTON YACHT CLUB**

Date: 11 June 2019

Written By: Team Leader, Commercial & Leasing

General Manager: City Assets & Services, Mr H Lacy

SUMMARY

On 8 April 2014 Council resolved to enter into a new lease agreement with the Somerton Yacht Club Incorporated ("*Club*") over a portion of land on John Miller Reserve for the purpose of their club operations. The current lease agreement is due to expire on 31 July 2019 and the Club now seeks to continue their lease over the site.

Whilst Council is currently undertaking a condition audit of its property assets and reviewing its Asset Management Plans, it is recommended that Council enter into a new lease agreement with Club for a further period of five (5) years in order to provide security of tenancy for the lessee and allow Administration time to complete the aforementioned reviews. A subsequent longer term lease can then be negotiated if appropriate.

RECOMMENDATION

- 1. That Council enters into a new lease with the Somerton Yacht Club Incorporated over a portion of the land contained in Certificate of title Volume 6118 Folio 398 for an interim period of five (5) years, commencing 1 August 2019, based on the terms and conditions as the current lease agreement.**
 - 2. That a commencing annual rental of \$3,677 (plus GST) (subject to annual CPI increases) be charged.**
 - 3. That the Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to the lease.**
-

COMMUNITY PLAN

A Place with a Quality Lifestyle
A Place for Every Generation
A Place that Celebrates Culture

COUNCIL POLICY

Sporting & Community Club Leasing Policy

STATUTORY PROVISIONS

Local Government Act 1999.

John Miller Park Act 1954.

Retail Commercial Leases Act 1995.

BACKGROUND

Previous Report

- Council Report No.: 103/14, Item No.: 14.5, 'Somerton Yacht Club – Lease', 8 April 2014 (Resolution No.: C080414/1083).

REPORT

The Somerton Yacht Club Incorporated ("*Club*") has been in occupation of this site since 1957. On 8 April 2014 Council resolved to enter into a five (5) year lease agreement with the Club. The current lease agreement is due to expire 31 July 2019 and the Club now seeks to continue their lease over the site.

As the Club has proven to be both a good tenant and a beneficial community sporting club over the past 62 years, it is recommended that Council continue to support the Club's occupancy of the site.

Whilst Council is currently undertaking a condition audit of its property assets and reviewing its Asset Management Plans, it is recommended that Council enter into a new lease agreement with the Club for a further period of five (5) years in order to both provide security of tenancy for the lessee and allow Administration time to complete the aforementioned reviews. A subsequent longer term lease can then be negotiated if appropriate.

General Terms and Conditions of Lease Agreement

Lessor	City of Holdfast Bay (ABN 62 551 270 492)
Lessee	Somerton Yacht Club Incorporated (ABN 90 405 560 873)
Address	78 College Road, SOMERTON PARK SA 5044
Leased Areas	A portion of the land contained in Certificate of title Volume 6118 Folio 398 and that which is outline in Attachment 1 .
Commencement Date	1 August 2019.
Term of Lease	Five (5) years.
Expiry Date	30 June 2024.

Option to Renew	Nil.
Annual Rent	\$3,677 (plus GST) subject to annual CPI increases.
Outgoings	Notwithstanding any other provision of the Lease, the Lessee will be responsible for the payment of Outgoings applicable to their respective areas.
Permitted Use	Sailing Club and/or for other use or uses as the Lessor shall consent to.
General Maintenance	The Lessee is responsible for the general maintenance, repair and replacement of all fixtures, fittings and chattels, in accordance with the Lease Building Maintenance Schedule.
Assignment or Sub Letting	The Lessee will not assign, Sub-Lease or Sublet any part of the premises without the prior written consent of the Lessor.
Special Conditions	Nil

Refer Attachment 1

BUDGET

An annual budget allocation is provided to council's City Assets & Services Department 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

Under the terms of the lease, Council will be responsible for the structural maintenance of both facilities, the costs of which is included in the Long Term Financial Plan.

Attachment 1





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.

Somerton Yacht Club



Item No: **14.3**

Subject: **NEW LEASE AGREEMENTS - COMMUNITY CENTRES**

Date: 11 June 2019

Written By: Team Leader, Commercial & Leasing

General Manager: City Assets & Services, Mr H Lacy

SUMMARY

On 23 May 2017 Council resolved to renew the lease agreements with the: Brighton Over 50's Social Club Incorporated for the Brighton Community Centre; Young Men's Christian Association South Australia Incorporated for the Holdfast Bay Community Centre; and Glenelg Brass Band Incorporated for the Glenelg North Community Centre. Each Lease Agreement currently expires: 31 December 2019; 10 October 2019; and 31 October 2019 (respectively).

Council has been working with representatives of each community centre to achieve mutually identified objectives (such as reasonable access, optimum use and efficient management) through collaborative partnerships.

Council has recently initiated a Social Needs Analysis which will assist and guide long term development of the community centres. In addition, a condition audit of Council's property portfolio is about to commence and a review of Council's Asset Management Plans is also underway.

As such, it is considered prudent to extend the leases of each community centre to a common fixed date of 30 June 2021 which will provide security of tenancy for each lessee, allow time for the aforementioned reviews to be completed and enable the findings of the reviews to be used to guide longer term planning for each centre. The terms of each new lease will be based on the current leases.

RECOMMENDATION

- 1. That Council enters into a new leases as follows:**
 - a. Brighton Over 50's Social Club Incorporated over the whole of the land contained in Certificate of Title Volume 5664 Folio 439 for a term of one (1) year and six (6) months, commencing 1 January 2020, based on the same terms and conditions as the current lease agreement;**
 - b. Young Men's Christian Association (YMCA) South Australia Youth and Family Services Incorporated over the whole of the land contained in**

Certificate of Title Volume 5933 Folio 501 for a term of one (1) year and eight (8) months and 20 days, commencing 11 October 2019, based on the same terms and conditions as the current lease agreement;

- c. **Glenelg Brass Band Incorporated over the whole of the land contained in Certificate of Title Volume 5511 Folio 96, and a portion of the land contained in Certificate of Title Volume 5553 Folio 244 for a term of one (1) year and eight (8) months, commencing 1 November 2019, based on the same terms and conditions as the current lease agreement.**

2. **That the Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to these leases.**

COMMUNITY PLAN

A Place with a Quality Lifestyle
A Place for Every Generation

COUNCIL POLICY

Community Centre Policy.
Sporting & Community Club Leasing Policy.

STATUTORY PROVISIONS

Local Government Act 1999.
Retail and Commercial Leases Act 1995.

BACKGROUND

Previous Reports

- Council Report No.: 133/19; Item No.: 12.1, '*Adjourned Report – Community Centre Memorandum of Understanding [Report 76/19]*', 14 May 2019 (Resolution No.: C140519/1471).
- Council Report No.: 252/17, Item No.: 14.3, '*Lease Renewal - Holdfast Bay Community Centre*', 22 January 2013 (Resolution No.: C250717/859).
- Council Report No.: 165/17; Item No.: 14.5, '*Lease Renewal - Brighton Over 50's Club*', 23 May 2017 (Resolution No.: C230517/778).
- Council Report No.: 164/17; Item No.: 14.4, '*Lease Renewal – Glenelg North Community Centre*', 23 May 2017 (Resolution No.: C230517/777).

REPORT

The current lease agreements held with Brighton Over 50's Social Club Incorporated for the Brighton Community Centre; Young Men's Christian Association (YMCA) South Australia Youth and Family Services Incorporated for the Holdfast Bay Community Centre; and Glenelg Brass Band Incorporated for the Glenelg North Community Centre are due to expire 31 December 2019; 10 October 2019; and 31 October 2019 (respectively).

Council has been working with representatives of each community centre to achieve mutually identified objectives (such as reasonable access, optimum use and efficient management) through collaborative partnerships.

Council has recently initiated a Social Needs Analysis which will assist and guide long term development of the community centres. In addition, a condition audit of Council's property portfolio is about to commence and a review of Council's Asset Management Plans is also underway.

As such, it is considered prudent to extend the leases of each community centre to a common fixed date of 30 June 2021 which will provide security of tenancy for each lessee, allow time for the aforementioned reviews to be completed and enable the findings of the reviews to be used to guide longer term planning for each centre. The terms of each new lease will be based on the current leases.

Based on the current lease arrangements, it is proposed that each community centre lease be extended to 30 June 2021 based on the following:

Brighton Over 50s Social Club Incorporated

Lessor	City of Holdfast Bay (ABN 62 551 270 492)
Lessee	Brighton Over 50's Social Club Incorporated (ABN 14 676 794 260)
Address	376-378 Brighton Road, HOVE SA 5048
Leased Areas	Whole of the land contained in Certificate of Title Volume 5664 Folio 439 and that which is outline in Attachment 1
Commencement Date	1 January 2020
Term of Lease	One (1) year and six (6) months.
Expiry Date	30 June 2021
Option to Renew	Nil. To be negotiated at end of lease.
Annual Rent	\$1 payable on demand
Outgoings	Notwithstanding any other provision of the Lease, the Lessee will be responsible for the payment of Outgoings applicable to their respective areas.
Permitted Use	The provision of recreational activities for elderly citizens and/or for such other lawful use as the Landlord may consent to.

General Maintenance	The Lessee is responsible for the general maintenance, repair and replacement of all fixtures, fittings and chattels, in accordance with the Lease Building Maintenance Schedule.
Assignment or Sub Letting	The Lessee will not assign, Sub-Lease or Sublet any part of the premises without the prior written consent of the Lessor.
Special Conditions	Include all other conditions of the lease dated 5 September 2017.

Brighton Over 50s Social Club Incorporated

Lessor	City of Holdfast Bay (ABN 62 551 270 492)
Lessee	Young Men's Christian Association South Australia Youth and Family Services Incorporated (ABN 41 241 860 884)
Address	51 King George Avenue, HOVE SA 5048
Leased Areas	The whole of the land contained in Certificate of Title Volume 5933 Folio 501 and that which is outline in Attachment 2
Commencement Date	11 October 2019
Term of Lease	One (1) year and eight (8) months and 20 days.
Expiry Date	30 June 2021
Option to Renew	Nil. To be negotiated at end of lease.
Annual Rent	\$10 payable on demand
Outgoings	Notwithstanding any other provision of the Lease, the Lessee will be responsible for the payment of Outgoings applicable to their respective areas.
Permitted Use	Provision of community and recreational services
General Maintenance	The Lessee is responsible for the general maintenance, repair and replacement of all fixtures, fittings and chattels, in accordance with the Lease Building Maintenance Schedule.
Assignment or Sub Letting	The Lessee will not assign, Sub-Lease or Sublet any part of the premises without the prior written consent of the Lessor.
Special Conditions	Include all other conditions of the lease dated 14 February 2018.

Glenelg Brass Band Incorporated

Lessor	City of Holdfast Bay (ABN 62 551 270 492)
Lessee	Glenelg Brass Band Incorporated (ABN 50 683 290 783)
Address	40 Kibby Avenue GLENELG NORTH SA 5045
Leased Areas	The Whole of the land contained in Certificate of Title Volume 5511 Folio 96, and a portion of the land contained in Certificate of Title Volume 5553 Folio 244 and that which is outline in Attachment 3 .

Commencement Date	1 November 2019
Term of Lease	One (1) Year and eight (8) months.
Expiry Date	30 June 2021
Option to Renew	Nil. To be negotiated at end of lease.
Annual Rent	\$10 payable on demand
Outgoings	Notwithstanding any other provision of the Lease, the Lessee will be responsible for the payment of Outgoings applicable to their respective areas.
Permitted Use	The provision of leisure, recreation, functions, social, education and enterprise activities for the benefit of the general community and/or for such other lawful use as the Landlord may consent to.
General Maintenance	The Lessee is responsible for the general maintenance, repair and replacement of all fixtures, fittings and chattels, in accordance with the Lease Building Maintenance Schedule.
Assignment or Sub Letting	The Lessee will not assign, Sub-Lease or Sublet any part of the premises without the prior written consent of the Lessor.
Special Conditions	<p>Other Outgoings: The Tenant's obligation to pay or reimburse to the Landlord the Outgoings is limited to the following charges:</p> <ul style="list-style-type: none"> • 50% of all water rates, water usage and sewerage costs assessed by SA Water in respect of the Premises; • all gas and oil charges; • insurance premiums including building and solar insurance charges; and • for the avoidance of doubt, the Tenant acknowledges that this special condition is limited to those Outgoings charges incurred by the Landlord for which the Tenant is otherwise obligated by the terms of this Lease to pay or reimburse to the Landlord. This special condition does not reduce the Tenant's responsibility for all utilities, services, air-conditioning, maintenance, repairs and other costs the Tenant or is otherwise responsible pursuant to the terms of this Lease. <p>Other maintenance, works and supply of materials: The Landlord and the Tenant agree as follows:</p> <ul style="list-style-type: none"> • During the Term of this Lease the Landlord will be responsible for maintain all lawned areas at its cost; • Notwithstanding the Tenant's maintenance obligations pursuant to this Lease, the Tenant may request the Landlord undertake such maintenance obligations on behalf of the Tenant, and in this event, the Tenant must reimburse the Landlord all costs, expenses and its reasonable charges in relation to such works within 7 days of demand; • The Landlord will provide all toilet requisites (limited to

	<p>paper towels, toilet paper and hand wash) for the Premises and the Tenant must reimburse the Landlord for one half (50%) of the costs of supplying such toilet requisites;</p> <ul style="list-style-type: none"> • The Tenant must provide to the Landlord a written report on or before 1 December and 1 June each year during the Term setting out the details of the number and type of bookings and details of program numbers in respect of the Premises; <p>Include all other conditions of the lease dated 10 January 2018.</p>
--	---

Refer Attachments 1, 2 and 3

BUDGET

An annual budget allocation is provided to council’s City Assets & Services Department 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

Under the terms of the lease, Council will be responsible for the structural maintenance of both facilities, the costs of which is included in the Long Term Financial Plan.

Attachment 1



Attachment 1





- 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 (2019) - 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.

Brighton Over 50s Social Club

20/05/2019

1:300



Attachment 2



Attachment 2





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.

20/05/2019
1:800



Attachment 3



Attachment 3





- 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 (2019) - 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.

Glenelg North Community Centre

20/05/2019

1:400



Item No: **14.4**

Subject: **REQUEST TO PURCHASE A PORTION OF FOOTPATH – 24 GORDON STREET, GLENELG**

Date: 11 June 2019

Written By: Manager, Assets and Facilities

General Manager: City Assets and Services, Mr H Lacy

SUMMARY

The building at 24 Gordon Street, Glenelg is being modified to establish a Day Surgery. Due to the finished floor level being higher than the footpath, the building requires an access ramp to be DDA compliant. The ramp cannot be constructed at the front of the building without encroaching onto Council's footpath.

The owner of the building is seeking to purchase a portion of Council's footpath being an area 1.2m x 8.8m for a price of \$11,000. He has also agreed to pay all conveyancing costs which is likely to be approximately \$5,000.

The property owner also requests permission under s221 of the Local Government Act to construct a temporary access ramp at the same location while Council is making its decision about sale of land.

The street frontage of the site is approximately 14.0m with the footpath in front of the building currently being 3.2m wide. If the encroachment was allowed, the footpath would be reduced to approximately 2.0m wide which is slightly below the recommended 2.4m footpath width for commercial precincts.

Whilst the property owner has requested purchase of an area of the footpath, it is proposed that the property owner only be issued a permit under s221 of the Local Government Act to allow the ramp infrastructure to be installed on Council's footpath.

RECOMMENDATION

1. **That having regard the requirements of s221 of the Local Government Act, Council authorises the Chief Executive Officer to issue a permit under s221 of the Local Government Act to the owner of premises at 24 Gordon St Glenelg to allow construction of a proposed pedestrian ramp (1.2m by 8.8m) on council footpath outside the said premises subject to the following conditions:**
 - a. **the s221 permit be granted initially for a period of 6 months commencing from 1 July 2019;**

- b. design of the ramp and handrail arrangements shall be approved by Council;**
 - c. within 3 months of the issue of the permit, the owner of the premises shall provide Council with an engineer's report which details any potential obstruction of underground or overhead services which may result by the construction of the ramp; such report being to Council's satisfaction; and**
 - d. should the proposed ramp cause any significant obstruction to access other infrastructure, that the permit will be withdrawn upon reasonable notice.**
 - 2. That within the initial 6 month permit period, Council Administration undertake an assessment of any disruption to pedestrian and/or cyclist movements along the footpath, and if considered unacceptable, recommend to Council that the permit be withdrawn.**
 - 3. That subject to successful trial of the ramp and no unacceptable restriction on access to other infrastructure, that the Chief Executive be authorised to issue a further s221 permit for the proposed ramp after the trial period for a term not exceeding 40 years.**
-

COMMUNITY PLAN

A Place with a Quality Lifestyle
A Place for Every Generation
A Place that is Safe and Secure
A Place that Values its Natural Environment
A Place that Manages its Environmental Impacts
A Place that is Well Planned
A Place that Provides Choices and Enhances Life

COUNCIL POLICY

Council in the past has rationalised the sale of Council surplus land at fair valuations.

STATUTORY PROVISIONS

Local Government Act
Real Property Act

BACKGROUND

The building at 24 Gordon Street, Glenelg, an old church, is being modified to establish a Day Surgery. Due to the finished floor level being higher than the footpath, the building requires an access ramp to be DDA compliant.

The ground floor level of the 24 Gordon Street building is approximately 430mm above the footpath level. The building classification is 9A and requires a disabled ramp 430mm high to access the ground floor level. Planning Approval for the building required an access ramp to meet DDA requirements. The developer is proposing a ramp at the front of the building which encroaches onto Council's footpath.

REPORT

The proposed access ramp sits 1200mm off the front of the building and 8580mm in length – total area of 10.3 square meters. The ramp would extend northwards from the main access door to the building which is located slightly off centre of the building to the south as shown in Attachment 1.

Refer Attachment 1

The owner of 24 Gordon Street Glenelg, Mr Dominic Skehan, is seeking to build a complaint ramp which requires purchase of Council footpath or issue of a s221 permit to enable the ramp to encroach. The owner's proposal is attached.

Refer Attachment 2

Preliminary Assessment

A compliant ramp at the front of the building is not possible without encroachment onto Council's footpath.

Gordon Street is a prominent street in Glenelg. The current foot path on the eastern side is approximately 3.2 m wide. The proposed encroachment will reduce the footpath width from 3.2 m to 2m, which is just less than the 2.4m recommended minimum footpath width for commercial precincts.

Whilst the owner is seeking Council's approval to purchase a section of the footpath, from Council's perspective this would result in a non-uniform footpath width along the street, potentially a ramp jutting into the footpath outside of the existing property alignment and may result in restricted access to other underground utilities such as water, sewer and/or telecommunications.

It is proposed therefore that subject to Council concurrence, that a permit under s221 of the Local Government Act be issued to the owner for a period of 6 months from 1 July 2019 to allow construction of a temporary ramp which will enable the redeveloped premises to operate in accord with their development approval, but subject to the following conditions:

1. Design of the ramp and handrail arrangements shall be approved by Council
2. Within 3 months of the issue of the permit, the owner of the premises shall provide Council with an engineer's report which details any potential obstruction of underground or overhead services which may result by the construction of the ramp; such report being to Council's satisfaction.
3. Should the proposed ramp cause any significant obstruction to access other infrastructure, that the permit will be withdrawn upon reasonable notice.
4. That within the initial 6 month permit period, Council Administration undertake an assessment of any disruption to pedestrian and/or cyclist movements along the footpath, and if considered unacceptable, recommend to Council that the permit be withdrawn.
5. That subject to successful trial of the ramp and no unacceptable restriction on access to other infrastructure, that the Chief Executive be authorised to issue a further s221 permit for the proposed ramp after the trial period for a term not exceeding 40 years.

Under this scenario, Council retains ownership of the footpath and if the ramp creates an unacceptable impact of pedestrian and/or cyclist movements along this section of the footpath, then the permit and the ramp can then be removed. Likewise if a permanent ramp were to present access problems for other infrastructure (eg water, sewer, telecommunications), then the approval can be withdrawn and the ramp removed.

If however, the ramp operates successfully, then the s221 permit can be extended up to a maximum of 42 years. Upon expiry of that term, a further permit can then be issued for a further period of up to 42 years (ie a total of 84 years).

In assessing whether to issue a s221 permit, council must turn its mind to whether the structure will:

- a. unduly obstruct the use of the road; or
- b. unduly interfere with the construction of the road; or
- c. have an adverse effect on road safety.

If Council is minded to authorize the issue of permit, then it is not liable for injury, damage or loss resulting from anything done under the permit authorisation.

Should however Council wish to consider selling the section of footpath to accommodate construction of the ramp, then the process would typically involve:

1. confirming that no other utility has an interest in the portion – ie that they have no buried infrastructure;

2. a valuation of the land would be obtained (the developer is proposing that 10.3 m² of land be acquired at a market value of \$1,100 per square meter – being a total consideration of \$11,330);
3. consultation with neighbouring properties would be undertaken;
4. road closure process would be required for the portion to be sold;
5. adjustment to the property title of 24 Gordon St to include the purchased property.

This overall process could take at least 12 months. The developer has indicated that he would pay all of council's costs to facilitate the sale. These costs, including conveyancing and the road closure process are likely to be approximately \$5,000.

BUDGET

There is no impact of expenditure on the budget.

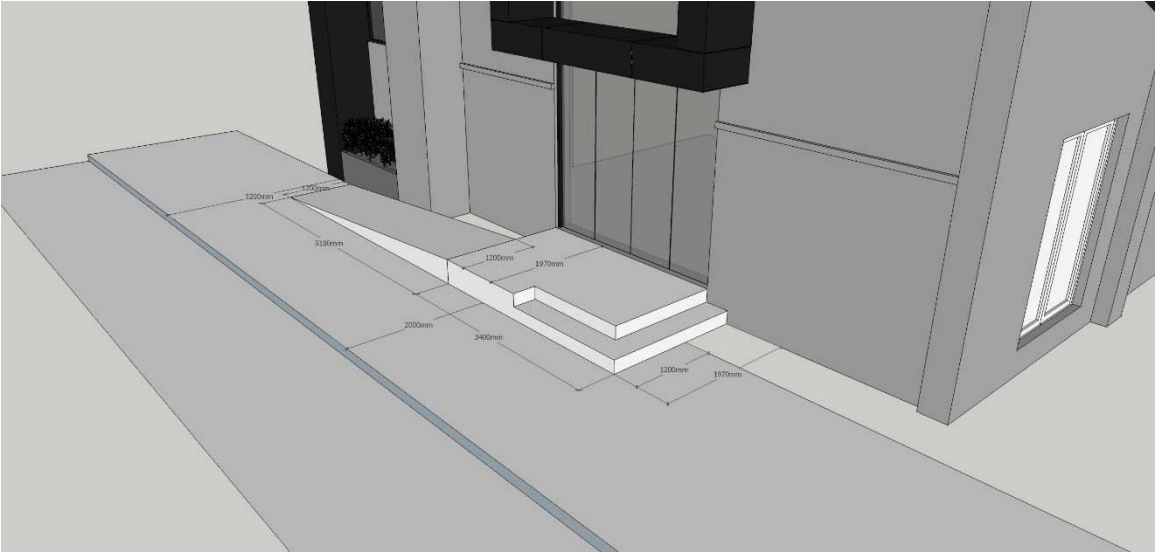
LIFE CYCLE COSTS

Not Applicable

Attachment 2



Attachment 1



Attachment 2



APPLICATION TO COUNCIL

DISABLED ACCESS RAMP AT THE FRONT OF 24 GORDON STREET GLENELG

1.0 BACKGROUND

The 24 Gordon Street Property Trust (Owner) owns the property at 24 Gordon Street Glenelg.

The building is currently being renovated with council approvals into a day surgery and medical consulting rooms.

Glenelg Day Surgery (Private Day Hospital) will relocate from its existing location at 4 Gordon Street to the new purpose fit state of the art facility at 24 Gordon Street.

Glenelg Day Surgery has been a medical business contributing to the Glenelg Jetty Road precinct business community for over 25 years. It aims to continue to be a strong part of the Glenelg Jetty Road precinct business community by providing Glenelg with a new state of the art private hospital and medical consulting rooms in the heart of Glenelg.

Glenelg Day Surgery will provide fertility consulting services and surgical services including vascular surgery, oncology & skin cancer surgery, oral surgery, plastic surgery, hand foot & ankle surgery, and fertility procedures.

The new day hospital facility at 24 Gordon Street will strengthen the medical services in the centre of Glenelg, with the aim of attracting more medical services close by to utilise the facility and create a stronger health hub.

2.0 DISABLED ACCESS

The ground floor level of the 24 Gordon Street building is 430mm above the footpath level.

The building classification is 9A and requires a disabled ramp 430mm high to access the ground floor level.

Council planning approval included an access ramp to meet this requirement however it encroaches on the footpath being council land.

2.1 The property owner seeks to purchase the council land the disabled access ramp requires

2.2 The property owner requests permission to construct a temporary access ramp while council is making its decision about 2.1

3.0 PROPOSAL

Attachments 1 & 2 show the proposed disabled access ramp at the front of the building rising 430mm to the first floor ground level.

The proposed access ramp sits 1200mm off the front of the building and 8580mm in length – total area of 10.3 square meters. This area encroaches on council land and is the area the Owner would like to purchase from the council.

Importantly, the footpath is 2000mm wide with the ramp in place, which remains a wide footpath.

The Owner would like to purchase the 10.3 from the council at a fee market value of \$1,100 per square meter – a total value of \$11,330.

The owner will pay all conveyancing fees associated with the transfer of the land.

4.0 TEMPORARY RAMP

The Owner would like to start operating the day hospital on 1 July 2019. The building requires the disabled access ramp to start operating.

The owner would like to apply for approval to erect a temporary disabled access ramp until the time the council decides on the proposal.

The temporary ramp would be made from concrete and timber materials that can be removed.

The temporary ramp would be of similar dimensions to the proposed ramp. It will endeavour to minimise platform and step if possible.

Item No: **14.5**

Subject: **BRIGHTON OVAL BUILDING DEVELOPMENT – UPDATE**

Date: 11 June 2019

Written By: Manager Assets & Facilities
Manager Active Communities

General Manager: City Assets and Services, Mr H Lacy

SUMMARY

In line with previous Council approvals, a deed of agreement has been signed between Council and Cook Building to reflect the Guaranteed Maximum Price (GMP) agreements. At the time of the last Council report (9 April 2019) the detailed design development reached 85%. The design has now reached 100% and is now undergoing building rules consent certification during which time further minor alterations may be required. Cook Building is expected to submit the final plans by 12 June 2019.

The building plans submitted with the GMP have been approved by an authorised delegate of the Minister for Recreation, Sport and Racing as per the requirement of the State Government funding deed. These building plans have also been endorsed by the three Clubs.

Cook Building and Administration are progressing towards site handover and the start of construction working with club representatives. All clubs have consented to the prepared building plans and progressing towards construction.

Possession of site (initially the Rugby Club site) is planned for 12 June 2019. Construction of the new Rugby clubrooms will commence shortly thereafter with the aim to complete the Rugby building by December 2019. Site possession and construction of the Lacrosse club and the Football/Cricket clubrooms to commence in September 2019 and December 2019 respectively. Completion of the Lacrosse clubrooms and the Football/Cricket clubrooms are forecast for April and August 2020 respectively, although an option to accelerate the completion of the Football Cricket clubroom by June 2020 is being explored.

A sod turning event to mark the commencement of construction of the Brighton Oval buildings is being planned for either the 25 or 26 June 2019, dependent on availability of various Members of Parliament.

RECOMMENDATION

That Council note the report.

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Developing walkable connected neighbourhoods

Placemaking: Building character and celebrating history

Community: Building a healthy, active and resilient community

Community: Celebrating culture and diversity

Community: Providing welcoming and accessible facilities

Community: Fostering an engaged and contributing community

Environment: Fostering an environmentally connected community

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Development Act 1993

BACKGROUND***Previous Reports***

- Council Report No: 240/18; Item No. 14.6 'Brighton Oval Complex – Redevelopment', 10 July 2018.
- Council Report No: 255/18; Item No. 11.2 'Motion on Notice – Brighton Oval development – Tender Documents', 24 July 2018 (resolution C240718/1220).
- Council Report No: 272/18; Item No. 14.3 'Brighton Oval Complex – Redevelopment', 14 August 2018 (tender documents).
- Council Report No: 294/18; Item No. 17.1 'Brighton Oval Complex – Redevelopment', 28 August 2018 (confidential report)
- Council Report No: 411/18; Item No. 14.7 'Brighton Oval Building Redevelopment', 11 December 2018 (confidential report)
- Council Report No: 95/19; Item No. 17.3 'Brighton Oval Redevelopment – Commercial Strategy', 12 March 2019 (confidential report)
- Council Report No: 112/19; Item No. 14.10 'Brighton Oval – Updated Project Inclusions', 26 March 2019
- Council Report No: 138/19; Item No. 17.2 'Brighton Oval Development', 9 April 2019

At its meetings on 12 March 2019 Council considered the GMP offer from Cook Building in relation to the construction of the three (3) Brighton Oval buildings and authorized the Chief Executive Officer and the Mayor to execute a deed to accept the GMP offer. Council also approved the Brighton Oval Building Upgrade Project for construction.

REPORT

Since 12 March 2019, a Deed of Acceptance has been signed between the Council and Cook Building to reflect the Guaranteed Maximum Price (GMP) agreements.

At the time of the last Council report on 9 April 2019, the detailed design development had reached approximately 85%. The design development is now complete and the final plans have been submitted for Building Rules Consent and final Development Approval. It is expected that Cook will provide the final design including the Building Rules Consent by 12 June 2019.

During the final design, verification and approval process, a number of issues have emerged that required consultation with the clubs and decisions by the Administration. Some minor changes have been incorporated and further minor changes may be required as the Building Rules Consent and Development Approval is finalized. These changes are not material and have been endorsed by the project team in consultation with the clubs and Cook Building.

As part of Council's funding deed of agreement with the State Government, Ministerial approval was required from the Minister for Recreation, Sport and Racing for the building plans. This was achieved on 15 May 2019 (Attachment 1).

Refer Attachment 1

The clubs have consented to the prepared building plans and signed off on progressing towards construction. Council and the clubs are still working through the location and size of the advertising signage that is being requested by the clubs. This issue is being considered in the context of an overall signage and advertising strategy for the Brighton Sporting Complex which incorporates the design of Stage 2 works. Administration is working with each club and will prepare a future Council report for approval.

Cook Building and Administration are progressing towards site handover and the commencement of construction phase of the project working in liaison with the club representatives. The granting of site possession for construction of the new Rugby building is scheduled to occur on 12 June 2019, with practical completion scheduled for December 2019. Development Approval and Building Rules Consent are expected to be achieved by mid-June 2019.

Site possession and construction for the Lacrosse clubrooms and the Football/Cricket clubrooms are scheduled for September 2019 and December 2019 respectively. Demolition of the existing grandstand complex is scheduled for December 2019. Practical completion for the Lacrosse building and the Football/Cricket building is scheduled for April and August 2020 respectively.

Administration is currently reviewing a proposal by Cook Building to accelerate the construction of the Football/Cricket building by commencing construction in September 2019 which we see practical completion by June 2020 – which is in line with the conditions of the State Government funding agreement. Agreement will be required from the Rugby Club as their current clubrooms within the old grandstand complex would need to be demolished in September 2019 about 3 months ahead of completion of their new clubrooms.

It is anticipated that following site possession of the new Rugby clubroom site on 12 June 2019 that Cook Building will establish temporary fencing to secure the work site, site preparation works will commence (including removal of a number of small trees), the BBQ shelter on the proposed car park site (on the Brighton Road side of the oval) will be removed, and service connections will be relocated. Building works will commence once final Building Rules Consent and Development Approval are granted.

External Communication and Sod Turning Event

A webpage, www.brightonoval.com.au has been developed to communicate latest developments relating to the project. This web address redirects visitors to Council's *Your View Holdfast* page where subscribers receive all the latest updates. Mesh screens will be affixed to the temporary fencing along Brighton Road promoting the webpage which will be updated at key milestones.

Preparations are underway for a sod turning event to be held at Brighton Oval on either the 25th or 26th June 2019. Elected Members will be informed of the final details once the various Members of Parliament confirm availability. It is envisaged that the Local Members of Parliament and Minister for Recreation, Sport and Racing will be in attendance.

Stage 2 Discussions and Preparations

On 31st March 2019, the Federal Government committed \$5.0m to enable the completion of the Brighton Oval master plan upgrades – referred to as Stage 2 works.

Administration is refining the concept plans and cost estimates for Stage 2 to finalize a grant agreement with the Federal Government. Administration is awaiting additional information regarding the Deed of Agreement from the Federal Government to progress the Stage 2 Project.

In the meantime, Administration is discussing the Stage 2 plans with the various stakeholders, including the club representatives and Brighton Primary School to progress the plans to finalization and endorsement by Council.

BUDGET

No change in the project budget that was submitted in the previous reports.

LIFE CYCLE COSTS

Once the development is completed, the asset, component lives, and their values will be included in the asset register. The regular maintenance costs will be appropriately shared between the lessee and the Council. The required replacements and the associated costs will be included in the relevant asset management plan.

Attachment 1





ORSR2018/14004/01|#13949087

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

27 Valetta Road
Kidman Park SA 5025
PO Box 219
Brooklyn Park SA 5032
Tel 1300 714 990
ABN 81 213 956 472
www.ors.sa.gov.au

Dear Mr Lynch

RE: Brighton Oval Redevelopment

I refer to the Funding Deed dated 18 June 2018 between the Minister for Recreation, Sport and Racing and the City of Holdfast Bay (Council) for the Brighton Oval Redevelopment.

As per a condition of the Funding Deed, Council must provide a copy of all plans and designs for the project comprising the Purpose to the Minister for approval prior to finalisation of those plans and design.

As the Minister's delegate I acknowledge receipt and approve as per a condition of the Funding Deed the following plans and design documents:

Plans by Bell Architects:

- Building 1 Ground Floor Plan, First Floor Plan 23.04.2019
- Building 2 Ground Floor Plan, First Floor Plan 23.04.2019
- Building 3 Ground Floor Plan, First Floor Plan 23.04.2019
- Building 1 Elevations 23.04.2019
- Building 2 Elevations 23.04.2019
- Building 3 Elevations 23.04.2019
- Brighton Contract Construction Programme 29.04.2019

Please note, this approval is given on the following condition:

1. That if any changes are required to the plans these need to be resubmitted to the Minister for consideration and approval.
2. Provide an update once Development Approval is received.

If you have any queries regarding this letter, please contact Mr Phil Freeman, Manager, Recreation and Sport Planning on 8457 1425.

Yours sincerely

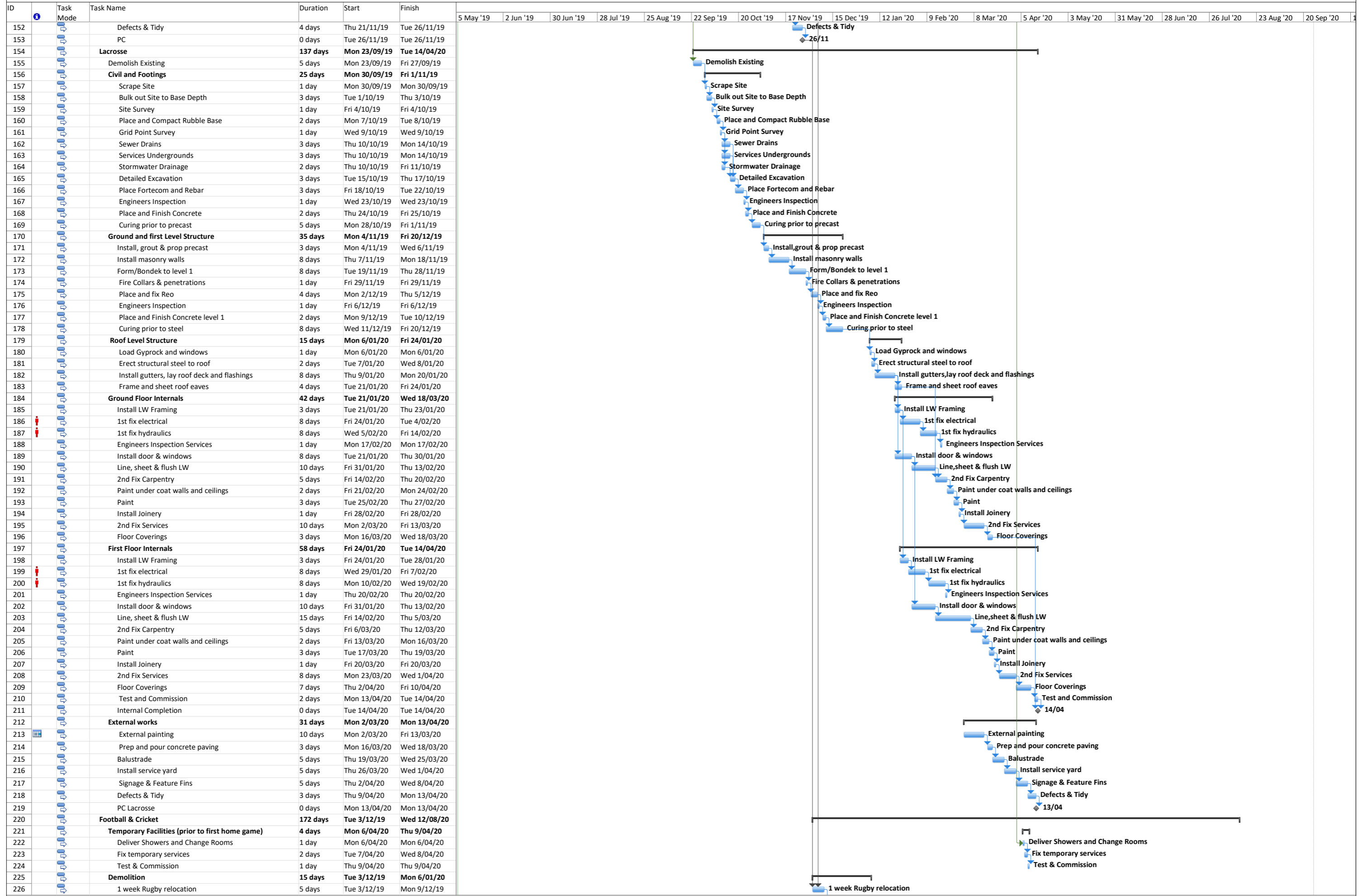

Kylie Taylor
CHIEF EXECUTIVE
Office for Recreation, Sport and Racing

15 May 2019

Attachment 2



ID	Task Mode	Task Name	Duration	Start	Finish	Gantt Chart																	
						5 May '19	2 Jun '19	30 Jun '19	28 Jul '19	25 Aug '19	22 Sep '19	20 Oct '19	17 Nov '19	15 Dec '19	12 Jan '20	9 Feb '20	8 Mar '20	5 Apr '20	3 May '20	31 May '20	28 Jun '20	26 Jul '20	23 Aug '20
1		Brighton Oval, New Sports Club Buildings	58 days	Thu 14/06/18	Mon 3/09/18	[Gantt bar from 14/06/18 to 03/09/18]																	
8		Design Documentation & Costing	155 days	Tue 4/09/18	Tue 23/04/19	[Gantt bar from 04/09/18 to 23/04/19]																	
79		Sporting Season Outline (Indicative - TBC)	494 days	Mon 8/10/18	Fri 25/09/20	[Gantt bar from 08/10/18 to 25/09/20]																	
80		Football 2019 Season	115 days	Mon 8/04/19	Fri 13/09/19	[Gantt bar from 08/04/19 to 13/09/19]																	
81		Football 2020 Season	115 days	Mon 13/04/20	Fri 18/09/20	[Gantt bar from 13/04/20 to 18/09/20]																	
82		Cricket 2018/2019 Season	109 days	Mon 8/10/18	Fri 22/03/19	[Gantt bar from 08/10/18 to 22/03/19]																	
83		Cricket 2019/2020 Season	110 days	Mon 7/10/19	Fri 20/03/20	[Gantt bar from 07/10/19 to 20/03/20]																	
84		Lacrosse 2019 Season	100 days	Mon 6/05/19	Fri 20/09/19	[Gantt bar from 06/05/19 to 20/09/19]																	
85		Lacrosse 2020 Season	100 days	Mon 4/05/20	Fri 18/09/20	[Gantt bar from 04/05/20 to 18/09/20]																	
86		Rugby 2019 Season	105 days	Mon 6/05/19	Fri 27/09/19	[Gantt bar from 06/05/19 to 27/09/19]																	
87		Rugby 2020 Season	105 days	Mon 4/05/20	Fri 25/09/20	[Gantt bar from 04/05/20 to 25/09/20]																	
88		Construction Phase	308 days	Mon 27/05/19	Wed 12/08/20	[Gantt bar from 27/05/19 to 12/08/20]																	
89		Rugby	136 days	Mon 27/05/19	Mon 2/12/19	[Gantt bar from 27/05/19 to 02/12/19]																	
90		Civil and Footings	26 days	Mon 27/05/19	Mon 1/07/19	[Gantt bar from 27/05/19 to 01/07/19]																	
91		Scrape Site & Remove Vegetation	3 days	Mon 27/05/19	Wed 29/05/19	[Gantt bar from 27/05/19 to 29/05/19]																	
92		Bulk out Site to Base Depth	1 day	Thu 30/05/19	Thu 30/05/19	[Gantt bar from 30/05/19 to 30/05/19]																	
93		Site Survey	1 day	Fri 31/05/19	Fri 31/05/19	[Gantt bar from 31/05/19 to 31/05/19]																	
94		Place and Compact Rubble Base	2 days	Mon 3/06/19	Tue 4/06/19	[Gantt bar from 03/06/19 to 04/06/19]																	
95		Grid Point Survey	1 day	Wed 5/06/19	Wed 5/06/19	[Gantt bar from 05/06/19 to 05/06/19]																	
96		Sewer Drains	3 days	Thu 6/06/19	Mon 10/06/19	[Gantt bar from 06/06/19 to 10/06/19]																	
97		Services Undergrounds	3 days	Thu 6/06/19	Mon 10/06/19	[Gantt bar from 06/06/19 to 10/06/19]																	
98		Stormwater Drainage	2 days	Thu 6/06/19	Fri 7/06/19	[Gantt bar from 06/06/19 to 07/06/19]																	
99		Detailed Excavation	3 days	Tue 11/06/19	Thu 13/06/19	[Gantt bar from 11/06/19 to 13/06/19]																	
100		Place Fortecom and Rebar	4 days	Fri 14/06/19	Wed 19/06/19	[Gantt bar from 14/06/19 to 19/06/19]																	
101		Engineers Inspection	1 day	Thu 20/06/19	Thu 20/06/19	[Gantt bar from 20/06/19 to 20/06/19]																	
102		Place and Finish Concrete	2 days	Fri 21/06/19	Mon 24/06/19	[Gantt bar from 21/06/19 to 24/06/19]																	
103		Curing prior to precast	5 days	Tue 25/06/19	Mon 1/07/19	[Gantt bar from 25/06/19 to 01/07/19]																	
104		Ground and first Level Structure	37 days	Tue 2/07/19	Wed 21/08/19	[Gantt bar from 02/07/19 to 21/08/19]																	
105		Install, grout & prop precast	4 days	Tue 2/07/19	Fri 5/07/19	[Gantt bar from 02/07/19 to 05/07/19]																	
106		Install masonry walls	8 days	Mon 8/07/19	Wed 17/07/19	[Gantt bar from 08/07/19 to 17/07/19]																	
107		Form/Bondek to level 1	8 days	Thu 18/07/19	Mon 29/07/19	[Gantt bar from 18/07/19 to 29/07/19]																	
108		Fire Collars & penetrations	2 days	Tue 30/07/19	Wed 31/07/19	[Gantt bar from 30/07/19 to 31/07/19]																	
109		Place and fix Reo	4 days	Thu 1/08/19	Tue 6/08/19	[Gantt bar from 01/08/19 to 06/08/19]																	
110		Engineers Inspection	1 day	Wed 7/08/19	Wed 7/08/19	[Gantt bar from 07/08/19 to 07/08/19]																	
111		Place and Finish Concrete level 1	2 days	Thu 8/08/19	Fri 9/08/19	[Gantt bar from 08/08/19 to 09/08/19]																	
112		Curing prior to steel	8 days	Mon 12/08/19	Wed 21/08/19	[Gantt bar from 12/08/19 to 21/08/19]																	
113		Roof Level Structure	15 days	Thu 22/08/19	Wed 11/09/19	[Gantt bar from 22/08/19 to 11/09/19]																	
114		Load Gyprock and windows	1 day	Thu 22/08/19	Thu 22/08/19	[Gantt bar from 22/08/19 to 22/08/19]																	
115		Erect structural steel to roof	2 days	Fri 23/08/19	Mon 26/08/19	[Gantt bar from 23/08/19 to 26/08/19]																	
116		Install gutters, lay roof deck and flashings	7 days	Tue 27/08/19	Wed 4/09/19	[Gantt bar from 27/08/19 to 04/09/19]																	
117		Frame and sheet roof eaves	5 days	Thu 5/09/19	Wed 11/09/19	[Gantt bar from 05/09/19 to 11/09/19]																	
118		Ground Floor Internals	45 days	Thu 5/09/19	Wed 6/11/19	[Gantt bar from 05/09/19 to 06/11/19]																	
119		Install LW Framing	3 days	Thu 5/09/19	Mon 9/09/19	[Gantt bar from 05/09/19 to 09/09/19]																	
120		1st fix electrical	8 days	Tue 10/09/19	Thu 19/09/19	[Gantt bar from 10/09/19 to 19/09/19]																	
121		1st fix hydraulics	8 days	Fri 20/09/19	Tue 1/10/19	[Gantt bar from 20/09/19 to 01/10/19]																	
122		Engineers Inspection Services	1 day	Wed 2/10/19	Wed 2/10/19	[Gantt bar from 02/10/19 to 02/10/19]																	
123		Install door & windows	8 days	Thu 5/09/19	Mon 16/09/19	[Gantt bar from 05/09/19 to 16/09/19]																	
124		Line, sheet & flush LW	13 days	Tue 17/09/19	Thu 3/10/19	[Gantt bar from 17/09/19 to 03/10/19]																	
125		2nd Fix Carpentry	5 days	Fri 4/10/19	Thu 10/10/19	[Gantt bar from 04/10/19 to 10/10/19]																	
126		Paint under coat walls and ceilings	2 days	Fri 11/10/19	Mon 14/10/19	[Gantt bar from 11/10/19 to 14/10/19]																	
127		Paint	3 days	Tue 15/10/19	Thu 17/10/19	[Gantt bar from 15/10/19 to 17/10/19]																	
128		Install Joinery	1 day	Fri 18/10/19	Fri 18/10/19	[Gantt bar from 18/10/19 to 18/10/19]																	
129		2nd Fix Services	10 days	Mon 21/10/19	Fri 1/11/19	[Gantt bar from 21/10/19 to 01/11/19]																	
130		Floor Coverings	3 days	Mon 4/11/19	Wed 6/11/19	[Gantt bar from 04/11/19 to 06/11/19]																	
131		First Floor Internals	60 days	Tue 10/09/19	Mon 2/12/19	[Gantt bar from 10/09/19 to 02/12/19]																	
132		Install LW Framing	5 days	Tue 10/09/19	Mon 16/09/19	[Gantt bar from 10/09/19 to 16/09/19]																	
133		1st fix electrical	10 days	Tue 17/09/19	Mon 30/09/19	[Gantt bar from 17/09/19 to 30/09/19]																	
134		1st fix hydraulics	10 days	Tue 1/10/19	Mon 14/10/19	[Gantt bar from 01/10/19 to 14/10/19]																	
135		Engineers Inspection Services	1 day	Tue 15/10/19	Tue 15/10/19	[Gantt bar from 15/10/19 to 15/10/19]																	
136		Install door & windows	10 days	Tue 17/09/19	Mon 30/09/19	[Gantt bar from 17/09/19 to 30/09/19]																	
137		Line, sheet & flush LW	15 days	Tue 1/10/19	Mon 21/10/19	[Gantt bar from 01/10/19 to 21/10/19]																	
138		2nd Fix Carpentry	5 days	Tue 22/10/19	Mon 28/10/19	[Gantt bar from 22/10/19 to 28/10/19]																	
139		Paint under coat walls and ceilings	2 days	Tue 29/10/19	Wed 30/10/19	[Gantt bar from 29/10/19 to 30/10/19]																	
140		Paint	3 days	Thu 31/10/19	Mon 4/11/19	[Gantt bar from 31/10/19 to 04/11/19]																	
141		Install Joinery	1 day	Tue 5/11/19	Tue 5/11/19	[Gantt bar from 05/11/19 to 05/11/19]																	
142		2nd Fix Services	9 days	Wed 6/11/19	Mon 18/11/19	[Gantt bar from 06/11/19 to 18/11/19]																	
143		Floor Coverings	8 days	Tue 19/11/19	Thu 28/11/19	[Gantt bar from 19/11/19 to 28/11/19]																	
144		Test and Commission	2 days	Fri 29/11/19	Mon 2/12/19	[Gantt bar from 29/11/19 to 02/12/19]																	
145		Internal Completion	0 days	Mon 2/12/19	Mon 2/12/19	[Gantt bar from 02/12/19 to 02/12/19]																	
146		External works	32 days	Mon 14/10/19	Tue 26/11/19	[Gantt bar from 14/10/19 to 26/11/19]																	
147		External painting	10 days	Mon 14/10/19	Fri 25/10/19	[Gantt bar from 14/10/19 to 25/10/19]																	
148		Prep and pour concrete paving	3 days	Mon 28/10/19	Wed 30/10/19	[Gantt bar from 28/10/19 to 30/10/19]																	
149		Balustrade	5 days	Thu 31/10/19	Wed 6/11/19	[Gantt bar from 31/10/19 to 06/11/19]																	
150		Install service yard	5 days	Thu 7/11/19	Wed 13/11/19	[Gantt bar from 07/11/19 to 13/11/19]																	
151		Signage & Feature Fins	5 days	Thu 14/11/19	Wed 20/11/19	[Gantt bar from 14/11/19 to 20/11/19]																	



Item No: **14.6**

Subject: **ELECTRIC SCOOTERS**

Date: 11 June 2019

Written By: Tourism Development Coordinator

General Manager: Community Services, Ms M Lock

SUMMARY

In January 2019, the City of Adelaide and the State Government agreed to trial electric scooters (e-scooters) in the City of Adelaide during the 2019 Fringe and Adelaide Festival season for a period of four weeks.

Following a select expression of interest process, the City of Adelaide issued a permit to Lime e-scooters for this period, and the State Government amended regulations to allow the use of e-scooters as part of the trial. Based on the analysis to date, the relatively low complaint levels, and the size and immediate take up of the service, City of Adelaide approved e-scooter companies Beam and Ride to continue as a transport option in the city.

The City of Holdfast Bay has been approached by Port Adelaide Enfield Council, City of Charles Sturt and West Torrens for 'in principal' support a trial of e-scooters along Coast Park from Semaphore to Seacliff.

RECOMMENDATION

That Council:

- 1. endorse the City of Holdfast Bay to work in partnership with other councils and organisations to manage and respond to e-scooter service providers;**
 - 2. authorise Council Officers to liaise with counterparts at neighbouring councils to develop a consistent response to the arrival of e-scooters, including addressing the legalities and potential risks; and**
 - 3. authorises Council Officers to investigate the option of supporting a trial of legally compliant e-scooters in a confined area along Coast Park.**
-

COMMUNITY PLAN

Community: Building a healthy, active and resilient community

Community: Providing welcoming and accessible facilities

Economy: Making it easier to do business

Economy: Harnessing emerging technology

Economy: Boosting our visitor economy

TOURISM PLAN

Extending visitor length of stay, promote expenditure in the precinct and facilitate return visits to support the Tourism Plan 2020 goal to increase visitor numbers by 25% and reach \$335 million in tourism expenditure for the local economy.

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

Dockless bike share schemes operated in Adelaide between December 2017 and June 2018. The City of Holdfast Bay was one of the first Councils to approve a trial for bike sharing with OFO. There were 20 bikes available with 1000 trips being undertaken peaking on weekends. Of the trips 80% were less than 3 kms. Six complaints were received and responded to and five bikes were dumped in the water during this time.

Station-free ride sharing combines e-scooters, a free smartphone application and GPS technology to create a fleet of e-scooters that anyone can ride. In this case, the e-scooters are owned and maintained by an approved ride sharing company with no cost to Council. Riders sign up to access the e-scooters through a smartphone application, and use GPS to locate their nearest e-scooter. The e-scooters do not require a special parking station or kiosk.

To ensure appropriate use of the e-scooters and to keep footpaths and shared spaces tidy, designated 'preferred parking zones' and a virtual geo-fence would guide customers to preferred parking zones. The e-scooters lose power if travelled outside of the geo-fence. Dock less electric scooters are also collected by the operator for charging each evening before being redeployed the following day. This reduces the likelihood of some of the negative effects seen with bike share schemes previously. E-scooters cost \$1 to unlock and 25 cents per minute to ride.

REPORT

Council Officers from City Activation, Regulatory Services and Transport are currently investigating the option of supporting a trial of legally compliant e-scooters in a confined area along the Coast Park. A trial of station-free e-scooter sharing service within the City of Holdfast Bay would contribute towards four of the objectives described within Council's Strategic Plan, Our

Place 2030. A ride sharing platform works towards a healthy, creative and connected community; a community which is aware of its impact on the environment; it supports a diverse and resilient local economy and creates lively and safe places to live.

Despite these positive potential outcomes, it has been widely reported in Adelaide that the trial of e-scooter services operated by Lime did identify some issues. The Manager of Transport at the City of Adelaide has provided the following information based on their recent experiences:

- More than 50,000 trips undertaken by over 20,000 users in the four week trial.
- Within the defined trial precinct area, the average distance travelled per ride was 1.25km.

A total of 11 incidents were reported to the City of Adelaide. These incidents are as follows:

- Three injuries as a result of falling off or being propelled off an e-scooter while in motion.
- Six reported near misses between e-scooter riders on footpaths and pedestrians.
- One incident of a e-scooter rider lost control and crashed into a parked vehicle.
- One incident of a collision between a pedestrian and an e-scooter rider.

Several issues were identified as part of the e-scooter trial. These include:

- Inability for the operator to effectively enforce the geofence (permitted area) resulting in e-scooter users being able to ride and park e-scooters outside of the permitted trial area.
- Conflicting information provided to users within the operator's mobile phone app compared to the South Australian rules and regulations published on government websites.
- Lack of e-scooter user education and awareness, for example not knowing the rules regarding the use of helmets, appropriate riding, where and where not to ride, riding with blood alcohol concentration of less than 0.05, minimum age requirements, and not riding with passengers.
- The conflict between e-scooter users and pedestrians on footpaths and that e-scooters are prohibited from riding on roads and within bike lanes.
- Parking of e-scooters on footpaths conflicting with accessible paths, building entrances and causing nuisance in heavily utilised areas (for example bus stops and restaurant precincts).
- These issues will be addressed as part of the review of the trial and any agreed actions included in the EOI stage.

After the initial trial the City of Adelaide distributed an expression of interest and awarded Beam and Ride to operate between 7am and 10pm under the following specific conditions:

- To provide their customers with comprehensive information about relevant e-scooter rules and regulations specific to South Australia to ensure responsible riding and public safety when operating and parking the share e-scooters on roads, footpaths, shared use paths and public spaces.

- That e-scooters are not to be used for the sole purpose of advertising or marketing.
- That the number of e-scooters in operation or parked within the boundaries of the Permit is not to exceed the maximum noted on the Permit.
- To ensure that no less than 90% of the permitted operator's fleet remain in operation throughout the permitted period, unless otherwise agreed in writing with Council.
- That all e-scooters are to be equipped with a GPS tracker to enable all e-scooters to be located by the Permit Holder at all times, this is to ensure and monitor a balanced and appropriate distribution of e-scooters and enable the identification of e-scooter users in the event of an accident, incident or inappropriate use.
- To monitor the location of all e-scooters at all times to avoid nuisance, clutter or congestion caused by its e-scooters, including the ability for the Permit Holder to identify if an e-scooter has been fallen over.
- To provide reports and statistics on availability, usage and complaints for the entire fleet as requested by Council on a monthly basis and on an ad-hoc basis as requested by the Council for the term of the permit.
- To notify and provide reports on any known incidents and injuries resulting in hospitalisation or paramedic attendance of a user or third party within 24 hours of the incident time.
- To provide reports and statistics on known incidents, collisions, near misses and injuries including information about the date, time, contributing factors and severity on a monthly basis and on an ad-hoc basis as requested by Council for the Term of the Permit.
- To undertake a customer satisfaction user survey within 3 months of the commencement date and to share those survey results with Council.
- That the Permit Holder's e-scooters fleet can only be used within approved area. Permit Holders must be able to effectively geo-fenced the approved areas to ensure that e-scooters can only be used in the approved areas outlined in the Permit.
- That all e-scooters are to be speed restricted to a maximum speed of 15km/h and ensure compliance with all relevant legislation and road traffic requirements.
- That all e-scooters are to be legal and safe to operate under Australian laws and regulations.
- Damaged or abandoned e-scooters and inappropriately located e-scooters must be removed within 24 hours.

Proposed Coast Park E-Scooter Trial

Timeframe: This is dependent on approval from the State Government who are responsible for regulations which determine where e-scooters can be ridden. The current Gazette Notice does specifically reference the City of Adelaide as "Council" and does limit e-scooter operators to the designated or allowable geographic area in the City. The Transport Minister can change the allowable area without going back to Parliament through a new Gazette Notice. Nothing would commence before the completion of the Minda Coast Park.

We recommend undertaking an Expression of Interest for an e-scooter trial along the Coast Park. Applications would be reviewed and assessed based on factors including legal compliance, current insurance, business and operational model and evidence of successful operations elsewhere.

The proposed operator's plans should demonstrate how the proposed dock less mobility share scheme would adhere to the recommended operational conditions. At a minimum, a proposed operator's plans should include:

- a helmet supply, servicing and maintenance plan detailing how helmets are to be provided, and devices maintained and documented;
- an electric charging plan to detail the procedure for collecting, charging and re-deploying;
- a publicity plan to promote the customer service hotline, contact information and a process for users to notify the operator in the case of safety or maintenance issues;
- a communications plan to respond to queries and complaints, and minimise escalation to the Council; and
- a device distribution management plan. It is recommended that this plan should place the onus for re-distributing clustered devices onto the operator.

Successful operators would be approved through a formal agreement (Permit under Section 222) so Council can ensure that any undesirable outcomes are mitigated, with formally agreed responsibilities, expectations and key performance indicators written into the agreement.

Section 222 provides sufficient options for Council to oversee these services through imposing operational conditions – speed limits, preferred parking zones, operational dates/times and appropriate insurances and geographical areas. The total number of e-scooters permitted will be determined by Council. Council has the right to review and amend the amount of e-scooters throughout the trial period based on performance and demand.

A trial no longer than six months is recommended initially confined only to the Coast Park so not to impact community safety on congested main streets and narrow footpaths on side streets. This will assist Council Officers to evaluate public benefits, positive environmental impacts against any risks associated with e-scooters. A well-regulated, readily available, cheap and easy shared transport service such as e-scooters could offer the community a convenient and flexible travel choice.

BUDGET

There are no budget implications with this report.

LIFE CYCLE COSTS

Not Applicable.

Item No: **14.7**
Subject: **ADOPTION OF 2019-20 ANNUAL BUSINESS PLAN**
Date: 11 June 2019
Written By: Corporate Planning Officer
A/General Manager: Business Services, Ms P Jackson

SUMMARY

The 2019-20 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 2019-20 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, 1999* requires Council to have an Annual Business Plan which must:

- be considered in conjunction with the Council's annual budget; and
- 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 2019-20 Annual Business Plan was endorsed by Council for community consultation at its meeting of 9 April 2019 (C090419/1442). The consultation period ran from 16 April to 10 May 2019. All submissions received during the consultation period and responses were reported to and considered by Council at its Informal Gathering on 21 May 2019 and at its meeting on 28 May 2019 (C280519/1494).

The Audit Committee received the 2019-20 Annual Business Plan document and Budget at its meeting on 5 June 2019. The Audit Committee resolved:

“That the Audit Committee note that the draft 2019-20 Annual Business Plan and Budget satisfies Council’s financial sustainability and performance measures and support its presentation to Council for adoption.”

REPORT

The Annual Business Plan proposed for adoption is the same as the Draft 2019-20 Annual Business Plan released for community consultation with the following amendments and presented as Attachment 1.

- At the meeting on 28 May 2019 Council resolved (C280519/1500) to include a new footpath for Gladstone Street. \$40,000 for this purpose has been added to the plan.
- The plan will be amended to reflect Council’s consideration of the apportioning of rates, and rate rebates as per Council Resolution at this meeting (Report No: 223/19).
- Correct minor typographical matters.
- The production of final graphic design.

The result of these amendments, based on a rate increase of 2.7% will see a consolidated operating surplus of \$72,000 consisting of an operating deficit for Alwyndor of \$180,000 and municipal operating surplus of \$252,000.

Refer Attachment 1

The figures provided relating to the average residential rate, average property value, minimum rate and differential rate premium (pages 51 and 53) are based on the current rate modelling results. These figures will be updated to reflect the adopted rate declarations by Council on 25 June 2019.

BUDGET

The adoption of the 2019-20 Annual Business Plan informs the 2019-20 Budget.

LIFE CYCLE COSTS

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

Attachment 1



OUR PLAN FOR OUR PLACE

2019-20
ANNUAL BUSINESS PLAN

THIS YEAR'S BUDGET

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



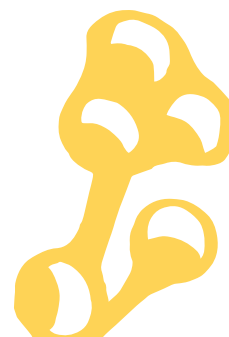
* Locations of symbols are illustrative only

CONTENTS

WELCOME	4	OUR CAPITAL PROJECTS	34
OUR CITY	5	OUR NEW PROJECTS	34
OUR COMMUNITY	5	ECONOMY	36
OUR VISION	7	OUR ACHIEVEMENTS	37
QUALITY OF LIFE SURVEY RESULTS	8	OUR PRIORITIES	37
HIGHLIGHTS	9	OUR SERVICE DELIVERY	37
FINANCIAL SUMMARY	11	OUR CAPITAL PROJECTS	38
2019–20 REVENUE	12	OUR NEW PROJECTS	38
2019–20 OPERATIONAL EXPENDITURE	14	PLACEMAKING	40
2019–20 CAPITAL PROGRAM	16	OUR ACHIEVEMENTS	41
OUR FINANCIAL GOVERNANCE	18	OUR PRIORITIES	41
ENSURING FINANCIAL SUSTAINABILITY	19	OUR SERVICE DELIVERY	41
OUR FINANCIAL PRINCIPLES	19	OUR CAPITAL PROJECTS	41
SIGNIFICANT INFLUENCES	20	OUR NEW PROJECTS	42
BROAD TRENDS AND EMERGING ISSUES	20	CULTURE	43
THE 2019–20 BUSINESS ENVIRONMENT	21	OUR ACHIEVEMENTS	44
ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY	24	OUR PRIORITIES	44
COMMUNITY	25	OUR SERVICE DELIVERY	44
OUR ACHIEVEMENTS	26	OUR CAPITAL PROJECTS	45
OUR PRIORITIES	26	OUR NEW PROJECTS	45
OUR SERVICE DELIVERY	27	DEVELOPING OUR ORGANISATION	46
OUR CAPITAL PROJECTS	28	FUNDING OUR CITY	48
OUR NEW PROJECTS	29	OPERATING RESULT	48
ENVIRONMENT	32	OUR FINANCIAL STATEMENTS	48
OUR ACHIEVEMENTS	33	FINANCIAL MANAGEMENT	49
OUR PRIORITIES	33	FINANCIAL TARGETS	54
OUR SERVICE DELIVERY	33	MEASURING OUR PERFORMANCE	56
		FINANCIAL STATEMENTS – MUNICIPAL	60
		FINANCIAL STATEMENTS – ALWYNDOR	66

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.



WELCOME

On behalf of the City of Holdfast Bay, I am pleased to present our 2019–20 Annual Business Plan.

The City of Holdfast Bay remains committed to keeping rates as low as possible, while maintaining a high quality of services for our residents, businesses and visitors.

This year we have managed to plan a comprehensive program with no reduction to services. The rate increase has been capped to the Local Government Price Index to December 2018 at 2.7 per cent. Of this, 0.8 per cent of this rate rise is going towards costs incurred by the China Sword fall out. All of our key financial indicators are positive. We predict a Municipal operations surplus of \$252,000.

This year we are investing in our community by funding projects that make the city a healthy and vibrant place to live.

The Brighton Oval Masterplan is a \$13.7 million redevelopment of a major sporting and recreation facility in our city. Stage 1 of the masterplan commenced in 2018–19 with a \$6.7 million investment from council along with a \$2 million investment from the State Government. The Federal Government recently announced a \$5million grant for the project, providing the opportunity to complete the whole of the Masterplan by mid 2021.

The Masterplan includes the construction of new club room facilities for the Rugby, Lacrosse and Football/ Cricket clubs along with upgrades to community recreation facilities, upgraded spectator and public amenities, cricket training facilities and car parking. These brand new facilities will create significant economic, social and health benefits for the community.

The 2019–20 Annual Business Plan includes a broad range of initiatives including:

- › **Progressing the Jetty Road Glenelg Masterplan with the construction of the Chapel Street Community Plaza (subject to grant funding)**
- › **Allocating an additional \$200,000 to accelerate the footpath improvement program, a 43% increase on the 18/19 capital budget**
- › **Glenelg Oval sporting complex Master plan Stage 1: the redevelopment of the Holdfast Tennis Club**

- › **Wigley Reserve Playspace and Fitness Hub (subject to grant funding)**
- › **Remediation of the Buffalo Site**
- › **Supporting new activations for Jetty Road Brighton including new signage and events.**

All of our new capital projects have been calculated on a three year rolling budget which will ensure that our rates remain reasonable whilst we improve our City. We also aim to continue to leverage Federal and State grant funding wherever possible.

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—we will be planning to increase and sustain our beach width. We will also be managing and maintaining our coastal zones and foreshore, improving Barton, Pine and Gilbertson Gullies, continuing to deliver water sensitive urban design rain gardens, continuing our stormwater infrastructure investment in Somerton Park, Brighton and North Brighton and continuing to establish our biodiversity corridor along the Sturt River.**
- › **Waste management—safe, efficient and sustainable service for removing, recycling and disposing of our city's waste.**

We are also employing another inspector for patrols along the beach during daylight savings to regulate, enforce and educate. This will cover the Seacliff region and include Hooded Plover protection.



Amanda Wilson

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. It was 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 more than 36,000 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

TOTAL POPULATION



36,520

52.4% females
47.6% males

MEDIAN AGE

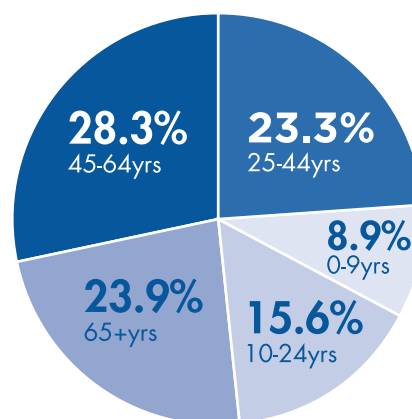


NEW RESIDENTS

1854 since 2006



AGE SEGMENTATION



Source: City of Holdfast Bay Remplan

SNAPSHOT

Prosperous yet not necessarily a wealthy community



HIGH

- Average Income
- Education
- Housing Mortgages

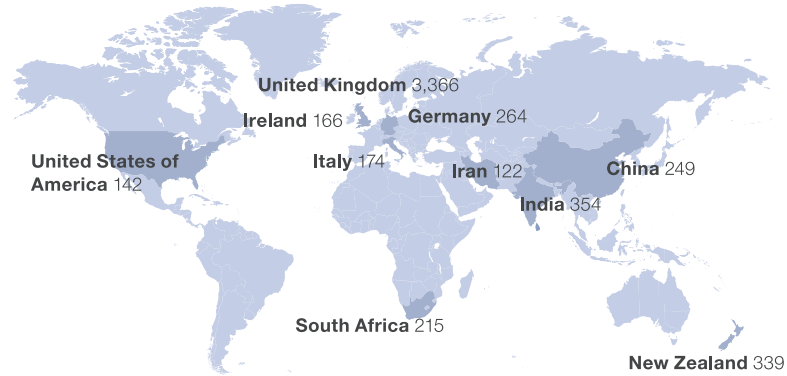


LOW

- Unemployment

CULTURAL DIVERSITY

18% of residents were born overseas



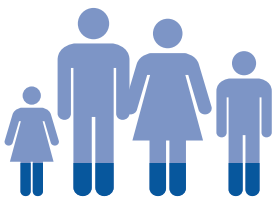
HIGH DENSITY HOUSING MEDIAN

Compared to greater Adelaide

50.9%

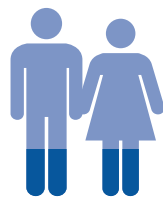


HOUSEHOLD TYPES



Couples with children

21.5%



Couples without children

26.4%



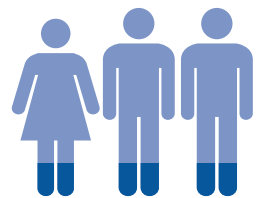
One parent families

7.5%



Lone person households

34.6%

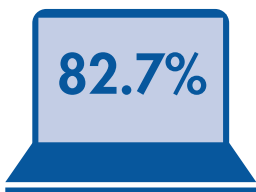


Other

10%

INTERNET ACCESS

By July 2019 all of Holdfast Bay with have NBN access



LOWER VEHICLE USAGE

Households in Holdfast Bay have lower vehicle usage than greater Adelaide.



Source: City of Holdfast Bay Remplan



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 vibrant 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 (2019)

HOW YOU RATED YOUR COUNCIL OUT OF 10

COMMUNITY



8.5

Providing library services



7.95

Providing sporting facilities



7.85

Delivering services for the elderly and people with a disability



8.0

Promoting programs and services that encourage an active lifestyle

PLACEMAKING



7.0

Maintaining roads and kerbing



7.2

Maintaining cycle networks



8.2

Providing a sense of safety in neighbourhoods

ENVIRONMENT



8.0

Maintaining beaches and coastal areas



8.15

Providing adequate waste management services



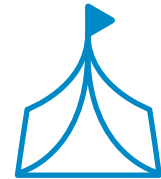
Overall rating of Holdfast Bay as a place to live

ECONOMY



7.9

Encouraging a diverse range of business and services in the area



7.8

Supporting and promoting tourism and events

CULTURE



6.8

Quality of service provided by Council staff



7.1

Overall satisfaction with the quality of service and performance of the Council



8.2

Maintaining well laid out parks and reserves



7.7

Providing programs that foster social interaction and community wellbeing



8.8

Likelihood to recommend Holdfast Bay as a place to live



HIGHLIGHTS

Major projects

In 2019–20 we will fund and undertake a number of major projects to support the vision and objectives outlined in our strategic plan, *Our Place 2030*.

These include:

› **Wigley Reserve Playspace and Fitness Hub**

We will commence construction of the Wigley Reserve Playspace and Fitness Hub in line with the preferred detailed concept design based on community engagement findings. This project will upgrade the current playground and fitness area into a destination playspace with opportunities for all ages and abilities. The upgrade of this playspace will activate a largely under utilised space turning it into a well loved community asset. Construction is subject to successful grant funding from the State Government.

› **Glenelg Oval Sporting Complex Masterplan Stage 1**

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. The project was unsuccessful in securing Grant Funding in 2018–19. Council is committed to completing Stage 1 in 2019–20.

› **Brighton Oval Masterplan**

The Brighton Oval Masterplan is a \$13.7million redevelopment that commenced in 2018–19 with a \$2 million investment from the State Government. The Federal Government recently announced a \$5million grant for the project, providing our community with the opportunity to complete the whole of the Masterplan by mid 2021. The Masterplan includes all new facilities including the construction of new club room facilities for the Rugby, Lacrosse and Football/Cricket clubs as a part of Stage 1 of the Masterplan. The Federal funding means we can now proceed with Stage 2 which includes upgrades to community recreation facilities, upgraded spectator and public amenities, cricket training facilities, car parking and safety upgrades to adjacent roadway. These upgrades will benefit the whole community with both formal and non-formal users provided with brand new facilities.

› **Glenelg Town Hall Restoration**

In 2017–18 we engaged specialised heritage architects to undertake an assessment of the Glenelg Town Hall. This assessment identified a range of restoration works required to be undertaken to this important, historic State Heritage listed building over a multi-year program. In 2019–20 we have allocated \$1 million to continue these repair works to ensure the building can be enjoyed for many years to come.

› **Jetty Road Glenelg and Environs Masterplan**

Progressing the implementation of the Jetty Road Glenelg and Environs Masterplan, which was adopted in February 2018. Council was unsuccessful in receiving grant funding in 2018–19 for construction of the Chapel Street civic plaza and Coast stages 1 & 2. In 2019–20, Council has allocated \$1.8 million to construct the Chapel Street Plaza project (which now includes upgrades to Hindmarsh Lane) and will apply to the State Government for funding the remaining \$1.8 million. In 2019–20 Council will progress the designs for Stage 2—Moseley Street to Colley Terrace.

› **The Buffalo Site**

Council recognises the importance of the Buffalo site to our community. We are committed to finding a long term purpose for the site that will meet the current and future desires of our community for generations to come. In 2019–20 Council will rehabilitate the site and determine long term plans for it.



FINANCIAL OVERVIEW

In the 2019–20 financial year we predict we will be working with:

- › a consolidated operating surplus of \$72,000 (Alwyndor deficit of (\$180,000) and Municipal operations surplus of \$252,000)
- › a consolidated operating income of \$67.69 million to cover our operating expenditure of \$67.62 million
- › a 2.7 per cent increase in rate revenue (excluding separate rates and the Natural Resource Management Levy).

In the 2019–20 financial year we will invest \$80.74 million to provide services, implement programs and build or maintain essential assets. Our main areas of investment will include:

- › \$57 million to provide services to our community
- › \$7.71 million to upgrade and maintain our community assets
- › \$16.02 million for new capital infrastructure and service improvements.

FINANCIAL SUMMARY



2019–20 REVENUE \$71.58 MILLION

We will receive \$71.58 million to provide services and infrastructure to the community.

MUNICIPAL REVENUE

Rate Revenue

Rates General	\$35.22 million
Rates: Jetty Road Mainstreet Separate Rate	\$0.578 million
Rates: Patawalonga Marina Separate Rate	\$0.072 million
Rates: NRM Levy	\$1.28 million
Total rate revenue	\$37.15 million

Operational Revenue

Statutory charges	\$2.298 million
User charges	\$4.138 million
Investment income	\$0.084 million
Reimbursements	\$0.712 million
Other	\$0.565 million
Total operational revenue	\$7.80 million

External Revenue

Proceeds from the disposal of assets	\$0.357 million
Operating grants and subsidies	\$2.88 million
Capital grants, subsidies and contributions	\$3.52 million
Share of profit - joint ventures	\$0.23 million
Total external revenue	\$7.0 million

TOTAL MUNICIPAL REVENUE **\$51.95 million**

ALWYNDOR REVENUE

Operational Revenue

User charges	\$3.97 million
Investment income	\$0.49 million
Reimbursements	\$3.07 million
Other	\$1.75 million
Total operational revenue	\$9.29 million

External Revenue

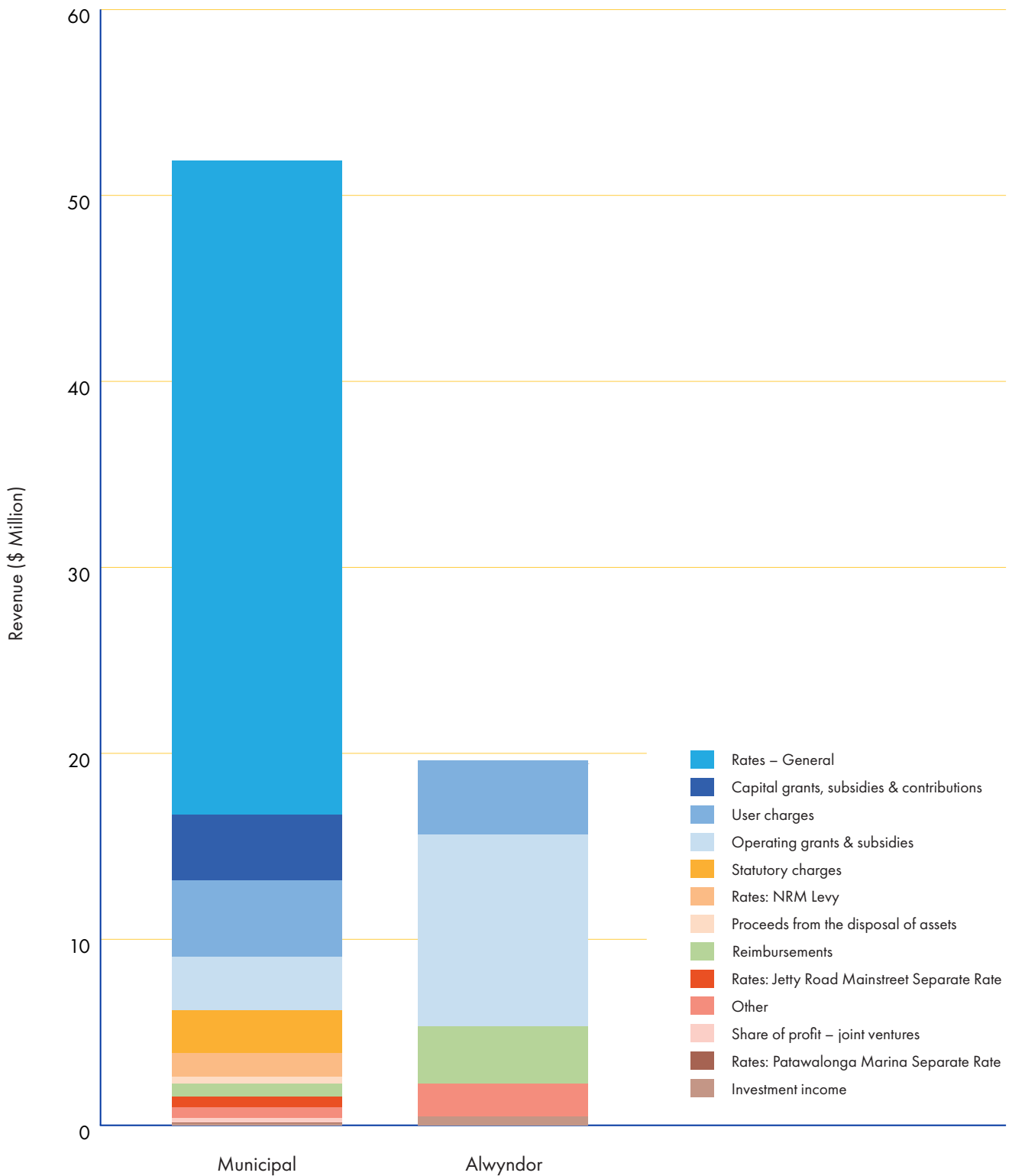
Operational grants and subsidies	\$10.34 million
Total external revenue	\$10.34 million

TOTAL ALWYNDOR REVENUE **\$19.63 million**

CONSOLIDATED REVENUE

TOTAL CONSOLIDATED REVENUE (INCLUDING CAPITAL & OPERATING REVENUE) **\$71.58 million**

2019-20 REVENUE



2019–20 OPERATIONAL EXPENDITURE \$67.62 MILLION

We will spend \$67.62 million to deliver services to the community.

MUNICIPAL OPERATIONAL EXPENDITURE

Services

Asset management	\$8.12 million
Corporate services	\$5.15 million
Open spaces & coastal assets	\$3.37 million
Waste management	\$3.94 million
Marketing & tourism	\$2.27 million
Regulatory services	\$1.97 million
Information & technology services	\$2.04 million
Library services	\$1.62 million
Community wellbeing	\$1.57 million
Development services	\$1.37 million
Commercial & economic enterprise	\$1.50 million
Community development	\$1.28 million
Financial services	\$1.18 million
Strategic planning & development policy	\$1.03 million
Total expenditure on services	\$36.41 million
Other operational expenditure	
Depreciation - municipal	\$9.29 million
NRM Levy	\$1.28 million
Operational new initiatives	\$0.83 million
Total expenditure on other operational	\$11.40 million
TOTAL MUNICIPAL OPERATIONAL EXPENDITURE	\$47.81 million

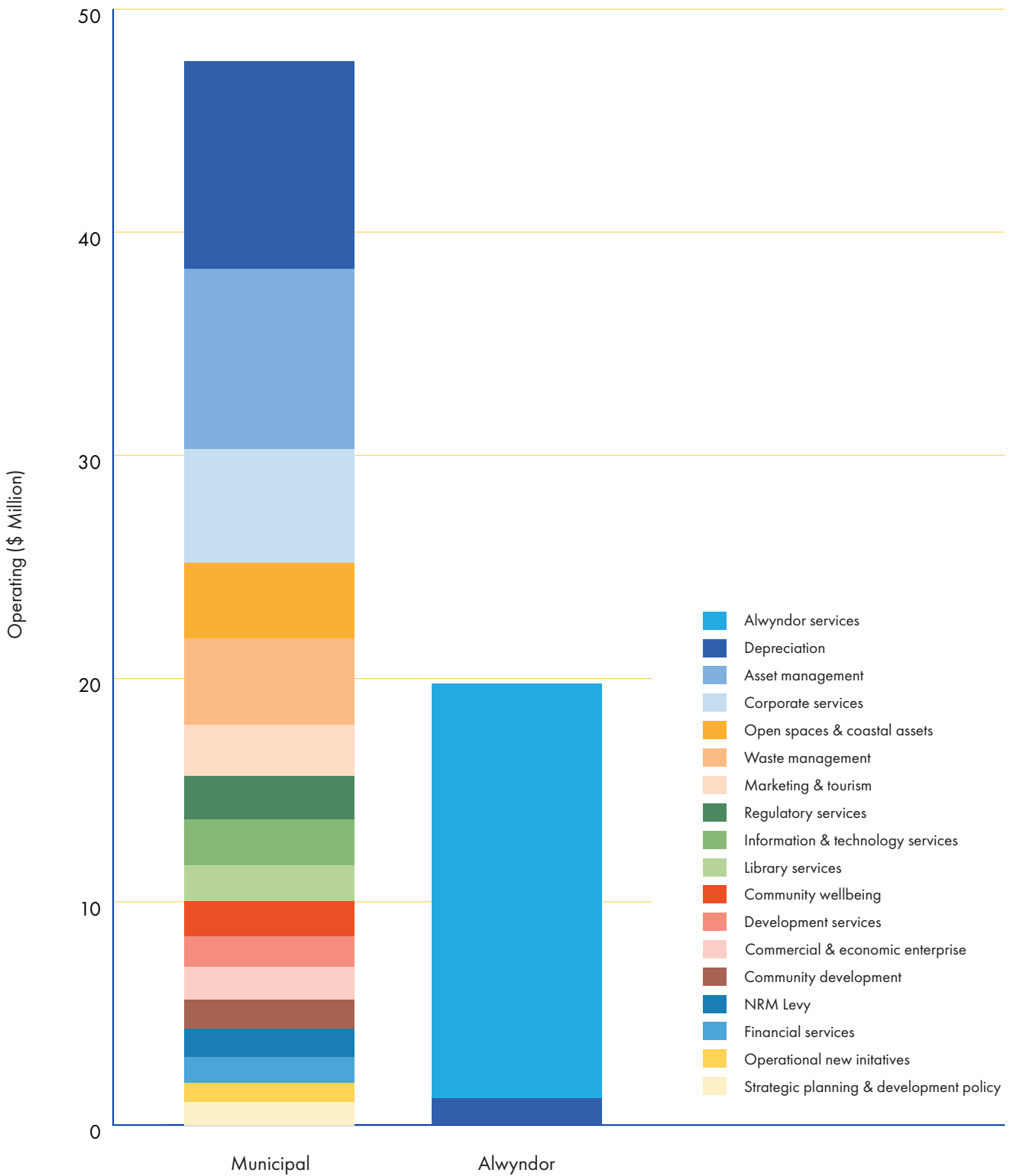
ALWYNDOR OPERATING EXPENDITURE

Alwyndor services	\$18.63 million
Total expenditure on services	\$18.63 million
Other operational expenditure	
Depreciation - Alwyndor	\$1.18 million
Total expenditure on other operational	\$1.18 million
TOTAL ALWYNDOR OPERATIONAL EXPENDITURE	\$19.81 million

CONSOLIDATED OPERATIONAL EXPENDITURE

TOTAL CONSOLIDATED OPERATIONAL EXPENDITURE	\$67.62 million
---	------------------------

2019-20 OPERATIONAL EXPENDITURE



2019–20 CAPITAL PROGRAM \$23.73 MILLION

We will spend \$23.73 million on our capital program to update and maintain our community's assets in 2019–20.

MUNICIPAL CAPITAL PROGRAM

Capital new initiatives	\$16.02 million
Transport & access ¹	\$2.70 million
Buildings	\$0.87 million
Major plant & equipment replacement	\$1.23 million
Open space	\$0.73 million
Stormwater drainage	\$0.37 million
Library collection	\$0.09 million
Coastal	\$0.05 million
Project management capitalised ²	\$0.83 million
TOTAL MUNICIPAL CAPITAL EXPENDITURE	\$22.89 million

ALWYNDOR CAPITAL PROGRAM

Alwyndor asset renewal and replacement	\$0.84 million
TOTAL ALWYNDOR CAPITAL EXPENDITURE	\$0.84 million

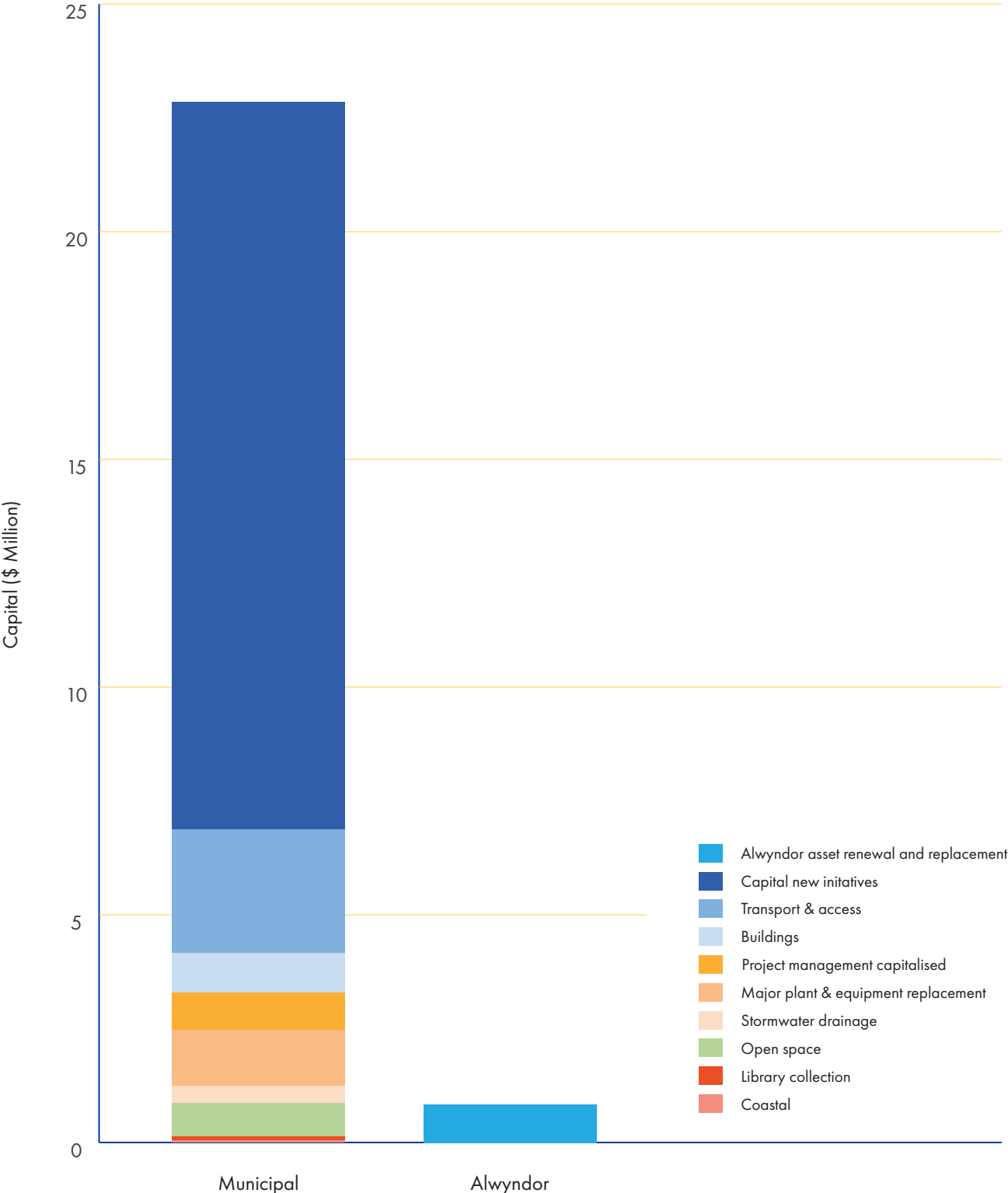
CONSOLIDATED CAPITAL PROGRAM

TOTAL CONSOLIDATED CAPITAL EXPENDITURE	\$23.73 million
---	------------------------

¹ to be subsidised by \$300,000 Commonwealth Government Funding through the Roads To Recovery Grant Program.

² 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.

2019-20 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 2019–20 Annual Business Plan. They include:

Waste management - China Sword

The Green Sword policy is a ruling introduced by China in 2017 to reduce the volume and contamination levels of recyclable materials it imports for reprocessing.

Twenty-four types of recyclables have been banned (ceasing of import licenses) across both industrial and household categories. Those most relevant to local recycling services are household plastics and waste paper recycling. Banned plastics include scrap PET, scrap polyethylene, scrap PVC and scrap polystyrene.

Paper and cardboard waste types are still imported but have to meet lower contamination levels of 0.5%, down from the previous 1.5% contamination rate. For impact of this on the 2019–20 budget we have provisioned \$383,000.

Economic vitality

Turbulence in financial markets has increased in recent times, reflecting concerns around the outlook for major economies, as well as risks related to the US-China trade dispute, Brexit and the Italian-European Commission budget dispute. Equity and commodity markets have exhibited considerable volatility and this, together with a slowdown in global growth in the December quarter, has contributed to doubts around the strength of the global economy through this financial year.

However, the South Australian tourism economy has continued to exceed growth expectations, with the value of tourism to South Australia soaring to an all time high of \$6.9 million. Our City is perfectly positioned to benefit from this growth, with our premium offering, and award winning tourism campaign. The Council

continues to invest in the economic vitality of our City through the implementation of the Economic Activation Plan, supporting and growing local business, making it easier to do business, boosting our visitor economy and harnessing emerging technology.

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.

Environmental sustainability

We are committed to protecting our valuable natural environment, with a focus on biodiversity and protecting our unique coastal environs. We are committed to reducing our reliance on fossil fuels, replacing streetlighting with LED lights, and conducting an energy audit of Council buildings. We continue our water sensitive urban design projects, remediating three gullies and maintaining our precious beaches. In 2019–20 we will develop an Environmental Strategy to provide a holistic approach and priority for our resources in tackling the impacts of climate change.

THE 2019–20 BUSINESS ENVIRONMENT

The following factors are expected to influence our business environment in 2019–20

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 2019–20 we expect the Environment Protection Authority Landfill Levy to rise by 3 per cent to \$103 per tonne.

Depreciation on new assets has increased by \$255,000. 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 December 2018 quarter was 2.7 per cent.

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 2019–20. For this reason, we have prepared our 2019–20 *Annual Business Plan* based on an estimated growth of 0.5 per cent. Potential changes to negative gearing legislation may have an impact on development levels.

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.

Whilst some of the Government's reform agenda has been delivered, the remaining reforms are likely to continue to impact 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.
- › Increased costs to Council to manage an expanded building inspection regime, required to monitor and regulate the anticipated rise in non-conforming developments that will be approved independent of Council.
- › 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.

Likewise, the impact of the 2019 Federal Government Elections will require close monitoring.

Aged care industry transformation

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 Program

Council continues to administer the grant-funded Commonwealth Home Support Program (CHSP), which offers older people subsidised basic maintenance and support services to enhance independence, promote social inclusion and support wellness. In October 2018, the Minister for Senior Australians and Aged Care, the Hon Ken Wyatt AM, MP announced \$50 million per year in growth funding over 2 years to a select number of existing CHSP service providers from 2018–19 with strong record of delivery. The City of Holdfast Bay has so far secured additional grant funding for domestic assistance and for home modifications and looks forward to continuing to provide these valued services to local residents of the City of Holdfast Bay for the 2019/20 financial year.

The National Disability Insurance Scheme (NDIS) (the new way of providing individualised support for people with disability, their families and carers) continues to roll out across South Australia. Local Holdfast Bay residents have been transitioning into the new scheme since June 2018 and continue to do so. The City of Holdfast Bay remains committed to continuity of care for all residents currently receiving support services through the SA-HACC program until the NDIS is fully in place and will also continue to provide services to those people who do not meet the eligibility for the NDIS and are not already receiving similar support through other specialist disability providers.

External funding sources

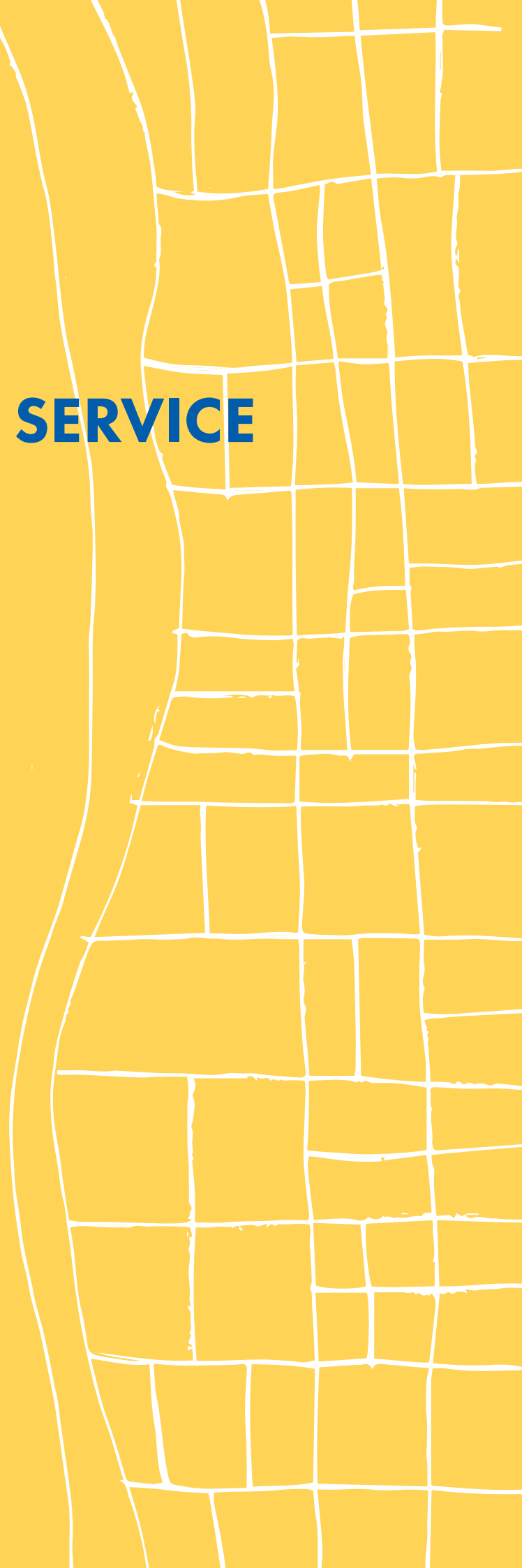
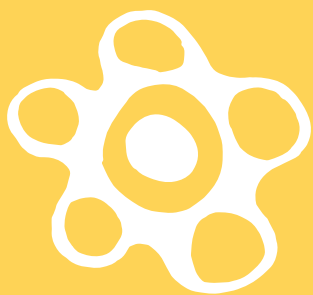
Our 2019–20 budget relies significantly on property rate revenue for our operations. Rates make up 77 per cent of our revenue, excluding Alwyndor and the NRM Levy. Whilst we are a leader in South Australia for non-rate revenue, we are still seeking to reduce this rate burden by increasing our revenue 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 2019–20 these projects include:

- › Stormwater Management Plan implementation
- › Jetty Road Glenelg and Environs masterplan - phase 1 construction
- › Wigley Reserve Playspace and Fitness Hub

In addition to external cost increases fewer opportunities and lower funding amounts are available to Council from State and Commonwealth grants.

ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY





COMMUNITY

A healthy, creative, connected community.

In 2019–20 we will allocate \$35.65 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 2018–19 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:

- › Upgraded playground equipment at Bindara Reserve and Susan Grace Benny Reserve
- › Undertook important maintenance works at Brighton Surf Life Saving Club
- › Installed shade sails at the Glenelg Oval
- › Increased Brighton Library opening hours to six days a week increasing patronage by over 16,500 visitors (31%)
- › Developed an Arts and Culture Strategy
- › Developed the Holdfast Bay Community Centre Masterplan
- › Installed automated defibrillators in council buildings
- › Completed cemetery improvements including new ashes memorial sites and design extension of burial areas. A full audit of the cemeteries was completed allowing updated cemetery maps and records to be made available online.
- › Undertaking preparatory design work for important restoration work at the Glenelg Town Hall
- › Commenced Stage 1 construction of the Brighton Oval Sporting Complex masterplan which will include three new buildings for tenant clubs, additional public amenities including accessible toilets and enhanced spectator facilities. Council secured \$2million in State Government funding for this stage of the implementation.

- › Created detailed designs for Wigley Reserve Playspace and Fitness Hub
- › Constructed a playspace at Kauri Sports & Community Centre
- › Undertook concept plans and design options for the Glenelg Town Hall Museum and Gallery
- › Developed a Disability Access and Inclusion Strategy and Action Plan

Please visit www.holdfast.sa.gov.au for a full list of our achievements.

OUR PRIORITIES

In 2019–20 we will continue to deliver projects that build a healthy, creative, connected community, including:

- › Continuing restoration work at the Glenelg Town Hall
- › Implementing phase one of our new Arts and Culture Strategy
- › Commencing implementation of the Access and Inclusion Strategy
- › Undertaking an update on our Social Needs and Community Infrastructure Planning and Analysis Report
- › Construction of the Wigley Playspace and Fitness Hub upgrade (subject to grant funding)
- › Completing Stage 1 and commencing Stage 2 of the Brighton Oval Masterplan
- › Undertaking construction of Stage 1 of the Glenelg Oval Sporting Complex Masterplan, focusing on the Holdfast Tennis Club.

OUR SERVICE DELIVERY \$25.07 MILLION

Alwyndor Aged Care – \$18.63 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 – \$1.57 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
- › **Home and Community Care program**
Providing basic support services to people under 65 years who live with disability and are not eligible for services through the NDIS or other specialist disability support services.
- › **Community transport**
A kerb-to-kerb community bus service with routes from home to local shopping centres and facilities for eligible residents.
- › Commencing implementation of our Access and Inclusion Strategy.

Library services – \$1.62 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 – \$1.97 million

We will keep our community healthy and safe by supporting a broad and emerging view of public health and safety whilst maintaining our capacity to respond to current and existing problems. It is also recognised that the community's health and safety is affected by many fields of regulatory activity which plays a significant role in the protection of public health and safety. We will utilise new approaches to respond to public health and safety threats that are suited to dealing with a range of both existing and emerging issues, whilst encompassing the traditional 'sanitary' concerns of public health practice.

We will achieve this by:

- › Supporting our community to minimise their environmental and local nuisance impacts
- › Improving community wellbeing and safety by supporting responsible dog and cat ownership
- › Supporting food businesses achieve high standards of food safety and hygiene to ensure that our community stays healthy
- › Working collaboratively with supported residential facilities to ensure that standards of care and accommodation are met for residents with a disability or mental health illness and to ensure that the rights and responsibilities of residents are protected
- › Supporting good health and community wellbeing through the effective delivery of an immunisation program
- › Improving community awareness of the risks of exposure to notifiable conditions

- › Promoting health and safety through the delivery of education, compliance and enforcement activities whilst ensuring a timely response to customer requests
- › Encouraging and supporting our businesses to expand their business activities with outdoor dining and display of goods to support the economy and improve the ambience of the streetscape
- › Monitoring public safety and security to ensure that our community can safely move around the City's public places and spaces
- › Improving road safety and accessibility through the provision of adequate parking for our residents and visitors.

OUR CAPITAL PROJECTS \$1.24 MILLION

Open space and playground renewal \$237,180

As part of our open space management plans, we have allocated \$237,180 to repairing or upgrading infrastructure in our reserves and playgrounds including replacing the much loved and used trampolines at Glenelg Foreshore Playspace, a variety of irrigation and fencing, picnic settings, bins and park benches. Also see Our New Projects for a range of playground upgrades.

Public reserve lighting - \$141,240

We are keeping our reserves safe and well lit.

Sporting and community clubrooms and facilities – \$698,000

In 2019–20 we will repair and maintain a number of sporting and community facilities. This includes replacing tennis court surfaces at a number of locations, and maintenance works at Holdfast Bay Community Centre, Partridge House, Ringwood Community Centre, Seacliff Youth Centre, Brighton Table Tennis Clubrooms, Brighton Croquet Clubrooms, Brighton Bowling Club, Brighton Seacliff Yacht Club, Brighton Tennis Club and Glenelg North Community Centre.

Library collection and improvements – \$160,340

In 2019–20 we will allocate \$85,340 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 continue to maintain our two important community libraries including external works at Glenelg and Brighton. See page 30 for information on a new Mobile Digital Hub.

OUR NEW PROJECTS \$9.34 MILLION

Glenelg Town Hall – \$1 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 2019–20 we have allocated \$1 million to continue these important works at the State Heritage listed building. For more information see Highlights, page 9.

Glenelg Oval Sporting Complex Masterplan implementation – stage 1 (Holdfast Tennis Club) – \$889,949

In 2019–20 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 the courts. Council was unsuccessful in attracting grant funding in 2018–19 and will pursue the project in the upcoming year as a fully Council funded proposition, should external funding not be achieved. For more information see Highlights, page 9.

Brighton Oval Masterplan – \$6,056,670

We will complete Stage 1 of the Masterplan in 2019–20 which comprises the construction of new club room facilities for the Rugby, Lacrosse and Football/Cricket clubs, and commence construction of Stage 2 of the Masterplan which includes upgrades to community recreation facilities, upgraded spectator and public amenities, cricket training facilities, car parking and safety upgrades to adjacent roadway. For more information see Highlights, page 9.

Wigley Reserve Playspace and Fitness Hub – \$1 million

We will commence construction of the Wigley Reserve Playspace and Fitness Hub in line with the preferred detailed concept design based on community engagement findings. This project will upgrade the current playground and fitness area into a destination playspace with opportunities for all ages and abilities. The upgrade of this playspace will activate a largely under utilised space turning it into a well loved community asset. Construction is subject to successful grant funding.

Disability Access & Inclusion Strategy and Action Plan implementation – \$24,000

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 implementation of Disability Access & Inclusion Strategy & Action Plan will include an audit of Council's facilities and aspects of its operations to provide a prioritised action plan to address access and inclusion requirements, as per the bill.

Advanced Pump Track – \$71,810

In response to a request from local residents Council will investigate options for and commence construction of an advanced pump track suited to more senior and experienced riders at a site on Cedar Avenue.

Kingston Park Masterplan – \$100,000

Council will review the Masterplan and implement Stage 1.

Investing in our partnership with the Kaurua Nation – \$35,000

We will continue to work together with Kaurua, other aboriginal groups, and State Government to promote projects and opportunities of cultural significance across the City, to promote a greater understanding of the Kaurua people's cultural heritage and spiritual beliefs.

Social Needs and Community Infrastructure Planning and Analysis Report – \$40,800

This report describes the alignment between community infrastructure and current and projected social needs. The last assessment was conducted in 2012 and an update is required.

Library Mobile Digital Hub – \$10,000

In pursuit of our endeavour to ensure our libraries become hubs of knowledge, creativity and innovation Council is investing \$10,000 in a Mobile Digital Hub to showcase digital technologies to the community, including schools, community centres and service clubs. Various technologies will be covered, such as: 3D printing, basic coding and robotics, drones, augmented and virtual reality.

Wattle Reserve multi-use court upgrade – \$34,000

Upgrade current 3:3 basketball court into a multi-use netball and basketball court with separate rings and regulation goal ring/three point shooting lines. This investment will create a recreation asset with higher carrying capacity (including basketball 3 point arc and netball ring) and community interest at this well used community space.

Dulcie Perry Reserve Playspace Redevelopment – \$82,500

A redevelopment of the Dulcie Perry Playspace including extending the play zone around the existing modular play equipment and slide to include a 4 way rocker/seesaw and the existing (or a new) swing set.





ENVIRONMENT

A community connected to our natural environment.

In 2019–20 we will allocate \$10.62 million to protecting biodiversity; building an environmentally resilient city; using resources efficiently; and fostering an environmentally connected community.



OUR ACHIEVEMENTS

In 2018–19 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:

- › Commenced a multi-year LED streetlight conversion program
- › Delivered improvements to and conservation of Barton, Gilbertson and Pine Gullies
- › Upgraded stormwater infrastructure in our city, including key sites in Somerton Park, Brighton and North Brighton
- › Upgraded stormwater drainage at Glenelg East and a number of stormwater pits across our City
- › Improved public safety and conservation of our coastal dunes at Glenelg and Seacliff
- › Installed a further two sand groynes at Brighton to reduce sand erosion
- › Implemented Water Sensitive Urban Design projects through stormwater integration in areas of Glenelg, Seacliff and Glenelg South
- › Established a Biodiversity Corridor along the Sturt River including design and installation of interpretive signs in a trail throughout the City's conservation sites
- › Undertook tours of our conservation sites.

Please visit holdfast.sa.gov.au for a full list of our achievements.

OUR PRIORITIES

In 2019–20 we will continue to deliver projects that support a more sustainable environment and an environmentally connected community, including:

- › Continue to deliver Water Sensitive Urban Design rain gardens around the Council area
- › Continue to deliver improvements to and conservation of our natural gullies
- › Continue upgrading stormwater infrastructure in our city, including key sites in Somerton Park, Brighton and North Brighton
- › Continue to establish our biodiversity corridor along the Sturt River
- › Install further bins along the esplanade at Brighton
- › Install further dog bag dispensers
- › Continue our program to improve household waste reduction.

OUR SERVICE DELIVERY \$7.31 MILLION

Open space and coastal assets – \$3.37 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 – \$3.94 million

Purchase additional kitchen organic baskets and compostable bags. Implement additional educational campaigns to assist in landfill diversion.

OUR CAPITAL PROJECTS \$412,200

Flood management – \$367,000

Upgrading our stormwater drainage throughout the area improves our capacity to protect against flooding. In 2019-20 we have allocated \$367,000 to continue with stormwater improvements across our city in line with our Stormwater Management Plan. This includes remedial work on the Harrow Road Headwall and a replacement of the Marine Parade Outfall, as well as works on a broad range of other pipes and pits.

Coastal works – \$45,200

To improve public safety and conservation of our coastal dunes, we have allocated \$45,200 to install coastal fencing including Marlborough Street and Wheatland Street. We'll replace the drinking fountain at Whyte Street, and undertake repairs to Glenelg Jetty.

OUR NEW PROJECTS \$2.9 MILLION

Plan development of beach width increase – \$10,000

Our beaches are consistently rated as our most valuable asset in terms of quality of life and visitation. Council will develop a comprehensive plan to increase and sustain beach width.

Energy Audit and Program – \$35,000

This project will undertake an audit of current energy use within the council and its buildings. It will recommend opportunities to reduce use of energy or implement alternative/renewable energy sources.

Street light conversion to LED – \$40,000

To reduce our environmental impact and operating costs we will continue to convert our street lights from fluorescent lighting to more energy efficient LED lighting.

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.

Water Sensitive Urban Design – \$300,000

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.

Dog bag dispensers – \$30,750

Replace existing dog bag dispensers with compostable bag compatible models and install an additional 6 dispensers in various locations across Holdfast Bay.

Develop an environmental strategy – \$60,000

This project will develop an environmental strategy which will assist to pull together the environmental pillar plans, climate change and emerging activities such as reducing single use plastic.

Continuing to support the Food 2 Green program – \$20,000

Continue to support community uptake of the Food 2 Green program through the purchase of additional, compostable bags, increased promotion, bin inspections and a door knocking campaign.

Tree canopy – \$40,000

This project will undertake activities such as planting new trees and protecting existing trees to increase the urban forest.



Improve coastal dunes biodiversity – \$40,000

Biodiversity baseline data was undertaken in 2018 to provide for improvement actions such as removal of weeds, pests and planting of new native plants.

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 2019-20 and will apply for a further \$1 million in grant funding to continue improvements to our stormwater infrastructure across the city.

Improvements to Barton Gully, Gilbertson Gully and Pine Gully – \$200,000

In 2019–20 we will allocate \$200,000 to implement the second stage of the Gully masterplans, which focuses on stormwater flow, path remediation and vegetation improvements.

Additional inspector patrols along the foreshore area – \$32,000

We will provide additional patrols along the foreshore area for 6 months (24 weeks) from September to February inclusive to cover the plover breeding and peak season to regulate, enforce and educate in terms of parking, protecting native flora and fauna and responsible dog ownership. A three year trial.

Additional bins for Brighton Esplanade – \$1,800

We will install additional bins to accommodate the popular covered seating areas along the esplanade at Brighton.

Gross Pollutant Trap Cleaning – \$40,000

To improve the efficacy of our stormwater systems, additional cleaning over and above the programmed cleaning of gross pollutant traps will be undertaken.



ECONOMY

A diverse and resilient local economy.

In 2019–20, we will allocate \$4.22 million to supporting and growing local business; making it easier to do business; harnessing emerging technology; and boosting our visitor economy.



OUR ACHIEVEMENTS

In 2018–19, 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, towards a five year horizon in supporting local economic development and investing in future growth industries
- › Progressing our economic objectives by dedicating a resource to economic development and business support in Holdfast Bay
- › Continuing 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
- › Providing a digital support program for local businesses to support and assist businesses entering or expanding an online presence
- › Upgrading our carpark facilities, replacing nine ticket machines in Glenelg with credit card enabled machines and introducing a new parking management system
- › Hosting more than 250 events, attracting over 500,000 event attendees. These events included New Year's Eve, TDU Street Party and Race Start, TDU People's Challenge, Christmas Pageant, Adelaide Fashion Festival Street Party, Moseley Beach Club, Winter Wonderland and the Skyline Ferris Wheel amongst many others
- › With over 7,000 registered participants which included 4,400 competing athletes from 45 nations, the LWC2018 hosted in Glenelg has been the largest Lifesaving World Championships ever conducted.

Please visit holdfast.sa.gov.au for a full list of our achievements.

OUR PRIORITIES

In 2019–20 we will continue to support our local economy, welcome tourism and attract a variety of events to our city. Our focus for 2019–20 includes:

- › Providing a digital support program for local businesses to support and assist businesses entering or expanding an online presence
- › Continuing to support small business start ups with our \$50,000 small business development grants
- › Attracting a broad range of events to our city, through upgrading our event infrastructure, continuing to resource a busy and professional events team and introducing an event attraction fund
- › Progressing the objectives in our economic activation plan.

OUR SERVICE DELIVERY \$3.77 MILLION

Tourism and business marketing services – \$2.27 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 – \$1.50 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 \$26,000

Car parking – \$26,000

We will continue to upgrade car-parking facilities in our City. In 2019–20 we have allocated \$26,000 for upgrades and maintenance in the Partridge Street carpark.

OUR NEW PROJECTS \$424,456

Economic Activation Plan

Economic prosperity has been a core element of Council's strategic planning and reflected in the Council's 'Our Place 2030' Strategic Plan as a core pillar to ensure 'A diverse and resilient local economy'.

In July 2018 Council endorsed the Economic Activation Plan 2018-2023 focusing on five strategic directions and working objectives that form the plan. These strategic directions form the basis of a five year action plan for the delivery of collaborative economic development programs and initiatives, resulting in ongoing economic prosperity for the city in the following key areas:

- › **Business Capacity Building**
- › **Investment Attraction and Growth**
- › **Innovation and Digital Evolution**
- › **Regional Collaboration**
- › **Adelaide's Premier Seaside Destination.**

Small business development grants – \$50,000

The Business Grant program assists new and existing businesses in Holdfast Bay to innovate and to further develop and grow their business.

The grant aims to provide a level of ongoing benefit to the city through increased employment, potential export opportunities and increased participation by the local community ensuring a vibrant and sustainable community.

The initiative seeks to support new and existing businesses that:

- › Demonstrate innovation, creativity and sustainable practices
- › Increase employment and export opportunities
- › Ensure a level of collaboration to increase partnerships and business engagement across the city
- › Demonstrate exemplar business practices
- › Encourages new businesses to locate in Holdfast Bay.

Western Adelaide Alliance – \$10,000

The four Western Adelaide councils are currently positioned well and are demonstrating growth that is leading the State. The Western Adelaide Alliance has the opportunity to continue this growth and partner with business in order to further capitalise on the economic prosperity for the region, with the end result being increased economic output for each member Council.

Project Initiatives:

- › Development of a western regional economic development strategy (activation plan)
- › Continuation of current initiatives in tourism, transport, business development, health, defence
- › Extend scope of projects to include waste management, business capacity building, smart cities, infrastructure.

Southern Business Advisory Service – \$10,000

The Southern Business Advisory Service funded currently by cities of Marion and Onkaparinga and State Government operates within the four southern council areas. A new funding bid is required in 2019–20 and the current funding bodies have request both Holdfast Bay and Mitcham councils contribute to the program.

Circular Economy Audit – \$20,000

Somerton Park Industry Precinct is a highly desirable and sought after area of Adelaide, unique in nature as the only light industrial area within Holdfast Bay bordering residential properties. The precinct has close access to major transport corridors, public transport services, is within 15 minutes of Adelaide International Airport and ideal to foster future industry growth sectors.

Digital training – \$20,000

The Digital Training and Support Program for small businesses is designed to assist and align businesses online activities with their business goals and increase their knowledge and capabilities to improve bottom line results in a constantly changing environment.

New Signage for Jetty Road Brighton – \$25,000

Council will install street banners to increase the visibility of Jetty Road Brighton and increase vibrancy for this popular mainstreet.



Major events support and attraction

Open space electricity supply – \$150,000

Upgrades to existing and installation of new electrical distribution services to support public functions and events in the Moseley Square and foreshore area.

Event investment and attraction fund – \$50,000

A fund that will allow us to develop, attract and support targeted events into the city that will align with new events strategy and new 3 year business plan including business events into the area.

Event Support – position continuation – \$79,456

Resource continuation to continue to support and grow our annual events calendar.

Support for Jetty Road Brighton Winter Solstice Activation – \$10,000

Council will support the traders to create a winter activation that focuses on Solstice 21-22 June. The Winter Solstice event proposes to create a Nordic themed event with tepees, fire drums and pines (wind breaks). This will be achieved through a street closure, family activities, acoustic performances and business engagement through street party activation both instore and on the street. The themed event will bring elements of the Jetty Road Brighton's relationship with sculptures and charitable involvement.



PLACEMAKING

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

In 2019–20, we will allocate \$17.02 million to creating vibrant and safe places; developing walkable, connected neighbourhoods; building character and celebrating history; and housing a diverse population.



OUR ACHIEVEMENTS

In 2018–19, 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:

- › Progressing the Jetty Road Glenelg and Environs Masterplan with detailed design for the Chapel Street Plaza and Coast sections
- › Constructing the Minda Dunes section of our coastal walking trail, the last section of the Coast Park walking trail for our city which was assisted by \$4.35 million of funding from the Government of South Australia.

Please visit holdfast.sa.gov.au for a full list of our achievements.

OUR PRIORITIES

In 2019–20 we will continue to build a well-planned, accessible and safe city by:

- › Progressing the Jetty Road Glenelg and Environs Masterplan with construction of the Chapel Street Plaza (subject to external funding)
- › Improving the amenity of the Buffalo site
- › Improving a number of locations around the Council area by installing traffic control devices
- › Implementing an accelerated footpath improvement program
- › Seacliff public toilets upgrade
- › Safety improvements at Parkinson Reserve
- › A pedestrian crossing at Angus Neill Reserve, Seacliff
- › Creating a new civic place with place making and landscaping around The Brighton Civic Centre.

OUR SERVICE DELIVERY \$10.52 MILLION

Asset management – \$8.12 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 – \$1.37 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 – \$1.03 million

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 \$2.77 MILLION

Roads (including kerb and water table reconstruction) – \$2.49 million

Our *Asset Management Plan* allows for the systematic repair and replacement of our city’s streets, kerbs and water table. In 2019–20, we have allocated \$1.33 million to renewing and upgrading roads; and \$1.16 million to renewing our kerb and water table.

Footpaths – \$152,841

Our *Asset Management Plan* allocates \$152,841 for 2019–20 to maintaining our city’s footpaths to ensure they are safe. In addition to this we’ve included an accelerated program as part of our new projects outlined below.

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 – \$38,000

Well maintained and well-located public toilet facilities in our open spaces is an important aspect of providing a liveable city. In 2019–20 we will allocate \$38,000 to undertaking works at a number of public toilets across the city.

Signage – \$56,100

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 2019–2020 we have allocated \$56,100 for signage in reserves throughout the City.

OUR NEW PROJECTS \$3.73 MILLION

Jetty Road Glenelg and Environs Masterplan – phase 1 construction – \$2.55 million

We will commence the construction of the Chapel Street Public Plaza. This project is subject to receiving external funding. For more information see Highlights, page 9.

Buffalo site amenity improvements – \$300,000

Council recognises the importance of the Buffalo site to our community. We are committed to finding a long term purpose for the site that will meet the current and future desires of our community for generations to come. In 2019–20 Council will rehabilitate the site and determine long term plans for it.

Traffic control studies and devices – \$140,000

This project will improve a number of locations by installing traffic control devices. This project will complement the traffic studies undertaken.

Accelerated footpath improvement program – \$200,000

Council has allocated an additional \$200,000 to accelerate the footpath improvement program.

Seacliff public toilets upgrade – \$15,000

Council will undertake the design and specification for a replacement of the public toilet and shower facilities located on the Esplanade at Seacliff. These toilets are close to reaching the end of their serviceable life and plans for their replacement need to be developed. It is proposed the upgraded facility would provide increased capacity included accessible access and would be designed to include additional public amenities such as beach showers and drinking facilities and would complement the new surf lifesaving infrastructure.

Brighton Civic Centre – \$250,000

Placemaking and landscape upgrade. Civic Centres have long been an important meeting and gathering place for communities. This project will transform the Civic Centre landscape into a lovely place for casual meetings, create opportunities for small markets, and improve the biodiversity of the area, as well as greening a dry urban space.

Pedestrian Crossing Angus Neill Reserve – \$200,000

We will improve safety for pedestrians crossing the esplanade to and from this popular playspace and reserve.

Parkinson Reserve Safety Improvements – \$35,000

We will provide additional lighting and CCTV coverage for the western pathway and playspace to reduce illegal and antisocial behaviour.

Gladstone Road Footpath – \$40,000

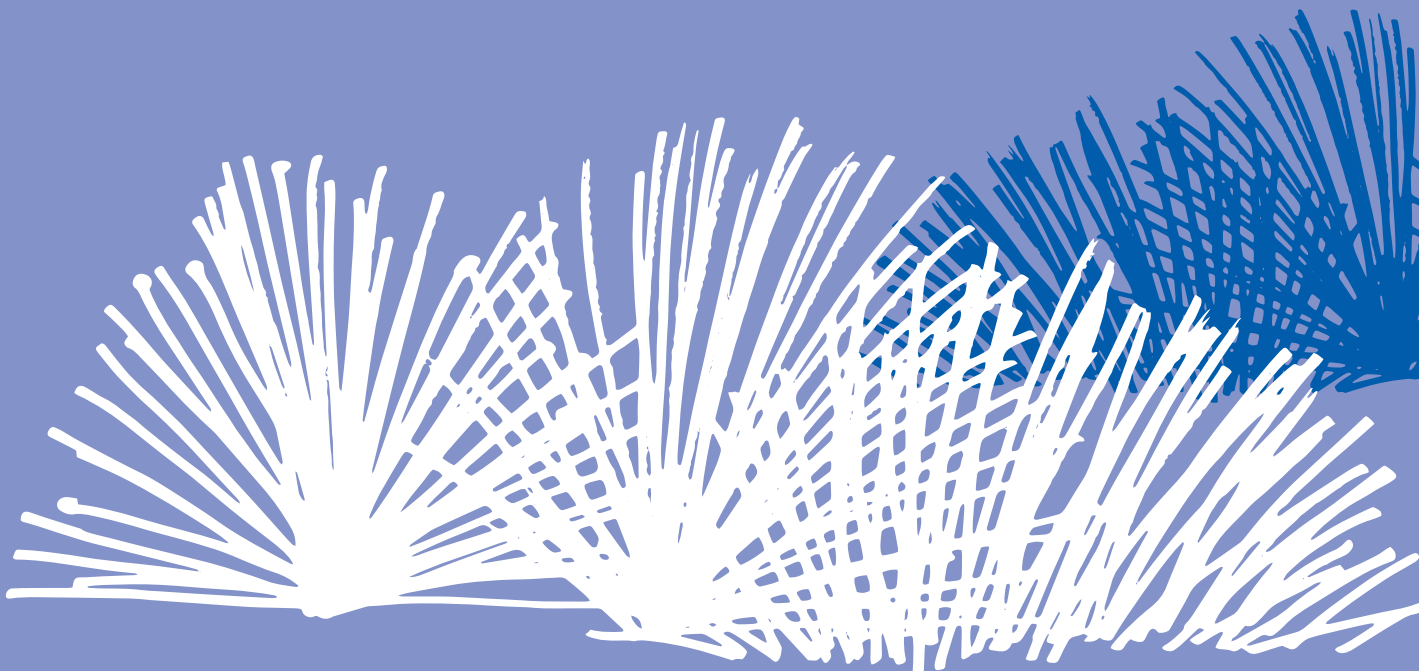
We will establish a new footpath on the southern side of the Gladstone Road between Walsh Street and the Esplanade.



CULTURE

An effective, customer-centred organisation.

In 2019–20, we will allocate \$11.27 million to providing customer-centred services; being financially accountable; enabling high performance; and supporting excellent, efficient operations.



OUR ACHIEVEMENTS

In 2018–19, 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 2018/19 we completed the implementation of new payment software, development application software and budgeting software, for improved efficiency and convenience.
- › In 2018 the Council was awarded a Local Government Information Technology SA (LGITSA) Award for Excellence in Information Management.
- › Continuing the responsible management of our operational and capital expenditure, allowing us to reduce our debts.
- › Resolving over 48,000 incoming calls via our customer service team.
- › Continued a school based trainee program, which gives the opportunity to local students to get support in gaining a qualification as well as workplace experience.
- › Conducted a comprehensive condition assessment of Council buildings.
- › Implemented an online grant application and assessment system to make it easier for our community members to apply for grants.
- › Held the Local Government Election for Holdfast Bay in November.
- › Continued our commitment to Leadership Development.

Please visit holdfast.sa.gov.au for a full list of our achievements.

OUR PRIORITIES

In 2019–20 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.
- › We will develop a Customer Service Strategy which will develop an holistic approach to creating high quality customer service for Council.
- › We will provide a grant to support an Aboriginal Traineeship Program at the Visitor Information Centre which will strengthen community connections and sustainability as well as improve the Visitor Centre's staff's understanding of the indigenous culture.

OUR SERVICE DELIVERY \$8.37 MILLION

Corporate services – \$5.15 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 communications.

Financial and rating services – \$1.18 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 – \$2.04 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 \$2.44 MILLION

Plant and equipment replacement – \$1.23 million

To meet our operational needs and enable safe, effective delivery of services, we have allocated \$1.23 million to maintaining and replacing our major plant and equipment.

Alwyndor asset renewal and replacement – \$844,063

Alwyndor will allocate \$844,063 to fund asset renewal and replacement works, including plant and equipment replacement.

Capital building works – \$363,868

In 2018–19, we have allocated \$363,868 to renewing our buildings to ensure that they continue to provide safe and comfortable facilities.

OUR NEW PROJECTS \$463,500

Customer Service Strategy 2019–2021 – \$56,000

The strategy outlines a holistic approach to creating high quality customer service for Council, and aims to ensure that staff are fully equipped with the attitudes and skills to provide exceptional customer service and experiences, for all customers. Previously customer service has been exclusively the remit of the customer service team. This proposal creates opportunities to embed service ambassadors/champions, alongside systems and processes to support a successful dynamic experience for our customers. An essential factor will be the implementation of a project team – initially consisting of managers, and then filtering down to staff and team members to drive the success of the project and become staff ambassadors within business units.

Aboriginal Traineeship Grant – \$7,500

Council will contribute \$7,500 to support an adult Aboriginal Trainee at the Visitor Centre.

Business Transformation – \$350,000

Continue the upgrade of our core systems to enable the delivery of our transactional services through a customer portal.

Asset Management Plan Update – \$50,000

The Council has a statutory requirement to update its asset management plan within 2 years of each Council election.



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 2019–20 we are proposing an extensive program of services and projects. To achieve this we expect to raise \$48.06 million in operating income and expend \$47.81 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 2019–20, 77 per cent of the revenue to fund municipal operations will come from rates.

We have budgeted for a consolidated operating surplus of \$72,000 in 2019–20, composed of an operating deficit for Alwyndor of \$180,000 and an operating surplus of \$252,000 for our municipal activities.

OUR FINANCIAL STATEMENTS

We have included a summary of our projected financial statements for the 2019–20 financial year in the *2019–20 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 \$35.87 million (excluding NRM Levy) from rates in 2019–20.

We own infrastructure and assets (such as roads, drains, footpaths and buildings etc) with a current value of approximately \$369 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 2019–20 *Annual Business Plan* is forecasting a projected requirement to borrow \$10 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.

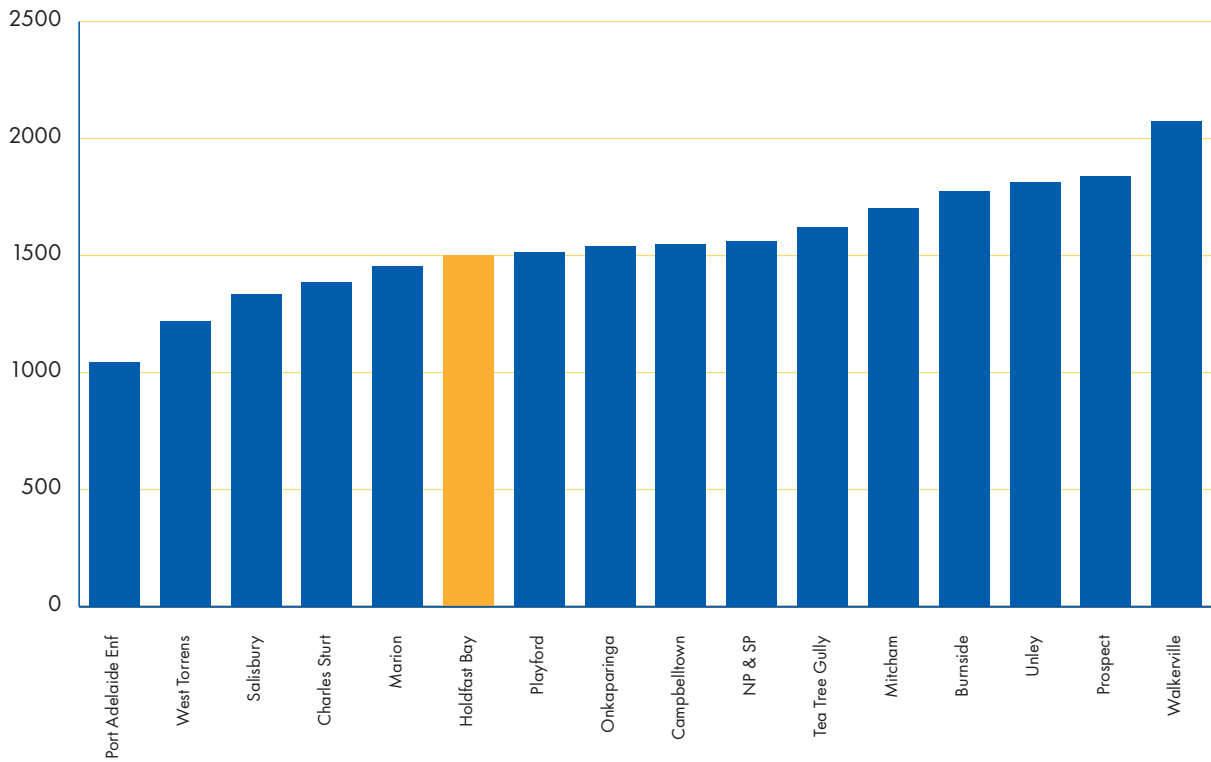
Rate comparisons

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.

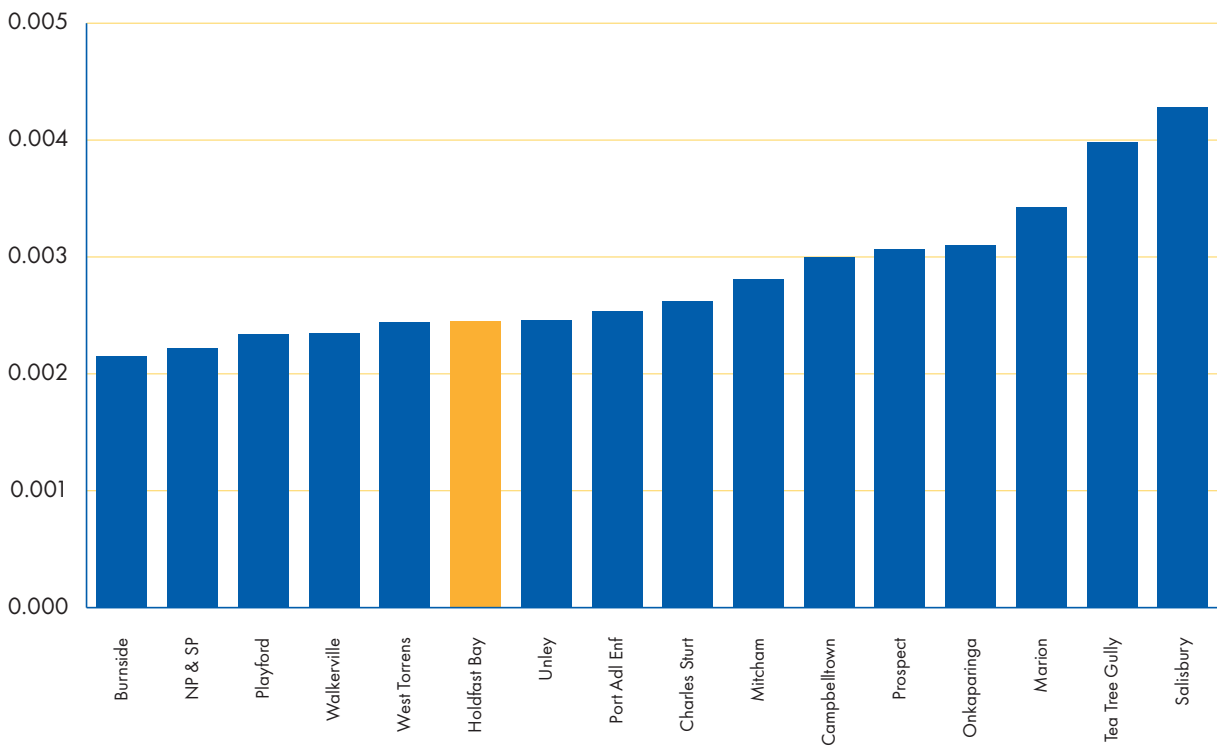
The amount of rates you pay is determined by multiplying your property's value by the rate in the dollar. For example, if the property value is \$500,000 and the rate in the dollar is 0.004474 cents in a dollar, the rates payable will be \$1,224.

The charts on the following page show a comparison of the average residential rate for Adelaide metropolitan councils for 2018–19. The average (mean) residential rate for the City of Holdfast Bay in 2018–19 was \$1,500. This represented a rate of 0.0024474 cents in the dollar of property value. We were able to deliver our program of services and projects outlined in the 2018–19 *Annual Business Plan*, with a residential rate that compares favourably to other South Australian Council areas.

2018–19 Average (mean) residential rate comparison



2018–19 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. At this stage we have not received the relevant property valuations information and, therefore, have yet to make a decision on how the rates will be apportioned.

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 2018, is available at the Brighton Civic Centre and can be downloaded at 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. The Valuer General may extend the 60 day objection period where it is shown there is reasonable cause to do so.

Residential rates

The residential rate for 2019–20 has yet to be determined. Our *2019–20 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 was \$612,537, with the average (mean) rate of \$1,500.

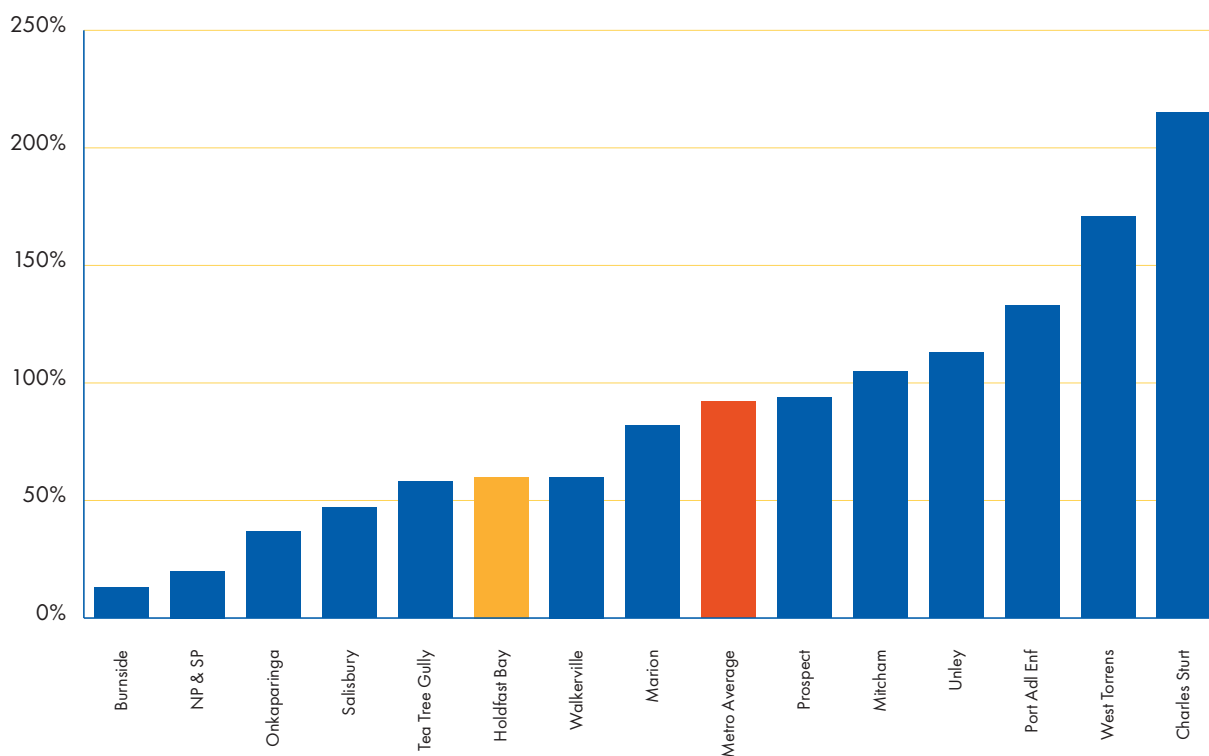
Industrial, commercial property and vacant land rates

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 2018–19 a differential premium of 60 per cent above the residential rate was applied, equating to 13.8 per cent of total rate revenue (\$4.81 million) being paid by this sector. This premium compares favourably with the metropolitan average of 92 per cent as shown in the following page.

TO BE DECLARED

2018–19 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 \$578,088 in 2019–20, which represents an increase of 2.4 per cent in the rate levied in 2018–19
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 2019–20 is expected to raise \$71,750. 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 was increased by \$26,192 to \$1.28 million.

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.

Minimum rate

We impose a minimum amount payable by way of rates. For 2019–20 the minimum rate is \$1,002.

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. In 2019–20 Council has determined that residents can apply for a reduction in their rates where they can demonstrate an increase in their annual rate bill in excess of 6 per cent.

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 2019–20 we will raise \$35.87 million in rate revenue (including separate rates and but excluding the NRM levy) and this will yield an operating surplus ratio of 0.5 per cent. Currently our operating ratio measure over the five-year period from 2014-2015 to mid 2019 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.

We are committed to a balanced budget or modest operating surplus. To achieve this we constantly undertake reviews of the services provided to our community, and our business processes, to provide the most cost-effective and efficient service delivery. In 2019–20, we will continue to monitor and review Council's operations to ensure that we can continue to meet our community's expectations in a financially sustainable way.

- 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 2019–20 the net financial liabilities ratio is forecast to increase from 48 per cent to 60 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 2019–20 our interest cover ratio is forecast to be 1.2 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

The asset sustainability ratio measures the level of our capital expenditure on the renewal and replacement of existing infrastructure and assets. It is measured against the level proposed in the Asset Management Plan. For 2019–20 this is forecast to be 125 per cent due to increased building and equipment renewal requirements.



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 2019–20 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 implementation 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"> › Operating result ≥ 0 › Operating ratio ≥ 0 › Net financial liabilities ratio $\leq 75\%$ › Interest cover ratio $\leq 5\%$
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>18/19 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u> \$
34,199,000	Rates - General	35,222,300
564,539	Rates - Jetty Road Glenelg	578,088
70,000	Rates - Patawalonga Marina	71,750
1,254,308	Rates - NRM Levy	1,280,500
2,246,405	Statutory Charges	2,298,430
4,034,965	User Charges	4,137,639
3,014,246	Operating Grants & Subsidies	2,884,766
42,400	Investment Income	84,400
682,370	Reimbursements	711,795
511,975	Other	564,661
230,000	Net Equity Gain - Joint Ventures	230,000
46,850,208	Operating Revenue	48,064,329
17,561,902	Employee Costs	18,205,071
18,882,016	Materials, contracts and other expenses	19,660,240
761,230	Finance Charges	661,643
9,033,000	Depreciation	9,288,000
(815,987)	Less full cost attribution - % admin costs capitalised	(832,307)
1,155,971	New Initiatives - Operating	829,306
46,578,132	Less Operating Expenditure	47,811,953
272,076	= Operating Surplus/(Deficit)	252,376
9,033,000	Depreciation	9,288,000
17,240	Other non-cash provisions	22,185
9,050,240	Plus Non-Cash items in Operating Surplus/Deficit	9,310,185
9,322,316	= Funds Generated from Operating Activities	9,562,561
9,584,707	Capital (External Contributions)	3,524,000
1,202,000	Proceeds from disposal of assets	357,250
10,786,707	Plus funds sourced from Capital Activities	3,881,250
(4,782,700)	Capital Expenditure-Asset Renewal and Replacement	(6,035,588)
(815,987)	Capital Expenditure-Full Cost Attribution	(832,307)
(16,958,904)	New Initiatives - Capital (Gross Expenditure)	(16,022,679)
(22,557,591)	Less total capital expenditure	(22,890,574)
208,431	Plus: Repayments of loan principal by sporting groups	202,966
208,431	Plus/(less) funds provided (used) by Investing Activities	202,966
(2,240,137)	= FUNDING SURPLUS/(REQUIREMENT)	(9,243,797)
Funded by:		
-	Increase/(Decrease) in cash and cash equivalents	
(3,380,697)	Less: Proceeds from new borrowings	(10,190,397)
1,140,560	Plus: Principal repayments of borrowings	946,600
(2,240,137)		(9,243,797)

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u>
\$	REVENUES	\$
34,199,000	Rates - General	35,222,300
564,539	Rates - Jetty Road Glenelg	578,088
70,000	Rates - Patawalonga Marina	71,750
1,254,308	Rates - NRM Levy	1,280,500
2,246,405	Statutory Charges	2,298,430
4,034,965	User Charges	4,137,639
3,014,246	Operating Grants & Subsidies	2,884,766
42,400	Investment Income	84,400
682,370	Reimbursements	711,795
511,975	Other	564,661
230,000	Net Equity Gain - Joint Ventures	230,000
46,850,208	TOTAL REVENUES	48,064,329
	EXPENSES	
17,561,902	Employee Costs	18,205,071
18,882,016	Materials, contracts and other expenses	19,660,240
761,230	Finance Charges	661,643
9,033,000	Depreciation	9,288,000
(815,987)	Less full cost attribution	(832,307)
1,155,971	New Initiatives - Operating	829,306
46,578,132	TOTAL EXPENSES	47,811,953
272,076	Operating Surplus/(Deficit) - Before Capital Revenue	252,376
9,584,707	Amounts specifically for new or upgraded assets	3,524,000
9,856,783	NET SURPLUS/(DEFICIT)	3,776,376

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
593,154	Cash and cash equivalents	(306,714)
2,351,000	Trade and Other Receivables	2,093,034
9,000	Inventory	10,000
2,953,154	TOTAL CURRENT ASSETS	1,796,320
	NON-CURRENT ASSETS	
1,276,772	Financial Assets	1,287,569
3,215,000	Equity accounted investments-Council businesses	3,072,000
710,964,809	Land, Infrastructure, Property, Plant & Equipment	713,402,899
715,456,581	TOTAL NON-CURRENT ASSETS	717,762,468
718,409,735	TOTAL ASSETS	719,558,788
	CURRENT LIABILITIES	
4,363,000	Trade and Other Payables	3,721,000
1,036,804	Borrowings	1,130,000
2,808,200	Short-term Provisions	2,837,425
8,208,004	TOTAL CURRENT LIABILITIES	7,688,425
	NON-CURRENT LIABILITIES	
18,129,137	Long-term Borrowings	24,407,131
641,240	Long-term Provisions	311,000
18,770,377	TOTAL NON-CURRENT LIABILITIES	24,718,131
26,978,381	TOTAL LIABILITIES	32,406,556
691,431,354	NET ASSETS	687,152,232
	EQUITY	
174,956,354	Accumulated Surplus	179,916,232
516,439,000	Asset Revaluation Reserve	507,236,000
36,000	Other Reserves	-
691,431,354	TOTAL EQUITY	687,152,232

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
165,099,571	Balance at beginning of period	176,139,856
9,856,783	Net Surplus/(Deficit)	3,776,376
174,956,354	Balance at end of period	179,916,232
516,439,000	ASSET REVALUATION RESERVE	507,236,000
36,000	MUNICIPAL RESERVES	-
516,475,000	TOTAL RESERVES CLOSING BALANCE	507,236,000
691,431,354	TOTAL EQUITY	687,152,232

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u> \$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
46,620,208	Operating Receipts	48,064,329
	<u>Payments</u>	
(36,536,662)	Operating payments to suppliers and employees	(37,840,125)
(761,230)	Finance Payments	(661,643)
9,322,316	NET CASH PROVIDED BY OPERATING ACTIVITIES	9,562,561
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
9,584,707	Grants specifically for new or upgraded assets	3,524,000
202,000	Sale of replaced assets	357,250
1,000,000	Sale of surplus assets	-
208,431	Repayments of loans (principal) by community groups	202,966
	<u>Payments</u>	
(5,103,933)	Expenditure on renewal/replacement of assets	(6,867,895)
(17,453,658)	Expenditure on new/upgraded assets	(16,022,679)
(11,562,453)	NET CASH (USED IN) INVESTING ACTIVITIES	(18,806,358)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
3,380,697	Proceeds from Borrowings - External	10,190,397
	<u>Payments</u>	
(1,140,560)	Repayments of Borrowings - External	(946,600)
2,240,137	NET CASH PROVIDED BY FINANCING ACTIVITIES	9,243,797
	- NET INCREASE (DECREASE) IN CASH HELD	-
593,154	CASH AND CASH EQUIVALENTS AT BEGINNING OF	(306,714)
	REPORTING PERIOD	
	CASH AND CASH EQUIVALENTS AT END OF	
593,154	REPORTING PERIOD	(306,714)

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2020

9,856,783	SURPLUS FROM INCOME STATEMENT	3,776,376
	NON-CASH ITEMS IN INCOME STATEMENT	
9,033,000	Depreciation	9,288,000
17,240	Movements in provisions	22,185
9,050,240	TOTAL NON-CASH ITEMS	9,310,185
	CASH ITEMS NOT IN INCOME STATEMENT	
(22,557,591)	Capital Expenditure	(22,890,574)
(1,140,560)	Loan Repayments - External	(946,600)
3,380,697	Proceeds from Borrowings - External	10,190,397
208,431	Repayments of loans (principal) by community groups	202,966
1,202,000	Proceeds from Disposal of Assets	357,250
(18,907,023)	TOTAL CASH ITEMS	(13,086,561)
	NET INCREASE/(DECREASE)	
-	IN CASH AND CASH EQUIVALENTS	-

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u> \$
46,850,208	Operating Revenues	48,064,329
<u>(46,578,132)</u>	less Operating Expenses	<u>(47,811,953)</u>
272,076	Operating Surplus/(Deficit) before Capital Amounts	252,376
Less net outlays on Existing Assets		
5,103,933	Capital Expenditure on renewal & replacement of existing assets	6,867,895
<u>(9,033,000)</u>	Less Depreciation	<u>(9,288,000)</u>
(3,929,067)		(2,420,105)
Less outlays on New and Upgraded Assets		
17,453,658	Capital Expenditure on new & upgraded assets	16,022,679
<u>(9,584,707)</u>	Less amounts received for for new & upgraded assets	<u>(3,524,000)</u>
7,868,951		12,498,679
<u>(3,667,808)</u>	Net lending/(borrowing) for financial year	<u>(9,826,198)</u>

PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u> \$
\$272,076	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	\$252,376
0.6%	OPERATING SURPLUS RATIO (Operating surplus/(deficit) before capital amounts as % of total operating revenue)	0.5%
\$22,757,455	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	\$29,025,953
49%	NET FINANCIAL LIABILITIES RATIO (Total liabilities less financial assets as % of total operating revenue)	60%
1.6%	INTEREST COVER RATIO (Net interest expense as % of total operating revenue less investment income)	1.2%
98%	ASSET SUSTAINABILITY RATIO (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	127%



**FINANCIAL STATEMENTS
– ALWYNDOR**

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

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u> \$
3,723,292	User Charges	3,970,562
10,224,308	Operating Grants & Subsidies	10,339,428
423,861	Investment Income	490,650
3,144,828	Reimbursements	3,073,592
1,934,069	Other	1,753,378
<u>19,450,358</u>	Operating Revenue	<u>19,627,610</u>
14,039,400	Employee Costs - Salaries & Wages	13,915,273
4,248,011	Materials, contracts and other expenses	4,590,834
70,000	Finance Charges	125,000
906,639	Depreciation	1,176,579
<u>19,264,050</u>	Less Operating Expenditure	<u>19,807,686</u>
<u>186,308</u>	= Operating Surplus/(Deficit)	<u>(180,076)</u>
906,639	Depreciation	1,176,579
127,250	Other non-cash provisions	128,097
<u>1,033,889</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>1,304,676</u>
<u>1,220,197</u>	= Funds Generated from Operating Activities	<u>1,124,600</u>
(889,190)	Capital Expenditure-Asset Renewal and Replacement	(844,063)
(889,190)	Less total capital expenditure	(844,063)
<u>331,007</u>	= FUNDING SURPLUS	<u>280,537</u>
Funded by:		
331,007	Increase/(Decrease) in cash and cash equivalents	280,537
<u>331,007</u>		<u>280,537</u>

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$	REVENUES	\$
3,723,292	User Charges	3,970,562
10,224,308	Operating Grants & Subsidies	10,339,428
423,862	Investment Income	490,650
3,144,828	Reimbursements	3,073,592
1,934,068	Other	1,753,378
<u>19,450,358</u>	TOTAL REVENUES	<u>19,627,610</u>
	EXPENSES	
14,039,400	Employee Costs	13,915,273
4,248,011	Materials, contracts and other expenses	4,590,834
70,000	Finance Charges	125,000
906,639	Depreciation	1,176,579
<u>19,264,050</u>	TOTAL EXPENSES	<u>19,807,686</u>
<u>186,308</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>(180,076)</u>
<u>186,308</u>	NET SURPLUS/(DEFICIT)	<u>(180,076)</u>



CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
18,103,399	Cash and cash equivalents	20,775,333
2,697,564	Trade and Other Receivables	765,559
20,800,963	TOTAL CURRENT ASSETS	21,540,892
	NON-CURRENT ASSETS	
40,369,224	Land, Infrastructure, Property, Plant & Equipment	39,562,753
40,369,224	TOTAL NON-CURRENT ASSETS	39,562,753
61,170,187	TOTAL ASSETS	61,103,645
	CURRENT LIABILITIES	
33,392,245	Trade and Other Payables	34,829,344
1,541,577	Short-term Provisions	1,760,092
34,933,822	TOTAL CURRENT LIABILITIES	36,589,436
	NON-CURRENT LIABILITIES	
162,370	Long-term Provisions	128,440
162,370	TOTAL NON-CURRENT LIABILITIES	128,440
35,096,192	TOTAL LIABILITIES	36,717,876
26,073,995	NET ASSETS	24,385,769
	EQUITY	
10,588,985	Accumulated Surplus	8,900,758
9,070,656	Asset Revaluation Reserve	9,070,657
6,414,354	Other Reserves	6,414,354
26,073,995	TOTAL EQUITY	24,385,769

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
10,402,677	Balance at beginning of period	9,080,834
186,308	Net Surplus/(Deficit)	(180,076)
-	Transfers from reserves	-
10,588,985	Balance at end of period	8,900,758
9,070,656	ASSET REVALUATION RESERVE	9,070,657
6,414,354	ALWYNDOR RESERVES	6,414,354
15,485,010	TOTAL RESERVES CLOSING BALANCE	15,485,011
26,073,995	TOTAL EQUITY	24,385,769

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

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>	<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$	\$
3,723,292 User Charges	3,970,562
10,224,308 Operating Grants & Subsidies	10,339,428
423,861 Investment Income	490,650
3,144,828 Reimbursements	3,073,592
1,934,069 Other	1,753,378
<u>19,450,358</u> Operating Revenue	<u>19,627,610</u>
14,039,400 Employee Costs - Salaries & Wages	13,915,273
4,248,011 Materials, contracts and other expenses	4,590,834
70,000 Finance Charges	125,000
906,639 Depreciation	1,176,579
<u>19,264,050</u> Less Operating Expenditure	<u>19,807,686</u>
<u>186,308</u> = Operating Surplus/(Deficit)	<u>(180,076)</u>
906,639 Depreciation	1,176,579
127,250 Other non-cash provisions	128,097
<u>1,033,889</u> Plus Non-Cash items in Operating Surplus/Deficit	<u>1,304,676</u>
<u>1,220,197</u> = Funds Generated from Operating Activities	<u>1,124,600</u>
(889,190) Capital Expenditure-Asset Renewal and Replacement	(844,063)
<u>(889,190)</u> Less total capital expenditure	<u>(844,063)</u>
<u>331,007</u> = FUNDING SURPLUS	<u>280,537</u>
Funded by:	
<u>331,007</u> Increase/(Decrease) in cash and cash equivalents	<u>280,537</u>
<u>331,007</u>	<u>280,537</u>



CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
19,450,358	Operating Revenues	19,627,610
(19,264,050)	less Operating Expenses	(19,807,686)
186,308	Operating Surplus/(Deficit) before Capital Amounts	(180,076)
	Less net outlays on Existing Assets	
889,190	Capital Expenditure on renewal & replacement of existing assets	844,063
(906,639)	Less Depreciation	(1,176,579)
(17,449)		(332,516)
203,757	Net lending/(borrowing) for financial year	152,440

PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$186,308		-\$180,076
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of general revenue)	
1.0%		-0.9%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$14,295,229		\$15,176,984
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
73%		77%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
0.4%		0.7%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
98%		72%



PO Box 19
Brighton, SA 5048

T (08) 8229 9999
F (08) 8298 4561

mail@holdfast.sa.gov.au

holdfast.sa.gov.au

Item No: **14.8**

Subject: **2019-20 BUDGET ADOPTION**

Date: 11 June 2019

Written By: Manager Finance

A/General Manager: Business Services – Ms P Jackson

SUMMARY

The 2019-20 Budget is presented for adoption following adoption of the Annual Business Plan.

RECOMMENDATION

That in respect of the financial year ended 30 June 2020:

- 1. The 2019-20 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 2019-20 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 the minimum rate be set at \$1,002 being a 2.7% increase consistent with the general rate increase.**
- 4. That the differential rate be retained at the current 13.8% proportion of general rate revenue.**
- 5. That the rate capping percentage remain at 6%.**

- 6. That Council approves new loan borrowings of up to \$10.19 million in accordance with Council's treasury policy to meet the funding requirements of the 2019-20 budget.**
-

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 2019-20 Budget.

Council has received and considered various reports in relation to the Budget for 2019-20 including:

12 March 2019	Report No: 87/19 Jetty Road Mainstreet Committee – Minutes of special meeting 20 February 2019
9 April 2019	Report No: 141/19 Draft 2019-20 Annual Business Plan
23 April 2019	Report No: 150/19 Audit Committee – Minutes of meeting 8 April 2019
14 May 2019	Report No: 181/19 Alwyndor Management Committee – Minutes of meeting 24 April 2019
28 May 2019	Report No: 188/19 Draft 2019-20 Annual Business Plan Consultation Outcomes

REPORT

The 2019-20 budgeted statements for adoption include the Council resolution to include a new footpath project on Gladstone Road North Brighton (Report 200/19) in the 2019-20 capital new budget. This is the only change to the overall draft 2019-20 budget. The increase in capital expenditure has not had a material impact on Council's financial indicators or long term financial plan.

The Audit Committee received an update report on the 2019-20 Annual Business Plan and Budget and consultation outcomes at its meeting on 5 June 2019. The Audit Committee noted that the draft 2019-20 Annual Business Plan and Budget satisfied Council's financial sustainability and performance measures and supported its presentation to Council for adoption.

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 1A and 1B

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

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

Refer Attachment 2

Additional budget statements are attached for Jetty Road Mainstreet and the Southern Region Waste Resource Authority (SRWRA). The SRWRA Board endorsed their budget on Monday 3 June 2019 and will be forwarding Council the budget this week. The budget has not been received prior to sending out the agenda, however will be sent under separate cover once received.

Refer Attachments 3 and 4

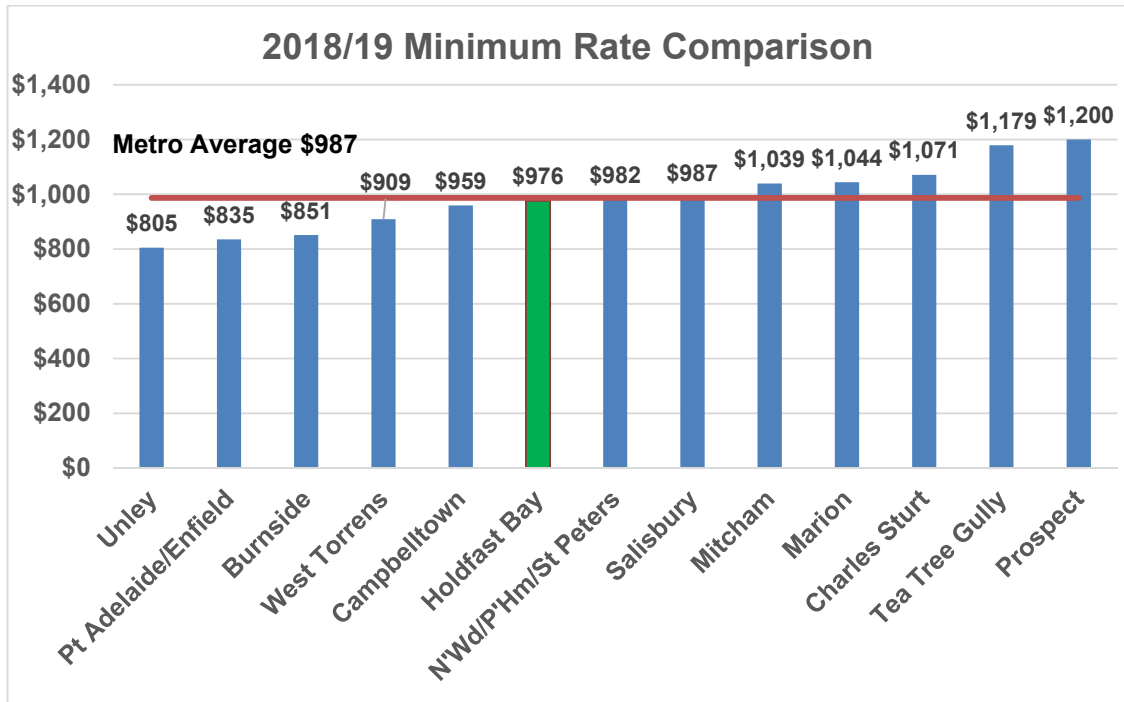
Attachment 4 will be sent electronically under separate cover

Minimum Rate

Council applies a minimum rate because it is considered appropriate that all ratepayers make a base level contribution to the cost of providing Council services including creating and maintaining infrastructure.

For 2018/19, the minimum rate was \$976 and applied to 25.5% of all rateable properties which includes residential, commercial, industrial, vacant and other type properties.

The average minimum rate for councils in metropolitan Adelaide that applied a minimum rate in 2018/19 was \$987. The following chart shows how Holdfast Bay currently compares to other councils.



The 2019/20 budget has provided for a 2.7% overall rate revenue increase exclusive of new development growth and separate rates. Applying this same 2.7% increase to the current minimum rate would increase it by \$26 to \$1,002. This ensures all ratepayers share the 2.7% increase in rate revenue and that the percentage on the minimum remains at 25%.

Differential General Rates

The *Local Government Act* allows councils to differentiate rates based on land use. Council currently applies a 60% higher rate-in-the-dollar for commercial, industrial and vacant land purposes. Vacant land is included in the differential general rate to encourage development. Research with other councils indicates that Holdfast Bay has a comparatively low proportion of commercial and industrial properties.

The overall amount of differential rates generated in 2018/19 was \$4,762,700, representing approximately 13.8% of Council’s overall general rates raised. It is recommended that the current proportion of rates raised from the differential rate be maintained at 13.8% of the overall general rates raised. This will ensure that the ratio of rates raised from different rate types remains consistent and that any one rate type is not adversely affected.

Residential Rate Capping

Council’s Rating Policy includes a rate cap to provide relief to ratepayers who own residential properties that have been subject to a significant increase in valuation.

For the 2018/19 year, ratepayers could apply for a reduction if their annual rates bill increased in excess of 6%. Rate capping excludes any concessions or previous concessions granted, NRM Levy and separate rates. Rate capping is based on the residential rate levied only. It is recommended to leave the cap at the current rate of 6%.

It is difficult to forecast the number of ratepayers that could potentially benefit from rate capping. To be eligible a number of requirements including the exclusion of building improvements in excess of \$5,000 are taken into account. The number of successful applicants in past years has been relatively small.

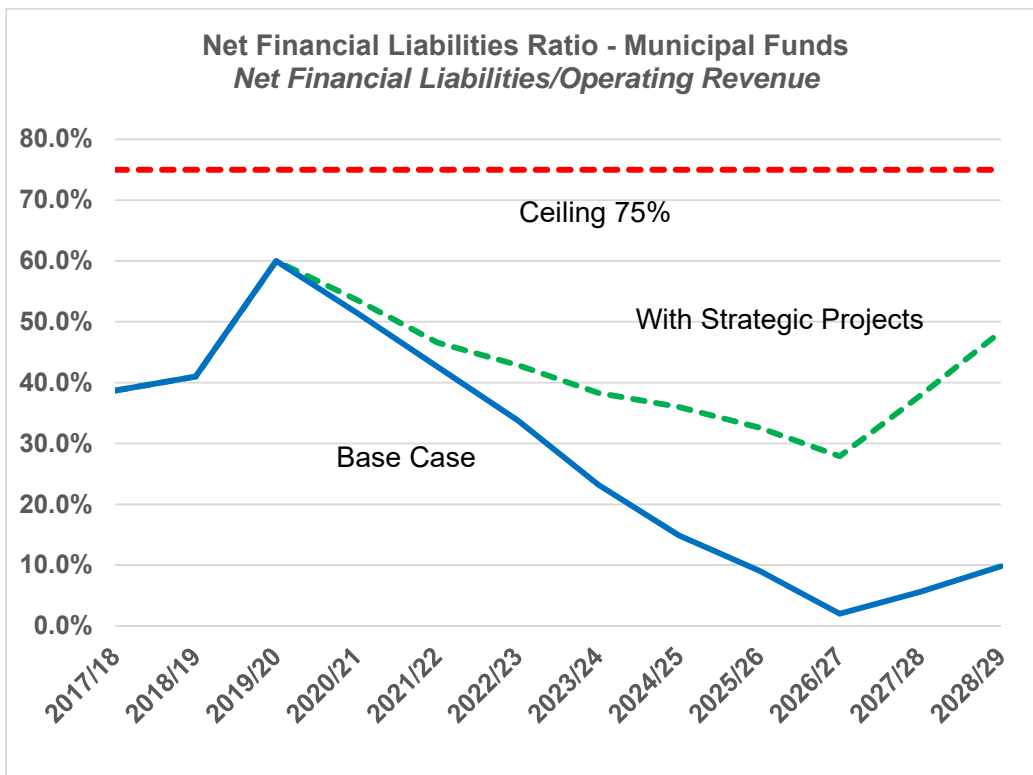
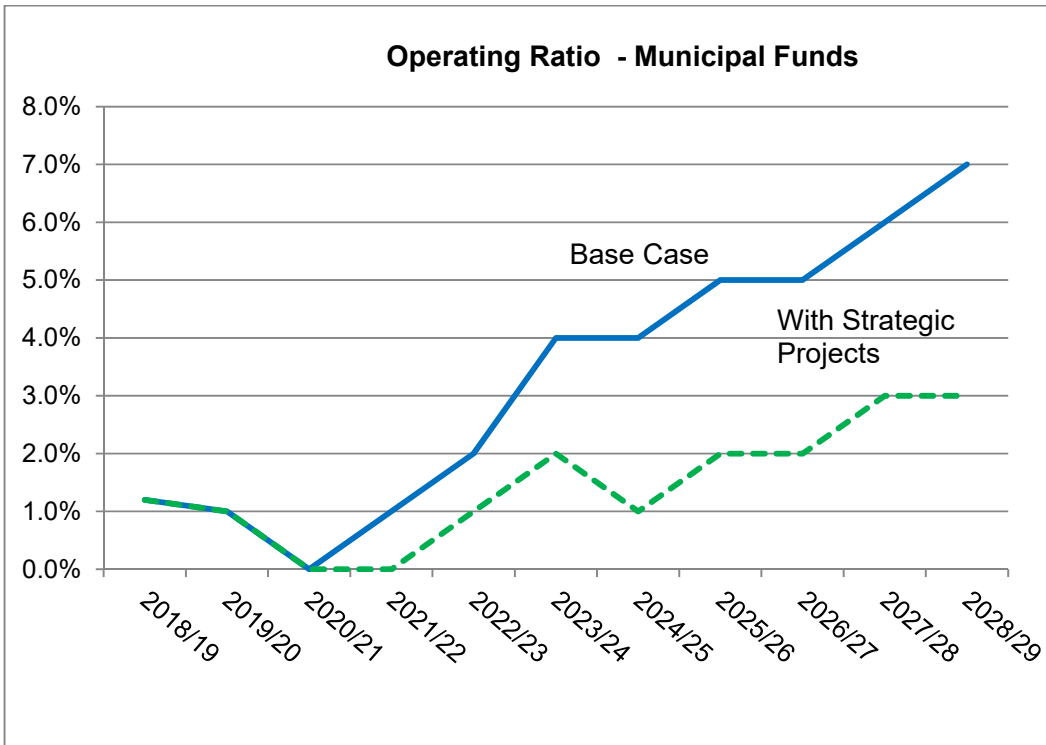
Long Term Financial Plan (LTFP)

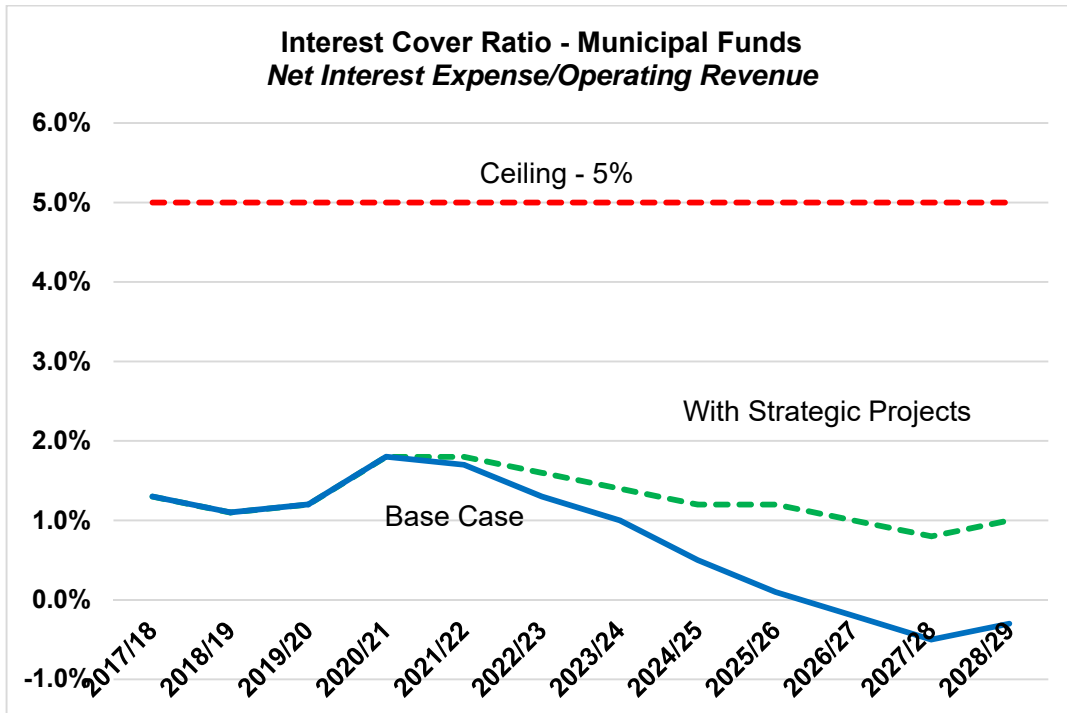
The LTFP was presented to the Audit Committee in October 2018. Updated financial indicator charts were presented at subsequent Council budget workshops. The key financial indicators of the LTFP were then updated for the final draft 2019-20 Budget and 31 March 2019 and presented at the Council workshops on 2 April and 1 May 2019 and Audit Committee meetings on 6 February and 5 June 2019.

The Audit Committee noted and supported the updated LTFP which indicates that over a ten year forecast period Council will:

- achieve an operating surplus;
- achieve a net financial liabilities ratio of less than 75%; and
- achieve an interest cover ratio of less than 5%.

The forecast results are reflected in the following charts:





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 2019-20 fees and charges and budget.

LIFE CYCLE COSTS

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

Attachment 1A



CITY OF HOLDFAST BAY
BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
34,199,000	Rates - General	35,222,300
564,539	Rates - Jetty Road Glenelg	578,088
70,000	Rates - Patawalonga Marina	71,750
1,254,308	Rates - NRM Levy	1,280,500
2,246,405	Statutory Charges	2,298,430
4,034,965	User Charges	4,137,639
3,014,246	Operating Grants & Subsidies	2,884,766
42,400	Investment Income	84,400
682,370	Reimbursements	711,795
511,975	Other	564,661
230,000	Net Equity Gain - Joint Ventures	230,000
46,850,208	Operating Revenue	48,064,329
17,561,902	Employee Costs	18,205,071
18,882,016	Materials, contracts and other expenses	19,660,240
761,230	Finance Charges	661,643
9,033,000	Depreciation	9,288,000
(815,987)	Less full cost attribution - % admin costs capitalised	(832,307)
1,155,971	New Initiatives - Operating	829,306
46,578,132	Less Operating Expenditure	47,811,953
272,076	= Operating Surplus/(Deficit)	252,376
9,033,000	Depreciation	9,288,000
17,240	Other non-cash provisions	22,185
9,050,240	Plus Non-Cash items in Operating Surplus/Deficit	9,310,185
9,322,316	= Funds Generated from Operating Activities	9,562,561
9,584,707	Capital (External Contributions)	3,524,000
1,202,000	Proceeds from disposal of assets	357,250
10,786,707	Plus funds sourced from Capital Activities	3,881,250
(4,782,700)	Capital Expenditure-Asset Renewal and Replacement	(6,035,588)
(815,987)	Capital Expenditure-Full Cost Attribution	(832,307)
(16,958,904)	New Initiatives - Capital (Gross Expenditure)	(16,022,679)
(22,557,591)	Less total capital expenditure	(22,890,574)
208,431	Plus: Repayments of loan principal by sporting groups	202,966
208,431	Plus/(less) funds provided (used) by Investing Activities	202,966
(2,240,137)	= FUNDING SURPLUS/(REQUIREMENT)	(9,243,797)
Funded by:		
-	Increase/(Decrease) in cash and cash equivalents	
(3,380,697)	Less: Proceeds from new borrowings	(10,190,397)
1,140,560	Plus: Principal repayments of borrowings	946,600
(2,240,137)		(9,243,797)

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
34,199,000	REVENUES	35,222,300
564,539	Rates - General	578,088
70,000	Rates - Jetty Road Glenelg	71,750
1,254,308	Rates - Patawalonga Marina	1,280,500
2,246,405	Rates - NRM Levy	2,298,430
4,034,965	Statutory Charges	4,137,639
3,014,246	User Charges	2,884,766
42,400	Operating Grants & Subsidies	84,400
682,370	Investment Income	711,795
511,975	Reimbursements	564,661
230,000	Other	230,000
<u>46,850,208</u>	Net Equity Gain - Joint Ventures	<u>48,064,329</u>
	TOTAL REVENUES	
	EXPENSES	
17,561,902	Employee Costs	18,205,071
18,882,016	Materials, contracts and other expenses	19,660,240
761,230	Finance Charges	661,643
9,033,000	Depreciation	9,288,000
(815,987)	Less full cost attribution	(832,307)
1,155,971	New Initiatives - Operating	829,306
<u>46,578,132</u>	TOTAL EXPENSES	<u>47,811,953</u>
<u>272,076</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>252,376</u>
9,584,707	Amounts specifically for new or upgraded assets	3,524,000
<u>9,856,783</u>	NET SURPLUS/(DEFICIT)	<u>3,776,376</u>

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
593,154	Cash and cash equivalents	(306,714)
2,351,000	Trade and Other Receivables	2,093,034
9,000	Inventory	10,000
2,953,154	TOTAL CURRENT ASSETS	1,796,320
	NON-CURRENT ASSETS	
1,276,772	Financial Assets	1,287,569
3,215,000	Equity accounted investments-Council businesses	3,072,000
710,964,809	Land, Infrastructure, Property, Plant & Equipment	713,402,899
715,456,581	TOTAL NON-CURRENT ASSETS	717,762,468
718,409,735	TOTAL ASSETS	719,558,788
	CURRENT LIABILITIES	
4,363,000	Trade and Other Payables	3,721,000
1,036,804	Borrowings	1,130,000
2,808,200	Short-term Provisions	2,837,425
8,208,004	TOTAL CURRENT LIABILITIES	7,688,425
	NON-CURRENT LIABILITIES	
18,129,137	Long-term Borrowings	24,407,131
641,240	Long-term Provisions	311,000
18,770,377	TOTAL NON-CURRENT LIABILITIES	24,718,131
26,978,381	TOTAL LIABILITIES	32,406,556
691,431,354	NET ASSETS	687,152,232
	EQUITY	
174,956,354	Accumulated Surplus	179,916,232
516,439,000	Asset Revaluation Reserve	507,236,000
36,000	Other Reserves	-
691,431,354	TOTAL EQUITY	687,152,232

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
165,099,571	Balance at beginning of period	176,139,856
9,856,783	Net Surplus/(Deficit)	3,776,376
174,956,354	Balance at end of period	179,916,232
516,439,000	ASSET REVALUATION RESERVE	507,236,000
36,000	MUNICIPAL RESERVES	-
516,475,000	TOTAL RESERVES CLOSING BALANCE	507,236,000
691,431,354	TOTAL EQUITY	687,152,232

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u> \$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
46,620,208	Operating Receipts	48,064,329
	<u>Payments</u>	
(36,536,662)	Operating payments to suppliers and employees	(37,840,125)
(761,230)	Finance Payments	(661,643)
9,322,316	NET CASH PROVIDED BY OPERATING ACTIVITIES	9,562,561
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
9,584,707	Grants specifically for new or upgraded assets	3,524,000
202,000	Sale of replaced assets	357,250
1,000,000	Sale of surplus assets	-
208,431	Repayments of loans (principal) by community groups	202,966
	<u>Payments</u>	
(5,103,933)	Expenditure on renewal/replacement of assets	(6,867,895)
(17,453,658)	Expenditure on new/upgraded assets	(16,022,679)
(11,562,453)	NET CASH (USED IN) INVESTING ACTIVITIES	(18,806,358)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
3,380,697	Proceeds from Borrowings - External	10,190,397
	<u>Payments</u>	
(1,140,560)	Repayments of Borrowings - External	(946,600)
2,240,137	NET CASH PROVIDED BY FINANCING ACTIVITIES	9,243,797
	- NET INCREASE (DECREASE) IN CASH HELD	-
593,154	CASH AND CASH EQUIVALENTS AT BEGINNING OF	(306,714)
	REPORTING PERIOD	
	CASH AND CASH EQUIVALENTS AT END OF	
593,154	REPORTING PERIOD	(306,714)

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2020

9,856,783	SURPLUS FROM INCOME STATEMENT	3,776,376
	NON-CASH ITEMS IN INCOME STATEMENT	
9,033,000	Depreciation	9,288,000
17,240	Movements in provisions	22,185
9,050,240	TOTAL NON-CASH ITEMS	9,310,185
	CASH ITEMS NOT IN INCOME STATEMENT	
(22,557,591)	Capital Expenditure	(22,890,574)
(1,140,560)	Loan Repayments - External	(946,600)
3,380,697	Proceeds from Borrowings - External	10,190,397
208,431	Repayments of loans (principal) by community groups	202,966
1,202,000	Proceeds from Disposal of Assets	357,250
(18,907,023)	TOTAL CASH ITEMS	(13,086,561)
	NET INCREASE/(DECREASE)	
-	IN CASH AND CASH EQUIVALENTS	-

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
46,850,208	Operating Revenues	48,064,329
(46,578,132)	less Operating Expenses	(47,811,953)
272,076	Operating Surplus/(Deficit) before Capital Amounts	252,376
Less net outlays on Existing Assets		
5,103,933	Capital Expenditure on renewal & replacement of existing assets	6,867,895
(9,033,000)	Less Depreciation	(9,288,000)
(3,929,067)		(2,420,105)
Less outlays on New and Upgraded Assets		
17,453,658	Capital Expenditure on new & upgraded assets	16,022,679
(9,584,707)	Less amounts received for for new & upgraded assets	(3,524,000)
7,868,951		12,498,679
(3,667,808)	Net lending/(borrowing) for financial year	(9,826,198)

PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$272,076		\$252,376
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.6%		0.5%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$22,757,455		\$29,025,953
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
49%		60%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
1.6%		1.2%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
98%		127%

Attachment 1B



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

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
3,723,292	User Charges	3,970,562
10,224,308	Operating Grants & Subsidies	10,339,428
423,861	Investment Income	490,650
3,144,828	Reimbursements	3,073,592
1,934,069	Other	1,753,378
<u>19,450,358</u>	Operating Revenue	<u>19,627,610</u>
14,039,400	Employee Costs - Salaries & Wages	13,915,273
4,248,011	Materials, contracts and other expenses	4,590,834
70,000	Finance Charges	125,000
906,639	Depreciation	1,176,579
<u>19,264,050</u>	Less Operating Expenditure	<u>19,807,686</u>
<u>186,308</u>	= Operating Surplus/(Deficit)	<u>(180,076)</u>
906,639	Depreciation	1,176,579
127,250	Other non-cash provisions	128,097
<u>1,033,889</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>1,304,676</u>
<u>1,220,197</u>	= Funds Generated from Operating Activities	<u>1,124,600</u>
(889,190)	Capital Expenditure-Asset Renewal and Replacement	(844,063)
(889,190)	Less total capital expenditure	(844,063)
<u>331,007</u>	= FUNDING SURPLUS	<u>280,537</u>
Funded by:		
331,007	Increase/(Decrease) in cash and cash equivalents	280,537
<u>331,007</u>		<u>280,537</u>

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
3,723,292	REVENUES User Charges	3,970,562
10,224,308	Operating Grants & Subsidies	10,339,428
423,862	Investment Income	490,650
3,144,828	Reimbursements	3,073,592
1,934,068	Other	1,753,378
<u>19,450,358</u>	TOTAL REVENUES	<u>19,627,610</u>
14,039,400	EXPENSES Employee Costs	13,915,273
4,248,011	Materials, contracts and other expenses	4,590,834
70,000	Finance Charges	125,000
906,639	Depreciation	1,176,579
<u>19,264,050</u>	TOTAL EXPENSES	<u>19,807,686</u>
<u>186,308</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>(180,076)</u>
<u>186,308</u>	NET SURPLUS/(DEFICIT)	<u>(180,076)</u>

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
18,103,399	Cash and cash equivalents	20,775,333
2,697,564	Trade and Other Receivables	765,559
<u>20,800,963</u>	TOTAL CURRENT ASSETS	<u>21,540,892</u>
	NON-CURRENT ASSETS	
40,369,224	Land, Infrastructure, Property, Plant & Equipment	39,562,753
<u>40,369,224</u>	TOTAL NON-CURRENT ASSETS	<u>39,562,753</u>
<u>61,170,187</u>	TOTAL ASSETS	<u>61,103,645</u>
	CURRENT LIABILITIES	
33,392,245	Trade and Other Payables	34,829,344
1,541,577	Short-term Provisions	1,760,092
<u>34,933,822</u>	TOTAL CURRENT LIABILITIES	<u>36,589,436</u>
	NON-CURRENT LIABILITIES	
162,370	Long-term Provisions	128,440
<u>162,370</u>	TOTAL NON-CURRENT LIABILITIES	<u>128,440</u>
<u>35,096,192</u>	TOTAL LIABILITIES	<u>36,717,876</u>
<u>26,073,995</u>	NET ASSETS	<u>24,385,769</u>
	EQUITY	
10,588,985	Accumulated Surplus	8,900,758
9,070,656	Asset Revaluation Reserve	9,070,657
6,414,354	Other Reserves	6,414,354
<u>26,073,995</u>	TOTAL EQUITY	<u>24,385,769</u>

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
10,402,677	Balance at beginning of period	9,080,834
186,308	Net Surplus/(Deficit)	(180,076)
-	Transfers from reserves	-
<u>10,588,985</u>	Balance at end of period	<u>8,900,758</u>
9,070,656	ASSET REVALUATION RESERVE	9,070,657
6,414,354	ALWYNDOR RESERVES	6,414,354
<u>15,485,010</u>	TOTAL RESERVES CLOSING BALANCE	<u>15,485,011</u>
<u>26,073,995</u>	TOTAL EQUITY	<u>24,385,769</u>

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u> \$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	Receipts	
19,450,358	Operating Receipts	19,627,610
	Payments	
(18,160,161)	Operating payments to suppliers and employees	(18,378,010)
(70,000)	Finance Payments	(125,000)
1,220,197	NET CASH PROVIDED BY OPERATING ACTIVITIES	1,124,600
	CASH FLOWS FROM INVESTING ACTIVITIES	
	Payments	
(889,190)	Expenditure on renewal/replacement of assets	(844,063)
(889,190)	NET CASH (USED IN) INVESTING ACTIVITIES	(844,063)
331,007	NET INCREASE (DECREASE) IN CASH HELD	280,537
	CASH AND CASH EQUIVALENTS AT BEGINNING OF	
17,772,392	REPORTING PERIOD	20,494,796
	CASH AND CASH EQUIVALENTS AT END OF	
18,103,399	REPORTING PERIOD	20,775,333

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2020

186,308	SURPLUS/(DEFICIT) FROM INCOME STATEMENT	(180,076)
	NON-CASH ITEMS IN INCOME STATEMENT	
906,639	Depreciation	1,176,579
127,250	Increase (decrease) in provisions - nett	128,097
1,033,889	TOTAL NON-CASH ITEMS	1,304,676
	CASH ITEMS NOT IN INCOME STATEMENT	
(889,190)	Capital Expenditure	(844,063)
(889,190)	TOTAL CASH ITEMS	(844,063)
	NET INCREASE/(DECREASE)	
331,007	IN CASH AND CASH EQUIVALENTS	280,537

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>	<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$	\$
19,450,358 Operating Revenues	19,627,610
<u>(19,264,050) less Operating Expenses</u>	<u>(19,807,686)</u>
186,308 Operating Surplus/(Deficit) before Capital Amounts	(180,076)
Less net outlays on Existing Assets	
889,190 Capital Expenditure on renewal & replacement of existing assets	844,063
<u>(906,639) Less Depreciation</u>	<u>(1,176,579)</u>
(17,449)	(332,516)
<u><u>203,757</u></u> Net lending/(borrowing) for financial year	<u><u>152,440</u></u>

PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2020

<u>Alwyndor</u> <u>18/19 Original</u> <u>BUDGET</u>	<u>Alwyndor</u> <u>19/20</u> <u>BUDGET</u>
\$	\$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$186,308	-\$180,076
OPERATING SURPLUS RATIO	
(Operating surplus/(deficit) before capital amounts as % of general revenue)	
1.0%	-0.9%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$14,295,229	\$15,176,984
NET FINANCIAL LIABILITIES RATIO	
(Total liabilities less financial assets as % of total operating revenue)	
73%	77%
INTEREST COVER RATIO	
(Net interest expense as % of total operating revenue less investment income)	
0.4%	0.7%
ASSET SUSTAINABILITY RATIO	
(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
98%	72%



Fees and Charges

	2018-19	2019-20
EVENT HIRE FEES		
Minimum fee to cover administration costs - includes GST	\$272.00	\$273.00
<i>Vehicle Display</i>		
- Bond	\$488.00	\$500.00
- Hire - includes GST	\$488.00	\$500.00
<i>Small recreational events - (ie 50-200 core participants)</i>		
- Bond	\$639.00	\$655.00
- Hire - includes GST	\$639.00	\$655.00
<i>Large Events</i>		
- Bond	\$1,690.00	\$1,732.00
- Hire - includes GST	\$1,848.00	\$1,894.00
<i>Commercial Events</i>		
- Bond	\$1,690.00	\$1,732.00
- Hire - includes GST	\$2,494.00	\$2,556.00
<i>Promotional Activities</i>		
4 hours - Bond	\$596.00	\$610.00
- Hire - includes GST	\$702.00	\$719.00
Full Day - Bond	\$1,690.00	\$1,732.00
- Hire - includes GST	\$1,690.00	\$1,732.00
<i>Hire of Jetty</i>		
4 hours - Bond	\$596.00	\$610.00
- Hire - includes GST	\$702.00	\$719.00
Full Day - Bond	\$1,690.00	\$1,732.00
- Hire - includes GST	\$1,690.00	\$1,732.00
<i>Filming</i>		
- Bond	\$325.00	\$333.00
- Hire - includes GST	\$489.00	\$501.00
<i>Annual Food Permits</i>		
Fee per stall	\$209.00	\$214.00
<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>		
ADMINISTRATIVE FEES		
Copy of Previous Year's Rates Notice (per rateable property, per quarter)	\$11.00	\$12.00
<i>Assessment Record Extract</i>	\$12.00	\$12.00
<i>Photocopies – A4 Size (per side)</i>	\$1.00	\$1.00
<i>Photocopies – A3 Size (per side)</i>	\$1.00	\$1.00
<i>Voters Roll (copy of)</i>	\$105.00	\$108.00
<i>Agenda – Complete Council and Committee</i>	Available on website	Available on website
<i>Council Minutes and Reports</i>	Available on website	Available on website
<i>Freedom of Information *</i>	\$35.00	(Legislated Fee to be advised 1 July 2019)
<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>		
OUTDOOR DINING		
<i>Location (per m2 per annum)</i>		
South Esplanade (Broadway Kiosk)	\$325.00	\$332.00
Moseley Square North side - Exposed	\$118.00	\$120.00
Moseley Square South side - Enclosed	\$325.00	\$332.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$213.00	\$217.00
Jetty Road, Brighton	\$100.00	\$102.00
Colley Terrace	\$118.00	\$120.00
Other locations	\$74.00	\$76.00
Foreshore (Glenelg)	\$100.00	\$102.00



Fees and Charges

2018-19

2019-20

GOODS ON FOOTPATH		
<i>Location (per m2 per annum)</i>	\$194.00	\$198.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$113.00	\$115.00
Jetty Road, Brighton	\$56.00	\$57.00
Foreshore (Glenelg)	\$94.00	\$96.00
Other locations	\$49.00	\$50.00
SUPPORTED RESIDENTIAL FACILITIES		
(Subject to gazetted schedule)		
Fees - Application	\$75.00	As per Schedule 1 of the regulations
- Licence	\$350.00	As per Schedule 1 of the regulations
DEVELOPMENT AREA		
Advertising	\$532.50	\$550.00
DPA's (copies of) average fee	*	*
EIS (copies of)	*	*
Plan Search Fee	\$71.75	\$75.00
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.		
STREET TRADING PERMITS (GST Exempt)		
Per event	\$160.00	\$163.00
ROAD AND PROPERTY RELATED CHARGES		
Invert / Crossover Construction		
Owner / Builder (application fee only)	\$103.00	\$105.00
Stormwater Construction		
Owner / Builder (application fee only)	\$103.00	\$105.00
Underground Electrical		
Application fee	\$103.00	\$105.00
Hard Waste Collection		
Second hard waste collection fee	\$52.00	\$53.00
Second hard waste collection fee - pension discount	\$27.00	\$28.00
Street Tree		
Minimum Removal Cost	\$268.00	\$275.00
Removal cost (per metre over 2 metres in height)	\$74.00	\$76.00
Street Tree Replacement	\$386.00	\$396.00
Street Tree Replacement - advanced tree requested	\$612.00	\$627.00
Hoarding		
Application fee	\$59.00	\$60.00
Fee - (per m2 per week or part thereof) (on road)	\$6.15	\$6.25
Footpath Closure (per m2 per week or part thereof)	\$6.15	\$6.25
Road Closure with hoarding (per week or part thereof)	\$269.00	\$274.00
Traffic Management Plan Assessment Private Works	\$119.00	\$121.00
Community Directional Sign	\$130.00	\$133.00
Fees for paid car park use or closure (per day)	\$89.00	\$91.00
Fees for free or permit parking use or closure (per day, based on marked space of 6.5 linear metre of kerb)	\$51.00	\$52.00
Bulk bin licence		
Application fee	\$65.00	\$66.00
Additional fees (per day)	\$25.00	\$26.00



Fees and Charges

2018-19

2019-20

LIBRARY CHARGES (Includes GST)	2018-19	2019-20
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
CEMETERY CHARGES		
Interment rights inperpetuity	\$20,000.00	\$21,000.00
NEW OR RENEWAL LEASE 25 YEARS	\$2,100.00	\$2,205.00
DIGGING OF GRAVE (Burials) – either new ground or a re-open of existing lease		
Baby Grave 4'6" x 3'	\$653.00	\$653.00
Child under 10 years (child depth)	\$785.00	\$824.25
Single Depth/Standard Grave Size	\$1,424.00	\$1,495.20
Double Depth/Standard Grave Size	\$1,480.00	\$1,554.00
Triple Depth/Standard Grave Size	\$1,612.00	\$1,692.60
Single Depth/Large Grave Size	\$1,672.00	\$1,755.60
Double Depth/Large Grave Size	\$1,853.00	\$1,945.65
Triple Depth/Large Grave Size	\$2,027.00	\$2,229.70
Exhumations	\$2,184.00	\$2,293.20
Remove and Replace Ledger	\$577.00	\$605.85
Remove Concrete only	\$457.00	\$525.55
Remove and Replace Concrete	\$1,012.00	\$1,062.60
Lift and Deepen	\$893.00	\$937.65
Vault Preparation and Sealing	\$1,503.00	\$1,608.21
Saturday Surcharge	\$577.00	\$605.85
Late Fee after 3pm Monday to Thursday	\$300.00	\$315.00
Late Fee after 3pm Friday	\$447.00	\$469.35
Excess Soil Removal	\$92.00	\$101.00
Gravesite Search (1-2 searches)	\$60.00	\$63.00
Gravesite Search (each additional search thereafter)	\$33.00	\$34.65
Late Notice (<48 hours notice)	\$230.00	\$241.50
Administration Fee	\$160.00	\$160.00
INTERMENT OF CREMATED REMAINS (into Grave Site)	\$394.00	\$414.00
COLUMBARIUM WALL CHARGES		
North Brighton Wall	\$1,406.00	\$1,441.00
King George Avenue Wall	\$1,406.00	\$1,441.00
St Judes Wall	\$1,406.00	\$1,441.00
Standard 8 line computer set plaque		\$450.00
\$10 per extra line		
Administration Fee	\$160.00	\$160.00
MONUMENTAL WORK APPLICATION FEES		
New Monument	\$146.00	\$146.00
Addition to Existing	\$76.00	\$76.00
LEASE OF MEMORIAL SEATS (10 YEARS)		
Memorial seats along the foreshore	\$5,150.00	\$5,280.00
Memorial seats on Council parks and reserves	\$2,575.00	\$2,640.00
GLENELG/BRIGHTON SEASIDE MEMORIALS		
Engraving	\$1,650.00	\$1,700.00




Fees and Charges

2018-19

2019-20

	2018-19	2019-20
ANIMALS		
Dog Registration Fees		
Non-standard	\$85.00	\$95.00
Microchipped	\$70.00	\$80.00
Trained	\$68.00	\$73.00
Desexed	\$56.00	\$64.00
Microchipped and trained	\$44.00	\$49.00
Non-standard with concession	\$43.00	\$48.00
Microchipped and desexed	\$43.00	\$48.00
Microchipped, desexed and trained	\$36.00	\$41.00
Microchipped with concession	\$35.00	\$37.00
Trained with concession	\$34.00	\$36.00
Desexed with concession	\$28.00	\$32.00
Business registration	\$25.00	\$30.00
Microchipped and trained with concession	\$22.00	\$24.00
Microchipped and desexed with concession	\$22.00	\$24.00
Microchipped, desexed and trained with concession	\$18.00	\$20.00
Assistance dogs	\$0.00	\$0.00
Cat Trap hire		\$15/week
OTHER		
Damage to Council Property (including removal of posters) - \$36 minimum (\$36 per ½ hour or part thereof).	\$35/half-hour	\$36/half-hour
Remove overgrown vegetation - \$144 minimum (\$36 per ½ hour or part thereof, minimum charge 2 hours).	\$35/half-hour	\$36/half-hour
Domestic Bin Impoundment fee	\$90.00	\$92.00
Impoundment (other than dogs, domestic bins or cars) per item.	\$50.00	As charged by RSPCA
Personal Training Permits:		
Category A - 12 months	\$80.00	\$82.00
Category A - 3 months	\$35.00	\$36.00
Category B - 12 months	\$150.00	\$154.00
Category B - 3 months	\$70.00	\$72.00
Category C - 12 months	\$200.00	\$205.00
Category C - 3 months	\$90.00	\$92.00
Administrative Fee for Changes	\$15.00	\$15.00
High risk manufactured water systems		As per statutory regulations
Food Inspections as per Food Act 2001 regulated fees		Maximum allowed as per legislation
Food Auditing	\$163.00	\$166.00
Desk Top Food Audit	\$80.00	\$82.00
Food Truck Permits per Month	\$200.00	\$200.00
Food Truck Permits per Year	\$2,000.00	\$2,000.00
OFF-STREET CAR PARKING (Hourly Rate includes GST, Permits are exempt)		
Ticket Parking Fees (per hour)		
Dunbar Terrace Car Park	\$1/hour	\$1/hour
Elizabeth Street	\$2/hour	\$3/hour
Buffalo Car Park	\$1/hour	\$1/hour
Cowper Street Glenelg Cinema - Partridge Street		
First two hours	free	free
Third hour	\$2.50	\$2.50
Fourth hour	\$3.50	\$3.50
Subsequent hours	\$5.50/hour	\$5.50/hour
Maximum fee	\$30	\$30
Staff business permits	\$4/day	\$4/day
Cinema Patrons		
First four hours	free	free
Subsequent hours	\$5.5/hour	\$5.5/hour
Maximum fee	\$30	\$30
Council Car park Permit - Elizabeth Street (per month)	\$185.00	\$189.00
Temporary Parking Controls (per day based on marked space of 6.5 linear metre of kerb \$50)	\$90	\$52
ON-STREET CAR PARKING (GST Exempt)		
Ticket Parking Fees (per hour) - Moseley Street		
	\$3.00	\$3.00
Ticket Parking Fees (per hour) - Colley Terrace/Anzac Highway		
	\$3.00	\$3.00
Residential Parking Permits (per annum)	\$140.00	\$143.00
3P Parking (per annum)	\$140.00	\$143.00

Partridge House

 Hire Options	18/19 Fees			19/20 Fees		
	Private/Corporate Bookings (for weddings, children's birthday parties and memorial services please refer to our packages section)		Not For Profit & Community Benefit Events	Private/Corporate Bookings (for weddings, children's birthday parties and memorial services please refer to our packages section)		Not For Profit & Community Benefit Events
	Mon - Thu	Fri, Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only	Mon - Thu	Fri, Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only
Venue Only <i>(hirer responsible for all set up/pack down and clean up)</i>						
House						
Partridge Room/Kitchen (Rm 1)	\$110 - \$160 per hour	\$165 - \$215 per hour	\$70 - \$150 for up to 3 hrs	\$115 - \$165 per hour	\$170 - \$220 per hour	\$70 - \$150 for up to 3 hrs
Courtyard Room/Kitchen (Rm 3)	\$110 - \$160 per hour	\$165 - \$215 per hour	\$70 - \$150 for up to 3 hrs	\$115 - \$165 per hour	\$170 - \$220 per hour	\$70 - \$150 for up to 3 hrs
Library Room (Rm 4)	\$50 - \$70 per hour	\$60 - \$100 per hour	\$40 - \$90 for up to 3 hours	\$55 - \$75 per hour	\$70 - \$110 per hour	\$40 - \$90 for up to 3 hours
Meeting Room (Rm 5)	\$50 - \$70 per hour	\$60 - \$100 per hour	\$40 - \$90 for up to 3 hours	NA	NA	\$40 - \$90 for up to 3 hours
Mayoresses Parlour	\$95 - \$150 per hour	\$95 - \$130 per hour	\$60 - \$150 for up to 3 hours	\$100 - \$140 per hour	\$100 - \$150 per hour	\$60 - \$150 for up to 3 hours
Garden Room incl. Kitchen (Rm 8)	\$95 - \$150 per hour	\$100 - \$160 per hour	\$60 - \$150 for up to 3 hours	\$100 - \$160 per hour	\$100 - \$170 per hour	\$60 - \$150 for up to 3 hours
Partridge Room, Courtyard Room, Library, Kitchen	\$210 - \$360 per hour	\$270 - \$370 per hour	\$170 - \$320 for up to 3 hours	\$220 - \$370 per hour	\$280 - \$380 per hour	\$170 - \$320 for up to 3 hours
Entire House/Exclusive Use	\$260 - \$420 per hour	\$360 - \$560 per hour	\$300 - \$500 for up to 3 hours	\$270 - \$430 per hour	\$370 - \$570 per hour	\$310 - \$515 for up to 3 hours
Grounds						
Elm Tree Courtyard	\$60 - \$100 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours	\$65 - \$110 per hour	\$105 - \$210 per hour	\$60 - \$150 for up to 3 hours
Pond Lawn	\$60 - \$100 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours	\$65 - \$110 per hour	\$105 - \$210 per hour	\$60 - \$150 for up to 3 hours
House Lawn	\$60 - \$100 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours	\$65 - \$110 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours
Sun Dial Lawn	\$60 - \$100 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours	\$65 - \$110 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>	\$170 - \$320 per hour	\$300 - \$500 per hour	\$150 - \$300 for up to 3 hours	\$180 - \$330 per hour	\$320 - \$520 per hour	\$155 - \$310 for up to 3 hours
Additional hire time						
Additional Options						
Staff assistance (set up / pack down furniture)	\$60 per hour	\$100 per hour	\$60	\$70-\$100 per hour	\$110- \$150 per hour	\$70
Cleaning		\$100	\$60	\$70	\$110	\$70
Wifi internet access	On application	On application	On application	On application	On application	On application
Data projector (flat rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Screen (flate rate)	\$80	\$80	Inc if available	\$80	\$80	Inc if available
Sound equipment incl. microphone & CD player (flate rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Lecturn (flat rate)	\$50	\$50	Inc if available	\$50	\$50	Inc if available
Wedding ceremony signing table (flat rate)	\$10	\$10	N/A	\$20	\$20	N/A
Wedding ceremony chairs (per chair)	\$5	\$5	\$5	\$5	\$5	\$5
Cocktail Table	\$25	\$25	\$25	\$25	\$25	\$25
Flower pedestal (per item)	\$10	\$10	Inc if available	\$10	\$10	Inc if available
Table linen (per item)	\$15	\$15	\$15	\$20 per cloth	\$20 per cloth	\$20 per cloth
Arch	\$100	\$100	\$100	\$100	\$100	\$100
Smart TV Screen				\$200	\$200	\$100

Note:

1. 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
2. Private & Corporate booking charge capped at \$1600 per room or \$2000 for entire house 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. Discounts may be given at the
4. 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 chairs and tables for up to 100 people included in house venue hire charge
7. Use of basic crockery, cutlery & glass ware included in venue hire charges for community bookings
8. Additional charges apply for catering. Please refer to separate catering brochure for details of menu and pricing options
9. Additional charges may apply to process applications for use of Partridge House or grounds by commercial photographers and professional entertainers.
10. 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
11. 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
12. 25% non-refundable deposit required to confirm venue bookings


Partridge House - Packages

Packages	Inclusions	18/19 Venue Hire Fees			19/20 Venue Hire Fees		
		Mon - Thu	Fri, Sat & Sun	Public Holiday	Mon - Thu	Fri, Sat & Sun	Public Holiday
Weddings							
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	\$850	\$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.		\$950	\$1,100 - 1,250	poa
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	\$1,200	\$1,500 - \$1,650	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	1500- 2000	1800-2200	poa
Children's Birthday Parties <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	\$300	\$400 - \$500	poa
Private Events							
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	\$500- \$1000	\$1000- \$1400	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	\$600- \$1100	\$1000- \$1400	poa
Memorial Service							
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 --\$550	700-1100	poa + catering
Set up & pack down for Memorial Service	Partridge House standard service set up and pack away	\$80	\$80		\$80-\$150	\$80-\$150	poa
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						
up to 50 guests		\$500	n/a	n/a	\$500	\$500	poa
up to 75 guests		\$600			\$600	\$600	
50 to 100 guests		\$700			\$700	\$700	
TV Screen Hire					\$200	\$200	\$200

Note:

1. Bookings may be for future financial years
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

Seacliff Sports Complex

 CITY OF HOLDFAST BAY Hire Options	18/19 Fees			19/20 Fees		
	Private/Corporate Bookings		Not For Profit & Community Benefit Events	Private/Corporate Bookings		Not For Profit & Community Benefit Events
	Mon - Thu	Fri, Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only	Mon - Thu	Fri, Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only
Venue Only <i>(hirer responsible for all set up/pack down and clean up)</i>						
Function Room						
Function Room	\$220 - \$320 per hour	\$320 - \$420 per hour	\$110 - \$160 for up to 3 hrs	\$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	\$50 - \$70 per hour	\$60 - \$100 per hour	\$40 - \$90 for up to 3 hours
Additional Options						
Staff assistance (set up / pack down furniture)	\$60 per hour	\$100 per hour	\$60	\$60 per hour	\$100 per hour	\$60
Cleaning	\$60	\$100	\$60	\$60	\$100	\$60
Wifi internet access	On application	On application	On application	On application	On application	On application
Data projector (flat rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Screen (flate rate)	\$80	\$80	Inc if available	\$80	\$80	Inc if available
Sound equipment incl. microphone & CD player (flate rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Lecturn (flat rate)	\$50	\$50	Inc if available	\$50	\$50	Inc if available
Chairs (per chair)	\$5	\$5	\$5	\$5	\$5	\$5
Tables (per table)	\$25	\$25	\$25	\$25	\$25	\$25
Table linen (per item)	\$15	\$15	\$15	\$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

COMMUNITY WELLBEING PROGRAM			
FEES AND CHARGES 2019/2020			
SERVICE TYPE	SUBSIDISED RATE - CHSP	RATE FOR NON-CHSP	COMMENT
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 reschedule required to avoid fee.
TRANSPORT			
Community Bus	\$2.50	\$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 - one way trip WITHIN council boundaries	\$2.50	\$5.00	Income below \$35,000
	\$3.50	\$7.00	Income between \$35,001 - \$44,999
	\$5.00	\$10.00	Income greater than \$45,000
Personal Transport by a volunteer driver in a private motor vehicle - one way trip OUTSIDE council boundaries	\$5.00	\$10.00	Income below \$35,000
	\$7.50	\$15.00	Income between \$35,001 - \$44,999
	\$10.00	\$20.00	Income greater than \$45,000
SOCIAL SUPPORT			
Social Groups - within Council borders	\$2.50	\$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. Transport extra.
Let's Eat Community Meal	\$12.00	\$15.00	Lunch at HBCC or Dinner at GNCC or KCSC. Includes 2 or 3 course meal &
Day Trips and Outings	\$25.00 - \$65.00	Full cost TBQ	Dependent upon cost of coach hire, entrance fees & meals.
HOME MAINTENANCE			
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
DOMESTIC ASSISTANCE			
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

2019/20 Jetty Road Mainstreet Summary Budget

2018/19 Budget	Revenue	2019/20 Budget
564,539	General Rates Raised	578,088
8,200	Other Income	4,200
85,015	Winter Wonderland Revenue	85,015
657,754		667,303
	Expenses	
149,371	Employee Costs	149,889
12,500	Sponsorships	12,500
4,500	Professional Services	6,500
69,388	Event Management	81,105
42,515	Christmas Decorations	42,515
122,827	Marketing	138,108
40,000	Retail Strategy Implementation	15,000
3,250	Food & Drink	3,250
1,750	Office Expenses	-
-	Repairs and Maintenance	1,500
2,500	Directory Board	2,500
39,717	Christmas Pageant	20,000
159,436	Winter Wonderland	159,436
50,000	Tour Down Under	50,000
30,000	October Street Party	30,000
(70,000)	2017/18 Carry Forward Budget	(45,000)
657,754		667,303
-	Net Profit/(Loss)	-

2019-20 Detailed Activity Budget

2018-19 Budget	Description	2019-20 Budget
Jetty Road Mainstreet		
226 - Glenelg Mainstreet		
Operating Revenue		
(4,200)	910 - Ticket Sales	(4,200)
(564,539)	966 - General Rates Raised	(578,088)
(568,739)	Total Operating Revenue	(582,288)
Operating Expenses		
126,597	200 - Salaries	128,361
4,000	249 - Wages - Overtime	4,000
11,871	250 - Salaries Superannuation	12,073
12,500	283 - Sponsorships	12,500
4,500	301 - Professional Services	6,500
69,388	310 - Project/Event Management	81,105
40,000	31D - Retail Strategy Implementation	15,000
42,515	401 - Christmas Decorations	42,515
1,250	415 - Food and Drink	1,250
2,000	41F - Food, Drink, Entertainment (FBT Applicable)	2,000
0	423 - Repairs and Maintenance - General Materials	1,500
750	426 - Printing and Stationery - Other	0
122,827	433 - Marketing - Promotion & Familiarisation	138,108
2,500	438 - Directory Board	2,500
6,903	817 - Insurance - Workers Compensation - Sals	5,455
1,000	832 - Telecommunications	0
(70,000)	89A - JRMC Carry Forward Budget	(45,000)
378,601	Total Operating Expenses	407,867
(190,138)	Total 226 - Glenelg Mainstreet	(174,421)
J01 - Christmas Pageant - Jetty Road Contribution		
Operating Revenue		
(4,000)	944 - Sponsorship Income	0
(4,000)	Total Operating Revenue	0
Operating Expenses		
7,223	249 - Wages - Overtime	0
7,000	310 - Project/Event Management	0
9,754	312 - Hire Companies	0
1,200	423 - Repairs and Maintenance - General Materials	0
6,000	433 - Marketing - Promotion & Familiarisation	0
2,520	800 - Other Expenditure	0
573	806 - Donations	20,000
5,447	835 - Entertainment/Special Occasions	0
39,717	Total Operating Expenses	20,000
35,717	Total J01 - Christmas Pageant - Jetty Road Contribution	20,000

2019-20 Detailed Activity Budget

2018-19 Budget	Description	2019-20 Budget
<i>J02 - Winter Wonderland - Jetty Road Contribution (50% of Budget)</i>		
<i>Operating Revenue</i>		
(81,720)	910 - Ticket Sales	(81,720)
(3,295)	944 - Sponsorship Income	(3,295)
(85,015)	<i>Total Operating Revenue</i>	(85,015)
<i>Operating Expenses</i>		
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	<i>Total Operating Expenses</i>	159,436
74,421	<i>Total J02 - Winter Wonderland - Jetty Road Contribution</i>	74,421
<i>J03 - Tour Down Under - Jetty Road Contribution</i>		
<i>Operating Expenses</i>		
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	<i>Total Operating Expenses</i>	50,000
50,000	<i>Total J03 - Tour Down Under - Jetty Road Contribution</i>	50,000
<i>J04 - October Street Party</i>		
<i>Operating Expenses</i>		
30,000	310 - Project/Event Management	30,000
30,000	<i>Total Operating Expenses</i>	30,000
30,000	<i>Total J04 - October Street Party</i>	30,000
0	<i>Total Jetty Road Mainstreet</i>	0

Attachment 4

Report 224/19

11 June 2019

Item 14.8

2019-20 Annual Budget





Postal Address: P O Box 2414 McLaren Vale SA 5171
Ph: (08) 8327 0304 Fax: (08) 8327 2861
Email: info@srwra.com.au ABN 37 443 975 085

7 June 2019

Mr Roberto Bria
Acting Chief Executive Officer
City of Holdfast bay

Email: RBria@holdfast.sa.gov.au

Dear Mr Bria

2019-20 proposed Annual Business Plan and Budget

I am pleased to present the Southern Region Waste Resource Authority (SRWRA) 2019-20 proposed Annual Business Plan and Budget for comment pursuant to Section 4.4 of the *Southern Region Waste Resource Authority Regional Subsidiary Charter - 2015*.

Key highlights in the 2019-20 Annual Budget include a net profit of \$0.51m and a capital works program of \$12.52m. The capital works program is designed to ensure SRWRA's facilities are of an appropriate scale and service mix to meet the evolving needs our Constituent Councils and customers. This is demonstrated by the inclusion of the proposed first stage of the Material Recycling Centre (MRF).

The proposed first stage of the MRF is subject to additional consideration by the Board prior to the project commencing. This relates to matters such as grant funding availability, final facility design and cost.

You are invited to make comment on the 2019-20 proposed Annual Business Plan and Budget by one of two ways;

- In writing, addressed to the Chief Executive Officer, SRWRA by 19 June 2019; or
- Via direct communication with your SRWRA Board Members

The final 2019-20 proposed Annual Business Plan and Budget will be presented to the Board for adoption after 19 June 2019.

Your Sincerely

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

Chris Adams

CHIEF EXECUTIVE OFFICER



Budget Pack

2019-2020

Contents

2019-2020 Budget parameters and assumptions.....	3
2019-2020 Long Term Financial Plan	6

2019-2020 Budget parameters and assumptions

Budget Parameters:

- (i)** Budget is prepared on the basis that it is consistent with the objectives and initiatives of the Strategic Plan.

No change, budget needs to be consistent with the adopted Strategic Plan.

- (ii)** Operations are based on a business approach i.e.

- Gate Fees are at market price
- Operating expenses are minimised
- Appropriate Net Return on investment is realised for owners

No change. Gate prices are reviewed annually and the gate prices are considered to be market prices. Operating expenses will be analysed to keep to a minimum.

- (iii)** Future site rehabilitation and capping is assessed and funded over an estimate life of the landfill.

No change.

- (iv)** Operating surplus is maintained over the life of the Long Term Financial Plan (individual years may be in deficit if the underlying trend is a surplus).

No change.

- (v)** Meet all the legislative requirements i.e. WHS, EPA, Zero Waste, Licence conditions.

No change.

- (vi)** Asset Management plans are in place and are reflected in budget figures.

No change.

- (vii)** Capital works program is planned and funded i.e. cell construction (link to LTFP).

No change.

- (viii)** Identify opportunities to diversify and grow the revenue base however any potential commercial opportunities will need to consider the impact on the long term value of SRWRA's land adjoining the waste management zoned land.

(ix) Historic budgeting.

The budget is based on Budget Review 3 data, increased where justified by the appropriate indices.

All new services and or service levels are to be zero based.

The budgets are re-evaluated quarterly each financial year in line with changes and developments within the business and direct market.

A CPI increase (Adelaide CPI for year ending 31st Dec) is used as a base rate if no other relevant data is applicable.

Budget Assumptions**Financial**

Deposit interest rates are currently in the 1.5% (ANZ/LGFA cash rate) to 2.44% (LGFA 12-month term rate quoted 4/1/19) range depending on the deposit term. Rate increases are difficult to forecast at this stage and for budget purposes a deposit rate of 2.44% is proposed.

Waste Volumes

Waste volumes are re-assessed at each quarter. Volumes are currently under assessment in line with the data provided from the Joint Venture, Constituent Councils and major customers and in line with the updated Strategic Plan / Long Term Financial Plan.

Waste Prices

The waste prices will be consistent with the prices contained in the Long Term Financial Plan (LTFP). The majority of SRWRA's waste is contracted with annual fixed increases. The Long Term Financial Plan will be reviewed in line with the Strategic Plan. Constituent Councils benefit from lower gate base rates in lieu of annual distributions. A minimum CPI increase will be applied.

Waste Levy

The State Government reviews the Waste Levy on an annual basis and it is expected that the 2019/20 levy increase will be a \$3 increase, from, \$100.00 to \$103.00 per tonne.

Joint Venture

The Southern Recycling Centre (SRC) continues to produce sustainable results in relation to recycling volumes and shared costs.

Staff & Labour Costs

Based on existing staff levels and operations, there is no anticipation of any additional staff being required.

All staff are on individual contracts and any wage increases are based on merit. For budgeting purposes the Adelaide Consumer Price Index (CPI) figures for the year ending 31st December was used.

Competitive Environment

The SRWRA has implemented effective and proven solutions in sustainable resource recovery, landfill management and waste management amidst the current environmental challenges and market competition and will continue to develop this strategic vision into the future.

2019-2020 Long Term Financial Plan

Summary of key Values, Assumptions, and Risks.

Year	FY Ended 30 June									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	000's	000's	000's	000's	000's	000's	000's	000's	000's	000's
Tonnage To Face										
SRC	37	30	30	30	30	30	30	30	30	30
MRF	0	3	6	6	6	13	13	13	13	13
Other	42	42	42	42	42	42	42	42	42	42
Total	79	76	79	79	79	85	85	85	85	85
Total Income Before Levy	4,152	4,553	4,747	4,800	4,894	6,173	6,256	6,459	6,631	6,847
EPA Levy	7,514	7,347	7,882	8,079	8,281	9,258	9,489	9,727	9,970	10,219
Total Income Including Levy	11,666	11,901	12,629	12,879	13,175	15,431	15,745	16,185	16,601	17,066
Total expenses	11,154	11,450	11,961	12,314	12,760	13,770	14,110	14,606	14,814	15,186
Profit/Loss	512	451	668	565	415	1,661	1,636	1,579	1,787	1,881
Profit on Sale of Assets	0	0	0	0	0	0	0	0	0	0
Amount Received for New Assets	3,750	0	0	0	0	0	0	0	0	0
Net Surplus / Deficit	4,262	451	668	565	415	1,661	1,636	1,579	1,787	1,881
Total Capex	12,523	8,925	697	1,101	0	290	48	731	0	0
Year End Cash Balance	9,385	1,076	1,878	1,860	3,478	5,889	8,557	10,268	13,223	16,369

Assumptions										
Inflation	1.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
SRWRA Staff Full Time	8	8	8	8	8	8	8	8	8	8
SRWRA Staff Part Time	4	4	4	4	4	4	4	4	4	4
MRF Shed	Construction	6 Months lease income	Lease income	Lease income	Lease income	Lease income	Lease income	Lease income	Lease income	Lease income
MRF P&E	Construction	6 Mth Construction / 6 Mth Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating
Solar on Cap	Planning	9 Mth Construction / 3 Mth Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating
SRC Shed Extension	Construction	Additional lease income	Additional lease income	Additional lease income	Additional lease income	Additional lease income	Additional lease income	Additional lease income	Additional lease income	Additional lease income

~ Staffing Roster

Site open Mon-Sat excluding Christmas & New Years day.

5 x landfill operators, working alternate Saturdays and an average of 4 hours at 1.5 M-F.

2 x weighbridge operators working back to back on a 4 day cycle.

- ~ No allowance has been made for the likely disruption to SRC JV operations during shed extension construction period.
- ~ The timing for Solar, and Shed Extension monthly construction payments are based on broad assumptions.
- ~ Contract Customer gate fees are higher than Consistent Councils. Loss of Contract Customer tonnes would require costs savings or changes to Consistent Council gate fees.
- ~ Historically the gate fees have been heavily subsidised by investment income. This profile will change to reliance on returns from Joint Ventures (SRC, SRC, Solar)

Key Risks & Sensitivities

~ *Return from JV investments*

The cash position will be dependent on JV profit distributions and capital contributions.

~ *Solar income based on \$0.12kwh*

~ *MRF Cost - \$10m for P&E less \$5m MRF P&E grant to be split 50/50, SRWRA MRF shed \$5m less \$1.250m grant*

~ *Landfill Compaction Rate*

~ Movement in the landfill waste compaction rate directly impacts on the remaining filling life of the landfill as well as the rate of amortisation expense charged on a per tonne basis.

~ *SRC Organic recovery rate*

~ *Risk of securing Grant funding.*

Variables that could adversely affect the projections in the LTFP

~ *CAPEX rates increasing at rates greater than assumed.*

~ *Any unforecast capital contribution to fund the running of the JV operations.*

~ *The JVs not achieving the projected financial performance targets and there is lower than forecast cash distribution expectations.*

~ *Loss of existing customers and revenue streams.*

~ *Increased compliance costs as a result of changes to existing legislation and regulatory requirements.*

~ *Increased operating costs above estimates as a result of costs increasing greater than projected or the identification of additional projects/tasks that need to be conducted.*

SOUTHERN REGION WASTE RESOURCE AUTHORITY

(BUDGETED) UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2020

	2018/19 \$'000 BR3	2019/20 \$'000 DRAFT BUDGET
Operating Revenues	12,430	11,666
less Operating Expenses	<u>(11,884)</u>	<u>(11,154)</u>
Operating Surplus/(Deficit) before Capital Amounts	546	512
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(211)	(1,077)
less Depreciation, Amortisation, Impairment and Movement in Landfill Provisions	1,010	911
less Proceeds from Sales of Replaced Assets	<u>-</u>	<u>-</u>
	799	(166)
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(284)	(8,945)
less Amounts received specifically for New and Upgraded Assets	-	3,750
less Proceeds from Sales of Replaced Assets	<u>-</u>	<u>-</u>
	(284)	(5,195)
Net Lending/(Borrowing) for Financial Year	<u>1,061</u>	<u>(4,849)</u>

(BUDGETED) STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020

2018/19 BR3 \$'000		2019/20 DRAFT BUDGET \$'000
	INCOME	
10,741	User Charges	9,882
416	Investment Income	541
691	Other	507
582	Net gain - equity accounted Joint Venture	736
12,430	TOTAL OPERATING REVENUE	11,666
	EXPENSES	
1,228	Employee Costs	1,237
9,646	Materials, Contracts & Other Expenses	9,006
-	Finance Costs	-
951	Depreciation, Amortisation & Impairment	911
59	Other Expenses	-
11,884	TOTAL EXPENSES	11,154
546	OPERATING SURPLUS/ (DEFICIT)	512
-	Net Gain/(Loss) on Disposal of Assets	-
-	Amounts Received Specifically for New or Upgraded Assets	3,750
-	Physical Resources Received Free of Charge	-
546	NET SURPLUS/ (DEFICIT)	4,262
-	Other Comprehensive Income	-
546	TOTAL COMPREHENSIVE INCOME	4,262

(BUDGETED) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

2018/19 BR3 \$'000		2019/20 DRAFT BUDGET \$'000
	CASH FLOWS FROM OPERATING ACTIVITIES	
	RECEIPTS	
11,432	Operating Receipts	10,389
416	Investment Receipts	541
	PAYMENTS	
(10,874)	Operating Payments to Suppliers and Employees	(10,243)
974	NET CASH RECEIVED IN OPERATING ACTIVITIES	687
	CASH FLOWS FROM INVESTING ACTIVITIES	
	RECEIPTS	
-	Sale of Surplus Assets	-
-	Amounts Specifically for New or Upgraded Assets	3,750
300	Distribution Received from Equity Accounted Joint Venture	350
	PAYMENTS	
(211)	Expenditure on Renewal/Replacement Assets	(1,077)
(284)	Expenditure on New/Upgraded Assets	(8,945)
-	Capital Contributed to Equity Accounted Joint Venture Business	(2,500)
(195)	NET CASH USED IN INVESTING ACTIVITIES	(8,422)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	PAYMENTS	
-	Distribution to Constituent Councils	-
-	NET CASH USED IN FINANCING ACTIVITIES	-
779	NET INCREASE (DECREASE) IN CASH HELD	(7,735)
16,343	CASH AT BEGINNING OF REPORTING PERIOD	17,122
17,122	CASH AT END OF REPORTING PERIOD	9,387

(BUDGETED) STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

2018/19 BR3 \$'000		2019/20 DRAFT BUDGET \$'000
	CURRENT ASSETS	
17,122	Cash & Cash Equivalents	9,387
1,839	Trade & Other Receivables	1,839
-	Other Financial Assets	-
-	Inventory	-
18,961	TOTAL CURRENT ASSETS	11,226
	NON-CURRENT ASSETS	
1,167	Investment in Joint Venture	4,053
15,714	Infrastructure, Property, Plant & Equipment	25,161
-	Other Non-Current Assets	-
16,881	TOTAL NON-CURRENT ASSETS	29,214
35,842	TOTAL ASSETS	40,440
	CURRENT LIABILITIES	
2,436	Trade & Other Payables	2,436
-	Borrowings	-
101	Provisions	101
2,537	TOTAL CURRENT LIABILITIES	2,537
	NON-CURRENT LIABILITIES	
-	Trade & Other Payables	-
13,629	Provisions	13,965
-	Borrowings	-
-	Other Non-Current Liabilities	-
13,629	TOTAL NON-CURRENT LIABILITIES	13,965
16,166	TOTAL LIABILITIES	16,502
19,676	NET ASSETS	23,938
	EQUITY	
19,676	Accumulated Surplus	23,938
-	Asset Revaluation Reserve	-
-	Other Reserves	-
19,676	TOTAL EQUITY	23,938

(BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2020

2018/19 BR3 \$'000		2019/20 DRAFT BUDGET \$'000
ACCUMULATED SURPLUS		
19,130	Balance at beginning of period	19,676
546	Net Surplus/(Deficit)	4,262
-	Transfers from reserves	-
-	Transfers to reserves	-
-	Distribution to Councils	-
<u>19,676</u>	Balance at end of period	<u>23,938</u>
<u>19,676</u>	TOTAL EQUITY	<u>23,938</u>

Vision (what we aspire to be)	We are leaders in delivering innovative and sustainable waste management solutions for the benefit of our southern Adelaide communities and the environment			
Mission (what we do)	We accept and process waste at a price point that balances cost, environmental outcomes and community expectations; provide information and market intelligence to assist our Constituent Councils in their waste management strategies; and respond to our Constituent Council's requests for assessment of waste management methods and/or services			
Purpose (why we exist)	To maintain an effective, cost efficient and environmentally responsible waste management service for our Constituent Councils and their communities by maximising the use of the SRWRA landfill site, assets and infrastructure			
Our Strategy	To improve and increase the diversity of materials accepted at SRWRA and maximise waste avoidance, re-use, recycling and recovery opportunities prior to landfill disposal. We do this by building effective relationships with our joint venture partners, stakeholders and customers, capitalising on and promoting the circular environmental economy, being an incubator for compatible industries and operating a financially sustainable, well managed and appropriately governed enterprise			
Our Overarching Principles	Governance – we provide good governance and accountability to our Constituent Councils	Financial Sustainability – we are financially viable	Safety and environmental compliance - we care for our people and our environment	Community - we are a responsible part of our community and achieve great outcomes for them
Strategic Plan 2019-26 - Timeframes	Business improvement (Stage One: 2019-2022) - immediate actions that maintain effective and commercially viable waste management operations and establish ground-work for future directions	Developing new ventures (Stage Two: 2019-2026) – research, modelling and testing of initiatives that will position SRWRA as an environmental hub that drives broader environmental outcomes and generates strong revenues	Benefiting from new directions (Stage Three: 2025-2030) – deliver SRWRA's long-term aspirations for a commercially sustainable site that capitalises on emerging opportunities in waste collection, transfer, re-use and sale – as well as complementary industries	
Business Plan 2019-2020 -Key Focus Areas	Resource Recovery – we deliver solutions that divert waste from landfill	Stakeholder Relationships – we support a community of shared responsibility		Operational excellence – we have a business model that supports the delivery of long-term sustainable waste solutions
Business Plan 2019-2020 - Objectives (how we are going to achieve our Key Focus Areas)	<ol style="list-style-type: none"> 1. Complete the SRC shed extension 2. Progress the Material Recovery Facility 3. Progress the Solar Farm 4. Identify and assess the feasibility of advanced waste treatments opportunities as they arise 5. Assess the feasibility of a bio-pad for either 'organics' from SRC or clean greens 6. Identify and support potential markets/business opportunities for recovered resources 7. Seek expert advice regarding the impact of planning and zoning to determine the best use of the buffer land 	<ol style="list-style-type: none"> 1. Establish and maintain consistent communication with stakeholders and communities to ensure SRWRA's role and capabilities are understood 2. Provide information to Constituent Councils to support them with waste avoidance and positive waste behaviours and initiatives 3. Identify industry initiatives and outcomes that are locally relevant and provide to Constituent Councils 	<ol style="list-style-type: none"> 1. EPA Licence is renewed by 31 July 2019 2. Update LEMP to reflect new EPA Licence 3. Conduct review of Charter (due 2019) 4. Review and update Governance Manual 5. Review and update Policies and Procedures 6. Implement 2019 Risk Evaluation Action Plan (WHS&IM) 7. Future landfill rehabilitation and capping is assessed and funded over the lifetime of the site 8. Deliver operating surplus 9. Review fill plan and program supercell construction 10. Establish strategic and operational KPIs 	
Key Measures	<ol style="list-style-type: none"> 1. Diversion of incoming waste material from landfill >25% 2. Future landfill airspace = 30 years 3. Carbon emission offset >100,000 tonnes pa 4. Deliver agreed projects on time and on budget 	<ol style="list-style-type: none"> 5. One presentation to Elected Members in each Constituent Council per annum 6. Bi-monthly communication with Constituent Councils 	<ol style="list-style-type: none"> 7. Maintain EPA Licence 8. Reduction in the number of lost time injuries from the previous year 9. Achieve or surpass operating surplus budget 	

