



Council Agenda

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 27 October 2020 at 7.00pm

Roberto Bria
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. SERVICE TO COUNTRY ACKNOWLEDGEMENT

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

4. PRAYER

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

5. APOLOGIES

5.1 Apologies Received

5.2 Absent

6. ITEMS PRESENTED TO COUNCIL

7. 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.

8. CONFIRMATION OF MINUTES

Motion

That the minutes of the Ordinary Meeting of Council held on 13 October 2020 be taken as read and confirmed.

Moved Councillor _____, Seconded Councillor _____

Carried

9. PUBLIC PRESENTATIONS

9.1 **Petitions - Nil**

9.2 **Presentations** - Nil

9.3 **Deputations** - Nil

10. QUESTIONS BY MEMBERS

10.1 **Without Notice** - Nil

10.2 **On Notice** - Nil

11. MEMBER'S ACTIVITY REPORTS - Nil

12. MOTIONS ON NOTICE

12.1 Seacliff Plaza – Councillor Lindop (Report No: 346/20)

12.2 Removal of Tree in Marlborough Street Brighton – Councillor Bradshaw (Report No: 349/20)

13. ADJOURNED MATTERS - Nil

14. REPORTS OF MANAGEMENT COMMITTEES AND SUBSIDIARIES

14.1 Minutes – Audit Committee – 7 October 2020 (Report No: 330/20)

14.2 Minutes – Jetty Road Mainstreet Committee – 7 October 2020 (Report No: 329/20)

14.3 Information Report – Southern Region Waste Resource Authority Board Meeting – 21 September 2020 (Report No: 348/20)

15. REPORTS BY OFFICERS

15.1 Items in Brief (Report No: 338/20)

15.2 2019-20 General Purpose Financial Statements (Report No: 332/20)

15.3 Budget and Annual Business Plan Update – As at 30 September 2020 (Report No: 339/20)

15.4 Proposed Memorial to Honour Squadron Leader Robert Wilton Bungey (Report No: 290/20)

15.5 Local Government Association (LGA) Annual General Meeting 2020 (Report No: 344/20)

15.6 Disability Access & Inclusion Plan (Final) (Report No: 342/20)

15.7 Jetty Road - Glenelg Lighting (Report No: 341/20)

15.8 Asset Management Plan Review (Report No: 333/20)

15.9 2020 New Year's Eve Dry Area – Glenelg (Report No: 347/20)

15.10 Events Update (Report No: 343/20)

16. RESOLUTIONS SUBJECT TO FORMAL MOTIONS

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

17. URGENT BUSINESS – Subject to the Leave of the Meeting

18. ITEMS IN CONFIDENCE

18.1 Minutes – Audit Committee – 7 October 2020 (Report No: 331/20)

Pursuant to Section 90(2) 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.**

18.2 Bay Sheffield Event (Report No: 335/20)

Pursuant to Section 90(2) 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:

- 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.**

18.3 Waste Contract (Report No: 345/20)

Pursuant to Section 90(2) 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 the 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.**

18.4 Verge Management – Artificial Turf – Update (Report No: 286/20)

Pursuant to Section 90(2) 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:

h. legal advice.

**ROBERTO BRIA
CHIEF EXECUTIVE OFFICER**

Item No: **12.1**

Subject: **MOTION ON NOTICE – SEACLIFF PLAZA – COUNCILLOR LINDOP**

Date: 27 October 2020

PROPOSED MOTION

Councillor Lindop proposed the following motion:

- 1. That Administration update the “Master Plan” for the Seacliff plaza area (the area along the Esplanade in front of the Seacliff Hotel from the Wheatland St Roundabout to the proposed new Seacliff Toilets) and bring the proposed plan back in time for Council to consider as part of the 2021/22 budget process.**
 - 2. This updated Master Plan to include concepts and elements which could be staged including (but not limited to) options for:**
 - **greening the centre of the roundabout;**
 - **coastal garden or lawn adjacent of the plaza area adjacent to the roundabout;**
 - **new low sign with “Seacliff Beach” and dual Kurna naming;**
 - **steps down from the plaza area to the beach for access and seating;**
 - **disability car parking;**
 - **improvements to pedestrian crossing points between eastern and western sides of the Esplanade;**
 - **planter boxes or other plantings to green, cool and soften the area; and**
 - **a way to include reference to the historical old breakwater rotunda.**
-

BACKGROUND

The Seacliff plaza comprises the area of the Esplanade in front of the Seacliff Hotel from the Wheatland St Roundabout to the proposed new Seacliff public toilets. The plaza area is currently paved, with limited plantings (some palm trees) and some items of street furniture.

At its meeting on 10 July 2018, Council considered a report (Report No: 239/18 – Item 14.5) on planning for the Seacliff Surf Lifesaving Tower which was to be sited adjacent to the existing public toilets just north of the Seacliff plaza area. A Master Plan for the plaza area was attached to that report to provide a long term context for planning the surf tower. The surf tower was officially opened in 2019.

Council Administration is currently developing plans for the Seacliff public toilet redevelopment which will be shortly presented to Council for consideration prior to Community Consultation. The project is fully funded and it is anticipated that construction will take place in 2020/21.

This is an opportune time to update the overall plaza master plan and recommended works for funding consideration as part of the 2021/22 capital works budget.

The master plan will cover other proposed works to complete the plaza area and incorporate concepts and elements which “green and beautify” the area.

Item No: **12.2**

Subject: **MOTION ON NOTICE – REMOVAL OF TREE IN MARBOROUGH STREET
BRIGHTON – COUNCILLOR BRADSHAW**

Date: 27 October 2020

PROPOSED MOTION

Councillor Bradshaw proposed the following motion:

That Council approve the removal of the street tree located on the Eastern side of the driveway of the property at 30 A Marlborough Street, Brighton. Approval is granted on the basis that the current owners of the property are to pay all costs associated with the removal of the said tree.

BACKGROUND

The current owners purchased this home approximately 4 years ago. At the time of purchasing the property they expressed concerns to the real estate agent that the street tree encroached on the driveway. The owners maintain, the agent advised them under the circumstances, he believed that upon request, Council would remove the tree.

Whilst the residents have done their best endeavours to live with the tree, the position of it, continues to have a negative impact on their lives and puts them and their vehicle at risk each time they egress or ingress their driveway.

Returning home of an evening the gap between the trees adjacent the driveway is difficult to see and leaves very little margin for error.

During the day, the location attracts a high level of motorists and the property being on the corner further compounds the driveway issue, with motorists turning off Commercial Road into Marlborough Street.

To navigate their driveway, the owners advise they need to be at an angle which necessitates they swing out past the centre of the road. This can be very tricky if a car is parked on the opposite kerb or there is oncoming traffic.

It's reported most visitors to the property refuse to use the driveway, because they find it too challenging and opt to park in the street.

If the tree were removed the urban canopy would hardly be effected, as the neighbouring tree which is very close, would be able to spread to its full potential.

ADMINISTRATION COMMENT

There has been considerable correspondence between the new property owners 30A Marlborough Street, Brighton, Council's arborist and Council's Manager Planning and Development on this matter. The original development approval was granted on the basis that the tree(s) would be retained and the driveway placed so as to allow sufficient space for the tree to survive and the resident to be able to exit/enter their driveway. A picture of the disputed tree(s) is attached below.



The original development was approved in 2015 and the DA was granted based on both trees being retained and the driveways being constructed to be 1m clear of the trees. A copy of the approved Development Plan (Residence 3 is the property in question) is also presented below.

Following the sale of the property, the new owners have been seeking Council's consent to remove the trees. Council's arborist has visited the site and assessed the tree as healthy and with a reasonable remaining life. Council's Traffic Officer has visited the site and addressed the resident's concerns that the closeness of the trees to the driveway creates a safety risk. No safety risk was identified. Considerable correspondence has exchanged between the resident and council, with staff advising that the trees should be retained as per the approved DA.

In August 2020, Council's Manager Planning and Development, wrote as follows:

From: Anthony Marroncelli
Sent: Friday, 14 August 2020 8:30 AM
To: (resident email address removed)
Subject: FW: Att: Howard Lacy re Removal of a street tree

Dear (Resident's name removed),

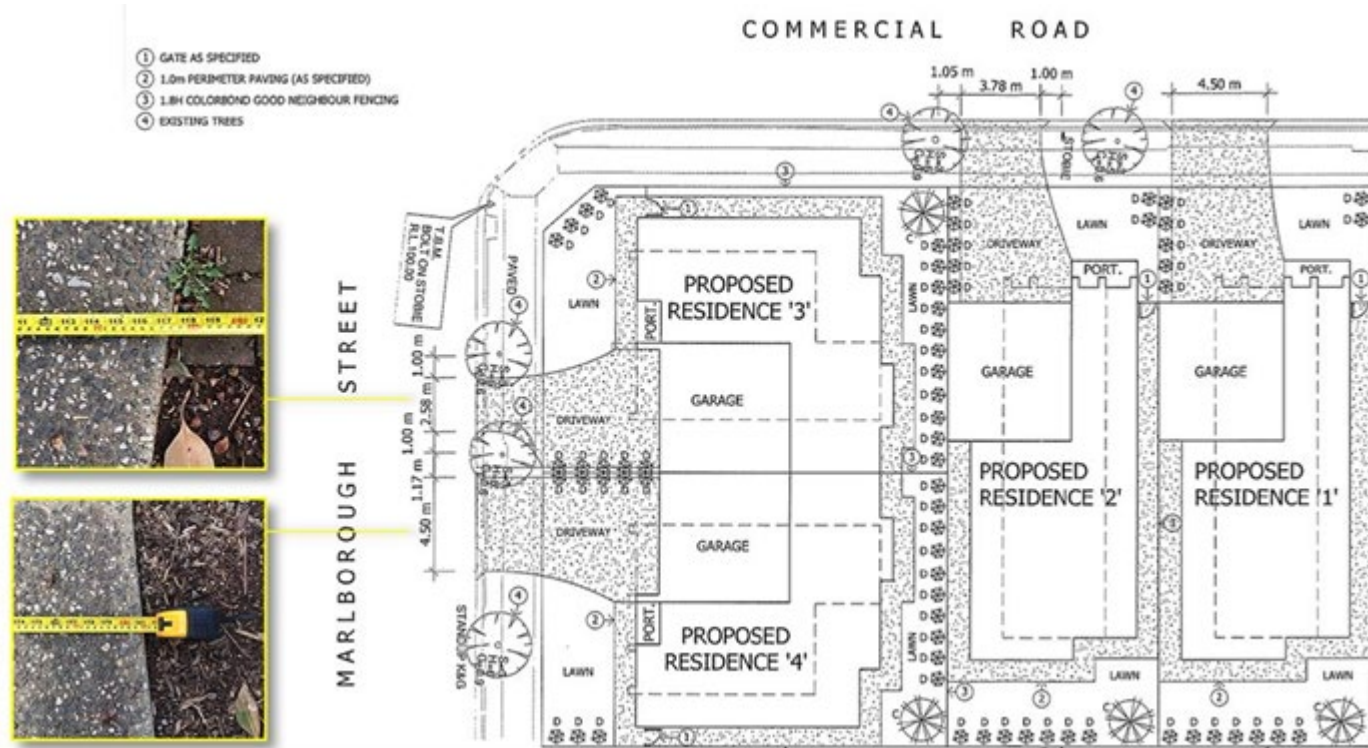
Thank you for your recent email to Council's Technical Arboriculture Officer, Ben Hall, regarding the street trees in front of your property. I have been asked to respond as I understand that you may have concerns that some of the issues could stem from the initial planning assessment for the dwellings and the density of the allotments. Upon review of council's records, I am able to advise that the approved plans from 2015 showed the trunk of each street tree located a minimum distance of 1m from the driveway edges (as shown below). I visited the site yesterday morning and noted that the actual driveway widths exceed those of the approved plans (the northern driveway on Marlborough Street is 3.0m wide rather than the approved 2.58m and the southern driveway is 4.6m rather than the approved 4.5m). So it would appear that this is a case of the driveways exceeding the approved width limit rather than Council having approved the driveways too close to the trees. The Council is within its rights to ask that the driveways are cut back, as they have not been constructed in accordance with the approved plans, but there is no immediate need for this as the trees remain quite healthy notwithstanding. The street trees must therefore remain, with any remedial action focussed on the non-compliant driveways instead, although as mentioned the Council will not go down this path.

Regarding the density of the development, the four sites are located within a zone that allows significantly reduced densities compared with the broader residential area. Specifically, the site is located within Residential Zone Medium Density Policy Area 5, where the minimum allotment size for semi-detached dwellings is 200m², meaning the density was correctly assessed at the time.

Regarding your query relating to the equity and consistency of Council's decision regarding street tree removals along Marlborough Street, I am advised by Ben Hall that the two street trees referred to in front of 38 Marlborough Street were 'Robinias'. As part of Council's street tree planting program undertaken in 2017, the 'Robinia' had been identified for removal given the suitability of species (being problematic) and were replaced with the more appropriate 'Tuckeroo' instead.

Thank you for your understanding in this matter, and I hope that by providing you with some context to your concerns, you have been able to understand (if not accept) the circumstances around some of Council's decision making in this regard.

Regards,



A response was received from the residents on 17 August 2020 indicating that the matter would be referred to the Ombudsman.

Council staff have worked as per Council’s Tree Policy to retain the tree(s) which were initially protected via the original DA. Driveway access is consider adequate for the property and no safety or other matters would appear to support the removal of the tree(s).

Item No: **14.1**

Subject: **MINUTES – AUDIT COMMITTEE – 7 OCTOBER 2020**

Date: 27 October 2020

Written By: Personal Assistant, Strategy and Business Services

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

The public minutes of the meeting of the Audit Committee held on 7 October 2020 are presented to Council for information and endorsement.

RECOMMENDATION

1. **That Council notes the public minutes of the Audit Committee meeting of 7 October 2020 namely:**
 - (a) **That the Audit Committee advises Council it has received and considered a Standing Items Report addressing:**
 - **Monthly Financial Statements**
 - **Risk Management and Internal Control**
 - **Audit – External/Internal**
 - **Public Interest Disclosures – previously Whistle Blowing**
 - **Economy and Efficiency audits**
 - **Audit Committee Schedule**
 - (b) **That the Audit Committee recommended the revised Asset Management Plans 2020 to Council for approval to undertake public consultation.**
 - (c) **That the Audit Committee inform Council it has reviewed the General Purpose Financial Reports for the year ending 30 June 2020, as required under Section 126(4)(a) of the *Local Government Act 1999*, and found them to present fairly the state of affairs of the Council as required under the *Local Government (Financial Management) Regulations 2011*.**
-

COMMUNITY PLAN

A Place that Provides Value for Money

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Local Government Act 1999, Sections 41 and 126

BACKGROUND

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

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

REPORT

Public minutes of the meeting of the Audit Committee held on 7 October 2020 are attached for Members' information.

BUDGET

Not applicable

Attachment 1



Minutes of the meeting of the Audit Committee of the City of Holdfast Bay held in the Kingston Room on Wednesday 7 October 2020 at 6:00pm.

Members

Presiding Member – Councillor J Smedley
Councillor R Snewin
Mr S Spadavecchia
Mr S Tu
Ms P Davies

Staff

Chief Executive Officer – Mr R Bria
General Manager Strategy and Business Services – Ms P Jackson
General Manager City Asserts – Mr H Lacy
General Manager Alwyndor – MS B Davidson-Park
Manager Finance – Mr J Newton
Financial Manager Alwyndor – Ms L Humphrey
Team Leader Asset Management – Ms C Evans
Manager Engineering – Mr M de Heus

Guests

Mr Anthony Tickle – Audit Director, BDO
Mr Mark Booth – Director, BRM Advisory – *Visual and Audio Presence*

1. OPENING

The Presiding Member declared the meeting open at 6.01pm.

2. APOLOGIES

- 2.1 Apologies Received - Nil
- 2.2 Absent – Mr S Tu was absent at the start of the meeting.

3. DECLARATION OF INTEREST

Members were reminded to declare their interest before each item.

4. CONFIRMATION OF MINUTES

Motion

That the minutes of the Audit Committee held on Wednesday 9 September 2020 be taken as read and confirmed.

Moved by Councillor Snewin , Seconded by Mr Spadavecchia

Carried

5. PRESENTATIONS - Nil

Leave of the Meeting

The Presiding Member sought leave of the meeting to move Item 7.3 in the Agenda to be considered before Item 6.1 Action Item List – 7 October 2020.

Leave of the Meeting was granted.

7.3 2019-20 General Purpose Financial Statements (Report No: 305/20)

The financial statements for the year ended 30 June 2020 have been completed and audited by Council's auditor, BDO, who have indicated that an unqualified audit opinion will be provided and that there are no material issues arising from the audit. They were presented to the Audit Committee for review.

Motion

That the Audit Committee inform Council it has reviewed the General Purpose Financial Reports for the year ending 30 June 2020, as required under Section 126(4)(a) of the Local Government Act 1999, and found them to present fairly the state of affairs of the Council as required under the Local Government (Financial Management) Regulations 2011.

Moved Ms Davies, Seconded Councillor Snewin

Carried

6. ACTION ITEMS

6.1 Action Item List – 7 October 2020

7. REPORTS BY OFFICERS

7.1 **Standing Items** (Report No: 306/20)

The Audit Committee was provided with a report on standing items.

Motion

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

- **Monthly Financial Statements**
- **Risk Management and Internal control**
- **Audit – External/Internal**
- **Public Interest Disclosures**
- **Economy and Efficiency Audits**
- **Audit Committee Meeting Schedule**

Moved Mr Spadavecchia, Seconded Ms Davies

Carried

Mr Tu joined the meeting at 6.13pm.

7.2 Asset Management Plan Review (Report No: 306/20)

Asset Management Plans (AMPs) provide a snapshot of the current and future state of Council's infrastructure, and ensure council is maintaining and renewing its assets in a cost effective and sustainable manner.

The AMPs had been reviewed and updated to include the latest asset condition and inventory data, and approved council projects. The forecast indicates Council's assets are generally in good condition, however a small increase to capital renewal expenditure is required over the next 10 years. Council has five AMPs being; Buildings, Stormwater, Transport, Open Space & Coastal and Plant and Equipment.

The total renewal expenditure forecast over the next 10 years is \$83.2 Mil.

The results of the AMPs inform the Long Term Financial Plan (LTFP). Council is legislatively required to update its AMPs prior to February 2021.

Motion

That the Audit Committee recommends the revised Asset Management Plans 2020 to Council for approval to undertake public consultation.

Moved Mr Tu, Seconded Mr Spadavecchia

Carried

Item 7.3 was considered before Item 6.1 Action Item Item List – 7 October 2020 as per leave of the meeting following Item 5 Presentations.

8. URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING - Nil

9. CONFIDENTIAL ITEMS

9.1 Waste Contract (Report No: 312/20)

Motion – Exclusion of the Public – Section 90(3)(b) Order

- 1. That pursuant to Section 90(2) of the Local Government Act 1999 Council hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Report No: 312/20 Waste Contract in confidence.**
- 2. That in accordance with Section 90(3) of the Local Government Act 1999 Council is satisfied that it is necessary that the public be excluded to**

consider the information contained in Report No: 312/20 Waste Contract on the following grounds:

- b. pursuant to section 90(3)(b) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting business and the disclosure of the information could prejudice Council's commercial position.

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

Moved Mr Tu, Seconded Mr Spadavecchia

Carried

RETAIN IN CONFIDENCE - Section 91(7) Order

That having considered Agenda Item 9.1 Waste Contract – Report No 312/20 in confidence under section 90(2) and (3)(b) of the Local Government Act 1999, this order is subject to Section 91(7) of the Act orders that the report, attachments and minutes be retained in confidence for a period of 18 months and the Chief Executive Officer is authorised to release the documents when the purchase order is issued to the successful tenderer.

Moved Councillor Snewin, Seconded Ms Davies

Carried

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Audit Committee is to be confirmed.

11. CLOSURE

The Meeting closed at 7.39 pm.

CONFIRMED

PRESIDING MEMBER

Item No: **14.2**

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE –
7 OCTOBER 2020**

Date: 27 October 2020

Written By: General Manager, Community Services

General Manager: Community Services, Ms M Lock

SUMMARY

The Minutes of the Jetty Road Mainstreet Committee meeting held on 7 October 2020 are attached and presented for Council’s information.

Jetty Road Mainstreet Committee Agendas, Reports and Minutes are all available on Council’s website and the meetings are open to the public.

RECOMMENDATION

That Council notes the minutes of the Jetty Road Mainstreet Committee of 7 October 2020.

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Community: Providing welcoming and accessible facilities
Economy: Supporting and growing local business
Economy: Making it easier to do business
Economy: Boosting our visitor economy
Culture: Being financially accountable
Culture: Supporting excellent, efficient operations
Culture: Being financially accountable

COUNCIL POLICY

Not applicable.

STATUTORY PROVISIONS

Not applicable.

BACKGROUND

The Jetty Road Mainstreet Committee (JRMC) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of the Committee.

Jetty Road Mainstreet Committee Agendas, Reports, and Minutes are all available on Council's website and the meetings are open to the public.

REPORT

Minutes of the meetings of JRMC held on 7 October 2020 are attached for member's information.

BUDGET

Not applicable.

LIFE CYCLE COSTS

Not applicable.

Attachment 1



CITY OF HOLDFAST BAY

Minutes of the meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Mayor's Parlour Glenelg Town Hall on Wednesday 7 October 2020 at 6:00pm

PRESENT

Elected Members:

Mayor A Wilson
Councillor R Abley
Councillor W Miller

Community Representatives:

Maios Group, Mr C Maios
GU Filmhouse, Mr S Robinson
Cibo Espresso, Mr T Beatrice
Ottoman Grill, Mr O Soner
Ikos Holdings Trust, Mr A Fotopoulos
Beach Burrito, Mr A Warren

Staff:

General Manager, Community Services, Ms M Lock
Jetty Road Development Coordinator, Ms L Breeding
Jetty Road Assistant, Mr W Papatolis

1. OPENING

The Chairman, Mr C Maios, declared the meeting open at 6.10pm.

2. APOLOGIES

2.1 Apologies Received: Ms E Fassina, Ms G Martin, Ms L Boys

2.2 Absent:

3. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

4. CONFIRMATION OF MINUTES

Motion

That the minutes of the Jetty Road Mainstreet Committee held on 2 September 2020 be taken as read and confirmed.

Moved A Warren, Seconded T Beatrice

Carried

5. QUESTIONS BY MEMBERS

- 5.1 **Without Notice:** Nil
- 5.2 **With Notice:** Nil

6. MOTIONS ON NOTICE: Nil**7. PRESENTATION:** Nil**8. REPORTS/ITEMS OF BUSINESS**

- 8.1 Monthly Finance Report (Report no: 301/20)

The Jetty Road Mainstreet Committee August 2020 variance report is prepared by the Jetty Road Coordinator and is presented for information of the members of the Jetty Road Mainstreet Committee.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved Councillor Miller, Seconded S Robinson **Carried**

- 8.2 Marketing Update (Report No: 302/20)

The report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee 2020/21 Marketing Plan and initiatives aligned to the delivery of the Jetty Road Glenelg Retail Strategy 2018-2022.

Motion

That the Jetty Road Mainstreet Committee note this briefing

Moved A Warren Seconded T Beatrice **Carried**

- 8.3 Jetty Road Lighting Update (Report No: 303/20)

The report provides an update on the Jetty Road Glenelg lighting project as provided for in the 2020/21 JRMCM Budget.

Motion

That the Jetty Road Mainstreet Committee note this briefing

Moved T Beatrice, Seconded A Warren **Carried**

A Fotopoulos joined the meeting at 6.38pm

8.4 Events Update

(Report No: 304/20)

JRMC in partnership with the City of Holdfast Bay, are responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan. This report provides an overview of upcoming events and an update on events held

Motion

That the Jetty Road Mainstreet Committee:

- 1. note this briefing**
- 2. endorse the \$20,000 allocated in the budget to be reallocated from the Christmas Pageant to the Christmas at the Bay event.**

Moved Councillor Abley Seconded S Robinson

Carried

9. URGENT BUSINESS

- The Jetty Road Development Coordinator provided an update on the Christmas decorations and activations planned for Jetty Road.

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 4 November 2020 location to be confirmed.

11. CLOSURE

The meeting closed at 7.34pm.

CONFIRMED: Wednesday 4 November 2020

CHAIRMAN

Item No: **14.3**

Subject: **INFORMATION REPORT – SOUTHERN REGION WASTE RESOURCE AUTHORITY BOARD MEETING – 21 SEPTEMBER 2020**

Date: 27 October 2020

Written By: Chief Executive Officer, Mr R Bria

CEO: Mr R Bria

SUMMARY

The information reports of the Southern Region Waste Resource Authority (SRWRA) Board meeting held on 21 September 2020 are attached and provided for information.

RECOMMENDATION

- 1. That the Information Reports of the Southern Region Waste Resource Authority Board meeting held on 21 September 2020 be noted.**

RETAIN IN CONFIDENCE – Section 91(7) Order

- 2. That having considered Attachment 2 to Report No: 348/20 Information Report – Southern Region Waste Resource Authority Board Meeting – 21 September 2020 in confidence under Section 90(2) and 3(b) and 3(d) of the Local Government Act 1999, the Council, pursuant to Section 91(7) of the Act orders that Attachment 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.**
-

COMMUNITY PLAN

Economy: Supporting and growing local business
Economy: Harnessing emerging technology
Environment: Building an environmentally resilient city
Environment: Using resource efficiently
Environment: Fostering an environmentally connected community
Culture: Being financially accountable

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay (the "constituent councils"), pursuant to Section 43 of the Local Government Act, 1999. The functions of SRWRA include providing and operating waste management services on behalf of the constituent Councils.

In accordance with Section 2.5.2 of the SRWRA Charter - 2015, there shall be at least six ordinary meetings of the Board held in each financial year. Furthermore, Section 2.5.22 states that prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

In accordance with the above, identified agenda items from the Board Meeting held on 21 September 2020 are attached for Members information as Attachments 1 and 2 (Constituent Council Information Report –Public and Confidential).

Refer Attachments 1 & 2

BUDGET

Not Applicable

LIFE CYCLE COSTS

Not Applicable

Attachment 1



Constituent Council Information Report

- PUBLIC -

Board Meeting Date: 21 September 2020

Report By: Chief Executive Officer

Report

In accordance with Section 2.5.22 of the *Southern Region Waste Resource Authority Regional Subsidiary Charter - 2015*, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils:

Agenda Item	Report
1.6.1	<p>Resolutions Outside Board Meeting – Adoption of 2019 – 2020 Financial Statements</p> <p>Summary – The Board resolved by electronic voting on 02 September 2020 to adopt the 2019 – 2020 Audited Financial Statements and authorised the Chairman and Chief Executive Officer to certify the Audited Financial Statements. The 2019 – 2020 Audited Financial Statements are available in the SRWRA 2019 – 2020 Annual Report.</p>
3.2	<p>Fair Value Valuation of Land and Insurance Report</p> <p>Summary - In May 2020 AssetVal was engaged to conduct a valuation for the purpose of an assessment of all owned Land assets for financial reporting purposes on the basis of Fair Value as at 30 June 2020 and Insurance Valuation of Buildings for Insurance renewals in 2021. The Valuation Report concluded that the assessment of total Land Asset holdings has increased by \$1,221,688. Land assets are split into two categories Buffer Land and Landfill Land. Buffer Land has increased by \$263,345 and Landfill Land has increased by \$958,353.</p>
3.3	<p>Audit Committee Terms of Reference Review</p> <p>Summary – The Audit Committee Terms of Reference has been reviewed by the Chief Executive Officer and presented to the Audit Committee for consultation prior to presentation to the SRWRA Board for formal adoption.</p>
4.1	<p>Finance Report August 2020</p> <p>Summary – The unaudited Financial Report was presented to the Board showing an operating surplus of \$87k which is an increase of \$47.5k against the adopted budget.</p>

4.2 Risk Management Report

Summary -

Risk Register - The Risk Register reflects the current risks at the SRWRA site with no changes since the August Board Meeting.

Skytrust – SRWRA has recorded eleven incidents from 01 July 2020 to 31 August 2020 with four currently under investigation and all identified hazards have been addressed.

EPA Licence Related Register shows no complaints received since the August Board Meeting.

WHS & IM Plan – is on track with 74% of actions of proposed or partially completed. The LGASA have advised member sites will only be expected to complete 33% of their registered actions in order to receive a 100% action. SRWRA Management have decided to continue completing actions where possible.

Tailored Implementation Program (TIP) – SRWRA applied for, and received, funding under the TIP program to assist further development of Traffic Management and Planning due to SRWRA's expanding operations. A Traffic Management Plan is currently under construction.

General Management - The easing of COVID 19 restrictions has meant SRWRA is able to transition to some face to face Administration and Operational meetings, where appropriate, whilst still practicing social distancing. The SRWRA Board is provided with the option of attending a meeting or joining via electronic means.

Human Resources – SRWRA currently has two Workcover Claims in progress.

4.3 Operations Report

Summary –

Site Management – SRWRA is enhancing landfill operations by utilising new technology to track airspace consumption. Major maintenance on plant and roads improve machine operations and site access. Training within the team has led to several operator led safety improvements completed.

EPA – Communication with the EPA includes groundwater and landfill gas (LFG) monitoring re-assessment, Landfill Environmental Management Plan update and completion of a site tour. Additional correspondence includes LFG monitoring, leachate management and control of a hot spot.

Capital and Other Projects – MRF construction is 3 weeks ahead of schedule, with the bulk earthworks completed and shed footings being prepared. The 600KW solar farm has footings and frames installed with mounting and wiring of panels still on track. Stage 2-6 of sideler project is in progress with bulk shaping complete. Crushing tenders have been received in preparation for supply of fill material and installation of liners. Other projects in progress is the development of a Fire Management Plan, and Landscaping Plan with associated program of works for tender. In addition, the upgrade of existing crib facilities for operational staff is underway.

Item No: **15.1**

Subject: **ITEMS IN BRIEF**

Date: 27 October 2020

Written By: Personal Assistant

General Manager: Strategy and 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. **Update of Various Items**
 2. **1st Quarter External Funding Update**
-

COMMUNITY PLAN

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

REPORT

1. **Update of Various Items**

This update responds to a Motion on Notice submitted by Councillor Bouchee (Item 12.4) at Council meeting held on 13 October 2020. Four updates were requested:

1.1 Update on Footpath Audit

The footpath defect audit was completed in early-mid 2019 with funding allocated in the 2019/20 Capital Works budget (Year 1 of a 3 year program) under the Accelerated Footpath Repair program.

The audit identified over 3,500 defects across the City's various footpath types (ie paved, asphalt and concrete) with each ranked for severity/importance. The Assets and Field Services Teams adopted standards set by the Institute of Public Works and Engineering Australia (IPWEA) to determine the severity, and therefore the response (ie the level of service) to apply. The level of service characterises and prioritises each of the defects into high, medium and low risk hazards.

- High risk hazards – typically involve greater than 30mm displacement. These are repaired straight away and were the focus of Year 1 of the Accelerated Footpath Program which ran from 1 September 2019 to 30 September 2020.
- Moderate footpath trip hazards - between 20-30mm displacement
- Minor footpath trip hazards – any under 20mm displacement.

Displacement can any form of displacement such as a sharp trip hazard (eg. as you would see if 2 pieces of concrete footpath were displaced vertically) to a rounded hump in a footpath over a tree root.

Year two of the accelerated footpath program is currently out for tender. The tender is due to close on 23 October 2020. The assessment will lead to the appointment of a suitable contractor(s) to undertake the majority of the next round of repairs to both paved and concrete footpaths. This is a different approach to last year (Year 1 of 3) where most of the repairs to concrete footpaths were undertaken by Council Civil maintenance team. The successful contractor(s) will commence work in November 2020 and complete their contracted works program by the end of the financial year.

1.2 Update on approximate percentage of footpath remediation completed

The 2019 Audit identified over 3,500 defects. Of these, 1,086 were rated as high risk.

During Year 1 of 3 of the Accelerated Footpath Repair Program, 1,084 defects were rectified which were predominantly high risk hazards in paved and concrete footpaths. This represents approximately 31% of the total defects now complete.

The focus of Year 2 of the Accelerated Footpath Repair Program (2020/21 financial year) is to repair defects rated as moderate hazards, again spread across paved and concrete footpaths. Any recently identified or reported high or moderate risk defects will be added to either Year 2 program for immediate repair or to the Year 3 program.

Minor footpath trip hazards (ie under 20mm) have been recorded, but no remedial action is planned as these are considered acceptable at this point in time. As minor hazards deteriorate to become a moderate risk, they will be added to the proposed works program.

As the original footpath defect audit was undertaken in early 2019, it is planned to undertake further audit midway through Year 3 (2021/22 financial year) to capture any defects that have emerged since the original 2019 audit.

- 1.3 Update on progress of plans to bundle power cables to ensure our major tree avenues (Partridge St/Jetty Rd, Brighton Road/Jetty Road, Glenelg/Moseley Square, etc)

Administration is not aware of any current plans related to bundling of power cables and has been unable to identify any Council endorsed plans.

- 1.4 Update priority listing of our Power Line Environment Committee (PLEC) sites in the City

Following a search of Council's files, the most recent update provided to Council on priorities for powerline undergrounding projects funded under the PLEC program was submitted to the Environment and Engineering Committee on 25 March 2008 – refer Attachment 1.

Refer Attachment 1

Since that time, the majority of the projects on the list have been completed, with the exceptions being:

- Jetty Rd Brighton – train line to No.36 Jetty Rd (target year 1998/99)
- Jetty Rd Brighton – Brighton Road to train line (2013/14)
- Kingston Cres Kingston Park – Strickland Ave to Cygnet Court (2014/15)

No further priority listings appear to have been submitted to Council since that time and no projects are currently listed for inclusion in the current or any future capital works program.

2. 1st Quarter External Funding Update

For the 2020-21 financial year (at quarter one) Council is expected to receive \$3,192,647 in external grant funding (including \$1,787,858 received in 2019-20 applicable to 2020-21) not including any operating subsidies for Alwyndor.

This consists of:

- \$ 1,062,000 capital grants;
- \$ 139,478 operating and other projects; and
- \$ 1,991,169 recurring grants.

Note: Confirmation of Library funding is awaiting the State Government budget and has not been included in these totals.

The attached schedule provides the details of our external grant position. For Quarter 1, \$634,249 has been received from the confirmed total for the financial year (not including any operating subsidies from Alwyndor).

Refer Attachment 2

During the 1st Quarter, the following grant submission was notified as successful:

- 2020 Community Heritage Grant - Collections disaster preparedness plan for the History Centre \$12,000.

Council will continue to monitor grant opportunities throughout the year with the aim for applying for funding where applicable and suitable.

Attachment 1



REPORT TO: **ENVIRONMENT AND ENGINEERING COMMITTEE**

DATE: **25 MARCH 2008**

SUBJECT: **POWER LINE UNDERGROUNDING PROJECTS**

STRATEGIC PLAN OBJECTIVE/S: **STRATEGIC PLAN, OBJECTIVE 4.3 : PUBLIC ENVIRONMENT AND OBJECTIVE 4.4 : ASSET MANAGEMENT**

WRITTEN BY: **HILTON SOLYOM
TECHNICAL ENGINEER**

EXECUTIVE SUMMARY

Council has been successful in gaining "in kind" funding from the Power Line Environment Committee (PLEC) over a number of years and through this program has continued to underground powerlines in key areas such as the foreshore and commercial precincts. A program of proposed projects is presented in this report to advise estimated construction costs, relevant contributions, funding allocations and the proposed timetable for implementation. The adoption in principle by Council of the proposed program will enable a new strategy to be developed and will allow Administration to advise PLEC of possible future undergrounding projects for its consideration.

RECOMMENDATION

That the Committee recommends:

- 1. That Council adopts in principle the program of powerline undergrounding for the City of Holdfast Bay for the financial years 2008/2009 to 2015/2016 inclusive, as contained in Report No: 131/08 at Attachment 1.**
- 2. That the Power Line Environment Committee (PLEC) be advised of Council's preferred program for powerline undergrounding.**

REPORT DETAILS

Introduction

The purpose of this report is to advise Council of the projects programmed from the financial years 2008/2009 to 2015/2016 where Power Line Environment Committee funding is available or being sought and to develop a strategy for the continued undergrounding of powerlines in strategic locations.

Background

Previous relevant reports

Council at a Technical Services Committee meeting on 13 July 1999, adopted a program of powerline undergrounding for the financial years 1999/2000 to 2004/2005 inclusive. These projects are included in the Attachment as well as projects proposed for 2008/2009 onwards.

Refer Attachment 1

Of the original program, the following two projects are not completed to date:

- North Esplanade, Glenelg North (now proposed for completion in 2008/2009); and
- Jetty Road, Glenelg – Eastern end (now proposed for completion in 2012/2013).

Council at the Environment and Engineering Committee meeting of 15 January 2008 resolved to consider the allocation of \$350,000 in the 2008/09 budget for the undergrounding of powerlines at North Esplanade, Glenelg North, (a project which has been approved by PLEC).

Key issues discussion

PLEC is committed to the equitable distribution of funds and priorities are based on the following criteria:

- Routes carrying high traffic volumes (eg major arterial roads);
- Prominent locations of tourism, heritage or amenity value; (e.g. Old Gum Tree, Torrens Square).
- Routes of high symbolic value (eg. Gateway routes);
- Areas of intense public activity (eg recreation, shopping and coastal recreation);
- Major thoroughfares through townships.

Council has in past years concentrated on the foreshore and Jetty Road, Glenelg and Brighton, as major focuses for the undergrounding of powerlines. The continued focus on these areas will enhance the streetscape along the foreshore and in the high profile activity areas of the City.

PLEC funding is provided on a 2/3 to 1/3 project costing split between PLEC and Council respectively, with current infrastructure replaced with ETSA standard fittings and poles. The program involves ETSA undertaking works to the value of the PLEC contribution, with Council funding its share of each project, and no "cash" received by Council. If any equipment were to be installed that is not standard ETSA equipment, the maintenance of it would become the responsibility of Council.

The adoption of the proposed program of projects will assist in communication with residents and PLEC as to the strategy Council will pursue in future years, and with financial forecasting.

Consideration has been given to options of undergrounding "lateral" power lines crossing such roads as Moseley Street, Brighton Road, etc, however, these are unlikely to meet the PLEC criteria.

In discussions with officials from PLEC, the possibility was raised of funding being allocated to underground power lines in historic locations and areas of the City. These may include the Old Gum Tree precinct, (Glenelg North), Torrens Square (Glenelg), Kingston House (Kingston Park) and Sacred Heart College (Somerton Park).

Financial sustainability impact

There should be no further costs to Council related to the undergrounding after the projects are completed, provided ETSA completes all reinstatements satisfactorily.

Budget Implications

The next major commitment by Council would be \$350,000 for contribution to the total cost of powerline undergrounding at North Esplanade, Glenelg North. For years 2010 to 2013, the average annual commitment should be less than \$100,000, with estimates as indicated in Attachment 1.

Full life Cycle costs

Future costs are related to the maintenance of the streetscape, which would be the same if the undergrounding was not undertaken. Ongoing costs related to the repair, maintenance or replacement of the underground power would be borne by ETSA.

Conclusion

The strategy proposed in this report focuses on improving the foreshore streetscape along the Esplanade, the high profile activity areas of Jetty Road, Glenelg and Jetty Road, Brighton, and heritage places such as the Old Gum Tree, through the undergrounding of powerlines.

Allocation of further funding by Council may advance the proposed program, however, this will also be dependent upon the availability of PLEC funding. The adoption in principle by Council of the proposed program will enable Administration to advise PLEC of possible future undergrounding projects.

S G HODGE
ACTING GENERAL MANAGER
ENVIRONMENT AND ENGINEERING

Administrative Trim Reference : B1258

Attachment 2



SUCCESSFUL APPLICATIONS									
Grant - Capital									
Bid Title	Grant Total	Received in Previous Financial Year(s)	2020-21 Total	Received 2020-21 Quarter 1	Received 2020-21 Quarter 2	Received 2020-21 Quarter 3	Received 2020-21 Quarter 4	Received for future financial years	Total Received during 2020-21
AFL (Brighton Oval funding) - \$75,000	\$ 75,000		\$ 75,000	\$ 75,000					\$ 75,000
Department of planning, transport and infrastructure (Wigley playspace)	\$ 500,000	\$ 500,000	\$ 500,000						\$ -
Office for Recreation Sport & Racing (unisex change rooms, Glenelg Oval)	\$ 487,000	\$ 487,000	\$ 487,000						\$ -
									\$ -
									\$ -
Total	\$ 1,062,000	\$ 987,000	\$ 1,062,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Grant - Non-Cash Receipt Council Owned Assets									
Bid Title	Grant Total	Received in Previous Financial Year(s)	2020-21 Total	Received 2020-21 Quarter 1	Received 2020-21 Quarter 2	Received 2020-21 Quarter 3	Received 2020-21 Quarter 4	Received for future financial years	Total Received during 2020-21
Libraries Capital Materials Funding (Awaiting State Government budget)		Recurring		In kind contribution					\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Grant - Operating Project and other									
Bid Title	Grant Total	Received in Previous Financial Year(s)	2020-21 Total	Received 2020-21 Quarter 1	Received 2020-21 Quarter 2	Received 2020-21 Quarter 3	Received 2020-21 Quarter 4	Received for future financial years	Total Received during 2020-21
2020 Community Heritage Grant - Collections disaster preparedness plan for the History Centre	\$ 8,820		\$ 8,820	\$ 8,820					\$ 8,820
FOGO (Green Industries SA)	\$ 97,900	\$ 97,900	\$ 97,900						\$ -
Green waste bags (Green Industries SA)	\$ 25,531	\$ 25,531	\$ 25,531						\$ -
Funding from Onkaparinga Council for Mapping SA Food Systems project	\$ 2,727	\$ 2,727	\$ 2,727						\$ -
Natural Resources Adelaide & Mt Lofty Ranges contribution to LGA research and Development grant	\$ 3,000	\$ 3,000	\$ 3,000						\$ -
Mt Barker Council contribution to LGA research and Development grant	\$ 1,500	\$ 1,500	\$ 1,500						\$ -
									\$ -
Total	\$ 139,478	\$ 130,658	\$ 139,478	\$ 8,820	\$ -	\$ -	\$ -	\$ -	\$ 8,820

Grant - Recurring									
Bid Title	Grant Total	Received in Previous Financial Year(s)	2020-21 Total	Received 2020-21 Quarter 1	Received 2020-21 Quarter 2	Received 2020-21 Quarter 3	Received 2020-21 Quarter 4	Received for future financial years	Total Received during 2020-21
Commonwealth Home Support Program (CHSP) Administered by Alwyndor from Q2	\$ 93,863		Recurring	\$ 93,863					\$ 93,863
SA HACCC (concludes at the end of the calendar year)	\$ 146,312		Recurring	\$ 73,156					\$ 73,156
Financial Assistance Grant - General Purpose	\$ 782,017	\$ 416,882	Recurring	\$ 91,823					\$ 91,823
Financial Assistance Grant - Roads	\$ 398,763	\$ 253,318	Recurring	\$ 36,113					\$ 36,113
Local Roads and Community Infrastructure	\$ 454,947		Recurring	\$ 227,474					\$ 227,474
Libraries Board Grant - Brighton Library (Awaiting State Government budget)			Recurring						\$ -
Libraries Board Grant - Glenelg Library (Awaiting State Government budget)			Recurring						\$ -
NRM Biodiversity and Coastal Project Officer	\$ 115,267		Recurring	\$ 28,000					\$ 28,000
Supplementary Roads Grant			Recurring						\$ -
Total	\$ 1,991,169	\$ 670,200	\$ 550,429	\$ 550,429	\$ -	\$ -	\$ -	\$ -	\$ 550,429

Total of Grant Funding for 2020-21 Confirmed	\$ 3,192,647
Total received in 2019-20 applicable to 2020-21	\$ 1,787,858
Total Received 2020-21 - Quarter 1	\$ 634,249
Total Received 2020-21 - Quarter 2	\$ -
Total Received 2020-21 - Quarter 3	\$ -
Total Received 2020-21 - Quarter 4	\$ -
Total Received in 2020-21 for future financial years	\$ -
Total Grant Funding received in 2020-21	\$ 634,249

Item No: **15.2**

Subject: **2019-20 GENERAL PURPOSE FINANCIAL STATEMENTS**

Date: 27 October 2020

Written By: Manager Financial Services, Finance Manager - Alwyndor

General Manager: Strategy & Business Services, Ms P Jackson

SUMMARY

The completed financial statements for the year ended 30 June 2020 have been reviewed by the Audit Committee and audited by Council's external auditors, BDO who have indicated that an unqualified audit opinion will be provided. They are presented to Council to be received, noted and authorised.

The consolidated operating result before capital revenues is \$1,192,000 (deficit) comprising \$1,151,000 (deficit) from Alwyndor and \$41,000 (deficit) from Council's municipal operations. Contained in Council's municipal operations result is a \$99,000 surplus from Council's 15% equity interest in Southern Region Waster Resource Authority (SRWRA).

The operating results vary from the preliminary result reported to Council on 11 August 2020 (Report 277/20) as indicated in the table below.

Preliminary Report Council 227/20 operating result before net gain/loss on asset disposals/revaluations - rounded	Financial Statements Operating Result (rounded)	Difference (to Council Report 277/20)
<i>Municipal Operations</i>		
(\$48,000) Deficit	(\$41,000) Deficit	\$7,000 decrease in deficit
<i>Alwyndor Operations</i>		
(\$1,170,000) Deficit	(\$1,151,000) Deficit	\$19,000 decrease in deficit
<i>Consolidated</i>		
(\$1,218,000) Deficit	(\$1,192,000) Deficit	\$26,000 decrease in deficit

The major difference with the Council operating result was accounting for final employee leave provisions and processing invoices to 2019/20.

Loan receivables were reviewed and considered by the Audit Committee on 9 September 2020 (Report 246/20). On 22 September 2020 Council noted the minutes of the Audit Committee (Minute C220920/2040). The loan impairment provision has been maintained in accordance with the recommendations.

The final Alwyndor result included processing adjustments following a thorough reconciliation of unspent funds within the Home Care program and a review of the asset register and useful lives.

RECOMMENDATION

1. **That the financial statements for the City of Holdfast Bay for the year ended 30 June 2020 as contained in Attachment 1 to Report No: 332/20 2019-20 General Purpose Financial Statements be received and noted.**
2. **That the Mayor and the Chief Executive Officer be authorised to sign the following certification of the financial statements;**

In our opinion:

- (a) **the accompanying (2019-20) financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards;**
- (b) **the financial statements present a true and fair view of the Council's financial position at 30 June 2020 and the results of its operations and cash flows for the financial year;**
- (c) **internal controls implemented by Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year; and**
- (d) **the financial statements accurately reflect the Council's accounting and other records.**

COMMUNITY PLAN

Culture: Being financially accountable

COUNCIL POLICY

Note 1 to the Financial Statements details Council's significant accounting policies.

STATUTORY PROVISIONS

Local Government Act 1999

Local Government (Financial Management) Regulations 2011

BACKGROUND

The financial statements for the year ended 30 June 2020 have been prepared in accordance with Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011* and Council policies. They have also been reviewed by the Audit Committee which resolved that it is satisfied that they present fairly the state of affairs of Council.

Report No: 227/20 presented to Council at its meeting on 11 August 2020 included preliminary unaudited financial statements as at 30 June 2020. Subsequently, the financial statements have been completed and audited.

REPORT

Compliance with the *Local Government Act 1999* (“the Act) and *Local Government (Financial Management) Regulations 2011* (“the Regulations”) necessarily results in a detailed and lengthy report. It has been divided into four parts and discusses the financial performance of Council’s municipal activities and Alwyndor Aged Care facility:

- Statutory requirements and audit
- Changes since the unaudited interim statements were presented to Council on 11 August 2020
- Comparison with the prior year, 2018/19, audited financial statements
- Comparison of actual results with the 2019/20 original budget and revised forecast.

Statutory Requirements and Audit

The Act and Regulations provide for a number of requirements in relation to the preparation, presentation, audit and adoption of Council’s financial statements.

Council’s financial statements have been prepared in accordance with legislative requirements and Council policies and are provided at Attachment 1.

Refer Attachment 1

Consolidation

The consolidated financial statements include Alwyndor Aged Care Facility (Alwyndor) and Council’s 15% equity interests in the Southern Region Waste Resource Authority (SRWRA).

Alwyndor is not a separate entity to Council but is operated with reasonable autonomy with oversight by the Alwyndor Management Committee, a committee of Council established under section 41 of the *Local Government Act*, comprising Elected Members and independent members with industry expertise.

Alwyndor has prepared separate financial statements and these are provided at Attachment 2.

Refer Attachment 2

Council's auditor has indicated that an unqualified report will be given for the Alwyndor Statements. The Alwyndor Management Committee have reviewed the Alwyndor Financial Statements on 18 September 2020. Subsequent to the Committee meeting the statements have been signed by the Chair of the Alwyndor Management Committee, Council's Chief Executive Officer and the General Manager – Alwyndor.

Review by Audit Committee

Section 126(4) of the Act requires Council's Audit Committee to review the annual financial statements to ensure that they present fairly the state of affairs of Council.

At its meeting on 7 October 2020, the Audit Committee received an unqualified audit completion report from Council's external auditor, BDO and the minutes of this meeting are provided elsewhere in this agenda under Report No: 330/20 Minutes – Audit Committee – 7 October 2020

Independence of Council's Auditor

Regulation 16A requires that Council must not engage its auditor to provide services to Council outside the scope of the auditor's functions under the Act. Furthermore, the Presiding Member of the Audit Committee and Chief Executive Officer are required to provide a statement that provides certification as to compliance with the auditor's independence, such statements to accompany the financial statements.

Copies of the statements from the Presiding Member of the Audit Committee and Chief Executive Officer are contained at Attachment 3.

Refer Attachment 3

Certification by Chief Executive Officer and Mayor

The format of certification of the Annual Financial Statements is governed by Regulation 14 which requires that the financial statements must be in accordance with the requirements set out in the Model Financial Statements as published by the Local Government Association and approved by the Minister. The certification statement is placed at the beginning of the statements and requires the Mayor and the Chief Executive Officer to express an opinion as to the statement's legislative compliance, current financial position, effectiveness of associated internal controls and accuracy of accounting records.

The Audit Committee has reviewed the statements and expressed an opinion on Council's internal controls. It has also met with the external auditor who has indicated that an unqualified audit report will be given. It is proposed that the certification statement be authorised for signature as part of the final recommendation contained within this report.

Audit

The financial statements for the year ended 30 June 2020 have been audited by Council's auditor, BDO. The auditor has indicated that an unqualified audit report will be given after the final statements are signed by the Mayor and the Chief Executive Officer.

As part of the audit, the General Manager Strategy & Business Services and Manager Financial Services have signed a letter to the auditor which provides certain representations in relation to the financial statements pursuant to Australian Auditing Standard ASA580, a copy of which is provided at Attachment 4.

Refer Attachment 4

Operating Result

The consolidated operating result before capital revenues is \$1,192,000 (deficit) comprising \$1,151,000 (deficit) from Alwyndor and \$41,000 (deficit) from Council's municipal operations.

The operating results vary from the preliminary result reported to Council on 11 August 2020 (report 277/20) due to processing final invoices to 2019/20 and final accounting for employee leave entitlements.

Loan receivables were reviewed and considered by the Audit Committee on 9 September 2020 (Report 246/20). On 22 September Council noted the minutes of the Audit Committee (Minute C220920/2040). The loan impairment provision has been maintained in accordance with the recommendations.

The final Alwyndor result included processing adjustments following a thorough reconciliation of unspent funds within the Home Care program and a review of the asset register and useful lives.

The key features affecting the overall operating result for 2019-20 compared to the previous year and referenced to the notes in the financial statements are provided as Attachment 5.

Refer Attachment 5

Comparison of Actual Result to Budget Forecasts

During 2019-20 three budget updates detailing budget variances were approved by Council (Report Nos: 397/19, 25/20 and 105/20). A report covering the preliminary results and budget variations was also received by Council (Report No: 227/20).

Regulation 10 of the *Local Government (Financial Management) Regulations 2011* requires a final report to be prepared on the aggregated audited financial results relative to the estimated results set out in the original and revised budgets. The report must include the four principal financial statements (excluding notes) presented in the same format as the Model Financial Statements. Separate funding statements with explanatory notes and the four comparative consolidated statements are provided as Attachment 6.

Refer Attachment 6

Ratio Analysis

Financial indicators have been determined and are detailed in note 15 of the financial statements.

The ratios have been compared to the 2018-19 budget including the interest cover ratio which indicates the ability to service debt by calculating net financial interest as a percentage of overall operating revenue. The following table provides ratio analysis for consolidated activities including comparisons to budget.

Ratio Consolidated Funds (refer definitions below)	Target – from Long Term Financial Plan	Original Budget	Revised Budget Forecast	Actual Results
Operating Result*	≥ 0	\$72,300 Surplus	(\$1,419,162) Deficit	(\$1,192,000) Deficit
Operating Ratio**	$\geq 0\%$	0.1%	(2.1%)	(2%)
Net Financial Liabilities Ratio***	$\leq 75\%$	66%	63%	51%
Interest Cover Ratio****	$\leq 5\%$	0.3%	0.5%	0.2%
Asset Sustainability Ratio*****	90% -110%	127%	118%	134%

***Operating Result** is the result from total operating income less total operating expenses before asset disposals, amounts received for assets and changes in the valuations of assets.

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

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

******Interest Cover Ratio** expresses finance costs including interest on borrowings less interest on investments as a percentage of total operating revenue excluding interest on investments.

*******Asset Sustainability Ratio** is defined as net capital expenditure on the renewal and replacement of existing assets expressed as a percentage of the Asset Management Plan (Municipal funds) and depreciation (Alwyndor funds).

Ratios - Municipal Funds

The following table provide ratio analysis for municipal activities including comparisons to budget.

Ratio – Municipal Funds	Target – from Long Term Financial Plan	Original Budget	Revised Budget Forecast	Actual Results (rounded)
Operating Result	≥ 0	\$252,376 Surplus	(\$447,863) Deficit	(\$41,000) Deficit
Operating Ratio	$\geq 0\%$	0.5%	(0.9%)	0%
Net Financial Liabilities Ratio	$\leq 75\%$	60%	57%	43%
Interest Cover Ratio	$\leq 5\%$	1.2%	1.2%	1.0%

Asset Sustainability Ratio	90% -110%	127%	131%	166%
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Explanation of Variances Between Budget and Result – Municipal Funds

The contributing factors for the *operating result* budget forecast surplus result from the original forecast have been reported to Council throughout the financial year and are detailed in attachment 6.

The following table summarises the major contributing factors:

Major Municipal Operational Variances	Amount
Unspent funds from HACC program	\$53,900
Unspent funds from Jetty Road Mainstreet	\$275,068
Higher Caravan Park user income	\$117,689
Lower interest on borrowings expense	\$61,970
Lower depreciation expense	\$54,812
Timing of Financial Assistance Grants	\$114,655
Lower materials, contract & other expenditure	\$253,855
Higher employee leave provisions	(\$394,013)
Lower equity share in SRWRA	(\$131,300)
Total variance to forecast (favourable)	\$406,636

The major contributing factors for the reduced *net financial liabilities ratio* are as follows:

- The 2019/20 original ratio assumed completion of the 2018/19 capital works program. However not all 2018/19 capital projects were completed and the net capital expenditure budget was increased by \$7,714,169 during 2019/20.
- The 2019/20 capital expenditure program was not finalised by 30 June 2020 and \$6,042,669 (net) has been approved by Council (Report 227/20) to be carried forward into 2020/21 to be funded by new borrowings.
- The above factors contributed to strong positive cash flow throughout 2019/20 until March when the impact of COVID-19 occurred. This resulted in a financial concession be granted to defer the fourth rate instalment until 31 August 2020. Other non-rate revenue was reduced during this period while major capital expenditure was incurred for the Brighton Oval Complex and the Glenelg Town Hall projects. This resulted in the requirement for new borrowings totaling \$2.15m. This borrowing was substantially less than the revised budget due to the timing of other capital expenditure as outlined in report 227/20.

Ratios – Alwyndor Funds

Ratio – Alwyndor Funds	Target – from Long Term Financial Plan	Original Budget	Revised Budget Forecast	Actual Results Rounded
Operating Result	≥ 0	(\$180,076) Deficit	(\$970,792) Deficit	(\$1,151,000) Deficit

Additional Alwyndor Performance Indicators	Target	Actual to 30 June 2020
Bed occupancy rate – year-to-date average	97.5%	98%
Cash Liquidity Level – ability to refund bonds/refundable accommodation deposits (RAD's)	Minimum of \$2m	\$4m @ call
Accommodation Bond/RAD Level – to ensure it is increasing to provide financial reserves for future capital expenditure	\$31.2m.	@ 30/6/20 \$33.5m. 5% increase
Percentage of full pension funded beds – this determines eligibility for Federal Government refurbishment supplement funding	41% - 55 beds	41% - 56 beds
Resident Financial Position – surplus/(deficit) position per resident	(\$11.96) deficit per resident per day	(\$30.14) deficit per resident per day

Explanation of Variances Between Target, Budget and Result – Alwyndor Funds

The major contributing factors for the *operating result* actual deficit increase from the original forecast is based on numerous factors as tabled below:

Major Alwyndor Operational Variances	Amount
Higher COVID-19 funding	(\$345,000)
Higher income following the reconciliation of unspent funds for Home Care Packages	(\$100,000)
Higher depreciation on equipment	\$22,000
Higher wages due to management of COVID-19 including overtime to avoid agency, extra shifts for visitor management (including weekends) and cleaning regimes, and training. Two employee terminations occurred which were not included in the forecast.	\$350,000
Higher leave accruals due to year-end adjustments and reduction in leave taken during COVID-19	\$130,000
Higher medical supplies due to COVID-19	\$50,000
Higher materials, contracts and other expenses	\$73,000
Total variance to forecast	\$180,000

Southern Region Waste Resource Authority (SRWRA)

SRWRA is an established regional subsidiary under Section 43 of the *Local Government Act* to provide and operate services for the management of waste facilities under its control on behalf of its constituent Councils. The Councils include City of Holdfast Bay, City of Onkaparinga and City of Marion. Each Council has equal voting rights, however the percentage of interest and ownership differs being City of Holdfast Bay 15%, City of Onkaparinga 55% and City of Marion 30%. The SRWRA overall financial result for 2019/20 was \$658,000 operating surplus. The attached SRWRA audited financial statements (and subsequent SRWRA annual report) will be included in Council's annual report.

Refer Attachment 7

BUDGET

The content and attachments to this report detail the 2019-20 financial results and budget variations.

LIFE CYCLE COSTS

This report has no direct implication for life cycle costs.

Attachment 1



City of Holdfast Bay

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2020



City of Holdfast Bay

General Purpose Financial Statements for the year ended 30 June 2020

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City of Holdfast Bay

General Purpose Financial Statements

for the year ended 30 June 2020

Certification of Financial Statements

We have been authorised by the Council to certify the financial statements in their final form.

In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2020 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.

R. Bria
CHIEF EXECUTIVE OFFICER

A. Wilson
MAYOR

Date: 27 October 2020

City of Holdfast Bay

Statement of Comprehensive Income

for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Income			
Rates	2a	37,086	36,020
Statutory Charges	2b	2,230	2,282
User Charges	2c	7,602	7,698
Grants, Subsidies and Contributions	2g	13,958	13,896
Investment Income	2d	411	687
Reimbursements	2e	3,493	2,632
Other Income	2f	4,915	4,042
Net Gain - Equity Accounted Council Businesses	19	99	76
Total Income		69,794	67,333
Expenses			
Employee Costs	3a	31,646	29,316
Materials, Contracts & Other Expenses	3b	26,807	25,605
Depreciation, Amortisation & Impairment	3c	10,416	10,150
Finance Costs	3d	2,117	778
Total Expenses		70,986	65,849
Operating Surplus / (Deficit)		(1,192)	1,484
Asset Disposal & Fair Value Adjustments	4	(3,396)	(243)
Amounts Received Specifically for New or Upgraded Assets	2g	4,728	3,460
Net Surplus / (Deficit) ¹		140	4,701
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Surplus - I,PP&E	9a	(710)	(11,523)
Share of Other Comprehensive Income - Equity Accounted Council Businesses	19	183	-
Total Other Comprehensive Income		(527)	(11,523)
Total Comprehensive Income		(387)	(6,822)

¹ Transferred to Statement of Changes in Equity

City of Holdfast Bay

Statement of Financial Position

as at 30 June 2020

\$ '000	Notes	2020	2019
ASSETS			
Current Assets			
Cash and Cash Equivalents	5a	21,355	25,559
Trade & Other Receivables	5b	5,513	3,244
Inventories	5c	10	9
Total Current Assets		26,878	28,812
Non-Current Assets			
Financial Assets	6a	1,166	1,301
Equity Accounted Investments in Council Businesses	6b	3,227	2,945
Infrastructure, Property, Plant & Equipment	7a	720,377	712,513
Other Non-Current Assets	6c	4,551	5,053
Total Non-Current Assets		729,321	721,812
TOTAL ASSETS		756,199	750,624
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	45,278	41,053
Borrowings	8b	3,056	1,000
Provisions	8c	4,618	4,068
Total Current Liabilities		52,952	46,121
Non-Current Liabilities			
Borrowings	8b	10,554	11,460
Provisions	8c	469	432
Total Non-Current Liabilities		11,023	11,892
TOTAL LIABILITIES		63,975	58,013
Net Assets		692,224	692,611
EQUITY			
Accumulated Surplus		179,483	179,160
Asset Revaluation Reserves	9a	506,326	507,036
Other Reserves	9b	6,415	6,415
Total Council Equity		692,224	692,611

City of Holdfast Bay

Statement of Changes in Equity for the year ended 30 June 2020

\$ '000	Notes	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2020					
Balance at the end of previous reporting period		179,160	507,036	6,415	692,611
Net Surplus / (Deficit) for Year		140	-	-	140
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	(710)	-	(710)
- Share of OCI - Equity Accounted Council Businesses	19	183	-	-	183
Other Comprehensive Income		183	(710)	-	(527)
Total Comprehensive Income		323	(710)	-	(387)
Balance at the end of period		179,483	506,326	6,415	692,224
2019					
Balance at the end of previous reporting period		174,459	518,559	6,415	699,433
Net Surplus / (Deficit) for Year		4,701	-	-	4,701
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	(11,523)	-	(11,523)
Other Comprehensive Income		-	(11,523)	-	(11,523)
Total Comprehensive Income		4,701	(11,523)	-	(6,822)
Balance at the end of period		179,160	507,036	6,415	692,611

City of Holdfast Bay

Statement of Cash Flows

for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Cash Flows from Operating Activities			
<u>Receipts</u>			
Rates		36,370	35,907
Statutory Charges		2,270	2,332
User Charges		7,792	10,097
Grants, Subsidies and Contributions (operating purpose)		14,058	14,066
Investment Receipts		411	687
Reimbursements		3,503	2,642
Other Receipts		9,354	13,146
<u>Payments</u>			
Payments to Employees		(31,395)	(29,367)
Payments for Materials, Contracts & Other Expenses		(28,848)	(34,849)
Finance Payments		(665)	(778)
Net Cash provided by (or used in) Operating Activities	11b	12,850	13,883
Cash Flows from Investing Activities			
<u>Receipts</u>			
Amounts Received Specifically for New/Upgraded Assets		3,485	(2,886)
Sale of Replaced Assets		195	390
Sale of Surplus Assets		40	22
Repayments of Loans by Community Groups		112	208
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(7,799)	(4,268)
Expenditure on New/Upgraded Assets		(14,320)	(7,162)
Net Cash provided by (or used in) Investing Activities		(18,287)	(13,696)
Cash Flows from Financing Activities			
<u>Receipts</u>			
Proceeds from Borrowings		2,150	-
Proceeds from Bonds & Deposits		-	4
Proceeds from Aged Care Facility Deposits		7,159	8,640
<u>Payments</u>			
Repayments of Borrowings		(1,000)	(1,130)
Repayment of Bonds & Deposits		(34)	-
Repayment of Aged Care Facility Deposits		(7,042)	(9,234)
Net Cash provided by (or used in) Financing Activities		1,233	(1,720)
Net Increase (Decrease) in Cash Held		(4,204)	(1,533)
plus: Cash & Cash Equivalents at beginning of period	11	25,559	27,092
Cash & Cash Equivalents at end of period	11	21,355	25,559

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

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n/a - not applicable

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis using the historical cost convention (except as stated below) in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011*.

1.2 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.3 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 The Local Government Reporting Entity

The City of Holdfast Bay is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 24 Jetty Road, Brighton. These consolidated financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and

balances between activity areas and controlled entities have been eliminated.

3 Income Recognition

The Council recognises revenue under *AASB 1058 Income of Not-for-Profit Entities* (AASB 1058) or *AASB 15 Revenue from Contracts with Customers* (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

In recent years the payment of untied grants (financial assistance grants / local roads / supplementary grants) has varied from the annual allocation as shown in the table below:

	Cash Payment Received	Annual Allocation	Difference
2017/18	\$1,185,644	\$1,136,934	+\$48,710
2018/19	\$1,676,394	\$1,324,637	+\$351,757
2019/20	\$1,234,622	\$1,173,216	+ \$61,406

Because these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the operating results of these periods have been distorted compared to those that would have been reported

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 15 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the *Local Government Act 1999*. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

5 Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

6 Infrastructure, Property, Plant & Equipment

6.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and

depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are given below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Office Furniture & Fittings	\$2,000
Equipment	\$2,000
Buildings	\$10,000
Roads	\$10,000
Other Infrastructure	\$6,500

6.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

6.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are listed below. Depreciation periods for

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Plant, Furniture & Equipment

Office Furniture & Equipment	3 to 10 years
Vehicles and Road-making Equip	6 to 15 years
Other Plant & Equipment	3 to 25 years

Building & Other Structures

Buildings – masonry	50 to 170 years
Buildings – other construction	20 to 60 years
Park Structures – masonry	40 to 100 years
Park Structures – other construction	20 to 50 years

Infrastructure

Sealed Roads – Surface	15 to 40 years
Sealed Roads – Structure	120 to 150 years
Sealed Roads – Sub-base	300 years
Sealed Roads – Kerbing	100 years
Bridges	100 years
Paving & Footpaths	10 to 50 years
Drains / Culverts	15 to 150 years
Playground Equipment	10 to 20 years
Benches, seats, etc	7 to 25 years

Other Assets

Library Lending Materials	7 years
---------------------------	---------

6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

7 Payables

7.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

8 Borrowings

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables"

9 Employee Benefits

9.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

applied and Council's involvement with the schemes are reported in Note 18.

10 Leases

Accounting policy applicable from 01 July 2019

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

10.1 Leases and Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

Alwyndor Aged Care has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Resident loans are also treated using the principles of lease accounting because Alwyndor Aged Care has assessed that residents enter a lease to occupy a room within residential aged care facilities. Refer to note 1 (8.1.ii.).

i.) Aged Care Refundable Accommodation Deposits/ Contributions

Refundable Accommodation Deposits/Contributions are recognised upon receipt as per the amount received. Amounts received are repaid upon the resident vacating their accommodation and are settled in accordance with legislative requirements.

The accounting treatment for resident loans is described in 1(X) below. Un-refunded resident's loans (under the Aged Care Act) incur interest.

ii.) Aged Care Resident Loans

Resident loans are recorded as aged care facility deposits. Resident loans comprise of Refundable Accommodation Deposits/Contributions and Accommodation Bonds, which are subject to the Aged Care Act 1997.

Resident loans - Aged Care Act 1997

Lump sum amounts received from residents in payment of their accommodation expense (prior to 01/07/2014: Accommodation Bonds, from 01/07/2014: Refundable Accommodation Deposits (RAD)).

From December 2005 repayment to the resident is guaranteed by the Australian Government.

RADs and Bonds fall within the scope of AASB 16: Leases, in that there is a contract conveying to the resident the right to use an asset for a period of time, in exchange for consideration.

Alwyndor Aged Care estimated the fair value of the consideration by reference to the Daily Accommodation Payment (DAP) that the resident would have paid if they had not chosen to provide a RAD. This results in the recognition of a rental income amount, and corresponding interest expense. The impact of the change in policy is described further in note 1 (10).

11 Equity Accounted Council Businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities. Council's interests in cooperative arrangements, which are only recognised if material, are accounted for in accordance with AASB 128 and set out in detail in Note 19.

12 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

13 New and amended accounting standards and interpretations

In the current year, Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

The City of Holdfast Bay has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

Adoption of AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities

The Council has determined the impact of the new standards will mainly impact the timing of revenue recognition in relation to special purpose grants. These grants are provided to the Council to construct or acquire an asset to be controlled by the Council. They are accounted for under AASB 1058 and as such, amounts received in relation to these grants are recorded as a liability "Amounts in Advance" and recorded in revenue as the asset is constructed.

AASB 16 Leases

Council

Council applied AASB 16 Leases, for the first time from 1 July 2019. This standard requires that the right of use conveyed by leasing contracts (except leases with a maximum term of 12 months and leases for low-value assets) be recognised as a form of Infrastructure, Property, Plant and Equipment, and that the lease liability be disclosed as a liability. At 30 June 2020, Council has no leases to which this treatment will need to be applied.

Alwyndor Aged Care

Alwyndor Aged Care has adopted AASB 16 from 1 July 2019. The standard replaces AASB 117 'Leases' and for lessees eliminates the classifications of operating leases and finance leases. Except for

short-term leases and leases of low-value assets, right-of-use assets and corresponding lease liabilities are recognised in the statement of financial position. Straight-line operating lease expense recognition is replaced with a depreciation charge for the right-of-use assets (included in operating costs) and an interest expense on the recognised lease liabilities (included in finance costs). In the earlier periods of the lease, the expenses associated with the lease under AASB 16 will be higher when compared to lease expenses under AASB 117. However, EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation) results improve as the operating expense is now replaced by interest expense and depreciation in profit or loss.

For classification within the statement of cash flows, the interest portion is disclosed in operating activities and the principal portion of the lease payments are separately disclosed in financing activities.

For lessor accounting, the standard does not substantially change how a lessor accounts for leases.

Impact of adoption

AASB 16 was adopted using the modified retrospective approach and as such comparatives have not been restated. There was no impact on opening retained profits as at 1 July 2019.

The impact of the new Accounting Standards compared with the previous Accounting Standards on the current reporting period is as follows:

	New \$	Previous \$	Difference \$
Residential daily accommodation fees	1,882,278	430,133	1,452,145
Interest on accommodation bonds	1,535,138	82,993	1,452,145
Net surplus	347,140	347,140	-
Net assets	-	-	-

14 Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 2. Income

\$ '000	Notes	2020	2019
(a). Rates Revenues			
General Rates			
General Rates		35,717	34,662
Less: Mandatory Rebates		(471)	(445)
Less: Discretionary Rebates, Remissions & Write Offs		(196)	(178)
Total General Rates		35,050	34,039
Other Rates (Including Service Charges)			
Natural Resource Management Levy		1,307	1,254
Separate & Special Rates		650	635
Total Other Rates		1,957	1,889
Other Charges			
Penalties for Late Payment		45	76
Legal & Other Costs Recovered		34	16
Total Other Charges		79	92
Total Rates Revenues		37,086	36,020
(b). Statutory Charges			
Development Act Fees		340	375
Animal Registration Fees & Fines		183	157
Parking Fines / Expiation Fees		1,161	1,140
Other Licences, Fees & Fines		546	610
Total Statutory Charges		2,230	2,282
(c). User Charges			
Cemetery/Crematoria Fees		245	154
Parking Fees		838	1,013
Sundry		76	90
Commercial Leases/Caravan Park		2,407	2,743
Aged Care Residential Fees and Rentals		3,876	3,515
Major Community Event		160	177
Other		-	6
Total User Charges		7,602	7,698

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 2. Income (continued)

\$ '000	Notes	2020	2019
(d). Investment Income			
Interest on Investments			
- Local Government Finance Authority		283	349
- Banks & Other		128	338
Total Investment Income		411	687
(e). Reimbursements			
Private Works		71	73
Aged Care Facility - Home Care		2,969	2,308
Other		453	251
Total Reimbursements		3,493	2,632
(f). Other Income			
Rebates Received		270	428
Sundry		377	369
Aged Care Facility - Accommodation and Care Fees		2,425	979
Aged Care Facility - Home Care		1,744	2,132
Other		99	134
Total Other Income		4,915	4,042
(g). Grants, Subsidies, Contributions			
Amounts Received Specifically for New or Upgraded Assets		4,728	3,460
Total Amounts Received Specifically for New or Upgraded Assets		4,728	3,460
Other Grants, Subsidies and Contributions		11,341	10,954
Untied - Financial Assistance Grant		1,173	1,325
Roads to Recovery		373	300
Home and Community Care Grant		1,010	965
Individually Significant Item - Additional Grants Commission Payment (refer below)		61	352
Total Other Grants, Subsidies and Contributions		13,958	13,896
Total Grants, Subsidies, Contributions		18,686	17,356
The functions to which these grants relate are shown in Note 12.			
(i) Sources of grants			
Commonwealth Government		11,241	11,506
State Government		7,426	5,802
Other		19	48
Total		18,686	17,356

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 3. Expenses

\$ '000	Notes	2020	2019
(a). Employee Costs			
Salaries and Wages		26,531	24,136
Employee Leave Expense		2,296	2,312
Superannuation - Defined Contribution Plan Contributions	18	2,423	2,359
Superannuation - Defined Benefit Plan Contributions	18	250	277
Workers' Compensation Insurance		978	1,048
Less: Capitalised and Distributed Costs		(832)	(816)
Total Operating Employee Costs		31,646	29,316
Total Number of Employees (full time equivalent at end of reporting period)		340.4	332.6
(b). Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		41	41
Elected Members' Expenses		363	343
Election Expenses		12	214
Operating Lease Rentals - Non-Cancellable Leases (2019 only)	17		
- Minimum Lease Payments		-	47
Subtotal - Prescribed Expenses		433	645
(ii) Other Materials, Contracts and Expenses			
Contractors		7,802	7,728
Energy		518	619
Maintenance		2,341	2,467
Legal Expenses		160	247
Levies Paid to Government - NRM levy		1,282	1,234
Levies - Other		-	1
Professional Services		3,324	2,464
Water		573	763
Materials		2,666	2,595
Insurances		578	565
Waste Management		3,941	3,770
Other		3,189	2,507
Subtotal - Other Material, Contracts & Expenses		26,374	24,960
Total Materials, Contracts and Other Expenses		26,807	25,605

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 3. Expenses (continued)

\$ '000	Notes	2020	2019
(c). Depreciation, Amortisation and Impairment			
(i) Depreciation and Amortisation			
Buildings & Other Structures		2,784	2,820
Infrastructure			
- Stormwater Drainage		503	492
- Roads		1,470	1,361
- Footpaths		945	929
- Kerb & Guttering		670	726
- Other Transport		445	442
- Open Space & Coastal		1,861	1,698
Plant & Equipment		970	1,013
Furniture & Fittings, Office Equipment		618	519
Library Lending Materials		150	150
Total Depreciation, Amortisation and Impairment		10,416	10,150
(d). Finance Costs			
Interest on Loans		582	630
Interest on Accommodation Bonds		1,535	148
Total Finance Costs		2,117	778

Note 4. Asset Disposal & Fair Value Adjustments

Infrastructure, Property, Plant & Equipment

(i) Assets Renewed or Directly Replaced			
Proceeds from Disposal		195	390
Less: Carrying Amount of Assets Sold		(3,556)	(631)
Gain (Loss) on Disposal		(3,361)	(241)
(ii) Assets Surplus to Requirements			
Proceeds from Disposal		40	22
Less: Carrying Amount of Assets Sold		(75)	(24)
Gain (Loss) on Disposal		(35)	(2)
Net Gain (Loss) on Disposal or Revaluation of Assets		(3,396)	(243)

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 5. Current Assets

\$ '000	Notes	2020	2019
(a). Cash & Cash Equivalent Assets			
Cash on Hand at Bank		916	294
Deposits at Call		16,172	8,523
Short Term Deposits & Bills, etc.		4,267	16,742
Total Cash & Cash Equivalent Assets		21,355	25,559
(b). Trade & Other Receivables			
Rates - General & Other		1,288	574
Council Rates Postponement Scheme		42	40
Accrued Revenues		57	168
Debtors - General		1,626	1,436
GST Recoupment		240	196
Prepayments		527	298
Loans to Community Organisations		218	195
Aged Care Facility Deposits		1,942	525
Subtotal		5,940	3,432
Less: Allowance for Doubtful Debts		(427)	(188)
Total Trade & Other Receivables		5,513	3,244
(c). Inventories			
Stores & Materials		10	9
Total Inventories		10	9

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 6. Non-Current Assets

\$ '000	Notes	2020	2019
(a). Financial Assets			
Receivables			
Loans to Community Organisations		1,684	1,819
Provision for Impairment on Loans to Community Organisations		(518)	(518)
Total Receivables		1,166	1,301
Total Financial Assets		1,166	1,301
(b). Equity Accounted Investments in Council Businesses			
Southern Region Waste Resource Authority	19	3,227	2,945
Total Equity Accounted Investments in Council Businesses		3,227	2,945
(c). Other Non-Current Assets			
Capital Works-in-Progress		4,551	5,053
Total Other Non-Current Assets		4,551	5,053

City of Holdfast Bay

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 7a (i). Infrastructure, Property, Plant & Equipment

\$ '000	Fair Value Level	as at 30/6/2019					Asset Movements during the Reporting Period						as at 30/6/2020				
		At Fair Value	At Cost	Accumulated		Carrying Value	Asset Additions		WDV of Asset Disposals	Depreciation Expense (Note 3c)	Revaluation Decrements to Equity (ARR) (Note 9)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated		Carrying Value
				Dep'n	Impairment		New / Upgrade	Renewals							Dep'n	Impairment	
Land	2	28,062	-	-	-	28,062	-	-	-	-	-	-	28,062	-	-	-	28,062
Land	3	330,274	347	-	-	330,621	191	-	-	-	-	-	330,274	538	-	-	330,812
Buildings & Other Structures	2	3,652	-	2,554	-	1,098	-	247	-	(38)	-	-	3,652	247	2,592	-	1,307
Buildings & Other Structures	3	137,431	1,908	48,856	-	90,483	9,249	586	(2,442)	(2,746)	-	-	131,617	11,743	48,230	-	95,130
Infrastructure																	
- Stormwater Drainage	3	54,791	3,682	19,825	-	38,648	230	250	(8)	(503)	-	-	54,778	4,162	20,323	-	38,617
- Roads	3	121,569	4,200	42,491	-	83,278	-	1,242	(196)	(1,470)	-	-	120,800	5,442	43,388	-	82,854
- Footpaths	3	43,827	456	17,285	-	26,998	-	415	(90)	(945)	(666)	-	44,659	388	19,335	-	25,712
- Kerb & Guttering	3	64,548	2,434	19,161	-	47,821	-	1,526	(636)	(670)	-	-	63,624	3,959	19,542	-	48,041
- Other Transport	3	23,592	1,545	4,893	-	20,244	281	289	-	(445)	-	-	23,592	2,115	5,338	-	20,369
- Open Space & Coastal	3	53,826	1,858	19,429	-	36,255	5,455	820	(83)	(1,861)	-	-	53,613	8,134	21,161	-	40,586
Plant & Equipment	3	-	9,934	4,600	-	5,334	112	697	(162)	(970)	-	-	-	9,943	4,932	-	5,011
Furniture & Fittings, Office Equipment	3	-	4,708	1,863	-	2,845	752	97	(14)	(618)	-	-	-	5,484	2,422	-	3,062
Library Lending Materials	3	-	1,384	558	-	826	-	182	-	(150)	(44)	-	-	1,345	531	-	814
Total Infrastructure, Property, Plant & Equipment		861,572	32,456	181,515	-	712,513	16,270	6,351	(3,631)	(10,416)	(710)	-	854,671	53,500	187,794	-	720,377
Comparatives		856,267	26,359	154,682	-	727,944	3,006	3,891	(655)	(10,150)	(13,585)	2,062	861,572	32,456	181,515	-	712,513

Note 7a (ii). Investment Property

Nil

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property

Valuation of Assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on Valuations

Fair value hierarchy level 2 valuations - Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Fair value hierarchy level 3 valuations of land - Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for these assets and they are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques. Accordingly, formal sensitivity analysis does not provide useful information.

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

Valuation of Assets (continued)

Other Information

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.D5 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use.

Highest and best use - For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land. Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 1999. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provider of services to the community, rather than the use of those assets for the generation of revenue.

For buildings and other structures on and in the land, including infrastructure, "highest and best use" is determined in accordance with the land on and in which they are situated.

Transition to AASB 13 - Fair Value Measurement

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

Valuation of Assets (continued)

Land & Land Improvements

Council being of the opinion that it is not possible to attribute a value sufficiently reliably to qualify for recognition, land under roads has not been recognised in these reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting data, effectively writing off the expenditure.

Land and Land improvements, including bulk earthworks with an assessed unlimited useful life, were valued at 30 June 2017 by Maloney Field Services.

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2017
- Valuer: Maloney Field Services

Buildings & Other Structures

Buildings and other structures were revalued as at 30 June 2017 by Maloney Field Services

- Basis of valuation: Fair Value / Written down current replacement cost
- Date of valuation: 30 June 2017
- Valuer: Maloney Field Services

Infrastructure

Infrastructure assets have been valued as follows:

Roads, Kerb and Gutter

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2019
- Valuer: Public Private Property

Footpaths

- Basis of valuation: Written down current replacement cost
- Date of valuation: 31 December 2019
- Valuer: Public Private Property

Stormwater Drainage

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2017
- Valuer: Jones Lang LaSalle

Other Transport - Bridges, Car Parks, Traffic Control Devices

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2016
- Valuer: Maloney Field Services

Open Space, Coastal

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2018
- Valuer: Jones Lang LaSalle

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

Valuation of Assets (continued)

Plant & Equipment

These assets are recognised at cost.

Library Lending Materials

Library Lending Materials were valued as at 30 June 2020 by Council senior library officers.

Note 8. Liabilities

\$ '000	Notes	2020		2019	
		Current	Non Current	Current	Non Current
(a). Trade and Other Payables					
Goods & Services		5,084	-	3,302	-
Payments Received in Advance		4,291	-	3,481	-
Accrued Expenses - Employee Entitlements		230	-	468	-
Accrued Expenses - Other		328	-	346	-
Aged Care Facility Deposits		33,504	-	31,970	-
Deposits, Retentions & Bonds		-	-	34	-
Other		1,841	-	1,452	-
Total Trade and Other Payables		45,278	-	41,053	-
(b). Borrowings					
Loans		3,056	10,554	1,000	11,460
Total Borrowings		3,056	10,554	1,000	11,460
All interest bearing liabilities are secured over the future revenues of the Council					
(c). Provisions					
Employee Entitlements		4,618	469	4,068	432
Total Provisions		4,618	469	4,068	432

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 9. Reserves

\$ '000	1/7/2019	Increments (Decrements)	Transfers	Impairments	30/6/2020
(a). Asset Revaluation Reserve					
Land	310,456	-	-	-	310,456
Buildings & Other Structures	40,198	-	-	-	40,198
Infrastructure					
- Stormwater Drainage	22,004	-	-	-	22,004
- Roads	67,266	-	-	-	67,266
- Footpaths	14,055	(666)	-	-	13,389
- Kerb & Guttering	41,589	-	-	-	41,589
- Other Transport	2,727	-	-	-	2,727
- Open Space & Coastal	8,309	-	-	-	8,309
Library Lending Materials	432	(44)	-	-	388
Total Asset Revaluation Reserve	507,036	(710)	-	-	506,326
Comparatives	518,559	(11,523)	-	-	507,036

\$ '000	1/7/2019	Tfrs to Reserve	Tfrs from Reserve	Other Movements	30/6/2020
(b). Other Reserves					
Alwyndor General Reserve	6,414	-	-	-	6,414
Total Other Reserves	6,414	-	-	-	6,414
Comparatives	6,414	-	-	-	6,414

PURPOSES OF RESERVES

Asset Revaluation Reserves

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable).

Note 10. Assets Subject to Restrictions

The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

Receivables

Accommodation Bonds	1,942	525
Total Receivables	1,942	525
Total Assets Subject to Externally Imposed Restrictions	1,942	525

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2020	2019
(a). Reconciliation of Cash			
Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Balance Sheet as follows:			
Total Cash & Equivalent Assets	5	21,355	25,559
Balances per Statement of Cash Flows		21,355	25,559
(b). Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus/(Deficit)		140	4,701
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		10,416	10,150
Equity Movements in Equity Accounted Investments (Increase)/Decrease		(99)	(76)
Grants for Capital Acquisitions (Treated as Investing Activity Receipts)		(4,728)	2,886
Net (Gain) Loss on Disposals		3,396	243
		9,125	17,904
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(1,068)	(195)
Change in Allowances for Under-Recovery of Receivables		(239)	-
Net (Increase)/Decrease in Inventories		(1)	1
Net (Increase)/Decrease in Other Current Assets		478	-
Net Increase/(Decrease) in Trade & Other Payables		3,968	(3,585)
Net Increase/(Decrease) in Unpaid Employee Benefits		587	(242)
Net Cash provided by (or used in) operations		12,850	13,883
(c). Financing Arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Corporate Credit Cards		150	150
LGFA Cash Advance Debenture Facility		14,358	14,358

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

Corporate Credit Cards	150	150
LGFA Cash Advance Debenture Facility	14,358	14,358

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

City of Holdfast Bay

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

Note 12a. Functions

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).									
	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	Actual 2020	Actual 2019	Actual 2020	Actual 2019	Actual 2020	Actual 2019	Actual 2020	Actual 2019	Actual 2020	Actual 2019
\$ '000										
Business Undertakings	3,262	3,700	2,216	2,308	1,046	1,392	-	-	80,503	79,379
Community Services	23,795	21,249	30,328	26,741	(6,533)	(5,492)	12,072	11,553	94,853	94,663
Culture	688	641	4,659	5,058	(3,971)	(4,417)	266	259	17,376	17,366
Economic Development	583	598	1,378	1,276	(795)	(678)	-	-	342	347
Environment	472	288	8,076	7,601	(7,604)	(7,313)	13	106	43,219	42,939
Recreation	230	317	6,763	6,620	(6,533)	(6,303)	-	-	323,262	316,276
Regulatory Services	1,761	1,968	6,169	5,656	(4,408)	(3,688)	-	-	617	546
Transport & Communication	50	26	7,398	7,825	(7,348)	(7,799)	-	-	177,197	176,997
Unclassified Activities	-	-	-	-	-	-	-	-	3,278	3,322
Council Administration	38,953	38,546	3,999	2,764	34,954	35,782	1,607	1,978	15,552	18,789
Total Functions/Activities	69,794	67,333	70,986	65,849	(1,192)	1,484	13,958	13,896	756,199	750,624

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets, amounts received specifically for new or upgraded assets and physical resources received free of charge.

Note 12b. Components of Functions

The activities relating to Council functions are as follows:

BUSINESS UNDERTAKINGS

Caravan Parks, Off-street Car Parks, Private Works, Commercial Property, Commercial Activities.

COMMUNITY SERVICES

Public Order and Safety, Crime Prevention, Health Services, Nursing Homes, Elderly Citizens Facilities, Home Assistance Scheme, Aged and Disabled Services, Youth Services, Community Bus, Community Amenities including Cemeteries and Public Conveniences.

CULTURE

Library Services, Heritage and Museum Facilities and Services.

ECONOMIC DEVELOPMENT

Tourism and Local Businesses Support.

ENVIRONMENT

Domestic Waste & Green Waste, Recycling, Coastal Protection, Stormwater and other Drainage, Street Cleaning, Street Lighting.

RECREATION

Jetties, Other Marine Facilities, Parks and Gardens, Sports Facilities.

REGULATORY SERVICES

Dog and Cat Control, Building Control, Town Planning, Health Inspection, Litter and Parking Control.

TRANSPORT

Construction and Maintenance of Roads, Footpaths, Traffic Control, Streetscape, Kerb and Water Table, Bridges.

COUNCIL ADMINISTRATION

Administration n.e.c., Elected Members, Organisational, Support Services, Rate Revenue.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 13. Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 0.25% and 1.2% (2019: 1.25% and 2.78%). Short term deposits have an average interest rate of 1.14% (2019: 1.37%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables

Rates & Associated Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 0.53% (2019: 0.55%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables

Fees & Other Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

Recognised Financial Instruments

Receivables

Other Levels of Government

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

Carrying Amount:

Approximates fair value.

Receivables

Aged Care Facility Contributions

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective legislation.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Liabilities

Creditors and Accruals

Accounting Policy:

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

Recognised Financial Instruments

Liabilities

Aged Care Facility Contributions

Accounting Policy:

To avoid inconvenience when complying with the separate audit requirements imposed by the relevant legislation, amounts are carried at nominal values.

Terms & Conditions:

Pursuant to Commonwealth legislation certain intending residents are required to contribute amounts on an interest free basis. The amounts are subject to certain deductions as prescribed by the legislation, the balance being repaid on termination of tenancy.

Carrying Amount:

Approximates fair value for short tenancies; may be non-materially overstated for longer tenancies.

Liabilities

Interest Bearing Borrowings

Accounting Policy:

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:

Secured over future revenues, borrowings are repayable six monthly; interest is charged at rates between 2.20% and 7.05% (2019: 3.75% and 7.05%).

Carrying Amount:

Approximates fair value.

Liabilities

Leases

Accounting Policy:

Accounted for in accordance with AASB 16 as stated in Note 17.

City of Holdfast Bay

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2020					
Financial Assets					
Cash & Equivalents	21,355	-	-	21,355	21,355
Receivables	5,793	901	901	7,595	6,824
Total Financial Assets	27,148	901	901	28,950	28,179
Financial Liabilities					
Payables	44,993	-	-	44,993	44,950
Current Borrowings	3,591	-	-	3,591	3,056
Non-Current Borrowings	-	4,943	9,156	14,099	10,554
Total Financial Liabilities	48,584	4,943	9,156	62,683	58,560
2019					
Financial Assets					
Cash & Equivalents	25,559	-	-	25,559	25,559
Receivables	3,553	990	936	5,479	4,497
Total Financial Assets	29,112	990	936	31,038	30,056
Financial Liabilities					
Payables	40,707	-	-	40,707	40,707
Current Borrowings	1,529	-	-	1,529	1,000
Non-Current Borrowings	-	5,248	10,287	15,535	11,460
Total Financial Liabilities	42,236	5,248	10,287	57,771	53,167

The following interest rates were applicable to Council's Borrowings at balance date:

	30 June 2020		30 June 2019	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	4.30%	13,610	4.73%	12,460
		13,610		12,460

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

City of Holdfast Bay

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any impairment. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

Liquidity Risk is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Note 14. Capital Expenditure and Investment Property Commitments

\$ '000	Notes	2020	2019
(a). Capital Commitments			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Land		-	43
Buildings		510	6,815
Infrastructure		476	212
Reserves		800	2,914
Plant & Equipment		261	152
		2,047	10,136
These expenditures are payable:			
Not later than one year		2,047	10,136
Later than one year and not later than 5 years		-	-
Later than 5 years		-	-
		2,047	10,136

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 15. Financial Indicators

\$ '000	Amounts 2020	Indicator 2020	Prior Periods 2019	2018
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These Financial Indicators have been calculated in accordance with *Information paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

1. Operating Surplus Ratio

Operating Surplus	(1,192)			
Total Operating Income	69,794	(2%)	2%	2%

This ratio expresses the operating surplus as a percentage of total operating revenue.

2. Net Financial Liabilities Ratio

Net Financial Liabilities	35,941			
Total Operating Income	69,794	51%	41%	49%

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.

Adjustments to Ratios

In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.

Adjusted Operating Surplus Ratio	(2%)	2%	2%
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Adjusted Net Financial Liabilities Ratio	51%	41%	49%
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3. Asset Renewal Funding Ratio

Net Asset Renewals	7,604			
Infrastructure & Asset Management Plan required expenditure	5,676	134%	112%	51%

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 16. Uniform Presentation of Finances

\$ '000	2020	2019
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
Income	69,794	67,333
less Expenses	(70,986)	(65,849)
Operating Surplus / (Deficit)	(1,192)	1,484
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(7,799)	(4,268)
<i>add back</i> Depreciation, Amortisation and Impairment	10,416	10,150
<i>add back</i> Proceeds from Sale of Replaced Assets	195	390
Subtotal	2,812	6,272
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(14,320)	(7,162)
<i>add back</i> Amounts Received Specifically for New and Upgraded Assets	3,485	(2,886)
<i>add back</i> Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments and Non-Current Assets Held for Resale)	40	22
Subtotal	(10,795)	(10,026)
Net Lending / (Borrowing) for Financial Year	(9,175)	(2,270)

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 17. Leases

\$ '000	2020	2019
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Council as a Lessor

Leases Providing Revenue to the Council

Council owns various buildings and facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Income received from such leases are disclosed in Note 2c.

Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:

Not later than one year	485	511
Later than one year and not later than 5 years	1,750	1,912
Later than 5 years	1,609	2,130
	<u>3,844</u>	<u>4,553</u>

Note 18. Superannuation

The Council makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2019/20; 9.50% in 2018/19). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2018/19) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

Note 18. Superannuation (continued)

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2017. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

Council also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Note 19. Interests in Other Entities

\$ '000

All joint ventures and associates are required to prepare Annual Financial Statements that comply with the SA Local Government Model Financial Statements.

	Council's Share of Net Income		Council's Share of Net Assets	
	2020	2019	2020	2019
Joint Ventures	99	76	3,227	2,945
Total	99	76	3,227	2,945

(i) JOINT VENTURES, ASSOCIATES AND JOINT OPERATIONS

(a) Carrying Amounts

Name of Entity	Principal Activity	2020	2019
Southern Region Waste Resource Authority	Management of waste and waste facilities	3,227	2,945
Total Carrying Amounts - Joint Ventures & Associates		3,227	2,945

Southern Region Waste Resource Authority

Established under Section 43 of the Local Government Act, 1999 to provide operate services for the management of waste and the management of waste facilities under its control on behalf of the constituent Council, being the City of Holdfast Bay, City of Marion, and City of Onkaparinga. The Authority made a provision of \$13.7m in the accounts for landfill restoration which is considered reasonable.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 19. Interests in Other Entities (continued)

\$ '000

(b) Relevant Interests

Name of Entity	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2020	2019	2020	2019	2020	2019
Southern Region Waste Resource Authority	15%	15%	15%	15%	15%	33%

(c) Movement in Investment in Joint Venture or Associate

	Southern Region Waste Resource Authority	
	2020	2019
Opening Balance	2,945	2,869
Share in Operating Result	99	76
Share in Other Comprehensive Income	183	-
Council's Equity Share in the Joint Venture or Associate	3,227	2,945

Note 20. Non-Current Assets Held for Sale & Discontinued Operations

Council does not have any Non-Current Assets Held for Sale or any Discontinued Operations.

Note 21. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. LAND UNDER ROADS

As reported in the Financial Statements, Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

At reporting date, Council controlled 178 km of road reserves of average width 8.7 metres.

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 21. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

2. POTENTIAL INSURANCE LOSSES

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

3. LEGAL MATTERS

Council is the planning consent authority for its area under the Development Act 1993 (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. At the date of these reports, Council had notice of 4 appeals against planning decisions made prior to reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

4. SOUTHERN REGION WASTE RESOURCE AUTHORITY

Council has a 15% interest in Southern Region Waste Resource Authority. The Authority describes contingent liabilities in Note 15 to their Financial Statements for the year ended 30 June 2020.

Note 22. Events After the Statement of Financial Position Date

Events that occur after the reporting date of 30 June 2020, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Certification of Financial Statements as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 27/10/20.

Council is unaware of any material or significant "non adjusting events" that should be disclosed.

City of Holdfast Bay

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 23. Related Party Transactions

\$ '000	2020	2019
Key Management Personnel		
Transactions with Key Management Personnel		
The Key Management Personnel of the Council include the Mayor, Councillors, Alwyndor Management Committee CEO and certain prescribed officers under section 112 of the <i>Local Government Act 1999</i> . In all, 32 persons were paid the following total compensation:		
The compensation paid to Key Management Personnel comprises:		
Short-Term Employee Benefits	1,071	1,121
Leave Entitlements on Termination	-	223
Payments to Mayor and Elected Members	358	364
Development Assessment Panel Independent Members, Alwyndor Management Committee	45	48
Total	1,474	1,756

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

City of Holdfast Bay

General Purpose Financial Statements for the year ended 30 June 2020

Auditor's Report - Financial Statements

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City of Holdfast Bay

General Purpose Financial Statements for the year ended 30 June 2020

Auditor's Report - Financial Statements

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City of Holdfast Bay

General Purpose Financial Statements for the year ended 30 June 2020

Auditor's Report - Internal Controls

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City of Holdfast Bay

General Purpose Financial Statements for the year ended 30 June 2020

Auditor's Report - Internal Controls

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City of Holdfast Bay

General Purpose Financial Statements

for the year ended 30 June 2020

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Holdfast Bay for the year ended 30 June 2020, the Council's Auditor, BDO Audit Partnership (SA) has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

R. Bria

CHIEF EXECUTIVE OFFICER

J Smedley

PRESIDING MEMBER, AUDIT COMMITTEE

Date: 27 October 2020

City of Holdfast Bay

General Purpose Financial Statements

for the year ended 30 June 2020

Statement by Auditor

I confirm that, for the audit of the financial statements of City of Holdfast Bay for the year ended 30 June 2020, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

BDO Audit Partnership (SA)

Dated this day of 2020.

Attachment 2



Alwyndor Aged Care

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2020



ABN: 66 219 253 940

Alwyndor Aged Care

General Purpose Financial Statements for the year ended 30 June 2020

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3. Primary Financial Statements:	
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Alwyndor Aged Care

General Purpose Financial Statements

for the year ended 30 June 2020

Certification of Financial Statements

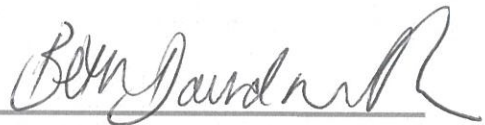
We have been authorised by Alwyndor to certify the financial statements in their final form.

In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of Alwyndor's financial position at 30 June 2020 and the results of its operations and cash flows for the financial year,
- internal controls implemented by Alwyndor provide a reasonable assurance that Alwyndor's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect Alwyndor's accounting and other records.



Roberto Bria
CHIEF EXECUTIVE OFFICER



Beth Davidson-Park
GENERAL MANAGER - ALWYNDOR

Date: 15 October 2020

Alwyndor Aged Care

General Purpose Financial Statements for the year ended 30 June 2020

Alwyndor Management Committee Declaration

The Alwyndor Management Committee declare that

In our opinion:

The financial statements and notes, as set out in the document are in accordance with the *Australian Charities and not-for-profits Commission Action 2012 and:*

- a comply with Australian Accounting Standards; and
- b give a true and fair view of the financial position of the registered entity as at 30 June 2020 and of its performance for the year ended on that date.

There are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.



Kim Cheater
CHAIR

Date: 15 October 2020

Alwyndor Aged Care

Statement of Comprehensive Income

for the year ended 30 June 2020

\$	Notes	2020	2019
Income			
User Charges	2a	3,876,941	3,515,100
Grants, Subsidies and Contributions	2e	10,811,842	10,219,401
Investment Income	2b	321,137	504,940
Reimbursements	2c	2,968,911	2,307,825
Other Income	2d	4,185,601	3,128,905
Total Income		22,164,432	19,676,171
Expenses			
Employee Costs	3a	14,265,520	12,862,135
Materials, Contracts & Other Expenses	3b	6,272,256	5,897,148
Depreciation, Amortisation & Impairment	3c	1,242,461	1,187,033
Finance Costs	3d	1,535,138	147,719
Total Expenses		23,315,375	20,094,035
Operating Surplus / (Deficit)		(1,150,943)	(417,864)
Asset Disposal & Fair Value Adjustments	4	(75,402)	(2,333)
Net Surplus / (Deficit) ¹		(1,226,345)	(420,197)
Other Comprehensive Income		-	-
Total Comprehensive Income		(1,226,345)	(420,197)

¹ Transferred to Statement of Changes in Equity

Alwyndor Aged Care

Statement of Financial Position

as at 30 June 2020

\$	Notes	2020	2019
ASSETS			
Current Assets			
Cash and Cash Equivalents	5a	20,490,690	20,081,445
Trade & Other Receivables	5b	2,474,061	962,876
Total Current Assets		22,964,751	21,044,321
Non-Current Assets			
Infrastructure, Property, Plant & Equipment	7a	38,436,043	39,425,770
Total Non-Current Assets		38,436,043	39,425,770
TOTAL ASSETS		61,400,794	60,470,091
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	36,374,805	34,458,517
Provisions	8b	1,616,173	1,410,322
Total Current Liabilities		37,990,978	35,868,839
Non-Current Liabilities			
Provisions	8b	156,821	121,912
Total Non-Current Liabilities		156,821	121,912
TOTAL LIABILITIES		38,147,799	35,990,751
Net Assets		23,252,995	24,479,340
EQUITY			
Accumulated Surplus		7,767,984	8,994,329
Asset Revaluation Reserves	9a	9,070,657	9,070,657
Other Reserves	9b	6,414,354	6,414,354
Total Alwyndor Equity		23,252,995	24,479,340

Alwyndor Aged Care

Statement of Changes in Equity

for the year ended 30 June 2020

\$	Notes	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2020					
Balance at the end of previous reporting period		8,994,329	9,070,657	6,414,354	24,479,340
Net Surplus / (Deficit) for Year		(1,226,345)	-	-	(1,226,345)
Other Comprehensive Income		-	-	-	-
Total Comprehensive Income		(1,226,345)	-	-	(1,226,345)
Balance at the end of period		7,767,984	9,070,657	6,414,354	23,252,995
2019					
Balance at the end of previous reporting period		9,414,526	9,070,657	6,414,354	24,899,537
Net Surplus / (Deficit) for Year		(420,197)	-	-	(420,197)
Other Comprehensive Income		-	-	-	-
Total Comprehensive Income		(420,197)	-	-	(420,197)
Balance at the end of period		8,994,329	9,070,657	6,414,354	24,479,340

Alwyndor Aged Care

Statement of Cash Flows

for the year ended 30 June 2020

\$	Notes	2020	2019
Cash Flows from Operating Activities			
<u>Receipts</u>			
User Charges		3,876,941	3,517,249
Grants, Subsidies and Contributions (operating purpose)		10,882,454	10,219,401
Investment Receipts		321,137	504,940
Reimbursements		2,968,911	2,307,825
Other Receipts		3,463,484	3,519,643
<u>Payments</u>			
Payments to Employees		(14,292,664)	(12,708,264)
Payments for Materials, Contracts & Other Expenses		(6,517,574)	(6,518,933)
Finance Payments		(82,993)	(147,719)
Net Cash provided by (or used in) Operating Activities	11b	619,696	694,142
Cash Flows from Investing Activities			
<u>Receipts</u>			
Sale of Surplus Assets		-	42,367
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(234,905)	(199,865)
Expenditure on New/Upgraded Assets		(93,231)	(282,920)
Net Cash provided by (or used in) Investing Activities		(328,136)	(440,418)
Cash Flows from Financing Activities			
<u>Receipts</u>			
Proceeds from Aged Care Facility Deposits		7,160,329	8,640,479
<u>Payments</u>			
Repayment of Aged Care Facility Deposits		(7,042,644)	(9,234,547)
Net Cash provided by (or used in) Financing Activities		117,685	(594,068)
Net Increase (Decrease) in Cash Held		409,245	(340,344)
plus: Cash & Cash Equivalents at beginning of period	11	20,081,445	20,421,789
Cash & Cash Equivalents at end of period	11	20,490,690	20,081,445

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Contents of the Notes accompanying the Financial Statements

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n/a - not applicable

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Alwyndor in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

These general purpose financial statements have been prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and Australian Accounting Standards and Interpretations of the Australian Accounting Standards Board. The entity is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

1.2 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Alwyndor's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.3 Rounding

All amounts in the financial statements have been rounded to the nearest dollar.

2 The Reporting Entity

Alwyndor Aged Care reports under the Australian Charities and Not-for-profits Commission Act 2012 and has its principal place of business at 52 Dunrobin Road, Hove, South Australia. These

consolidated financial statements include Alwyndor's direct operations and all entities through which Alwyndor controls resources to carry on its functions. In the process of reporting on Alwyndor as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

3 Income Recognition

Alwyndor recognises revenue under *AASB 1058 Income of Not-for-Profit Entities* (AASB 1058) or *AASB 15 Revenue from Contracts with Customers* (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which Alwyndor expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable Alwyndor to acquire or construct a recognisable non-financial asset that is to be controlled by Alwyndor. In this case, Alwyndor recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at Alwyndor's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 12.

5 Infrastructure, Property, Plant & Equipment

5.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by Alwyndor includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Alwyndor for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are given below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Office Furniture & Equipment	\$2,000
Other Plant & Equipment	\$2,000
Buildings - new construction/extensions	\$10,000

5.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of

asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

5.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Alwyndor, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

5.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Alwyndor were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

Note 1. Summary of Significant Accounting Policies (continued)

6.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Alwyndor assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

7.2 Superannuation

Alwyndor makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Alwyndor's involvement with the schemes are reported in Note 13.

8 Leases

Accounting policy applicable from 01 July 2019

Alwyndor assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

8.1 Leases and Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

Alwyndor Aged Care has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Resident loans are also treated using the principles of lease accounting because Alwyndor Aged Care has assessed that residents enter a lease to occupy a room within residential aged care facilities. Refer to note 1 (8.1.ii.).

i.) Refundable Accommodation Deposits/ Contributions

Refundable Accommodation Deposits/Contributions are recognised upon receipt as per the amount received. Amounts received are repaid upon the resident vacating their accommodation and are settled in accordance with legislative requirements. The accounting treatment for resident loans is described in note 1 (8.1.ii) below. Un-refunded resident's loans (under the Aged Care Act) incur interest.

ii.) Resident Loans

Resident loans are recorded as aged care facility deposits. Resident loans comprise of

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

Refundable Accommodation Deposits/Contributions and Accommodation Bonds, which are subject to the Aged Care Act 1997.

Resident loans - Aged Care Act 1997

Lump sum amounts received from residents in payment of their accommodation expense (prior to 01/07/2014: Accommodation Bonds, from 01/07/2014: Refundable Accommodation Deposits (RAD)).

From December 2005 repayment to the resident is guaranteed by the Australian Government.

RADs and Bonds fall within the scope of AASB 16: Leases, in that there is a contract conveying to the resident the right to use an asset for a period of time, in exchange for consideration.

Alwyndor Aged Care estimated the fair value of the consideration by reference to the Daily Accommodation Payment (DAP) that the resident would have paid if they had not chosen to provide a RAD. This results in the recognition of a rental income amount, and corresponding interest expense. The impact of the change in policy is described further in note 1 (10).

9 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

10 New and amended accounting standards and interpretations

AASB 16 Leases

Alwyndor Aged Care has adopted AASB 16 from 1 July 2019. The standard replaces AASB 117 'Leases'

and for lessees eliminates the classifications of operating leases and finance leases. Except for short-term leases and leases of low-value assets, right-of-use assets and corresponding lease liabilities are recognised in the statement of financial position. Straight-line operating lease expense recognition is replaced with a depreciation charge for the right-of-use assets (included in operating costs) and an interest expense on the recognised lease liabilities (included in finance costs). In the earlier periods of the lease, the expenses associated with the lease under AASB 16 will be higher when compared to lease expenses under AASB 117. However, EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation) results improve as the operating expense is now replaced by interest expense and depreciation in profit or loss.

For classification within the statement of cash flows, the interest portion is disclosed in operating activities and the principal portion of the lease payments are separately disclosed in financing activities.

For lessor accounting, the standard does not substantially change how a lessor accounts for leases.

Impact of adoption

AASB 16 was adopted using the modified retrospective approach and as such comparatives have not been restated. There was no impact on opening retained profits as at 1 July 2019.

The impact of the new Accounting Standards compared with the previous Accounting Standards on the current reporting period is as follows:

	New \$	Previous \$	Difference \$
Residential daily accommodation fees	1,882,278	430,133	1,452,145
Interest on accommodation bonds	1,535,138	82,993	1,452,145
Net surplus	347,140	347,140	-
Net assets	-	-	-

Alwyndor Aged Care

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

11 Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

12 Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 2. Income

\$	Notes	2020	2019
(a). User Charges			
Aged Care Residential Fees and Rentals		3,876,941	3,515,100
Total User Charges		3,876,941	3,515,100
(b). Investment Income			
Interest on Investments			
- Local Government Finance Authority		195,319	170,814
- Banks & Other		125,818	334,126
Total Investment Income		321,137	504,940
(c). Reimbursements			
Home Care		2,968,911	2,307,825
Total Reimbursements		2,968,911	2,307,825
(d). Other Income			
Home Care Management Fees		1,744,056	2,132,043
Residential Daily Accommodation Fees		1,882,278	979,032
Means Tested Care Fees		542,961	-
Other		16,306	17,830
Total Other Income		4,185,601	3,128,905
(e). Grants, Subsidies, Contributions			
Grants, Subsidies and Contributions		10,811,842	10,219,401
Total Grants, Subsidies, Contributions		10,811,842	10,219,401
The functions to which these grants relate are shown in Note 12.			
(i) Sources of grants			
Commonwealth Government		9,838,223	9,214,527
State Government		973,619	1,004,874
Total		10,811,842	10,219,401

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 3. Expenses

\$	Notes	2020	2019
(a). Employee Costs			
Salaries and Wages		12,415,642	11,092,491
Employee Leave Expense		259,240	110,798
Superannuation - Defined Contribution Plan Contributions	13	1,219,482	1,180,931
Superannuation - Defined Benefit Plan Contributions	13	60,512	67,915
Workers' Compensation Insurance		310,644	410,000
Total Operating Employee Costs		14,265,520	12,862,135
Total Number of Employees (full time equivalent at end of reporting period)		166	161
(b). Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		12,000	12,000
Minimum Lease Payments		-	14,505
Lease Expense - Low Value Assets / Short Term Leases		17,480	-
Subtotal - Prescribed Expenses		29,480	26,505
(ii) Other Materials, Contracts and Expenses			
Contractors		3,140,522	3,266,323
Professional Services		208,080	204,064
Sundry		1,314,774	975,417
Materials		1,579,400	1,424,839
Subtotal - Other Material, Contracts & Expenses		6,242,776	5,870,643
Total Materials, Contracts and Other Expenses		6,272,256	5,897,148
(c). Depreciation and Amortisation			
Buildings & Other Structures		783,446	782,155
Plant & Equipment		246,324	224,690
Furniture & Fittings		212,691	180,188
Total Depreciation and Amortisation		1,242,461	1,187,033
(d). Finance Costs			
Interest on Accommodation Bonds		1,535,138	147,719
Total Finance Costs		1,535,138	147,719

Alwyndor Aged Care

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 4. Asset Disposal & Fair Value Adjustments

\$	Notes	2020	2019
Infrastructure, Property, Plant & Equipment			
Assets Surplus to Requirements			
Proceeds from Disposal		-	21,183
Less: Carrying Amount of Assets Sold/Disposed		(75,402)	(23,516)
Gain (Loss) on Disposal		(75,402)	(2,333)
Net Gain (Loss) on Disposal or Revaluation of Assets		(75,402)	(2,333)

Note 5. Current Assets

(a). Cash & Cash Equivalent Assets

Cash on Hand at Bank	121,448	195,612
Deposits at Call	16,102,603	5,642,839
Short Term Deposits & Bills, etc.	4,266,639	14,242,994
Total Cash & Cash Equivalent Assets	20,490,690	20,081,445

(b). Trade & Other Receivables

Accrued Revenues	57,303	167,577
Debtors - General	196,632	187,419
GST Recoupment	65,887	79,220
Prepayments	212,239	3,660
Aged Care Facility Deposits	1,942,000	525,000
Total Trade & Other Receivables	2,474,061	962,876

Note 6. Non-Current Assets

Nil

Alwyndor Aged Care

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 7a (i). Infrastructure, Property, Plant & Equipment

\$	Fair Value Level	as at 30/6/2019				Asset Movements during the Reporting Period				as at 30/6/2020			
		At Fair Value	At Cost	Accumulated Dep'n	Carrying Value	Asset Additions		WDV of Asset Disposals	Depreciation Expense (Note 3c)	At Fair Value	At Cost	Accumulated Dep'n	Carrying Value
						New / Upgrade	Renewals						
Capital Work in Progress		-	-	-	-	40,700	-	-	-	-	40,700	-	40,700
Land	2	5,288,840	-	-	5,288,840	-	-	-	-	5,288,840	-	-	5,288,840
Buildings & Other Structures	3	39,947,351	-	8,714,436	31,232,915	-	67,042	-	(783,446)	40,014,392	-	9,497,881	30,516,511
Plant & Equipment		-	2,904,685	1,281,843	1,622,842	51,463	71,299	(61,132)	(246,324)	-	2,637,752	1,199,604	1,438,148
Furniture & Fittings		-	2,019,257	738,084	1,281,173	1,068	96,564	(14,270)	(212,691)	-	2,043,560	891,716	1,151,844
Total Infrastructure, Property, Plant & Equipment		45,236,191	4,923,942	10,734,363	39,425,770	93,231	234,905	(75,402)	(1,242,461)	45,303,232	4,722,012	11,589,201	38,436,043
Comparatives		45,217,710	4,543,667	9,586,659	40,174,718	282,921	178,681	(23,516)	(1,187,033)	45,236,191	4,923,942	10,734,363	39,425,770

Note 7a (ii). Investment Property

Nil

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property

Valuation of Assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on Valuations

Valuation techniques used to derive Level 2 and Level 3 fair values recognised in the financial statements

The following table sets out the valuation techniques used to measure fair value within Level 2, including a description of the significant inputs used.

Description	Valuation approach and inputs used
Land	Direct comparison of market evidence approach. This method seeks to determine the current value of an asset by reference to recent comparable transactions involving the sale of similar assets. The valuation is based on price per square metre.

The following table sets out the valuation techniques used to measure the fair value within Level 3, including details of the significant unobservable inputs used and the relationship between unobservable inputs and fair value.

Description	Valuation Approach	Unobservable Inputs	Range of Inputs	Relationship between unobservable inputs and fair value
Buildings & Other Structures	Depreciated replacement cost approach. This is the current replacement cost of an asset less, where applicable accumulated depreciation calculated on a basis to reflect the already consumed or expired service potential.	Replacement Cost	\$5,844 to \$2,854,414	The higher the replacement cost the higher the fair value
		Remaining Useful Life of Assets	30 years to 150 years	The shorter the remaining life the lower the fair value

Alwyndor Aged Care

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

Valuation of Assets (continued)

Other Information

At 1 July 2004 upon the transition to AIFRS, Alwyndor elected pursuant to AASB 1.D5 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use

All of Alwyndor's non financial assets are considered as being utilised for their highest and best use.

Transition to AASB 13 - Fair Value Measurement

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

Land & Land Improvements

Land and Land improvements, with an assessed unlimited useful life, were valued at 30 June 2017.

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2017
- Valuer: Maloney Field Services

Buildings & Other Structures

Buildings and other structures were revalued as at 30 June 2017

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2017
- Valuer: Maloney Field Services

Plant & Equipment

These assets are recognised on the cost basis.

Furniture & Fittings

These assets are recognised on the cost basis.

Residential Bed Licences

Alwyndor holds 134 bed licenses. These have not been brought to account as they do not meet the recognition criteria of AASB 138 Intangible Assets.

All other Assets

These assets are recognised at cost.

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 8. Liabilities

\$	Notes	2020 Current	2020 Non Current	2019 Current	2019 Non Current
(a). Trade and Other Payables					
Trade Creditors		615,656	-	412,685	-
Payments Received in Advance					
- Grants, Subsidies, Contributions - Operating		70,612	-	-	-
Accrued Expenses - Employee Entitlements		230,470	-	467,311	-
Accrued Expenses - Other		112,934	-	159,899	-
Aged Care Facility Deposits		33,504,465	-	31,969,780	-
Other		1,840,668	-	1,448,842	-
Total Trade and Other Payables		36,374,805	-	34,458,517	-

(b). Provisions

Employee Entitlements (including oncosts)	1,616,173	156,821	1,410,322	121,912
Total Provisions	1,616,173	156,821	1,410,322	121,912

Note 9. Reserves

\$	1/7/2019	Increments (Decrements)	Transfers	Impairments	30/6/2020
(a). Asset Revaluation Reserve					
Land	4,943,268	-	-	-	4,943,268
Buildings & Other Structures	4,127,389	-	-	-	4,127,389
Total Asset Revaluation Reserve	9,070,657	-	-	-	9,070,657
Comparatives	9,070,657	-	-	-	9,070,657

\$	1/7/2019	Tfrs to Reserve	Tfrs from Reserve	Other Movements	30/6/2020
(b). Other Reserves					
General Reserves	6,414,354	-	-	-	6,414,354
Total Other Reserves	6,414,354	-	-	-	6,414,354
Comparatives	6,414,354	-	-	-	6,414,354

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 10. Assets Subject to Restrictions

\$	Notes	2020	2019
<p>The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Alwyndor, or for which the revenues were originally obtained.</p>			
Receivables			
Aged Care Facility Deposits		1,942,000	525,000
Total Receivables		1,942,000	525,000
Total Assets Subject to Externally Imposed Restrictions		1,942,000	525,000

Note 11. Reconciliation to Statement of Cash Flows

\$	Notes	2020	2019
(a). Reconciliation of Cash			
<p>Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Balance Sheet as follows:</p>			
Total Cash & Equivalent Assets	5	20,490,690	20,081,445
Balances per Statement of Cash Flows		20,490,690	20,081,445
(b). Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus/(Deficit)		(1,226,345)	(420,197)
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		1,242,461	1,187,033
Net (Gain) Loss on Disposals		75,402	2,333
		91,518	769,169
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(94,185)	(197,317)
Net Increase/(Decrease) in Trade & Other Payables		381,603	223,241
Net Increase/(Decrease) in Unpaid Employee Benefits		240,760	(100,951)
Net Cash provided by (or used in) operations		619,696	694,142

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 12. Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

Carried at lower of cost and net realisable value; Interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 1.05% and 2.73% (2019: 2.3% and 2.78%). Short term deposits have an average maturity of 158 days and an average interest rate of 1.8% (2019: 156 days and 2.5%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables

Fees & Other Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Unsecured, and do not bear interest. Alwyndor is not materially exposed to any individual debtor, credit risk exposure is concentrated within Alwyndor's boundaries.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables

Aged Care Facility Contributions

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective legislation.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Liabilities

Creditors and Accruals

Accounting Policy:

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to Alwyndor.

Terms & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

Alwyndor Aged Care

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

Note 12. Financial Instruments (continued)

Recognised Financial Instruments

Liabilities

Aged Care Facility Contributions

Accounting Policy:

To avoid inconvenience when complying with the separate audit requirements imposed by the relevant legislation, amounts are carried at nominal values.

Terms & Conditions:

Pursuant to Commonwealth legislation certain intending residents are required to contribute amounts on an interest free basis. The amounts are subject to certain deductions as prescribed by the legislation, the balance being repaid on termination of tenancy.

Carrying Amount:

Approximates fair value for short tenancies; may be non-materially overstated for longer tenancies.

Liabilities

Leases

Accounting Policy:

Accounted for in accordance with AASB 16 as stated in Note 17.

\$	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2020					
<u>Financial Assets</u>					
Cash & Equivalents	20,490,690	-	-	20,490,690	20,490,690
Receivables	2,474,061	-	-	2,474,061	2,474,061
Total Financial Assets	<u>22,964,751</u>	<u>-</u>	<u>-</u>	<u>22,964,751</u>	<u>22,964,751</u>
<u>Financial Liabilities</u>					
Payables	36,304,193	-	-	36,304,193	36,304,193
Total Financial Liabilities	<u>36,304,193</u>	<u>-</u>	<u>-</u>	<u>36,304,193</u>	<u>36,304,193</u>
2019					
<u>Financial Assets</u>					
Cash & Equivalents	20,081,445	-	-	20,081,445	20,081,445
Receivables	962,876	-	-	962,876	962,876
Total Financial Assets	<u>21,044,321</u>	<u>-</u>	<u>-</u>	<u>21,044,321</u>	<u>21,044,321</u>
<u>Financial Liabilities</u>					
Payables	34,458,517	-	-	34,458,517	34,458,517
Total Financial Liabilities	<u>34,458,517</u>	<u>-</u>	<u>-</u>	<u>34,458,517</u>	<u>34,458,517</u>

Alwyndor Aged Care

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

Note 12. Financial Instruments (continued)

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of Alwyndor.

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of Alwyndor is the carrying amount, net of any impairment. All Alwyndor investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within Alwyndor's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Alwyndor's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

Liquidity Risk is the risk that Alwyndor will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Alwyndor also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Alwyndor has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Alwyndor Aged Care

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

Note 13. Superannuation

Alwyndor makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2019/20; 9.50% in 2018/19). No further liability accrues to Alwyndor as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Alwyndor makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2018/19) of "superannuation" salary.

In addition, Alwyndor makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), Alwyndor does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2017. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Alwyndor's contribution rates at some future time.

Contributions to Other Superannuation Schemes

Alwyndor also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Alwyndor.

Alwyndor Aged Care

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 14. Interests in Other Entities

Alwyndor has no interest in any Equity Accounted Businesses such as Joint Ventures, Associates & Joint Operations.

Note 15. Non-Current Assets Held for Sale & Discontinued Operations

Alwyndor does not have any Non-Current Assets Held for Sale or any Discontinued Operations.

Note 16. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

Alwyndor does not have any Contingencies & Asset/Liabilities Not Recognised in the Balance Sheet.

Note 17. Events After the Statement of Financial Position Date

Alwyndor is unaware of any material or significant "non adjusting events" that should be disclosed.

Note 18. Related Party Transactions

\$ 2020 2019

Key Management Personnel

Transactions with Key Management Personnel

The Key Management Personnel of the Alwyndor includes the Alwyndor Management Committee and General Manager - Alwyndor under section 112 of the Local Government Act 1999.

In all, 11 persons were paid the following total compensation:

The compensation paid to Key Management Personnel comprises:

Short-Term Employee Benefits	175,287	156,442
Termination Benefits	-	43,716
Payments to Alwyndor Management Committee	29,032	29,604
Total	<u>204,319</u>	<u>229,762</u>

Amounts paid as direct reimbursement of expenses incurred on behalf of Alwyndor have not been included above.

Alwyndor Aged Care

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 19. Segment Reporting

\$	2020	2019
Alwyndor operates in the aged care industry within South Australia and within 3 primary business segments:		
- provision and management of residential aged care accommodation		
- aged care services to the community,		
- rehabilitation and support services (day therapy)		
RESIDENTIAL AGED CARE		
Residential Aged Care		
Income Statement		
for the year ended 30 June 2020		
Care Income		
Subsidies & Supplements (Commonwealth)	7,922,800	7,549,575
Resident Fees - Means Tested Care Fees	538,244	603,773
Total Residential Care Income	8,461,044	8,153,348
Accommodation Income		
Subsidies & Supplements (Commonwealth)	977,096	869,461
Resident Accommodation Payments and Charges	1,882,278	445,356
Accommodation Bond Retention amounts	-	9,268
Total Residential Accommodation Income	2,859,374	1,324,085
Other Resident Fee Income		
Basic Daily Fee	2,493,012	2,429,391
Total Other Residential Fee Income	2,493,012	2,429,391
Financing Income		
Interest Income	321,137	504,940
Total Financing Income	321,137	504,940
Other Income		
Donations and Fundraising	19,362	-
Other Income	43,435	32,222
Total Other Income	62,797	32,222
Total Revenue	14,197,364	12,443,986

Alwyndor Aged Care

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 19. Segment Reporting (continued)

\$	2020	2019
Residential Aged Care		
Income Statement (continued) for the year ended 30 June 2020		
Care Expenses		
Labour Costs	8,091,585	7,685,036
Other Expenses	269,478	303,316
Total Care Expenses	8,361,063	7,988,352
Accommodation Expenses		
Labour Costs	261,268	205,109
Property Repairs, Maintenance and Replacement	272,444	319,369
Other Accommodation Expenses	424,279	490,851
Total Accommodation Expenses	957,991	1,015,329
Hotel Services Expenses		
Labour Costs	439,436	421,029
Contracted Services - External Service Organisations	1,300,671	1,260,461
Other Hotel Services Expenses	306,370	259,458
Total Hotel Services Expenses	2,046,477	1,940,948
Administration Expenses		
Labour Costs	1,166,624	1,254,954
Management Fees	37,059	53,938
Other Administration Expenses	521,930	520,299
Total Administration Expenses	1,725,613	1,829,191
Capital and Financing Expenses		
Depreciation	1,142,447	1,110,709
Interest Expenses	1,466,057	141,072
Total Capital and Financing Expenses	2,608,504	1,251,781
Other Expenses		
Loss on Sale of Assets	75,402	2,333
Total Other Expenses	75,402	2,333
Total Expenses	15,775,049	14,027,933
Net Profit (Before Tax)	(1,577,685)	(1,583,947)

Alwyndor Aged Care

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 19. Segment Reporting (continued)

\$	2020	2019
Residential Aged Care		
Statement of Financial Position		
as at 30 June 2020		
ASSETS		
Current Assets		
Cash	20,490,690	20,081,445
Trade & Other Receivables	2,474,061	962,876
Total Current Assets	22,964,751	21,044,321
Non-Current Assets		
Property, Plant & Equipment	38,436,043	39,425,770
Total Non-Current Assets	38,436,043	39,425,770
TOTAL ASSETS	61,400,794	60,470,091
LIABILITIES		
Current Liabilities		
Trade & Other Payables	943,925	1,095,397
Employee Provisions	928,521	897,926
Accommodation Bonds	33,504,465	31,969,780
Total Current Liabilities	35,376,911	33,963,103
Non-Current Liabilities		
Employee Provisions	77,976	68,563
Total Non-Current Liabilities	77,976	68,563
TOTAL LIABILITIES	35,454,887	34,031,666
Net Assets	25,945,907	26,438,425

Alwyndor Aged Care

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 19. Segment Reporting (continued)

\$	Rehabilitation and Support Services	Consumer Directed Care	Other Home Care	Total
2020				
Revenue	1,128,410	5,751,979	1,086,679	7,967,068
Expenses	1,181,935	5,494,728	939,065	7,615,728
Surplus/(Deficit)	(53,525)	257,251	147,614	351,340
Liabilities	182,395	2,444,307	66,210	2,692,912
Total Equity	(182,395)	(2,444,307)	(66,210)	(2,692,912)
2019				
Revenue	982,306	5,075,339	1,174,540	7,232,185
Expenses	959,308	4,443,333	665,794	6,068,435
Surplus/(Deficit)	22,998	632,006	508,746	1,163,750
Liabilities	291,476	1,615,846	51,763	1,959,085
Total Equity	(291,476)	(1,615,846)	(51,763)	(1,959,085)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CITY OF HOLDFAST BAY

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of City of Holdfast Bay - Alwyndor Aged Care (the registered entity), which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the responsible entities' declaration.

In our opinion the accompanying financial report of City of Holdfast Bay - Alwyndor Aged Care, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) Giving a true and fair view of the registered entity's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards - Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of responsible entities for the Financial Report

The responsible entities of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, responsible entities are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the registered entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the registered entity's financial reporting process.



Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

A handwritten signature in blue ink that reads 'BDO'.

BDO Audit (SA) Pty Ltd

A handwritten signature in blue ink that reads 'Andrew Tickle'.

Andrew Tickle

Director

Adelaide, 16 October 2020

**DECLARATION OF INDEPENDENCE
BY ANDREW TICKLE
TO THE MEMBERS OF CITY OF HOLDFAST BAY**

As lead auditor of City of Holdfast Bay - Alwyndor Aged Care for the year ended 30 June 2020, I declare that, to the best of my knowledge and belief, there have been:

1. No contraventions of the auditor independence requirements of section 60-40 of the *Australian Charities and Not-for-profit Commission Act 2012* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.



Andrew Tickle
Director

BDO Audit (SA) Pty Ltd

Adelaide, 16 October 2020

Attachment 3



City of Holdfast Bay

General Purpose Financial Statements for the year ended 30 June 2020

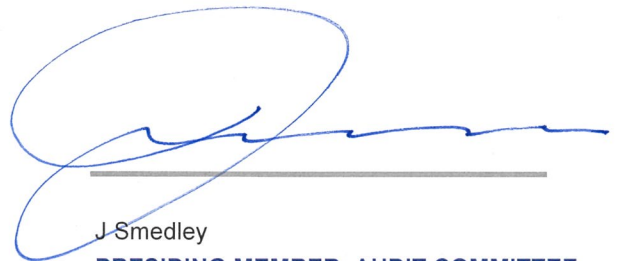
Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Holdfast Bay for the year ended 30 June 2020, the Council's Auditor, BDO Audit Partnership (SA) has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.



R. Bria
CHIEF EXECUTIVE OFFICER



J. Smedley
PRESIDING MEMBER, AUDIT COMMITTEE

Date: 7/10/2020

Attachment 4





holdfast.sa.gov.au

Brighton Civic Centre 24 Jetty Road, Brighton SA 5048

PO Box 19 Brighton SA 5048

P 08 8229 9999 F 08 8298 4561

Glennelg Customer Service Centre and Library

2 Colley Terrace, Glennelg SA 5045

8 October 2020

Mr Andrew Tickle
BDO Audit (SA) Pty Ltd
Level 7, BDO Centre
420 King William Street
ADELAIDE SA 5000

Dear Mr Tickle

AUDIT FOR YEAR ENDED 30 JUNE 2020 CITY OF HOLDFAST BAY

This representation letter is provided in connection with your audit of the financial report of the City of Holdfast Bay for the year ended 30 June 2020, for the purpose of expressing an opinion as to whether the financial report presents fairly in accordance with the Australian Accounting Standards.

We confirm that to the best of our knowledge and belief, having made such enquiries as we considered necessary for the purposes of appropriately informing ourselves:

Financial Report

1. We have fulfilled our responsibilities, as set out in your engagement letter dated 13 May 2020, for the preparation for the financial report in accordance with Australian Accounting Standards; in particular that the financial report presents fairly in accordance therewith.
2. We have established and maintained adequate internal controls to facilitate the preparation of a reliable financial report and adequate records have been maintained. Any and all deficiencies in internal control of which we are aware have been communicated to you.
3. We confirm that the selection and application of accounting policies remains appropriate, and that there have been no changes to the accounting policies applied in the previous annual financial statements or the methods used in applying them, except as described in Note 1 to the financial report.
4. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
5. We have no plans or intentions that may materially affect the carrying values, or classification, of assets and liabilities.
6. The entity has satisfactory title to all assets, and there are no liens or encumbrances on such assets that have not been disclosed, nor has any asset been pledged as collateral.



Books, Records and Documentation

7. We have provided you with:
- Access to all information of which we are aware that is relevant to the preparation of the financial report such as records, documentation and other matters;
 - All minutes of meetings held by the Board of Directors, Committees and shareholders since the end of the previous reporting period have been given to you for your inspection;
 - Additional information that you have requested from us for the purpose of the audit; and
 - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
8. All transactions have been recorded in the accounting records and are reflected in the financial report.

Uncorrected Misstatements

9. No uncorrected misstatements.

Related Parties

10. We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions.
11. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with Australian Accounting Standards in the financial report.

Fraud

12. We acknowledge our responsibility for the design, implementation and maintenance of accounting and internal control systems that are designed to prevent and detect fraud.
13. We have disclosed to you the results of our assessment of the risk that the financial report may be materially misstated as a result of fraud.
14. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
- Management;
 - Employees who have significant roles in internal control; or
 - Others where fraud could have a material impact on the financial report.
15. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial report communicated by employees, former employees, analysts, regulators or others.

Litigation and Claims

16. We have disclosed to you all known actual or possible litigation and claims whose effects should be considered in the financial report; and accounted for and disclosed in accordance with Australian Accounting Standards.

Compliance with Laws and Regulations

17. We have disclosed to you all known actual or possible non-compliance with laws and regulations whose effects should be considered when preparing the financial report.
18. There have been no instances of non-compliance of laws and regulations involving management or employees who have a significant role in internal control.

There have been no communications from regulatory agencies concerning non-compliance with, or deficiencies in, financial reporting practices that could have a material effect on the financial report.

Subsequent Reports

19. All events occurring subsequent to the date of the financial report and for which adjustment or disclosure are required have been adjusted or disclosed.

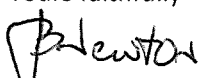
Other Information

20. We have informed you of all the documents that we expect to issue which may compromise other information accompanying the financial report.
21. The financial report and any other information obtained by you prior to the date of the auditor's report are consistent with one another, and the other information does not contain any material misstatements.
22. The final version of the other information will be provided to you when available, and prior to issuance to allow you to complete your procedures over this other information.

Electronic Presentation of Financial Report

23. We are responsible for the electronic presentation of the financial report.
24. We will ensure that the electronic version of the audited financial report and the auditor's report on the web site will be identical to the final signed hard copy version.
25. We will clearly differentiate between audited and unaudited information in the construction of the entity's web site as we understand the risk of potential misrepresentation.
26. We have assessed the controls over the security and integrity of data on the web site and that adequate procedures are in place to ensure the integrity of the information published.
27. We will not present the auditor's report on the full financial statements with extracts only of the full financial statements.

Yours faithfully



John Newton

Manager Financial Services

A handwritten signature in black ink, appearing to read "P Jackson" with a stylized flourish at the end.

Pamela Jackson
General Manager Strategy and Business Services

Attachment 5



2019-20 Financial Statements - Prior Year Comparison

Note 2(b) - Statutory Charges \$2,230,000 (2018-19 \$2,282,000)

Reduced by \$52,000 due to reduced encroachment and hoarding fees \$38,000, development assessment fees \$35,000, food inspection fees \$36,000 offset by increased dog registration fees \$25,000, parking fines and permits \$33,000.

Note 2(c) - User Charges \$7,603,000 (2018-19 \$7,698,000)

Municipal user charges reduced by \$459,000. This comprised reduced income from caravan park \$229,000, off-street parking \$175,000, lease/user charges for council properties \$151,000 offset by Health \$75,000

Alwyndor user charges increased by \$362,000 due to an increase in residential occupancy and third party services and consumables for Home Care Packages (offset by third costs at note 3(b)).

Note 2(g) – Operating Grants, Subsidies and Contributions \$13,988,000 (2018-19 \$13,896,000)

Municipal operating grants decreased by \$500,000, primarily due to the timing of supplementary road grant (\$511,944) including an advance payment in 2019/20 of the 2019/20 and 2020/21 allocation. Other grant variances the SA HACC payments being \$45,000 less and the receipt of \$69,000 from Green Industries in 2019/20.

The general purpose financial assistance grant was \$70,000 more than prior year due to the timing and payments of advance amounts. Roads to Recovery grants were \$72,000 more, and Community Wellbeing program received \$45,000 more in Commonwealth Home Support payments. The overall prior year variance was also due a number of specific purpose minor grants received including health, waste and environmental services.

Alwyndor grants and subsidies increased by \$592,000. This is due to an increase in the Aged Care Funding Instrument (ACFI) revenue generated throughout the year and additional COVID-19 funding.

Note 2(d) - Investment Income \$411,000 (2018-19 \$687,000)

Municipal reserve fund investment reduced by \$92,000 due to reduction in cash flow due to COVID-19 relief measures for residents and customers combined with lower interest rates.

Alwyndor investment income decreased by \$184,000 due to a reduction in interest rates.

Note 2(e) – Reimbursements \$3,493,000 (2018-19 \$2,632,000)

Municipal reimbursements increased by \$203,000 mostly due to refund of, and interest on overcharges for street lighting.

Alwyndor reimbursements increased by \$661,000 due to an increase in direct services provided to Support at Home clients.

Note 2(f) - Other Income \$4,915,000 (2018-19 \$4,042,000)

Municipal other income has decreased by \$179,000 largely due to a decrease in workers compensation rebates received of \$158,000 and also prior year funding for the Olli bus trial \$23,000, reduction in lease income due to COVID-19 relief measures \$91,000 offset by increased cemeteries income of \$91,000.

Alwyndor other income increased by \$1,057,000 due to \$1,452,000 of consideration recognised for Refundable Accommodation Deposits in accordance with the new AASB 16 accounting standards. The consideration recognised is offset against the interest expense noted at Note 3(d) below. The variance of \$395,000 is due to a decrease in Home Care Package fees following the changes imposed by the Department of Health on fee structures.

Note 19 - Net gain – EQUITY ACCOUNTED COUNCIL BUSINESSES \$99,000 (2018-19 \$76,000)

This refers to Council's 15% share (\$282,000 surplus) in the SRWRA. For 2018/19 SRWRA achieved a \$658,000 operating surplus (\$512,000 in 2017/18). Major prior year variances included an increase in landfill operation income \$168,000 with a corresponding \$112,000 reduction in EPA levy payments and a reduction in investment income of \$146,000 but these were more than offset by the increase in distributions received from Integrated Waste from \$490,000 in 2018-19 to \$900,000 in 2019-20. The financial results, provisions and expanded notes of SRWRA is included in Note 19 to the financial statements.

Note 3(a) - Employee Costs \$31,646,000 (2018-19 \$29,316,000)

Overall municipal employee costs increased by \$929,000 from prior year due to enterprise agreement increases salary staff (ASU) 2.5% and wages staff (AWU) 2% - budgeted at \$360,000, combined with increased leave provisions \$347,000 due to reduced planned leave during COVID-19 travel restrictions, increase in sick leave expense due to COVID-19, reclassifications and reduction in vacancies.

Alwyndor employment costs increased by \$1,404,000. This is due to several staff vacancies during the 2018-19 year resulting in \$560,000 of prior year costs being below budget. During 2019-20, \$266,000 was due to accreditation costs, training and quality improvement initiatives. \$490,000 was due to COVID-19 initiatives to manage visitors, increase cleaning regimes and reduce agency usage.

Note 3(b) - Materials, Contracts and Other Expenses \$26,807,000 (2018-19 \$25,605,000)

Municipal expenses in this grouping increased by \$860,000. This comprised numerous items either included in the original budget or varied throughout the year. Major prior year variances occurred in waste management \$177,000, Innovation and technology \$418,000, other professional services \$733,000, tree maintenance \$117,000, increased doubtful debt recovery for parking infringements \$238,000. This was offset by reductions in election expenses \$203,000, water \$190,000, caravan park costs \$175,000, street lighting \$118,000 energy costs \$101,000 and legal expenses \$85,000.

Alwyndor expenses increased by \$375,000. This is due to a \$337,000 increase in third party costs paid for Home Care Package clients, which is offset by User Charges at Note 2(c), increased operation costs \$107,000, decreased agency costs \$129,000 and increased catering costs \$60,000 (4%).

Note 3(c) - Depreciation \$10,416,000 (2018-19 \$10,150,000)

Overall municipal depreciation increased by \$211,000 with the increases in drainage, transport, plant and equipment and office equipment.

Alwyndor depreciation increased by \$114,000 with most of this increase applicable to equipment, furniture and fittings.

Note 3(d) - Finance \$2,117,000 (2018-19 \$778,000)

Municipal finance charges reduced by \$48,000 due to lower fixed term principal outstanding amounts and the timing of cash advance debenture draw downs

Alwyndor Finance charges increased by \$1,387,000 due to \$1,452,000 of interest recognised in accordance with the new AASB 16 accounting standards. The interest expense recognised is offset against the consideration noted at Note 2(f). The balance of \$65,000 is due to a decrease in the interest rate payable on Refundable Accommodation Deposit refunds.

Note 4 - Asset Disposal and Fair Value Adjustments (\$3,396,000 loss) - (2018-19 \$243,000 - loss)

Municipal assets were sold, or disposed of, throughout the year resulting in a \$3,321,000 loss. The assets are itemised as follows:

- \$2,442,000 – Loss – Demolition of clubrooms and other related infrastructure at Brighton Oval.
- \$1,013,000 – Loss - Capital renewal program. Refers to existing infrastructure assets removed or disposed as part of the annual capital program.
- \$134,000 – Net Profit - Sale of vehicles and land.

Alwyndor conducted a thorough asset register review where a number of historical assets were identified as being previously disposed and written off in 2020 to the total value of \$75,000.

Note 2(g) - Amounts Received for New/Upgraded Assets \$4,728,000 (2018-19 \$3,460,000)

New grants were accounted for in 2019/20 for the Brighton Oval redevelopment \$2.781m, Minda coast park walkway \$1.523m, Jetty Road, Glenelg Masterplan \$205,000 and various other minor grants received \$219,000.

Note 9(a) - Change in Revaluation Surplus – \$710,000 decrease (2018-19 \$11,253,000 decrease)

Footpath assets were revalued by Public Private Property. The last revaluation on these assets was performed in 2015. Based on current replacement rates this resulted in a valuation decrease

of \$666,000. Library materials were also valued by senior library officers resulting in a valuation decrease of \$44,000.

Note 5(a) - Cash and Cash Equivalents

As at 30 June 2020, cash and cash equivalents amounted to \$21,355,000 (2018-19 \$25,559,000). This comprises \$865,000 of municipal funds and \$20,490,000 of Alwyndor funds as shown in the cash flow statements. The significant variance of municipal cash is due to the receipt of prepayments of large capital government grants received in 2018/19 subsequently applied to capital projects in 2019/20 including the Brighton Oval redevelopment. Grant funds totaling \$535,700 were also received in late June for the change room upgrade at Glenelg Football Club.

Alwyndor funds include monies received and invested for accommodation bonds. Accommodation bonds total \$33,504,465 (2018-19 \$31,969,780) and are subject to externally imposed restrictions with the requirement to be used for capital purposes.

Note 5(b) - Trade and Other Receivables – Current \$5,513,000 (2018-19 \$3,244,000)

Municipal debtors increased by \$758,000 to \$3,039,000 mostly due late payment of Rates, \$714,000 due to COVID-19 relief measures.

Alwyndor debtors had a net increase of \$1,500,000 due to an increase in current aged care facility deposits outstanding.

Note 6 (a) & 5 (b) - Loans to Community Organisations

Council's normal practice for larger loans is to borrow from the Local Government Finance Authority and on-lend to the community organisation on similar terms along with an additional 0.5% credit margin to cover administrative costs. The total amount of principal owing as at 30 June 2020 is \$1,902,254 comprising \$218,156 current (note 5b) and \$1,684,098 non-current (note 6a) components.

During 2016-17 Council received correspondence for the Glenelg Football Club and considered strategies to support the Club in its objective of long term financial sustainability. Further reports were considered in May 2017 and October 2019 accepting a principal reduction scheme over six years (via the SANFL) and agreeing to waive interest up to 31 October 2022. As at 30 June 2020 the Club had met its financial obligations. The total amount of principal owing from the Glenelg Football Club as at 30 June 2020 is \$1,663,256.

On 9 September 2020 the Audit Committee received a report assessing community loan receivables as at 30 June 2020 (Report 246/20). On 22 September Council noted the minutes of the Audit Committee (Minute C220920/2059). The financial statements include maintaining the loan impairment provision of \$517,780 for the Glenelg Football Club loan in accordance with the recommendations.

Note 6 (b) - Regional Subsidiaries – \$3,227,000 (2018-19 \$2,945,000)

This refers to Council's 15% share in the net assets of SRWRA. As at 30 June 2020 SRWRA had \$21,513,000 net assets. The increase is due to total comprehensive income of \$1,880,000 in 2019/20 which included a revaluation surplus of \$1,222,000. Refer also to note 19 above. The financial results, provisions and expanded notes of both entities are included in Note 19 to the Council statements.

Note 6 (c) – Other Non-Current Assets - Capital Works-in-Progress \$4,511,000 (2018-19 \$5,053,000)

This includes \$1.589m for improvement works on the Glenelg Town Hall, \$1.479m of preliminary works for stage 2 of the new sports complex at Brighton Oval, \$638,000 on initial masterplan designs for Kingston Park and Jetty Road, Glenelg, \$265,000 for various stormwater projects, \$226,000 for design and initial works on the Wigley Reserve playspace, \$206,000 on the redevelopment of Holdfast Tennis Club and the remaining amounts on other incomplete municipal capital projects.

Note 7 - Capital Expenditure

In 2019-20 asset additions totaled \$22,621,000 (2018-19 \$6,897,000).

For municipal activities this comprised \$16.22m on completed new and upgraded assets. The major projects included \$5.48m for the construction of Minda coast park walkway, \$9.16m for the construction of clubrooms at Brighton Oval, \$175,000 of drainage improvements through the use of Water Sensitive Urban Design (WSUD), \$399,000 of technology upgrades and \$405,000 on new equipment.

Asset additions for renewed and replaced assets totalled \$6.116m. These included \$3.72m on infrastructure including roads, kerb, footpaths and stormwater and \$697,000 for the replacement of plant and equipment. The renewal of Open Space assets totalled \$820,000 including \$258,000 on playground equipment and sporting infrastructure, \$152,000 on coastal headwall drainage, \$131,000 lighting at various reserves and \$76,000 on signage.

For Alwyndor activities this comprised \$328,000 including \$93,000 on new assets and \$235,000 on renewal and replacement of existing assets.

Note 8(a) – Payments Received in Advance \$4,291,000

This largely comprises grant income received in 2019-20 for Jetty Road \$1.666m and Brighton Oval redevelopment \$1.082m, Glenelg Oval master plan \$487,000, Wigley Reserve playspace \$500,000 and weekly FOGO grant \$98,000. The grant conditions stipulate that Council has an obligation to repay any unspent funding, therefore Council does not control the funds until spent. This means that the portion of unspent funds for these grants are recognised as payments received in advance.

Note 8(a) - Aged Care Facility Deposits – accommodation bonds

The liability for Alwyndor accommodation bonds has increased by \$1,536,000 from the previous year. The overall liability is \$33,504,465.

Note 8(b) - Borrowings

Net borrowings increased by \$1,150,000 to \$13,610,000, Principal repayments during the year amounted to \$1m. Loan borrowings of \$2.15m were required at year end to meet cash flow needs and fund major capital works including Brighton Oval redevelopment and the Glenelg Town Hall restoration in accordance with Councils Treasury Management Policy.

Note 8(c) – Provisions

Municipal employee leave provisions were increased by \$347,000 and Alwyndor leave provisions increased by \$246,000 due to reduction in planned leave taken during COVID-19 travel restrictions.

Note 9 - Reserve Funds

All reserve funds required by legislation have been maintained.

Equity

Council's net equity decreased by \$387,000 during the year as a result of:

- (\$1,192,000) operating deficit
- (\$3,396,000) deficit on disposal of assets
- \$4,728,000 capital revenue received specifically for new or upgraded assets
- (\$710,000) net decrease of assets on revaluation
- \$183,000 Share of other Comprehensive Income SRWRA

Attachment 6



**City of Holdfast Bay
Municipal Funds Statement as at June 2020**

2019 - 2020 Original Budget \$'000	Year to Date			Note	
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(758)	(761)	(735)	(26)	Administrative Services	
1,443	1,516	1,607	(92)	FAG/R2R Grants	1
(994)	(988)	(966)	(22)	Financial Services	
(9,288)	(9,288)	(9,173)	(115)	Financial Services-Depreciation	2
(252)	(252)	(647)	395	Financial Services-Employee Leave Provisions	3
(655)	(637)	(577)	(60)	Financial Services-Interest on Borrowings	4
230	230	99	131	Financial Services-SRWRA	5
35,317	35,247	35,226	21	General Rates	
(1,509)	(1,215)	(1,313)	98	Governance & Risk	6
(675)	(751)	(763)	11	Human Resources	
(2,965)	(3,479)	(3,460)	(18)	Strategy & Innovation	
(546)	(575)	(526)	(49)	Business Development	
(955)	(908)	(898)	(10)	Community Development	
(352)	(352)	(322)	(30)	Community Engagement Admin	
(864)	(791)	(750)	(42)	Community Events	
(296)	(403)	(366)	(37)	Community Services Administration	
(186)	(194)	(179)	(15)	Community Transport	
(6)	(150)	(84)	(66)	Community Wellbeing	7
(620)	(539)	(535)	(4)	Customer Service	
-	(55)	39	(94)	Jetty Road Mainstreet	8
(1,503)	(1,446)	(1,309)	(137)	Library Services	9
-	(69)	112	(181)	SA HACC	10
(339)	(331)	(347)	16	Tourism & Marketing Admin	
(1,862)	(1,838)	(1,791)	(47)	Asset Management	
(1,412)	(1,402)	(1,410)	8	Assets and City Services	
49	113	142	(29)	Cemeteries	
715	478	482	(4)	City Regulation	
1,018	785	963	(178)	Commercial - Brighton Caravan Park	11
(2)	8	(1)	9	Commercial - Partridge House	
456	300	261	40	Commercial - Recreational Clubs Leases	
(902)	(795)	(763)	(32)	Development Services	
(826)	(856)	(872)	15	Environmental Services	
(583)	(634)	(666)	32	Infrastructure Maintenance	
(18)	(31)	(15)	(17)	Property Maintenance	
(7,519)	(7,227)	(7,401)	174	Public Spaces	12
(3,921)	(3,988)	(3,938)	(51)	Waste Management	13
832	832	832	-	Less full cost attribution - % admin costs capitalised	
252	(448)	(41)	(407)	=Operating Surplus/(Deficit)	
9,288	9,288	9,173	115	Depreciation	
22	22	549	(526)	Other Non Cash Items	
9,310	9,310	9,722	(411)	Plus Non Cash Items in Operating Surplus/(Deficit)	
9,563	8,862	9,680	(818)	=Funds Generated from Operating Activities	
3,524	10,050	4,728	5,322	Amounts Received for New/Upgraded Assets	14
357	1,400	235	1,165	Proceeds from Disposal of Assets	15
3,881	11,450	4,963	6,487	Plus Funds Sourced from Capital Activities	
(7,916)	(9,327)	(7,415)	(1,912)	Capital Expenditure on Renewal and Replacement	
(14,975)	(25,382)	(14,294)	(11,088)	Capital Expenditure on New and Upgraded Assets	
(22,891)	(34,710)	(21,709)	(13,001)	Less Total Capital Expenditure	16
203	203	192	11	Plus:Repayments of loan principal by sporting groups	
203	203	192	11	Plus/(less) funds provided (used) by Investing Activities	
(9,244)	(14,195)	(6,873)	(7,321)	= FUNDING SURPLUS/(REQUIREMENT)	
Funded by					
-	(4,959)	(4,613)	(346)	Increase/(Decrease) in Cash & Cash Equivalents	
-	2,886	(1,110)	3,996	Non Cash Changes in Net Current Assets	
(10,190)	(13,068)	-	(13,068)	Less: Proceeds from new borrowings	
-	-	(2,150)	2,150	Less: Net Movements from Cash Advance Debentures	
947	947	1,000	(53)	Plus: Principal repayments of borrowings	
(9,244)	(14,195)	(6,873)	(7,321)	=Funding Application/(Source)	

Note 1 – Financial Assistance Grant - \$92,000 (6%) favourable

Timing issue between financial years for the receipt of the annual Commonwealth Financial Assistance Grant. 50% of the 2019-20 allocation was received in 2018-19 and 50% of the 2020-21 grant has been received in 2019-20. The early receipt of these two payments in different financial years has created a variance against budget.

Note 2 – Financial Services – Depreciation - \$115,000 (1%) favourable

A number of large capital projects are now being staged over two years resulting in lower than forecast depreciation.

Note 3 – Financial Services – Employee Leave Provisions - \$395,000 (157%) unfavourable

Final movements in the provisions made for Annual Leave and Long Service Leave owed to employees. This was largely impacted by COVID-19. Leave planning is currently being undertaken for the 2020/21 year to reduce this provision next year.

Note 4 – Financial Services – Interest on Borrowings - \$60,000 (9%) favourable

Due to the positive cash flow Council has not had to borrow as forecast, resulting in a saving on budgeted interest costs.

Note 5 – Financial Services - SRWRA - \$131,000 (57%) unfavourable

Council's equity share in the Southern Region Waste Resource Authority (SRWRA) for 2019/20. As a result of a distribution back last year and reduced investment revenue, our annual equity share is lower than budgeted.

Note 6 – Governance & Risk - \$98,000 (8%) unfavourable

Final property insurance invoice higher than budgeted for (\$28,000), special distribution from LGA Asset Mutual Fund less than forecast (\$40,000) and higher insurance settlement payments (\$17,000).

Note 7 – Community Wellbeing - \$66,000 (44%) favourable

Unspent funding carried forward from previous financial year.

Note 8 – Jetty Road Mainstreet - \$94,000 (171%) favourable

Underspend on event management (\$50,000), employment costs (\$24,000) and Christmas decorations (\$22,000). As in previous years due to separate funding arrangements unspent budget was carried forward.

Note 9 – Library Services - \$137,000 (9%) favourable

Grant in kind for new library books received from State Library Board (\$87,000) and various savings due to temporary shutdown of libraries as part of COVID-19 restrictions.

Note 10 – SA HACC (Lifelinks) - \$181,000 (262%) favourable

There was a redirection of financial and human resources to provide HACC funded programs associated with COVID-19 emergency declaration restrictions. Remaining grant funded budget was carried forward.

Note 11 – Commercial – Brighton Caravan Park - \$178,000 (23%) favourable

Budgeted revenue was reduced as part of the March budget update in anticipation of the effects of the COVID-19 pandemic, however revenue - though down on last year - was higher than expected.

Note 12 – Public Spaces - \$174,000 (2%) unfavourable

Higher disposal costs for waste collected by depot staff due to increase in the State Government waste levy charged (\$49,000), additional temporary agency staff (\$38,000) and higher than budgeted for repairs and maintenance costs for Depot vehicles and machinery (\$82,000).

Note 13 – Waste Management - \$51,000 (1%) favourable

Small savings on disposal costs (\$23,000) and the collection of green waste (\$16,000) and hard waste (\$14,000).

Note 14 – Amounts Received for New/Upgraded Assets - \$5,322,000 (53%) unfavourable

Grant funding received, but not yet expended, for Brighton Oval Development stage 2 (\$1.1m) and Jetty Road, Glenelg Masterplan (\$1.7m) has been transferred to 2020/21. An additional \$2.5m of federal grant funding for stage 2 of the Brighton Oval Development will be received in 2020/21 – budget was carried forward.

Note 15 – Proceeds from Disposal of Assets - \$1,165,000 (83%) unfavourable

Sale of Council land budgeted for \$1m did not take place in 2019/20 as legislative requirements need to be fulfilled before sale of land can go ahead and trade-in of council vehicles has been delayed (\$107,000) – budget was carried forward.

Note 16 – Capital expenditure - \$13,001,000 (37%) favourable

There are positive variances on a number of capital projects. Some projects have been completed with a saving while other projects were not completed at the 30 June 2020. To enable their completion Council approved a total carry forward of \$12.4m capital expenditure budget to 2020/21 on 11 August 2020.



Alwyndor Aged Care Funds Statement as at 30 June 2020

2019-20 Original Budget \$'000	Year to Date				Note
	Adopted Forecast \$'000	Actual YTD \$'000	Variance \$'000		
3,970	3,791	3,877	(86)	User Charges	
10,339	10,596	10,812	(216)	Operating Grants and Subsidies	
491	330	321	9	Investment Income	
3,074	2,666	2,969	(302)	Reimbursements	
1,753	2,877	4,186	(1,308)	Other Income	
19,627	20,262	22,164	(1,903)	Operating Revenue	1
(13,915)	(13,760)	(14,266)	505	Employee Costs - Salaries & Wages	2
(4,591)	(6,155)	(6,272)	118	Materials, contracts and other expenses	3
(125)	(98)	(1,536)	1,438	Finance Charges	4
(1,177)	(1,220)	(1,242)	22	Depreciation	
(19,808)	(21,233)	(23,316)	2,083	Less Operating Expenditure	
(181)	(971)	(1,151)	180	=Operating Surplus/(Deficit)	
1,177	1,220	1,242	(22)	Depreciation	
128	160	528	(369)	Provisions	
1,305	1,380	1,770	(390)	Plus Non Cash Items in Operating Surplus/(Deficit)	
1,124	409	619	(210)	=Funds Generated from Operating Activities	
(844)	(701)	(328)	(373)	Capital Expenditure on New and Upgraded Assets	5
(844)	(701)	(328)	(373)	Less Total Capital Expenditure	
0	0	118	(118)	Plus Movement in Aged Care Facility Deposits	
0	0	118	(118)	Plus/(less) funds provided (used) by Financing Activities	
280	(294)	409	(703)	= Funding SURPLUS/(REQUIREMENT)	
				Funded by	
280	(294)	409	(703)	Increase/(Decrease) in Cash & Cash Equivalents	
280	(294)	409	(703)	=Funding Application/(Source)	

**Alwyndor Aged Care – Notes
June 2020**

1 Operating Revenue

Revenue is higher than forecasted by \$1.903M YTD.

\$1.452M is due to the consideration recognised for Refundable Accommodation Deposits in accordance with the new AASB 16 accounting standards, which is offset against finance charges at point 4 below.

\$345K is due to a COVID-19 Stimulus Package received by the Government in May and an increase in Home Support and Therapy services. Although the forecast for revenue was reduced due to the estimated impact of COVID-19, Alwyndor did not experience the full impact and services have significantly recovered in the month of June.

An in-depth reconciliation of unspent funds for Home Care Packages was conducted at year end resulting in an additional revenue recognition of \$100K.

A favourable variance of \$62K relates to Support at Home reimbursements which is partly offset against the expense under point 3 below.

2 Employee Costs - Salaries & Wages

Employee costs are \$505K higher than forecast.

This is partially offset with \$140K savings in Agency costs (refer point 3) however additional costs were incurred for employees working overtime to assist with reducing agency usage. An increase in overtime was allowed during COVID-19 to reduce contact with external agency staff.

Extra shifts to manage visitors during COVID-19, increased cleaning regimes, additional training and two employee terminations were not included in the forecast. We have also seen an impact to leave usage as a result of COVID-19 with leave accruals increasing due to cancelled/minimal leave requests.

3 Materials, contracts and other expenses

The overspend of \$118K to forecast is due to:

- Agency costs (\$125K savings)
- ACFI Consultant & Physiotherapy Agency \$41K
- Medical Supplies \$50K
- Support at Home reimbursements expense \$93K (offset against reimbursement revenue)
- Corporate Costs \$59K

4 Finance Charges

The unfavourable finance charge variance is due to the \$1.452M adjustment for Accounting Standard AASB 16 as mentioned at Point 1 above.

5 Capital Expenditure

Capital expenditure is \$373K favourable due to the timing of the solar project and the Riddle Suite upgrade which were both delayed due to COVID-19 and changes in staffing. Both projects are currently in progress.

CITY OF HOLDFAST BAY
PROJECTED CONSOLIDATED INCOME STATEMENT
FOR THE YEAR ENDED 30TH JUNE 2020

	<u>2019-20</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019-20</u> <u>ADOPTED</u> <u>FORECAST</u>	<u>2019-20</u> <u>ACTUAL</u> <u>ROUNDED</u>
	\$	\$	\$
REVENUES			
Rates - General	35,222,300	35,174,354	35,129,000
Rates - Jetty Road Glenelg	578,088	578,088	578,000
Rates - Patawalonga Marina	71,750	71,750	72,000
Rates - NRM Levy	1,280,500	1,280,500	1,307,000
Statutory Charges	2,298,430	2,080,372	2,230,000
User Charges	8,108,201	7,363,220	7,602,000
Operating Grants & Subsidies	13,224,194	13,549,480	13,958,000
Investment Income	575,050	420,800	411,000
Reimbursements	3,785,387	3,505,396	3,493,000
Other	2,318,039	3,570,079	4,915,000
Share of profit - joint ventures	230,000	230,000	99,000
TOTAL REVENUES	67,691,939	67,824,039	69,794,000
EXPENSES			
Employee Costs	32,199,800	31,683,081	32,478,000
Materials, contracts and other expenses	25,000,924	27,142,784	26,807,000
Finance Charges	786,643	741,643	2,117,000
Depreciation	10,464,579	10,508,000	10,416,000
Less full cost attribution	(832,307)	(832,307)	(832,000)
TOTAL EXPENSES	67,619,639	69,243,201	70,986,000
Operating Surplus/(Deficit) - Before Capital Revenue	72,300	(1,419,162)	(1,192,000)
Net Gain/loss disposal of assets	-	-	(3,396,000)
Amounts specifically for new or upgraded assets	3,524,000	10,049,828	4,728,000
NET SURPLUS/(DEFICIT)	3,596,300	8,630,666	140,000

CITY OF HOLDFAST BAY
PROJECTED CONSOLIDATED BALANCE SHEET
AS AT 30TH JUNE 2020

	<u>2019-20</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019-20</u> <u>ADOPTED</u> <u>FORECAST</u>	<u>2019-20</u> <u>ACTUAL</u> <u>ROUNDED</u>
	\$	\$	\$
CURRENT ASSETS			
Cash and cash equivalents	20,468,619	20,419,146	21,355,000
Trade and Other Receivables	2,858,593	3,243,876	5,513,000
Inventory	10,000	9,000	10,000
TOTAL CURRENT ASSETS	23,337,212	23,672,022	26,878,000
NON-CURRENT ASSETS			
Financial Assets	1,287,569	1,098,034	1,166,000
Equity accounted investments-Council businesses	3,072,000	2,945,000	3,227,000
Land, Infrastructure, Property, Plant & Equipment	752,965,652	740,980,880	724,928,000
TOTAL NON-CURRENT ASSETS	757,325,221	745,023,914	729,321,000
TOTAL ASSETS	780,662,433	768,695,936	756,199,000
CURRENT LIABILITIES			
Trade and Other Payables	38,550,344	38,167,517	45,278,000
Borrowings	1,130,000	1,000,000	3,056,000
Short-term Provisions	4,597,517	4,217,604	4,618,000
TOTAL CURRENT LIABILITIES	44,277,861	43,385,121	52,952,000
NON-CURRENT LIABILITIES			
Long-term Borrowings	24,407,131	23,604,694	10,554,000
Long-term Provisions	439,440	463,815	469,000
TOTAL NON-CURRENT LIABILITIES	24,846,571	24,068,509	11,023,000
TOTAL LIABILITIES	69,124,432	67,453,630	63,975,000
NET ASSETS	711,538,001	701,242,306	692,224,000
EQUITY			
Accumulated Surplus	188,816,990	190,044,295	179,483,000
Asset Revaluation Reserve	516,306,657	504,783,657	506,326,000
Other Reserves	6,414,354	6,414,354	6,415,000
TOTAL EQUITY	711,538,001	701,242,306	692,224,000

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

	<u>2019-20</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019-20</u> <u>ADOPTED</u> <u>FORECAST</u>	<u>2019-20</u> <u>ACTUAL</u> <u>ROUNDED</u>
	\$	\$	\$
Balance at beginning of period	185,220,690	181,413,329	179,160,000
Net Surplus/(Deficit)	3,596,300	8,630,966	140,000
Share of Equity - SRWRA Other Comprehensive Income	-	-	183,000
Balance at end of period	<u>188,816,990</u>	<u>190,044,295</u>	<u>179,483,000</u>
ASSET REVALUATION RESERVE	516,306,657	504,783,657	506,326,000
ALWYNDOR RESERVES	6,414,354	6,414,354	6,415,000
TOTAL RESERVES CLOSING BALANCE	<u>522,721,011</u>	<u>511,198,011</u>	<u>512,741,000</u>
TOTAL EQUITY	<u>711,538,001</u>	<u>701,242,306</u>	<u>692,224,000</u>

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

	<u>2019-20</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019-20</u> <u>ADOPTED</u> <u>FORECAST</u>	<u>2019-20</u> <u>ACTUAL</u> <u>ROUNDED</u>
	\$	\$	\$
	(OUTFLOWS)	(OUTFLOWS)	(OUTFLOWS)
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Operating Receipts	67,691,939	67,791,837	73,758,000
<u>Payments</u>			
Operating payments to suppliers and employees	(56,218,135)	(57,784,073)	(60,243,000)
Finance Payments	(786,643)	(768,643)	(665,000)
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>10,687,161</u>	<u>9,239,121</u>	<u>12,850,000</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
Grants specifically for new or upgraded assets	3,524,000	7,164,828	3,485,000
Sale of replaced assets	357,250	357,250	195,000
Sale of surplus assets	-	1,039,090	40,000
Repayments of loans (principal) by community groups	202,966	202,966	112,000
<u>Payments</u>			
Expenditure on renewal/replacement of assets	(7,711,958)	(8,147,943)	(7,799,000)
Expenditure on new/upgraded assets	(16,022,679)	(27,171,507)	(14,320,000)
NET CASH (USED IN) INVESTING ACTIVITIES	<u>(19,650,421)</u>	<u>(26,555,316)</u>	<u>(18,287,000)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from Borrowings/CAD - External	10,190,397	13,091,294	2,150,000
<u>Payments</u>			
Repayments of Borrowings/CAD - External	(946,600)	(946,600)	(1,034,000)
Aged Care Facility Deposits - Net Movement	-	-	117,000
NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>9,243,797</u>	<u>12,144,694</u>	<u>1,233,000</u>
NET INCREASE (DECREASE) IN CASH HELD	280,537	(5,171,501)	(4,204,000)
CASH AND CASH EQUIVALENTS AT BEGINNING OF			
REPORTING PERIOD	20,188,082	25,558,445	25,559,000
CASH AND CASH EQUIVALENTS AT END OF			
REPORTING PERIOD	<u>20,468,619</u>	<u>20,386,944</u>	<u>21,355,000</u>

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

SURPLUS FROM INCOME STATEMENT	3,596,300	8,630,666	140,000
NON-CASH ITEMS IN INCOME STATEMENT			
Depreciation	10,464,579	10,508,000	10,416,000
Increase (decrease) in provisions/prepayments - nett	150,282	(2,734,718)	5,779,000
TOTAL NON-CASH ITEMS	<u>10,614,861</u>	<u>7,773,282</u>	<u>16,195,000</u>
CASH ITEMS NOT IN INCOME STATEMENT			
Capital Expenditure	(23,734,637)	(35,319,450)	(22,119,000)
Loan Repayments - External	(946,600)	(946,600)	(1,034,000)
Proceeds from Borrowings - External	10,190,397	13,091,294	2,150,000
Repayments of loans (principal) by community groups	202,966	202,966	112,000
Proceeds from Disposal of Assets	357,250	1,396,340	235,000
Net Proceeds - Aged Care Facility Deposits	-	-	117,000
TOTAL CASH ITEMS	<u>(13,930,624)</u>	<u>(21,575,450)</u>	<u>(20,539,000)</u>
NET INCREASE/(DECREASE)			
IN CASH AND CASH EQUIVALENTS	<u>280,537</u>	<u>(5,171,502)</u>	<u>(4,204,000)</u>

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

	<u>2019-20</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019-20</u> <u>ADOPTED</u> <u>FORECAST</u>	<u>2019-20</u> <u>ACTUAL</u> <u>ROUNDED</u>
	\$	\$	\$
Operating Revenues	67,691,939	67,824,039	69,794,000
less Operating Expenses	(67,619,639)	(69,243,201)	(70,986,000)
Operating Surplus/(Deficit) before Capital Amounts	72,300	(1,419,162)	(1,192,000)
Less net outlays on Existing Assets			
Capital Expenditure on renewal & replacement of existing assets	7,711,958	8,147,943	7,799,000
Less Depreciation	(10,464,579)	(10,508,000)	(10,416,000)
	(2,752,621)	(2,360,057)	(2,617,000)
Less outlays on New and Upgraded Assets			
Capital Expenditure on new & upgraded assets	16,022,679	27,171,507	14,320,000
Less amounts received for for new & upgraded assets	(3,524,000)	(10,049,828)	(4,728,000)
	12,498,679	17,121,679	9,592,000
Net lending/(borrowing) for financial year	<u>(9,673,758)</u>	<u>(16,180,784)</u>	<u>(8,167,000)</u>

PROJECTED FINANCIAL INDICATORS
FOR THE YEAR ENDED 30TH JUNE 2020

	<u>2019-20</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019-20</u> <u>ADOPTED</u> <u>FORECAST</u>	<u>2019-20</u> <u>ACTUAL</u> <u>ROUNDED</u>
	\$	\$	\$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	72,300	(1,419,162)	(1,192,000)
OPERATING SURPLUS RATIO (Operating surplus/(deficit) before capital amounts as % of total operating revenue)	0.1%	-2.1%	-2.0%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	44,509,651	42,692,574	35,941,000
NET FINANCIAL LIABILITIES RATIO (Total liabilities less financial assets as % of total operating revenue)	66%	63%	51%
INTEREST COVER RATIO (Net interest expense as % of total operating revenue less investment income)	0.3%	0.5%	0.2%
ASSET SUSTAINABILITY RATIO (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	127%	118%	134%

Attachment 7





FINANCIAL REPORT

For the Financial Year Ended 30 June 2020

SOUTHERN REGION WASTE RESOURCE AUTHORITY

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SOUTHERN REGION WASTE RESOURCE AUTHORITY

ANNUAL FINANCIAL STATEMENTS for the year ended 30 June 2020

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Southern Region Waste Resource Authority Board to certify the financial statements in their final form. In our opinion:


- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards.*

- the financial statements present a true and fair view of the Authority's financial position at 30 June 2020 and the results of its operations and cashflows for the financial year.

- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable throughout the financial year.

- the financial statements accurately reflect the Authority's accounting and other records.


.....
Mark Booth
Chairman


.....
Chris Adams
Chief Executive Officer

Dated the ^{7th} day of *September* 2020

SOUTHERN REGION WASTE RESOURCE AUTHORITY

**STATEMENT OF COMPREHENSIVE INCOME
for the financial year ended 30 June 2020**

	Notes	2020 \$'000	2019 \$'000
INCOME			
User charges	2	10,746	10,578
Investment income	2	501	647
Other Income	2	493	464
Net gain - equity accounted Joint Venture	15	745	437
Total Income		12,485	12,126
EXPENSES			
Employee costs	3	1,248	1,301
Materials, contracts & other expenses	3	9,719	9,445
Depreciation, amortisation & impairment	3	860	868
Other Expenses	3	-	-
Net loss - equity accounted Joint Venture	15	-	-
Total Expenses		11,827	11,614
OPERATING SURPLUS / (DEFICIT)		658	512
Net gain (loss) on disposal of assets	4	-	(9)
Amounts received specifically for new or upgraded assets		-	-
NET SURPLUS / (DEFICIT)		658	503
Other Comprehensive Income			
Changes in revaluation surplus - property, plant & equipment		1,222	-
Total Other Comprehensive Income		1,222	-
TOTAL COMPREHENSIVE INCOME		1,880	503

This Statement is to be read in conjunction with the attached Notes.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

**STATEMENT OF FINANCIAL POSITION
as at 30 June 2020**

		2020	2019
	Notes	\$'000	\$'000
ASSETS			
Current Assets			
Cash and cash equivalents	5	15,506	17,497
Trade & other receivables	5	2,230	1,666
Inventories	5	-	-
		<u>17,736</u>	<u>19,163</u>
Total Current Assets		<u>17,736</u>	<u>19,163</u>
Non-current Assets			
Equity Accounted Joint Venture	15	677	832
Property, Plant & Equipment	6	19,319	15,440
		<u>19,996</u>	<u>16,272</u>
Total Non-current Assets		<u>19,996</u>	<u>16,272</u>
Total Assets		<u>37,732</u>	<u>35,435</u>
LIABILITIES			
Current Liabilities			
Trade & Other Payables	7	2,339	2,201
Provisions	7	145	126
		<u>2,484</u>	<u>2,327</u>
Total Current Liabilities		<u>2,484</u>	<u>2,327</u>
Non-current Liabilities			
Provisions	7	13,735	13,475
		<u>13,735</u>	<u>13,475</u>
Total Non-current Liabilities		<u>13,735</u>	<u>13,475</u>
Total Liabilities		<u>16,219</u>	<u>15,802</u>
NET ASSETS		<u>21,513</u>	<u>19,633</u>
EQUITY			
Accumulated Surplus		20,291	19,633
Asset Revaluation Reserve		1,222	-
		<u>21,513</u>	<u>19,633</u>
TOTAL EQUITY		<u>21,513</u>	<u>19,633</u>

This Statement is to be read in conjunction with the attached Notes.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF CHANGES IN EQUITY for the financial year ended 30 June 2020

2020	Notes	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Total Equity \$'000
Balance at end of previous reporting period		19,633	-	19,633
Net Surplus/ (Deficit) for Year		658		658
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment			1,222	1,222
Transfers between reserves		-	-	-
Distributions to Member Councils		-	-	-
Balance at end of period		20,291	1,222	21,513

2019	Notes	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Total Equity \$'000
Balance at end of previous reporting period		19,130	-	19,130
Net Surplus/ (Deficit) for Year		503		503
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment		-	-	-
Transfers between reserves		-	-	-
Distributions to Member Councils		-	-	-
Balance at end of period		19,633	-	19,633

This Statement is to be read in conjunction with the attached Notes

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF CASH FLOWS

for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Operating receipts		11,743	12,337
Investment receipts		501	647
Payments			
Operating payments to suppliers & employees		(11,886)	(11,965)
Net Cash provided by (or used in) Operating Activities	8 (b)	<u>358</u>	<u>1,019</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Amounts specifically for new or upgraded assets		-	-
Sale of surplus assets		-	21
Distributions received from equity accounted Joint Venture	15	900	490
Payments			
Expenditure on renewal/replacement of assets		(759)	(256)
Expenditure on new/upgraded assets		(2,490)	(120)
Capital contributed to equity accounted Joint Venture	15	-	-
Net Cash provided by (or used in) Investing Activities		<u>(2,349)</u>	<u>135</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Distribution to Member Councils		-	-
Net Cash provided by (or used in) Financing Activities		<u>-</u>	<u>-</u>
Net Increase (Decrease) in cash held		(1,991)	1,154
Cash & cash equivalents at beginning of period		<u>17,497</u>	<u>16,343</u>
Cash & cash equivalents at end of period	8 (a)	<u><u>15,506</u></u>	<u><u>17,497</u></u>

This Statement is to be read in conjunction with the attached Notes

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

This general purpose financial report has been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), Urgent Issues Group Interpretations (UIGs) and relevant South Australian legislation.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of City of Onkaparinga, City of Marion and the City of Holdfast Bay.

1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with AIFRS requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 The Local Government Reporting Entity

Southern Region Waste Resource Authority operates as a regional subsidiary pursuant to Section 43 of the SA Local Government Act 1999 and Section 25 of the Local Government Implementation Act 1999, and has its principal place of business at 112 Bakewell Dr, Seaford Heights SA 5169.

3 Income recognition

Income is measured at the fair value of the consideration received or receivable. Income is recognised when the Authority obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever first occurs.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Authority's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 9.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - Significant Accounting Policies (cont)

5 Infrastructure, Property, Plant & Equipment

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use".

5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Capital works still in progress at balance date are recognised as other non-current assets and transferred to infrastructure, property, plant & equipment when completed ready for use.

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. No capitalisation threshold is applied to the acquisition of land or interests in land.

Capitalisation threshold applied of \$1,000 for all asset classes. Any purchases greater than this amount are capitalised and depreciated on the Authority's asset register.

5.3 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

Depreciation is recognised on a straight-line basis. Major depreciation periods for each class are shown below. Depreciation of Landfill Construction and Future Capping, Rehabilitation and Restoration costs are amortised proportionately to the rate of filling based upon the projected remaining airspace of landfill cells as at the beginning of the reporting period. The Authority annually assesses the remaining airspace of landfill cells and accordingly, depreciation and amortisation rates are adjusted to reflect these estimates. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimated.

Plant, Furniture & Equipment	3-10 years
Buildings	30-50 years
Waste Facility	10-15 years
Landfill construction	Amortised proportionately to rate of filling
Future capping costs	Amortised proportionately to rate of filling
Future rehabilitation and restoration costs	Amortised proportionately to rate of filling

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - Significant Accounting Policies (cont)

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

The Authority recognises all presently entitled liabilities as current liabilities regardless of whether it is expected to be paid within the preceding 12 months of reporting date.

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Statewide Super. The Scheme has two types of membership, each of which is funded differently.

Accumulation Fund Members

Accumulation fund members receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with Superannuation Guarantee Legislation 9.5% in 2019/20 (9.5% in 2018/19). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Defined benefit scheme is where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions as determined by the scheme's Trustee based on advice from the Scheme's Actuarial. The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2020. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.

The Authority also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the new assets of the scheme, and no further liability attaches to the Authority.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - Significant Accounting Policies (cont)

8 Provisions for Landfill Capping, Rehabilitation and Restoration Costs

The Authority's provision for landfill capping, post closure rehabilitation costs and restoration costs are calculated based on the net present value of the future cash outflows expected to be incurred to remediate the landfill which will include the costs of capping, rehabilitating and restoring the landfill site. The measurement of the provisions requires significant estimates and assumptions such as discount rate, inflation rate, assessment of the requirements of the Environment Protection Authority (EPA) or other government authorities, the timing, extent and costs of activities required and the area of the landfill to be remediated, which is determined by volumetric aerial surveys. These uncertainties may result in future actual expenditure differing from the amounts currently provided. Expenditure relating to ongoing rehabilitation and restoration will reduce any provision previously established.

The Authority monitors the remaining airspace, the airspace consumption efficiency (compaction) ratio, the discount rate and the inflation rate used to calculate the net present value of the future landing capping, rehabilitation and restoration costs on an annual basis and makes adjustments to the liability as required to ensure an accurate projected cost of the liability is showing in the balance sheet.

A complete review of all future capping, rehabilitation and restoration costs including a review of all the key assumptions and estimates in relation to the measurement of these costs is performed on a regular basis with the assistance of external consultants to ensure all projected costs have been independently verified.

The dates of the last review of the key assumptions and estimates in relation to the measurement of the future capping, rehabilitation and restoration costs are shown below:

Costs	Effective Date	Independent Assessor
Capping costs	30 June 2019	Golder Associates
Restoration costs	30 June 2018	Golder Associates
Rehabilitation costs	30 June 2016	Katalyse Pty Ltd

9 Inventory

Inventory held by the Authority reflect materials stored on site which have either been purchased or gifted which will be used for future Cell and Capping construction works to be undertaken in future years.

10 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax". Receivables and Creditors include GST receivable and payable. Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable. Non-current assets and capital expenditures include GST net of any recoupment.

Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

11 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with AIFRS.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - Significant Accounting Policies (cont)

12 New Accounting Standards

As a result of the introduction of AASB 15 *Revenue from Contracts with Customers*, AASB 16 *Leases* and AASB 1058 *Income of Not-for-Profit Entities* which came into effect as from 1 July 2019 for the Authority, an assessment of these new accounting standards determined that these standards do not have an impact on the existing accounting policies of the Authority. The Authority has no deferred revenue arrangements nor entered into any long-term lease arrangements.

13 Valuation of Land and Building Assets

Building assets held by the Authority were valued by Opteon (South Australia) Pty Ltd with an effective valuation date of 30 June 2014 applied for financial reporting purposes. Assets were valued to their market value based on highest and best use. All purchases made post 30 June 2014 have been recorded at cost.

Land assets held by the Authority were valued by AssetVal with an effective valuation date of 30 June 2020 applied for financial reporting purposes. Where there is an active and liquid market as evidenced by sales transactions of similar property types, a Market approach by way of Direct Comparison or Income methods were utilised. Some parcels of land are subject to restrictions as to use and sale and the value of these land assets has been determined after considering suitable market evidence and making necessary adjustment to account for these restrictions.

14 Valuation of Landfill Assets

Landfill assets comprise the acquisition of landfills, cell development costs, landfill improvements costs and the assets related to future landfill capping, rehabilitation and restoration costs.

Assets related to future landfill capping, rehabilitation and restoration costs are valued based on the net present value of the future cash outflows expected to remediate the landfill which will include the costs of capping, rehabilitating and restoring the landfill asset. The assumptions used to estimate these costs and details of their regular review are described in item 8 – Provision for Landfill Capping, Rehabilitation and Restoration Costs.

All landfill assets are amortised proportionately to the rate of filling as described in item 5.3 Depreciation of Non-Current Assets.

15 COVID-19

Given the nature of the business activities undertaken by the Authority, there has been no restrictions imposed on waste processing operations of the Authority due to government enforced restrictions introduced as a result of the COVID-19 pandemic event.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 2 - INCOME

	Notes	2020 \$'000	2019 \$'000
USER CHARGES			
Landfill Operations		10,746	10,578
		<u>10,746</u>	<u>10,578</u>
INVESTMENT INCOME			
Interest on investments			
Local Government Finance Authority		249	421
Banks & other		12	18
investment property rental income		240	208
		<u>501</u>	<u>647</u>
OTHER INCOME			
Other Income		204	63
Southern Recycling Centre		289	401
		<u>493</u>	<u>464</u>

Note 3 - EXPENSES

EMPLOYEE COSTS			
Salaries and Wages		1,151	1,146
Employee leave expense		10	12
Superannuation		102	95
Workers' Compensation Insurance		58	48
Less: Capitalised and distributed costs		(73)	-
Total Operating Employee Costs		<u>1,248</u>	<u>1,301</u>
Total Number of FTE Employees		13	13
MATERIALS, CONTRACTS & OTHER EXPENSES			
Prescribed Expenses			
Auditor's Remuneration		19	19
Board Expenses		39	41
Subtotal - Prescribed Expenses		<u>58</u>	<u>60</u>
Other Materials, Contracts & Expenses			
Contractors		271	418
Fuel		161	132
Equipment Hire		18	-
Maintenance		217	270
Legal Expenses		32	16
Levies paid- EPA Levy		8,542	8,010
Professional services		12	36
Southern Recycling Centre		183	255
Sundry		225	248
Subtotal - Other Materials, Contracts & Expenses		<u>9,661</u>	<u>9,385</u>
		<u>9,719</u>	<u>9,445</u>

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 3 - EXPENSES (cont)

	Notes	2020 \$'000	2019 \$'000
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Depreciation			
Landfill Construction		439	374
Buildings & Waste Facility		138	143
Plant & Equipment		283	351
Impairment	6	-	-
		<u>860</u>	<u>868</u>
OTHER EXPENSES			
Transfer to Provision of Cell 3-1 & 3-2 Capping		-	-
		<u>-</u>	<u>-</u>

Note 4 - ASSET DISPOSALS

PROPERTY, PLANT & EQUIPMENT			
Proceeds from disposal		-	21
Less: Carrying amount of assets sold		-	(30)
Gain (Loss) on disposal		<u>-</u>	<u>(9)</u>

Note 5 - CURRENT ASSETS

CASH & EQUIVALENT ASSETS			
Cash on Hand and at Bank		1,601	1,755
Short Term Deposits & Bills, etc		13,905	15,742
		<u>15,506</u>	<u>17,497</u>
TRADE & OTHER RECEIVABLES			
Accrued Revenues		23	37
Debtors - general		2,207	1,626
Prepayments		-	3
		<u>2,230</u>	<u>1,666</u>
INVENTORIES			
Stores & Materials		-	-
		<u>-</u>	<u>-</u>

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2020

Note 6 - PROPERTY, PLANT & EQUIPMENT

	2019			2020				
	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT
	\$'000							
Land	1,427	2,556	-	3,983	5,205	-	-	5,205
Buildings	560	4,044	(634)	3,970	560	4,081	(772)	3,869
Plant & Equipment	-	4,600	(2,980)	1,620	-	5,350	(3,252)	2,098
Office Equipment	-	153	(123)	30	-	160	(133)	27
Super Cell	-	7,565	(5,195)	2,370	-	8,202	(5,391)	2,811
Super Cell Capping	5,269	-	(2,183)	3,086	5,426	-	(2,395)	3,031
Post Closure Rehabilitation	6,064	-	(5,774)	290	6,143	-	(5,799)	344
Future Restoration Costs	4,196	-	(4,161)	35	4,228	-	(4,165)	63
Work in Progress	-	56	-	56	-	1,871	-	1,871
TOTAL PROPERTY, PLANT & EQUIPMENT	17,516	18,974	(21,050)	15,440	21,562	19,664	(21,907)	19,319
Comparatives	1,987	33,787	(20,194)	15,580	17,516	18,974	(21,050)	15,440

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

Note 6 - PROPERTY, PLANT & EQUIPMENT

	CARRYING AMOUNT MOVEMENTS DURING YEAR											2020 \$'000 CARRYING AMOUNT	
	2019 \$'000 CARRYING AMOUNT	\$'000											
	Capital	Additions		Disposals	Depreciation	Revaluation	Adjustments	Transfer	Revaluations		Transfer		
Renewals		Capital	Revaluations						Transfer				
Land	3,983	-	-	-	-	1,222	-	-	-	-	-	-	5,205
Buildings	3,970	37	-	(138)	-	-	-	-	-	-	-	-	3,869
Plant, Equipment & Motor Vehicles	1,620	-	752	(274)	-	-	-	-	-	-	-	-	2,098
Office Equipment	30	-	7	(9)	-	-	(1)	-	-	-	-	-	27
Super Cell	2,370	637	-	(196)	-	-	-	-	-	-	-	-	2,811
Super Cell Capping	3,086	157	-	(215)	-	-	3	-	-	-	-	-	3,031
Post Closure Rehabilitation	290	79	-	(24)	-	-	(1)	-	-	-	-	-	344
Future Restoration Costs	35	32	-	(4)	-	-	-	-	-	-	-	-	63
Work in Progress	56	1,851	-	-	-	-	1	-	-	-	(37)	-	1,871
TOTAL PROPERTY, PLANT & EQUIPMENT	15,440	2,793	759	(860)	1,222	2	(37)	19,319	2	(127)	-	-	15,440
Comparatives	15,580	629	256	(868)	-	-	(30)	-	-	-	-	-	-

This Note continues on the following pages.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the financial year ended 30 June 2020

Note 7 - LIABILITIES

	Notes	2020 \$'000		2019 \$'000	
		Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES					
Goods & Services		2,323	-	2,139	-
Payments received in advance		16	-	16	-
Accrued expenses - other		-	-	46	-
		2,339	-	2,201	-
PROVISIONS					
Annual Leave		80	-	66	-
Long Service Leave		65	17	60	25
Super Cell Capping		-	7,980	-	7,823
Post Closure Rehabilitation		-	4,064	-	3,985
Future Restoration Costs		-	1,674	-	1,642
		145	13,735	126	13,475

Movements in Provisions	Opening Balance	Additional Amounts Recognised/ (Derecognised)	Transfers	Closing Balance
Super Cell Capping	7,823	157	-	7,980
Post Closure Rehabilitation	3,985	79	-	4,064
Future Restoration Costs	1,642	32	-	1,674
Total	13,450	268	-	13,718

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 8 - RECONCILIATION OF CASH FLOW STATEMENT

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	Notes	2020 \$'000	2019 \$'000
Total cash & equivalent assets	5	15,506	17,497
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement		<u>15,506</u>	<u>17,497</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		658	503
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		860	868
Net (Gain) loss in Equity Movement Joint Venture		(745)	(437)
Movement in Landfill Provisions		-	-
Work in Progress Write-Off		-	127
Net (Gain) Loss on Disposals		-	9
		<u>773</u>	<u>1,070</u>
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(564)	173
Net increase (decrease) in trade & other payables		138	(235)
Net increase (decrease) in other provisions		11	11
Net Cash provided by (or used in) operations		<u>358</u>	<u>1,019</u>

(c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

- Physical resources received free of charge		-	-
- Non-cash grants & contributions		-	-
Amounts recognised in Income Statement		-	-
- Finance Leases		-	-
		<u>-</u>	<u>-</u>

(d) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards	18	18
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The Authority has no bank overdraft facility.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 9 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned. Terms & conditions: Deposits are returning fixed interest rates of 0.25 - 1.15% (2019: 1.25 - 2.25%). Short term deposits have an average maturity of 90 days (2019: 90 days). Carrying amount: approximates fair value due to the short term to maturity.
Receivables - Gate Fees & Associated Charges	Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and reassessed annually) when collection in full is no longer probable. Carrying amount: approximates fair value (after deduction of any allowance).
Liabilities - Creditors and Accruals	Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority. Terms & conditions: Liabilities are normally settled on 30 day terms. Carrying amount: approximates fair value.

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and the ANZ Bank. There is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 9 (cont) - FINANCIAL INSTRUMENTS

Liquidity Analysis

2020	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- interest bearing	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash & Equivalents	15,506	-	-	-	15,506
Receivables	-	-	-	2,230	2,230
Total	15,506	-	-	2,230	17,736
Financial Liabilities					
Payables	-	-	-	2,339	2,339
Total	-	-	-	2,339	2,339

2019	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- interest bearing	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash & Equivalents	17,497	-	-	-	17,497
Receivables	-	-	-	1,666	1,666
Total	17,497	-	-	1,666	19,163
Financial Liabilities					
Payables	-	-	-	2,201	2,201
Total	-	-	-	2,201	2,201

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the financial year ended 30 June 2020

Note 10 - COMMITMENTS FOR EXPENDITURE

	2020 \$'000	2019 \$'000
Capital Commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Committed Projects	<u>12,580</u> <u>12,580</u>	<u>-</u> <u>-</u>
Other Expenditure Commitments		
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:		
Audit Services	<u>-</u> <u>-</u>	<u>19</u> <u>19</u>
These expenditures are payable:		
Not later than one year	-	19
Later than one year and not later than 5 years	-	-
Later than 5 years	<u>-</u> <u>-</u>	<u>-</u> <u>19</u>

Note 11 - CONTINGENCIES & ASSETS & LIABILITIES NOT RECOGNISED IN THE STATEMENT OF

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position but knowledge of those items is considered relevant to users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. Potential Insurance Losses

The Authority insures against all known insurable risks using a range of insurance policies, each of which is subject to a deductible "insurance excess", the amount of which varies according to the class of insurance.

2. Legal Expenses

All known costs have been recognised.

Note 12 - EVENTS OCCURRING AFTER REPORTING DATE

There were no events subsequent to 30 June 2020 that need to be disclosed in the financial statements.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 13 - UNIFORM PRESENTATION OF FINANCES

The following is a high level summary of both operating and capital investment activities of the Authority prepared on a uniform and consistent basis. The uniform presentation represents a simplified version of reporting under the Government Finance Statistics (GFS) framework of the Australian Bureau of Statistics.

	2020 \$'000	2019 \$'000
Income	12,485	12,126
less Expenses	<u>(11,827)</u>	<u>(11,614)</u>
Operating Surplus / (Deficit)	<u>658</u>	<u>512</u>
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(759)	(256)
Depreciation, Amortisation, Impairment and Movement in Landfill Provisions	860	868
Proceeds from Sale of Replaced Assets	-	-
	<u>101</u>	<u>612</u>
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(2,490)	(120)
Amounts received specifically for New and Upgraded Assets	-	-
Proceeds from Sale of Surplus Assets	-	21
	<u>(2,490)</u>	<u>(99)</u>
Net Lending / (Borrowing) for Financial Year	<u>(1,731)</u>	<u>1,025</u>

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 14 - DISCLOSURES OF RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other officers prescribed under Section 112 of the *Local Government Act 1999*. The following payments were made to Key Management Personnel during the year:

	2020 \$'000
Salaries, allowances & other short term benefits	404
Post-employment benefits	-
Long term benefits	-
Termination Benefits	37
TOTAL	441

Transactions with Related Parties:

The following transactions occurred with Related Parties:

Related Party Entity	Sale of Goods and Services \$'000	Amounts Outstanding from Related Parties \$'000	Description of Services Provided to Related Parties
City of Onkaparinga	5,329	747	Provision of waste disposal services
City of Holdfast Bay	969	101	Provision of waste disposal services
City of Marion	2,409	339	Provision of waste disposal services
Southern Recycling Centre	7,030	591	Provision of waste disposal services

Amounts recorded as outstanding from Related Parties are recorded in Trade and other receivables in Note 5.

The Authority has a total amount outstanding of \$0.303m to the Southern Recycling Centre as at 30 June 2020

The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council individually has control of those policies.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the financial year ended 30 June 2020

Note 15 - EQUITY ACCOUNTED JOINT VENTURE

Southern Recycling Centre (SRC)

The Authority has entered into a joint venture arrangement with Integrated Waste Services Pty Ltd to operate the Southern Recycling Centre located on the Authority's landfill site.

	2020	2019
	\$'000	\$'000
The Authority's respective interests are:		
- interest in operating result:	50.00%	50.00%
- ownership of equity	49.99%	49.99%
- the proportion of voting power	50.00%	50.00%
<u>Movement in Investment in Joint Operation:</u>		
Opening Balance	832	885
New Capital Contributions	-	-
Share in Operating Result	745	437
Equity Adjustment	-	-
Distributions Received	(900)	(490)
Share in Equity of Joint Operation	677	832

Expenditure Commitments

There were no expenditure commitments at reporting date that required to be recognised in the financial statements.

Contingent Liabilities

There were no contingent liabilities at reporting date that required to be recognised in the financial statements.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 16 - FAIR VALUE MEASUREMENTS

The Authority measures and recognises the following assets at fair value on a recurring basis after initial recognition:

- Land assets.

The Authority does not subsequently measure any liabilities at fair value on a recurring basis, or any assets or liabilities at fair value on a non-recurring basis.

(a) Fair value hierarchy

AASB 13: *Fair Value Measurement* requires the disclosure of fair value information according to the relevant level in the fair value hierarchy. This hierarchy categorises fair value measurements into one of three possible levels based on the lowest level that a significant input can be categorised into. The levels are outlined below:

Level 1	Level 2	Level 3
Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.	Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.	Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market is determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Authority selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the association are consistent with one or more of the following valuation approaches:

- *Market approach*: uses prices and other relevant information generated by market transactions involving identical or similar assets or liabilities.
- *Income approach*: converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.
- *Cost approach*: reflects the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Authority gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data are not available and therefore are developed using the best information available about such assumptions are considered unobservable.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 16 - FAIR VALUE MEASUREMENTS (Cont.)

The following tables provide the fair values of the Authority's assets measured and recognised on a recurring basis after initial recognition, categorised within the fair value hierarchy.

	Note	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
2020					
Recurring fair value measurements					
Property, Plant & Equipment					
- Land	6	-	3,450	1,755	5,205
- Buildings	6	-	560	-	560
- Super Cell Capping	6	-	-	5,426	5,426
- Post Closure Rehabilitation	6	-	-	6,143	6,143
- Future Restoration Costs	6	-	-	4,228	4,228
Total financial assets recognised at fair value		-	4,010	17,552	21,562
2019					
Recurring fair value measurements					
Property, Plant & Equipment					
- Land	6	-	1,427	-	1,427
- Buildings	6	-	560	-	560
- Super Cell Capping	6	-	-	5,269	5,269
- Post Closure Rehabilitation	6	-	-	6,064	6,064
- Future Restoration Costs	6	-	-	4,196	4,196
Total financial assets recognised at fair value		-	1,987	15,529	17,516

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 16 - FAIR VALUE MEASUREMENTS (Cont.)

(b) Disclosed fair value measurements

The following tables provide the level of the fair value hierarchy within which the disclosed fair value measurements are categorised in their entirety and a description of the valuation technique(s) and inputs used.

	Fair Value Hierarchy Level	Valuation Technique	Inputs Used
There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	2	Market Value	Observable sales of similar properties – both vacant land and land with improvements
There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	3	Cost Approach	Landfill assets unobservable inputs. The measure of these costs requires significant estimates and assumptions such as: discount rate, inflation rate, assessment of EPA requirements, the timing, extent and costs of the required activities and the estimated remaining airspace of the landfill.
A new valuation technique was used to determine the value of parcels of land where there are restrictions as to use and sale of these assets.	3	Market Value	Land assets unobservable inputs. Some parcels of land are subject to restrictions as to use and sale and the value of these land assets has been determined after considering suitable market evidence and making necessary adjustments to account for these restrictions. These adjustments are usually unobservable inputs that are likely to have a significant effect on valuation.

Item No: **15.3**

Subject: **BUDGET AND ANNUAL BUSINESS PLAN UPDATE – AS AT 30 SEPTEMBER 2020**

Date: 27 October 2020

Written By: Management Accountant

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

This report covers the first update of Council's 2020/21 budget conducted as at 30 September 2020.

A comprehensive review of Municipal budgets has decreased the forecast operating deficit by \$720,903 to \$268,282. The original deficit is due to budget carry forwards and to allow for the effects of the COVID-19 pandemic and the relief measures Council offered.

Capital expenditure has increased by \$446,416 as a result of three new projects funded from the Local Roads and Community Infrastructure program and additional projects already approved by Council. Capital revenue has increased by \$75,000 to account for AFL funding received as part of the Brighton Oval redevelopment project.

Attached are financial reports for Municipal and Alwyndor operations, commercial activities, and progress summaries and analysis of Annual Business Plan projects.

RECOMMENDATION

1. **That Council notes the first 2020/21 budget update for Council's municipal operations including:**
 - (a) **a decrease in the forecast operating deficit for 2020/21 of \$720,903 from \$989,185 to \$268,282;**
 - (b) **an increase in forecast capital expenditure of \$446,416 from \$26.111 million to \$26.557 million;**
 - (c) **an increase in forecast capital revenue of \$75,000 from \$6.649 million to \$6.724 million; and**
 - (d) **a decrease in forecast net financial liabilities of \$349,490 at 30 June 2021 from \$31.772 million to \$31.422 million.**

2. **That Council notes for Alwyndor operations no change to the 2020/21 original budget forecast.**

3. **That Council note the changes to the proposed 2020/21 Roadworks program.**
4. **That Council note the Annual Business Plan quarterly update for September 2020.**

COMMUNITY PLAN

Culture: Being financially accountable

COUNCIL POLICY

Not applicable.

STATUTORY PROVISIONS

Local Government (Financial Management) Regulations 2011, Regulation 9.

BACKGROUND

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

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

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

REPORT

The current forecast projections comprise the original budget adopted by Council at its meeting on 28 July 2020 and items carried forward from 2019/20 adopted by Council on 11 August 2020. Following a comprehensive review of these budgets no change is proposed to Alwyndor's budgeted operating result, but a number of proposed variations have been identified for Municipal operations.

Positive operational variances have been forecast with new grant funding of \$454,947 to be received from Department of Infrastructure, Transport, Regional Development and Communications. This is part of the Government's economic stimulus package through their Local Roads and Community Infrastructure (LRCI) program. Other favourable variances include \$137,000 for the Brighton Caravan Park due to higher occupancy rates than initially predicted at the start of the pandemic and an additional \$100,000 rebate from the LGA Mutual Liability workers compensation scheme. The result is a reduction to the forecast operating deficit by \$720,903 to \$268,282.

The increase in capital expenditure includes three new projects submitted as part of Council's LRCI submission: drainage and other works, Harrow Road; beach widening, Somerton and Glenelg;

community facility improvements, Glenelg Oval. Other additional expenditure already approved by Council comprises increased funds for the purchase of major plant and the acquisition of land and associated works at Pine Avenue, Kingston Park. Capital revenue has also increased as a result of AFL grant funding for the Brighton Oval redevelopment project.

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

Refer Attachment 1

The statements comprise six columns:

- The 2020/21 original full year budget.
- The current year to date revised forecast.
- Actual to 30 September 2020.
- Year to date variance to 30 September 2020.
- The current approved full year revised forecast comprising the original budget and items carried forward from 2019/20.
- Proposed budget forecasts variances arising from this budget update.

Major year-to-date variances have been accounted for as part of this budget update. The remaining year-to-date variances are the result of budget timings.

Commercial Activities

Comparative financial reports to 30 September 2020 have been provided for councils major commercial activities including Brighton Caravan Park, Partridge House and Partridge Street carpark.

Refer Attachment 2

Roadworks Program Variation

Administration are proposing a variation to the 2020/21 Roadworks Program which forms part of the 2020/21 Capital Works Program. The proposed changes involve alternative treatment options for a number of roads, as well as deferring the renewal of ten roads to future programs. The changes have resulted from detailed assessment of the defects visible in the road and further technical investigation of the underlying sub-base. These assessments were undertaken by specialist roads consultants as part of the technical assessments for the 2020 Asset Management Plans and best practice road design. There is no change in the proposed overall 2020/21 Roadworks Program capital spend.

Refer Attachment 3

Financial Indicators

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

The operating surplus ratio is determined by calculating the operating surplus/(deficit) before capital amounts as a percentage of total operating revenue.

The net financial liabilities ratio is determined by calculating total liabilities less financial assets as percentage of total operating revenue.

Another relevant measure of ability to service debt is the interest cover ratio. The interest cover ratio is measured by calculating net financial interest as a percentage of the total operating revenue. A ratio of 5 per cent indicates that for every \$100 of revenue \$5 is spent in net interest payments. The current interest cover ratio indicates that Council is in a strong financial position to manage debt.

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

The following tables provide updated forecasts for these and other major ratios for Council, Alwyndor and the consolidated result for both entities at 30 September 2020.

Municipal Funds	Target – from 2020/21 Annual Budget/LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result*	≥ 0	(\$660,213)	(\$268,282)
Operating Ratio**	≥ 0%	(1.4%)	(0.6%)
Net Financial Liabilities ratio***	≤ 75%	67%	66%
Interest Cover Ratio****	≤ 5%	1.6%	1.7%
Asset Sustainability Ratio *****	90% -110%	127%	187%

***Operating Result** is the result from total operating income less total operating expenses before asset disposals, amounts received for assets and changes in the valuations of assets.

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

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

******Interest Cover Ratio** expresses finance costs including interest on borrowings less interest on investments as a percentage of total operating revenue excluding interest on investments.

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

Ratio – Alwyndor Funds	Target – from 2020/21 Annual Budget/LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	≥0	(\$379,000)	(\$379,000)
Net Financial Liabilities ratio	NA	66%	65%
Asset Sustainability Ratio	90% -110%	47%	47%
Ratio – Consolidated Funds *	Target – from 2020/21 Annual Budget/LTFP	Original Budget Forecast	Revised Budget Forecast

Operating Result	≥ 0	(\$1,039,213) Deficit	(\$647,282) Deficit
Operating Ratio	$\geq 0\%$	(1.5%)	(0.9)%
Net Financial Liabilities ratio	$\leq 75\%$	67%	65%
Interest Cover Ratio	$\leq 5\%$	1.0%	1.0%
Asset Sustainability Ratio	90% -110%	104%	162%

**Amounts and ratios include Alwyndor operations.*

Additional financial indicators have been identified for Alwyndor operations which give a better measure of financial performance. These measures and indicators have been included in the table below as at 30 September 2020.

Additional Alwyndor Performance Indicators	Target 2020/21	Actual to 30 September 2020
Cash to total revenue	4.4%	8.7%
Cash Liquidity Level – ability to refund refundable accommodation deposits	Minimum of \$2m	Minimum of \$2m
Bed occupancy rate - year to date average	98.5%	99.5%
Average direct care funding per resident per day (Aged Care Funding Instrument)	\$180.00	\$178.30
No. of Home Support Packages	292	210
Home Support funding utilisation - the portion of revenue generated from Home Support Package funds	96.2%	87.0%
Therapy and Wellness service hours	36,632	5,208

Notes

The Additional Alwyndor Performance Indicators have been updated for the 2020/2021 financial year to remove the indicators that do not form part of the AMC approved KPI listing (adopted February 2020) and to add indicators which better reflect Alwyndor business and performance. The indicators removed were Accommodation Bond Level, Percentage of full pension funded beds and Residential Financial Position. The indicators added are No. of Home Support Packages, Home Support funding utilisation and Therapy and Wellness service hours.

Annual Business Plan Quarterly Update

The Annual Business Plan and each of the projects within it, are linked to the Council's Strategic Plan, and the five pillars within it which comprise:

- Community – a healthy, creative and connected community;
- Environment – A community connected to our natural environment;

- Economy – A diverse and resilient local economy;
- Placemaking – An accessible, vibrant and safe coastal city that celebrates our past to build for our future; and
- Culture – An effective customer–centered organisation.

In keeping with these strategic linkages the progress summaries are presented as five reports, each with projects connected to their relevant pillars.

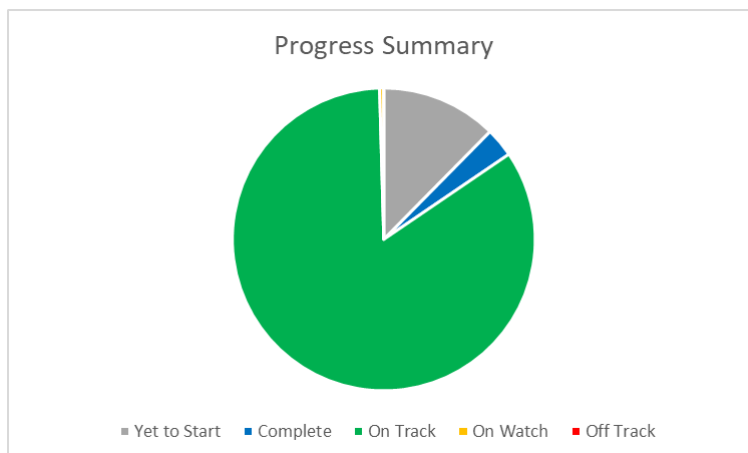
In summary, at the first quarter, of 226 capital and new initiative projects, 3% are complete, 84% are on track for completion, 12% are yet to start. One project is on hold awaiting a decision.

Full details are available in the reports attached.

Refer Attachment 4

Progress Summary

Status	Projects	Percent
Yet to Start	28	12.39%
Complete	7	3.10%
On Track	190	84.07%
On Watch	1	0.44%
Off Track	0	0.00%
Total	226	100.00%



BUDGET

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

LIFE CYCLE COSTS

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

Attachment 1



**City of Holdfast Bay
Municipal Funds Statement as at September 2020**

2020 - 2021 Original Budget \$'000	Year to Date				2020 - 2021 Adopted Forecast \$'000	Proposed Forecast Adjustment \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000				
(636)	(204)	(181)	(23)	Administrative Services	(636)	(14)	1
1,462	128	355	(227)	FAG/R2R Grants	1,462	455	2
(1,099)	(469)	(449)	(20)	Financial Services	(1,099)	(36)	3
(9,437)	(2,378)	(2,399)	21	Financial Services-Depreciation	(9,437)	-	
(257)	-	-	-	Financial Services-Employee Leave Provisions	(257)	-	
(869)	54	61	(7)	Financial Services-Interest on Borrowings	(869)	30	4
124	-	-	-	Financial Services-SRWRA	124	-	
36,090	36,994	37,032	(39)	General Rates	36,090	47	5
(1,359)	(355)	(411)	56	Governance & Risk	(1,359)	(77)	6
(2,567)	(1,184)	(1,156)	(28)	Innovation & Technology	(2,567)	77	7
(681)	(137)	(127)	(10)	People & Culture	(681)	100	8
(1,026)	(163)	(143)	(20)	Strategy & Economic Development	(1,060)	-	
(949)	(222)	(181)	(41)	Active Communities	(949)	-	
(1,131)	(275)	(275)	-	City Activation	(1,131)	-	
(880)	(177)	(161)	(16)	Community Events	(880)	-	
(348)	(86)	(81)	(5)	Community Services Administration	(348)	-	
(169)	(101)	(57)	(44)	Community Wellbeing	(350)	(9)	9
(574)	(138)	(136)	(2)	Customer Service	(574)	-	
-	408	429	(22)	Jetty Road Mainstreet	(94)	-	
(1,508)	(390)	(342)	(48)	Library Services	(1,508)	-	
108	(8)	4	(12)	Cemeteries	108	30	10
(647)	(154)	(149)	(6)	City Assets & Leasing Administration	(647)	-	
317	(248)	(30)	(218)	City Regulation	317	(15)	11
760	(197)	90	(287)	Commercial - Brighton Caravan Park	760	137	12
(25)	(36)	(4)	(32)	Commercial - Partridge House	(25)	18	13
363	35	38	(3)	Commercial & Club Leases	363	18	14
(978)	(221)	(178)	(43)	Development Services	(978)	-	
(815)	(169)	(195)	26	Engineering & Traffic	(815)	(85)	15
(733)	(155)	(170)	14	Environmental Services	(753)	(30)	16
(7,445)	(1,618)	(1,596)	(22)	Field Services & Depot	(7,445)	79	17
(2,017)	(383)	(370)	(13)	Property Management	(2,017)	(4)	18
(466)	(110)	(83)	(27)	Street Lighting	(466)	-	
(4,181)	(763)	(781)	18	Waste Management	(4,181)	-	
909	-	-	-	Less full cost attribution - % admin costs capitalised	909	-	
(660)	27,275	28,357	(1,081)	=Operating Surplus/(Deficit)	(989)	721	
9,437	2,378	2,399	(21)	Depreciation	9,437	-	
133	-	-	-	Other Non Cash Items	133	-	
9,570	2,378	2,399	(21)	Plus Non Cash Items in Operating Surplus/(Deficit)	9,570	-	
8,910	29,654	30,756	(1,102)	=Funds Generated from Operating Activities	8,581	721	
-	2,823	2,823	-	Amounts Received for New/Upgraded Assets	5,248	75	19
294	51	49	2	Proceeds from Disposal of Assets	1,401	-	
294	2,874	2,872	2	Plus Funds Sourced from Capital Activities	6,649	75	
(8,084)	(789)	(632)	(156)	Capital Expenditure on Renewal and Replacement	(9,974)	105	
(5,629)	(1,976)	(1,807)	(169)	Capital Expenditure on New and Upgraded Assets	(16,136)	(551)	
(13,713)	(2,765)	(2,440)	(325)	Less Total Capital Expenditure	(26,111)	(446)	20
212	4	5	(1)	Plus: Repayments of loan principal by sporting groups	212	-	
212	4	5	(1)	Plus/(less) funds provided (used) by Investing Activities	212	-	
(4,297)	29,767	31,193	(1,426)	= FUNDING SURPLUS/(REQUIREMENT)	(10,668)	349	
-	168	168	-	Increase/(Decrease) in Cash & Cash Equivalents	-	-	
-	29,550	33,596	(4,046)	Non Cash Changes in Net Current Assets	2,748	-	
(5,439)	-	-	-	Less: Proceeds from new borrowings	(14,559)	349	
-	-	(2,620)	2,620	Less: Net Movements from Cash Advance Debentures	-	-	
1,143	49	49	-	Plus: Principal repayments of borrowings	1,143	-	
(4,297)	29,767	31,193	(1,426)	=Funding Application/(Source)	(10,668)	349	

Note 1 – Administrative Services - \$14,000 reallocation

Reallocation of salary budget – see note 7.

Note 2 – FAG/R2R Grants - \$455,000 favourable

Federal grant funding for the new Local Roads and Community Infrastructure initiative. Relevant capital expenditure budgets for funded projects have also been created – see note 19.

Note 3 – Financial Services - \$36,000 unfavourable

Reduced interest earned on investments (\$40,000) offset by saving on Emergency Services Levy (\$4,000).

Note 4 – Financial Services – Interest on Borrowings - \$30,000 favourable

Savings on budgeted interest costs due to reduced interest rates.

Note 5 – General Rates - \$47,000 favourable

The generation of the 2020/21 rates resulted in higher revenue than forecast due to additional growth (\$57,000), but was offset by increased eligibility for rebates than originally budgeted for (\$10,000).

Note 6 – Governance & Risk - \$54,000 reallocation and \$23,000 unfavourable

Reallocation of salary budget (\$63,000) – see note 7 – and reallocation of the Mayor’s allowance donation to support work with the elderly during the pandemic (\$9,000) – see note 9. Additional budget approved by Council for the 2020/21 Representation Review (\$23,000) – resolution C080920/2025.

Note 7 – Innovation & Technology - \$77,000 reallocation

Reallocation of salary budget – see notes 1 & 6.

Note 8 – People & Culture - \$100,000 favourable

Higher workers compensation rebate from the LGA Mutual Liability Scheme than budgeted.

Note 9 – Community Wellbeing - \$9,000 reallocation

Reallocation of the Mayor’s allowance donation to support work with the elderly during the pandemic (\$9,000) – see note 6.

Note 10 – Cemeteries - \$30,000 favourable

Year to date cemeteries revenue higher than forecast.

Note 11 – City Regulation - \$15,000 unfavourable

Lower hoarding fee income than anticipated due to fewer major construction works currently in progress.

Note 12 – Commercial – Brighton Caravan Park - \$137,000 favourable

Year to date revenue received higher than budgeted as effects of pandemic on occupancy rates was not as significant as forecast while expenses were also lower than normal.

Note 13 – Commercial – Partridge House \$18,000 favourable

Overall year to date revenue higher than forecast with an increase in revenue from funerals offset by lower income from wedding bookings.

Note 14 – Commercial & Club Leases - \$18,000 favourable

Budget has been reset for anticipated revenue over the remainder of the year allowing for new lease agreements and accounts for the budgeted provision already made for COVID relief measures.

Note 15 – Engineering & Traffic - \$79,000 reallocation and \$6,000 unfavourable

Reallocation of traffic line-marking budget (\$85,000) and wages budget (\$6,000) – see note 17. Additional budget approved by Council for the lease of two carpark spaces for use by Glenelg Community Centre (\$6,000) – resolution C230620/1941.

Note 16 – Environmental Services - \$30,000 unfavourable

Actual grant funding for the Green Adelaide Coastal Conservation Officer role lower than budgeted (\$10,000) and a budget increase adjustment to the Food Organics Green Organics (FOGO) new initiative to match the total amount approved by Council (\$20,000) - resolution C280120/1720.

Note 17 – Field Services & Depot - \$79,000 reallocation

Reallocation of traffic line-marking budget (\$85,000) and wages budget (\$6,000) – see note 15.

Note 18 – Property Management - \$4,000 unfavourable

Increase to Kauri Parade Sports Centre water charges budget.

Note 19 – Amounts Received for New/Upgraded Assets - \$75,000 favourable

AFL grant funding for the Brighton Oval development project. The corresponding expenditure budget has also been increased – see note 20.

Note 20 – Capital Expenditure - \$446,000 unfavourable

- \$455,000 – three new projects funded from the Local Roads and Community Infrastructure initiative: Beach Widening (\$180,000), Harrow Road Drainage (\$250,000) and Glenelg Oval community facilities (\$24,957) – see note 2.
- \$101,000 – additional funds approved by Council for the purchase of major plant – resolution C131020/2085.
- \$75,000 – AFL grant funded expenditure for the Brighton Oval development project – see note 19.
- \$21,000 – Purchase of land and associated works at Pine Avenue, Kingston Park as approved by Council – resolution C220920/2045.
- \$20,000 – additional budget required for the Partridge House HVAC control system.
- \$91,000 – reduction in budget for the boat lock sea gates project with the scope to be completed in 2020/21 and restoration works in 2021/22.
- \$70,000 – adjustment to reduce the Glenelg Town Hall restoration budget carried forward from 2019/20 to account for an invoice subsequently accrued back to last financial year.
- \$65,000 – reduction in budget for the coastal ramp replacement project with design to be undertaken in 2020/21 and construction works in 2021/22.

City of Holdfast Bay
Capital Expenditure Summary by Budget Item to September 2020

2020-21 Original Budget \$'000	Year to Date				2020-21 Adopted Forecast \$'000
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(909)	-	-	-	- Full Cost Attribution	(909)
(830)	(35)	(22)	(13)	(13) Information Technology	(830)
(750)	-	-	-	- Commercial and Economic Enterprises	(750)
(85)	(22)	(20)	(3)	(3) Brighton Library	(85)
-	-	-	-	- Community Bus	(153)
-	(1)	(2)	1	1 Sport and Recreation	(591)
(13)	(13)	3	(16)	(16) Depot and Stores	(13)
(952)	(212)	(152)	(60)	(60) Machinery Operating	(1,272)
(953)	-	(48)	48	48 Road Construction and Re-seal Program	(953)
(583)	-	(55)	55	55 Footpath Program	(583)
(1,440)	(79)	(17)	(63)	(63) Stormwater Drainage Program	(1,619)
(11)	(25)	(1)	(24)	(24) Traffic Control Construction Program	(25)
(10)	-	(2)	2	2 Signage Program	(10)
(781)	-	(4)	4	4 Kerb and Water Table Construction Program	(781)
(100)	-	-	-	- Other Transport - Bus Shelters etc.	(100)
(1,593)	(1,976)	(1,824)	(152)	(152) Reserve Improvements Program	(7,741)
(4,013)	(351)	(291)	(60)	(60) Land, Buildings and Infrastructure Program	(4,966)
(217)	(51)	(4)	(47)	(47) Streetscape Program	(3,883)
(474)	-	(1)	1	1 Foreshore Improvements Program	(746)
-	-	-	-	- Caravan Park - General	(101)
(13,713)	(2,765)	(2,440)	(325)	Total	(26,111)



Alwyndor Aged Care Funds Statement as at 30 September 2020

2020-21 Original Budget \$'000	Year to Date				Note
	Original Budget \$'000	Actual YTD \$'000	Variance \$'000		
5,107	1,037	1,112	(75)	User Charges	
10,968	2,697	3,196	(498)	Operating Grants and Subsidies	
178	44	48	(4)	Investment Income	
3,508	587	783	(196)	Reimbursements	
3,007	708	588	120	Other Income	
22,768	5,074	5,727	(653)	Operating Revenue	1
(15,738)	(3,670)	(3,887)	217	Employee Costs - Salaries & Wages	2
(6,078)	(1,391)	(1,483)	91	Materials, Contracts and Other Expenses	3
(90)	(23)	(13)	(10)	Finance Charges	
(1,242)	(306)	(311)	5	Depreciation	
(23,147)	(5,390)	(5,694)	303	Less Operating Expenditure	
(379)	(316)	33	(350)	=Operating Surplus/(Deficit)	4
1,242	306	311	(5)	Depreciation	
166	41	153	(112)	Provisions	2
1,408	347	464	(117)	Plus Non Cash Items in Operating Surplus/(Deficit)	
1,029	30	497	(467)	=Funds Generated from Operating Activities	
0	0	(15)	15	Proceeds from Disposal of Assets	
0	0	(15)	15	Plus Funds Sourced from Capital Activities	
(586)	(205)	(195)	(10)	Capital Expenditure on New and Upgraded Assets	
(586)	(205)	(195)	(10)	Less Total Capital Expenditure	
443	(175)	288	(463)	= Funding SURPLUS/(REQUIREMENT)	
				Funded by	
443	(175)	288	(463)	Increase/(Decrease) in Cash & Cash Equivalents	
443	(175)	288	(463)	=Funding Application/(Source)	

Alwyndor - notes September 2020

1 Operating Revenue

Revenue is \$652k favourable compared to budget due to a significant recovery of Support at Home services during COVID-19, the transfer of clients from the City of Holdfast Bay Community Home Support Program (CHSP) and \$171k of additional COVID-19 grant funding.

2 Employee Costs - Salaries & Wages

Employee costs are \$217k higher than budget. This is due to the additional wages introduced under the CHSP program and the increase in Support at Home services mentioned in point 1.

Extra shifts to manage visitors during COVID-19 and increased cleaning regimes are also contributors to the budget overspend.

Leave provisions are also higher than budgeted due to timing and a reduction in leave taken during the quarter.

3 Materials, Contracts and other Expenditure

The overspend to budget is due to:

- \$24k Medical costs following increased supplies required to manage COVID-19
- \$22k CHSP costs that offset the increased revenue
- \$8k Training costs due to timing
- \$5k Utilities which will offset with energy savings once the solar project is completed
- \$32k other various expenses mainly relating to the increases in revenue.

4 Operating Surplus Overview

The \$350k surplus compared to budget is due to the significant recovery of services which had been budgeted as low due to COVID-19. The reduction of services was budgeted for the first quarter only.

Although there was a surplus for the first quarter, the Support at Home growth targets were not met – noting September exceeded targets however unanticipated discharges from the program resulted in a net reduction. It should also be noted that Alwyndor achieved ACFI assessment income targets set for January 2021 in September 2020, ongoing work will ensure this remains stable with a focus on increasing further. However, given there no COVID-19 concessions were included in the budget for the rest of the year there are concerns that all annual growth targets may not be met which will make a significant impact on the overall deficit.

The Alwyndor Management Committee (AMC) have reviewed the quarterly performance and discussed management's concerns regarding the growth targets and the impacts on the operating deficit.

With these concerns noted, AMC do not propose a budget adjustment for the first quarter given the early timing however performance will continue to be closely monitored as management monitor and address emerging issues. Ongoing monitoring is in place and update will be provided for the second quarter review.

Attachment 2



BRIGHTON CARAVAN PARK	Actual \$ 01/07/19 to 30/09/19	Actual \$ 01/07/20 to 30/09/20
Revenue From Cabins and Sites		
Oceanview Spa Villas	11,336	15,345
Waterview Villas	28,194	26,359
Seaside Cabins	23,343	11,082
Budget Cabin - No Ensuite	6,798	1,686
Special Access Hillside Cabin	3,921	2,430
Hillside Cabins	-	3,355
Powered Grass Sites	18,067	21,370
Premium Powered Sites	8,590	13,645
Powered Slab Sites	31,829	23,481
Beachfront Powered Grass Sites	8,367	14,661
Sea Breeze Cabins	57,356	49,825
Miscellaneous Income	4,032	5,821
	201,834	189,061
Operational Costs		
Management costs	(113,570)	(78,907)
Repairs and Maintenance	(8,729)	(6,751)
Marketing/Website	(3,276)	(6,270)
Site Operational Costs	(5,915)	(8,250)
Office Operational Costs	(50,698)	(4,390)
Water	-	(4,771)
Electricity	(11,917)	(12,849)
Gas	(1,772)	(3,395)
Insurance	(5,532)	(1,553)
	(201,409)	(127,136)
Earnings Before Interest, Tax and Depreciation (EBITD)	425	61,925
Depreciation	(40,230)	(40,230)
Earnings Before Interest and Tax (EBIT)	(39,805)	21,695
EBIT Margin	(19.7%)	11.5%

OCCUPANCY RATES	Actual % 01/07/19 to 30/09/19	Actual % 01/07/20 to 30/09/20
Accommodation Type		
Cabins	50.89%	50.30%
Sites	37.45%	42.98%
Average Total	41.20%	47.86%

PARTRIDGE HOUSE	Actual \$	
	01/07/19 to 30/09/19	01/07/20 to 30/09/20
Revenue From Functions and Room Hire		
Wedding Ceremony	4,250	11,500
Funeral Service	18,650	20,100
Private Function	11,845	(1,072)
Community Benefit Group	9,440	8,345
	44,185	38,873
Operational Costs		
Employment Costs	(26,697)	(27,805)
Repairs and Maintenance	(3,196)	(3,479)
Marketing/Website	(1,630)	(1,485)
Property Operational Costs	(2,049)	(3,512)
Office Operational Costs	(195)	(100)
Electricity	(2,338)	(2,520)
	(36,107)	(38,900)
Earnings Before Interest, Tax and Depreciation (EBITD)	8,078	(27)
Depreciation	(9,272)	(9,272)
Earnings Before Interest and Tax (EBIT)	(1,194)	(9,299)
EBIT Margin	(2.7%)	(23.9%)

NUMBER OF EVENTS BY TYPE	Actual No.	
	01/07/19 to 30/09/19	01/07/20 to 30/09/20
Event Type		
Wedding *	3	3
Funeral	23	31
Community Function	109	94
Other Events	14	9
Total Number of Events	149	137

* Wedding income received on a prepayment basis

PARTRIDGE STREET CAR PARK	Actual \$ 01/07/19 to 30/09/19	Actual \$ 01/07/20 to 30/09/20
Car Parking Revenue	18,190	14,770
Operating Costs	(17,949)	(18,186)
Operating Costs - Property	(10,292)	(4,832)
Earnings Before Interest, Tax and Depreciation (EBITD)	(10,051)	(8,248)
Depreciation	(29,704)	(29,704)
Earnings Before Interest and Tax (EBIT)	(39,754)	(37,952)
EBIT Margin	(218.6%)	(257.0%)

CAR PARK USAGE	Actual No. 01/07/19 to 30/09/19	Actual No. 01/07/20 to 30/09/20
Car Park		
Eastern Car Park - No. of Transactions	37,835	39,820
Western Car Park - No. of Transactions	30,284	22,863
Total No. of Transactions	68,119	62,683

Attachment 3



2020/21 Roadworks Program (revised 1.10.20)

Asset ID	Name	From	To	Comments	Changes in 2020/21 Roadworks Program	
					Original 20/21 Work	Revised 20/21 Work
37519	Blackburn Avenue	Davey Avenue	Goldsworthy Crescent	Further planning required - link up with other sections	reseal	> Kerb only
23446	Davenport Terrace	Renown Avenue	Arthur Street		reseal	> patching
23969	Farr Terrace	Short Avenue	Wyatt Street		reseal	> reconstruct
23614	Gardiner Avenue	Coventry Street	Council Boundary		reseal	> reseal
24075	Girdlestone Street	Wilson Terrace	Allen Terrace		reseal	> reseal
24162	Gray Court	South End	St Leonards Court		reseal	> rejuv
24125	MacFarlane Street	Bagshaw Street	Alison Street	Kerbing Only, seal to come later.	reseal	> Kerb only
24125	MacFarlane Street	Bagshaw Street	Alison Street		reseal	> Kerb only
23940	Milton Street	South End	Milton Street		reseal	> reseal
23408	Oxford Street	Eton Road	Harrow Road		reseal	> reseal
24228	Leak Avenue	Blackburn Avenue	North End		reseal and patching	> reseal
24148	MacFarlane Street	Tapleys Hill Road	Morris Street		reseal and patching	> reseal
24572	Maxwell Terrace	Buttrose Street	Council Boundary		reseal and patching	> reconstruct
24559	Cliff Street	Diagonal Road	Council Boundary		patching	> patching
24398	Flinders Lane	Sturt Road	Gregory Street		patching	> rejuv
37528	Keen Avenue	Augusta Street	Anzac Highway		patching	> patching
23915	Milton Street	Milton Street	Jetty Road		patching	> reseal and patching
24239	Moten Avenue	Shannon Avenue	Mattner Avenue		patching	> reseal
23603	Stopford Road	Grenfell Street	Brown Street		patching	> patching
23577	Stopford Road	Bagshaw Street	Grenfell Street		patching	> patching
23479	Benny Crescent	Seacombe Road	Rowe Street		rejuv	> rejuv
24434	Benny Crescent	Hillview Crescent	Morgan Street		rejuv	> rejuv
24421	Benny Crescent	Rowe Street	Hillview Crescent		rejuv	> rejuv
23394	Bond Street	Salisbury Street	Scarborough Street		rejuv	> rejuv
23358	Fairfield Avenue	Whyte Street	College Road		rejuv	> reseal
24113	Golflands Terrace	Acacia Avenue	Stewart Avenue		rejuv	> reseal
23825	Harding Street	Diagonal Road	Peterson Street		rejuv	> rejuv
24511	Hillview Crescent	Benny Crescent	Tilbrook Crescent		rejuv	> rejuv
24495	Hillview Crescent	Tilbrook Crescent	Seacombe Road		rejuv	> rejuv
24515	Hillview Crescent	Clifford Street	Benny Crescent		rejuv	> rejuv
23841	Kent Street	St Johns Row	Moseley Street		rejuv	> reseal
24578	Lucy May Drive	Lipson Avenue	End		rejuv	> reseal
24448	Marine Street	Esplanade	Tarlton Street		rejuv	> reseal
23315	Mawson Close	King Street	House No 5 & 2		rejuv	> rejuv
24573	Maxwell Terrace	Wyatt Street	Buttrose Street		rejuv	> reseal and patching
24272	Melbourne Street	Old Tapleys Hill Road	Mary Street		rejuv	> reseal
23884	Oldham Street	Pier Street	Saltram Road		rejuv	> reseal
24380	Sexton Road	Hastings Road	Comley Street		rejuv	> rejuv
23399	Whyte Street	Tarlton Street	Skipton Avenue		rejuv	> rejuv
23717	Chopin Road	Gilbert Road	Peterson Street		kerb only	> Kerb only
23737	Chopin Road	Peterson Street	Smart Street		kerb only	> Kerb only
23909	Lane N Site 98	Yuill Street	High Street		added to list	> rejuv
23316	Mawson Close	House No 5 & 2	End		added to list	> rejuv
23313	Trevelion Avenue	Rutland Avenue	Edwards Street		added to list	> reseal and patching
24501	Ilfracombe Avenue	Brighton Road	Woolacombe Avenue	Awaiting Brighton High works	reseal	> removed from list
23470	Mann Street	House No 9 & 6	End	Not reqd	reseal	> removed from list
42456	Moseley Street	Robert Street	Pier Street	Further planning required	reseal	> removed from list
23256	Wattle Avenue	Brighton Road	Colton Avenue	Further planning required. Confirm impact of Hove Overpass	reseal and patching	> removed from list
24139	Anzac Highway (South)	Eitzen Street	Rose Street	Further planning required	patching	> removed from list
24502	Ilfracombe Avenue	Woolacombe Avenue	King George Avenue	Awaiting Brighton High works	patching	> removed from list
23837	Moseley Street	Boundary Road	The Broadway	Further planning required	patching	> removed from list
37540	Patawalonga Frontage	King Street	Margaret Street	Further planning required	patching	> removed from list
23462	Surf Street	Mills Street	Seacombe Road	not reqd	patching	> removed from list
24253	Bonython Avenue	Leane Avenue	McCann Avenue	Not reqd - Work with WTCC	rejuv	> removed from list

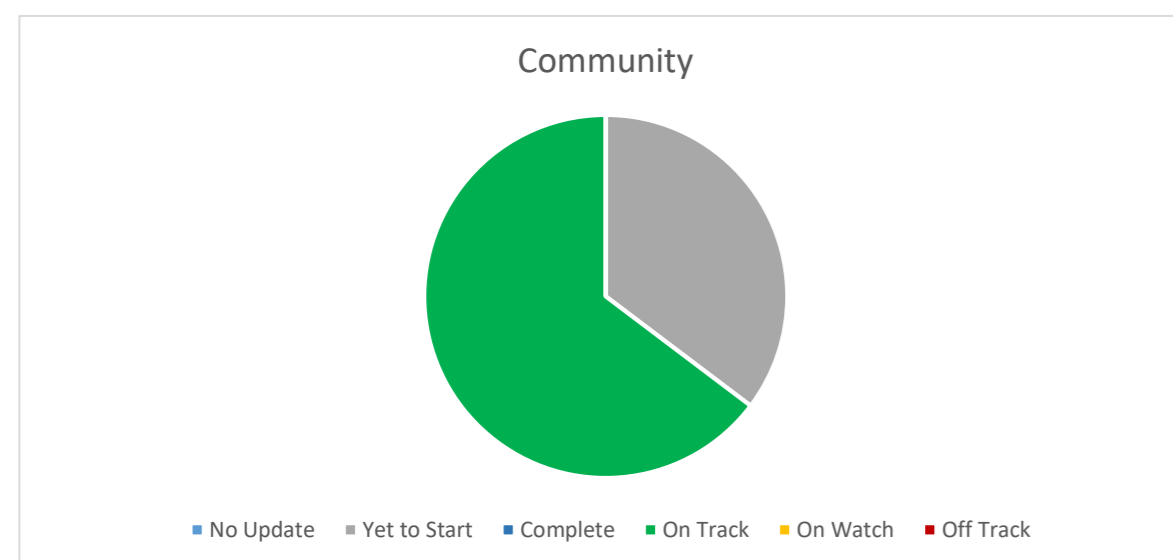
Attachment 4



City of Holdfast Bay - Community

As at: September 2020

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COMMUNITY
A healthy, creative,
connected community



Community Summary

No Update	0
Yet to Start	12
Complete	0
On Track	22
On Watch	0
Off Track	0
Total	34

Community - New Initiative

Action	Title	Description	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Actual Start Date	Expected Due Date	Complete Date	Adopted Budget	Rating	Notes
ACT00652	Glenelg Oval Masterplan Stage 1 Holdfast Tennis Club	Glenelg Oval Masterplan Stage 1 Holdfast Tennis Club - redevelopment of clubrooms, realignment and resurfacing of tennis courts, club lighting. The precinct is considered a regional sporting facility in the City of Holdfast Bay's Open Space and Public Realm Strategy and the development of a .master plan for the site is consistent with this strategic direction and will focus on maximising 'mix use' of the site by providing accessible and useable facilities.	On Track	Implementation	Mathew Walsh	1/07/2019	30/06/2020	1/07/2019	30/12/2020		\$889,949	●	Building complete and ready for handover. Courts to be completed by the end of November. Club's updated lease approved and signed.
ACT01114	Da Costa Reserve Playspace	The existing Playspace and basketball court at Da Costa Reserve have reached their end of asset life and require replacement. We will replace the old equipment with an exciting new playspace in the existing location and create more opportunities for multi-generational play. We will also resurface the adjoining basketball court.	On Track	Implementation	Rajiv Mouveri	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$70,000	●	Community engagement on the proposed concept design for the new playspace is occurring in October. Construction is scheduled for March to May 2021. Redevelopment of basketball half court will be completed prior to or along side the playspace.
ACT01115	Buffalo Site Redevelopment concept development and detailed design.	Based on feedback received during phase one of community engagement, a range of concept designs will be developed to reinvigorate the old Buffalo site. These concept designs will inform the second phase of community engagement, resulting in detailed designs and costings for the re purposing of this space. This project is subject to grant funding.	On Track	Tendering	Matthew Rechner	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$352,325	●	Urban design of the old Buffalo Site and surrounds is scheduled to commence in October.
ACT01116	Glenelg Oval Masterplan Stage 2	Council will construct new unisex change rooms, including umpire change rooms and medical rooms in the next stage of the Glenelg Oval upgrade. Federal Government allocated \$300K, State Government \$487K and Council \$200K.	On Track	Design	Matthew Rechner	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$987,000	●	Initial concept designs and costings undertaken, along with site surveys, geo-tech report and services ID. Cost estimations were over budget and review underway on procurement methodology to ensure cost effective design and construction process.
ACT01118	Somerton Park Yacht Club Refurbishment	External stair access to the viewing tower and minor refurbishment of the building's exterior.	On Track	Design	Mathew Walsh	1/01/2020	30/06/2021	1/07/2020	30/06/2021		\$150,000	●	Council staff met with the club on Monday 28 September to finalise scope of the project. The internal project brief has been completed ready for the tender will go out for design and construct.
ACT01119	War Animal Memorial Mural	Commission a mural to be installed in the Glenelg precinct to honour the work of service animals.	On Track	Design	Matthew Rechner	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$30,000	●	Planning, process, site review and timeframe are being for the mural artwork.
ACT01120	Bay Discovery Centre Mawson Display Upgrades	Upgrades to BDC displays, including Mawson display to incorporate the new shawls received via grant funding from Paquita Mawson.	Yet to Start	Yet to Start	Sally Heading	2/11/2020	31/03/2021				\$30,000	●	To begin in November
ACT01124	Street signage dedicated to Victoria Cross Recipients	There are currently six streets in Glenelg named after Victoria Cross (VC) recipients. This project will further recognise these recipients with an additional street sign on each pole, featuring information about the VC recipient.	Yet to Start	Yet to Start	Sally Heading	1/02/2021	30/06/2021				\$10,000	●	To begin in February
ACT01129	Upgrade of non compliant kerb ramps and bus stops to meet DDA compliance (Year 1)	Relocation, upgrades of the slope or improvement with tactile indicators to help sight impaired users. Works will be staged over a number of years, similar to our accelerated footpath program.	On Track	Design	Michael de Heus	6/10/2020	30/06/2021	6/10/2020	30/06/2021		\$50,000	●	Audit completed and designs underway
ACT01134	Dover Square Reserve Improvements	Improve landscape at Dover square reserve to facilitate shared use for dog owners, playground/park users.	On Track	Implementation	Matthew Rechner	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$60,000	●	Community Engagement was undertaken between 25th August and 20th September. Engagement results are under review and will be presented to Council before the end of 2020.

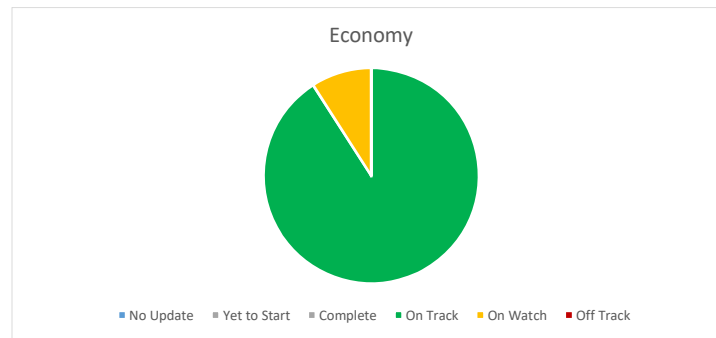
ACT01137	Redevelopment of Brighton Civic Centre into a community hub	Council will undertake a feasibility study for the redevelopment of Brighton Civic Centre as a community hub. The aim is to create a place where the community and Council can engage, innovate, collaborate and learn in usable and flexible spaces. As well as optimising the heritage value of the original council building, the concept design will consider best use of the remainder of the site to optimise service delivery	On Track	Tendering	Ania Karzek	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$85,000	●	A tender for a consultancy to undertake concept designs and preliminary costings is currently in progress.
ACT01144	Wigley Reserve Playspace and Fitness Hub	Year 2 of 2 Wigley Reserve Playspace and Fitness Hub.	On Track	Implementation	Matthew Rechner	20/01/2020	31/10/2020	20/01/2020	31/10/2020		\$525,000	●	Wigley Reserve Playspace and Fitness Hub is due to be completed on 25 October. Council will undertake an independent safety and compliance audit of the completed playspace through Kidsafe Australia and final walk through for practical completion has been booked for Friday 23 October. This will allow any remedial works to be completed prior to the official opening on Friday 30 October 2020
ACT01145	Upgrade of children's toilets at the Holdfast Bay Community Centre	Upgrade / replace the toilet facilities within Holdfast Bay Community Centre – Kinder gym, childcare building.	On Track	Design	Mathew Walsh	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$97,000	●	Working on design with YMCA
ACT01146	Brighton North and St Jude Cemeteries - Improvements works	First phase of a five-year program. It will include repairs to unsafe pathways, installation of new benches and bins and the development of landscaping to provide a safe and more pleasant environment for visitors.	On Track	Implementation	Ross Whitfield	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$40,000	●	Various works planned at both Cemeteries including upgrades of signage, bins surrounds and benches and landscape improvements. All materials purchased. Signs installed at North Brighton Cemetery. Bin surrounds and benches to be installed during October Landscape upgrades to be finalised by the end of December.
ACT01149	Stage 3: Glenelg Town Hall - TBDU, Parlor & Chamber - Structure	Stage 3 has been scoped to include all works on the eastern, northern facades and the remainder of the works for the western facade.	On Track	Tendering	Mathew Walsh	31/07/2020	31/10/2020	31/07/2020	31/08/2021		\$1,300,000	●	Initial tenders received. Scope change requires tender update. Forecast completion August.
ACT01150	Seacliff Toilet Block	This toilet services users of both the beach and our coastal shared pathway. The new facility would include toilets, changerooms, additional external showers, parenting space and would address a range of non-compliance issues that currently exist.	On Track	Design	Cherie Armfield	21/08/2020	30/06/2021	21/08/2020	30/06/2021		\$300,000	●	Concept designs have been reviewed internally ready for discussion and approval by Council. Stakeholder engagement to follow.
ACT01152	Glenelg Cricket Club changerooms and toilets	We will upgrade the Glenelg Cricket Club change rooms and toilets to be unisex.	On Track	Tendering	Cherie Armfield	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$90,000	●	Tender documentation is being prepared for release to the Market in late October 2020. Construction will be due to commence in March 2021. The lead time allows for budget considerations and potential changes to scope.
ACT01155	Kauri Community and Sports Centre Public Toilets	Install an external public toilet to improve the amenity of the outdoor areas of the Kauri Community and Sports Centre Precinct.	Yet to Start	Yet to Start	Mathew Walsh	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$50,000	●	Yet to start
Community - Capital Works													
ACT01178	Glenelg North Community Centre - Exterior & Sundries	Glenelg North Community Centre - Exterior & Sundries	Yet to Start	Yet to Start	Mathew Walsh	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$19,000	●	Project yet to start.
ACT01179	Glenelg North Community Centre - Main Hall - Flooring	Glenelg North Community Centre - Main Hall - Flooring	Yet to Start	Yet to Start	Mathew Walsh	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$6,000	●	Coating to floors to be applied in December shutdown period.
ACT01183	South Brighton Community Hall & Dover Tennis Club - Fire - Fire Prevention	South Brighton Community Hall & Dover Tennis Club - Fire - Fire Prevention	On Track	Implementation	Mathew Walsh	1/07/2020	30/04/2021	1/07/2020	30/04/2021		\$6,500	●	Fire equipment to be installed, block plans underway.
ACT01184	Holdfast Bay Community Centre - Childcare/Kindergym roof, floor, internal, kitchen, cleaners	Holdfast Bay Community Centre - Childcare/Kindergym roof, floor, internal, kitchen, cleaners	On Track	Design	Mathew Walsh	1/08/2020	30/03/2021	1/08/2020	30/03/2021		\$69,000	●	Working on design with YMCA and community development team
ACT01185	Glenelg North Community Centre - Fixtures & Fittings - Cleaners - 20044 - 12 - Cleaners	Glenelg North Community Centre - Fixtures & Fittings - Cleaners - 20044 - 12 - Cleaners	Yet to Start	Yet to Start	Mathew Walsh	1/04/2021	30/05/2021	1/04/2021	30/05/2021		\$6,000	●	Yet to start
ACT01186	Seacliff Youth Centre/Kinder Gym - Fixtures & Fittings - Cleaners - 20053 - 111 - Cleaners	Seacliff Youth Centre/Kinder Gym - Fixtures & Fittings - Cleaners - 20053 - 111 - Cleaners	Yet to Start	Yet to Start	Mathew Walsh	1/02/2021	30/03/2021	1/02/2021	30/03/2021		\$6,000	●	Yet to start
ACT01187	Keelara Club - Fixtures & Fittings - Cleaners - 20071 - 10 - Cleaners	Keelara Club - Fixtures & Fittings - Cleaners - 20071 - 10 - Cleaners	Yet to Start	Yet to Start	Mathew Walsh	1/04/2021	30/05/2021	1/04/2021	30/05/2021		\$6,000	●	Yet to start
ACT01188	Glenelg Community Centre - Colley Reserve - Roofing - gutters & downpipes	Glenelg Community Centre - Colley Reserve - Roofing - gutters & downpipes	Yet to Start	Yet to Start	Mathew Walsh	1/02/2021	30/03/2021	1/02/2021	30/03/2021		\$25,000	●	Centre management would prefer the works to happen over the Christmas period, working with them to determine an appropriate schedule.
ACT01191	Seaforth Park - Climbing apparatus incl platform and 2 x slides	Seaforth Park - Climbing apparatus incl platform and 2 x slides	On Track	Design	Mathew Walsh	1/09/2020	30/05/2021	1/09/2020	30/05/2021		\$30,000	●	Equipment has been ordered
ACT01192	Seaforth Park - Softfall x 2 - chipbark - Seaforth Park and Wattle Reserve	Seaforth Park - Softfall x 2 - chipbark - Seaforth Park and Wattle Reserve	Yet to Start	Yet to Start	Ross Whitfield	1/09/2020	30/05/2021	1/09/2020	30/05/2021		\$19,000	●	
ACT01193	Bowker St Oval Playground	Bowker St Oval Playground	On Track	Design	Mathew Walsh	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$76,000	●	Waiting on replacement quotes for cricket pitch

ACT01199	Brighton Oval - Lacrosse Fencing	Brighton Oval - Lacrosse Fencing	Yet to Start	Yet to Start	Rajiv Mouveri	8/02/2021	30/06/2021	8/02/2021	30/06/2021		\$6,000	●	Yet to start
ACT01202	Holdfast Community Centre - Car Park Ramp	Holdfast Community Centre - Car Park Ramp	Yet to Start	Yet to Start	Mathew Walsh	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$6,000	●	Yet to start
ACT01204	Glenelg Oval - North East Toilet Block - Gutters and Downpipes	Glenelg Oval - North East Toilet Block - Gutters and Downpipes	On Track	Implementation	Mathew Walsh	7/08/2020	1/02/2020	7/09/2020	26/02/2021		\$4,500	●	Gutters and downpipes replaced New lighting also installed
Community - Carry Forward													
ACT01218	CARRY FORWARD Brighton Oval Sporting Hub Master Plan - stages 1 & 2	CARRY FORWARD Undertake required works for the Brighton Oval Sporting Hub Master Plan - stages 1 & 2. Stage 1 • Implement stage 1 works comprising construction of the three new clubroom buildings • Undertake required financial acquittal reporting of external funding (ORSR). Stage 2 - Undertake preliminary design concepts for Stage 2. - Consult with key stakeholders to finalise plans - Tender works packages to coincide with clubroom construction schedules - Undertake required financial acquittal reporting of external funding (Federal Govt).	On Track	Implementation	Rajiv Mouveri	1/07/2019	30/06/2021	1/07/2019	30/06/2021		\$3,668,411	●	Project is on track to be completed well before the target date of 30 June 2021. Project is also on target to be completed on budget.
ACT00877	CARRY FORWARD - Disability Access & Inclusion Plan and Four Year Action Plan)	The Disability Bill 2017 stipulates that a disability access and inclusion plan must be prepared by all state authorities (including Local Government Authorities constituted under the Local Government Act 1999). The Disability Access & Inclusion Strategy & Action Plan will guide and set out the reasonable measures Council will employ to give effect to the State Disability Access & Inclusion Plan, guidelines and regulations over a five year program following the development of the plan.	On Track	Implementation	Monica Duplessis	1/11/2020	30/06/2020	26/08/2019	31/10/2020		\$5,492	●	Second round of Consultation closes Monday 12/10/2020. Final report will be presented to Council meeting end October/early November, with final DAIP being registered with HRC and DHS by 31 October 2020.

City of Holdfast Bay - Economy

As at: September 2020

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Economy Summary

No Update	0
Yet to Start	0
Complete	0
On Track	10
On Watch	1
Off Track	0
Total	11



ECONOMY
A diverse and resilient
local economy



Economy - New Initiative

Action	Title	Description	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Actual Start Date	Expected Due Date	Complete Date	Adopted Budget	Rating	Notes
ACT01121	Jetty Road Glenelg Street Banners	Installing banners at the eastern end and replacing banners at the western end of the mainstreet to create a cohesive and contemporary look for Jetty Road Glenelg.	On Track	Design	Sally Heading	3/08/2020	30/04/2021	5/08/2020	31/01/2021		\$51,200	●	Designs completed. Waiting on DPTI for tram closures. This is delaying the project.
ACT01123	Christmas Decorations	The creation of new Christmas displays across the main economic precincts of the city to create a cohesive atmosphere and capture the Christmas spirit.	On Track	Implementation	Sally Heading	3/08/2020	18/12/2020	14/08/2020	28/11/2020		\$250,000	●	Bespoke items are under construction. Supplies have been ordered. Scheduled to arrive for installation in late November.
ACT01125	Kauri Pde Sports Precinct & Buildings - WiFi system	Install a wireless internet network for the precinct and building. This will expand the range of activities and programs that can be offered to the community. WiFi will also allow us to explore opportunities for smart technology throughout the complex using the building management system (BMS).	On Track	Tendering	Mathew Walsh	15/09/2020	15/01/2021	21/09/2020	20/12/2020		\$15,000	●	Wifi system has been quoted and purchase order raised.
ACT01122	What's On Down The Bay Beach Signage	Signposts incorporating interchangeable signage will be installed alongside beach entrances between Glenelg and Brighton to showcase the many events in the City of Holdfast Bay	On Track	Design	Sally Heading	1/07/2020	30/10/2020	1/07/2020	30/10/2020		\$11,700	●	Designs underway. Location scouting to be completed in October
ACT01126	Brighton Caravan Park - Stage 2 redevelopment (Yr1 of 2)	Council will replace sites, cabins and administration buildings. The construction of Stage 2 is subject to Council approving a business case.	On Track	Design	Fabienne Reilly	1/10/2020	30/06/2021	1/10/2020	30/06/2020		\$750,000	●	Commenced development of business case and concept design
ACT01138	Customer Online Booking and Service Scheduling Experience	Scope and develop requirements for a whole of organisation solution (or range of solutions) to facilitate online bookings for events, venues and services such as home maintenance.	On Track	Design	Robert Zanin	1/07/2020	31/06/2021	1/07/2020	30/06/2020		\$65,000	●	Gathering requirements and solution options
ACT01151	Kingston Park Kiosk (Year 1 of 2)	Subject to business case, design and construct a kiosk to be located at Kingston Park near the Brighton Caravan Park,	On Track	Design	Pamela Jackson	1/07/2020	31/06/2021	1/07/2020	30/06/2020		\$300,000	●	Concept design and feasibility is in progress, including additional work on DDA compliance following a workshop with EMs.
ACT01154	COVID - 19 Economic Recovery Plan	Invest in initiatives that support the economic recovery of local businesses	On Track	Implementation	Pamela Jackson	1/07/2020	31/06/2021	1/07/2020	30/06/2020		\$250,000	●	The Taskforce have recommended approximately \$165,000 worth of investments, with Council having approved approximately \$85,000 of those as at 12 October 2020.

Economy - Capital Works

ACT01182	Partridge St East Carpark - Services - Electrical & Lighting - BMS integration	Partridge St East Carpark - Services - Electrical & Lighting - BMS integration	On Track	Tendering	Mathew Walsh	1/09/2020	30/10/2020	1/09/2020	30/10/2020		\$5,000	●	RFQ underway, works to start November when NBN connection is confirmed.
ACT01195	Partridge House Driveway and Fencing	Partridge House Driveway and Fencing	On Watch	Design	Mathew Walsh	1/08/2020	30/05/2021	1/08/2020	30/05/2021		\$93,000	●	Adjacent property owners have lodged objections to the proposed fence. This will be referred to Council for decision. The driveway repairs have been deferred to December 2020.

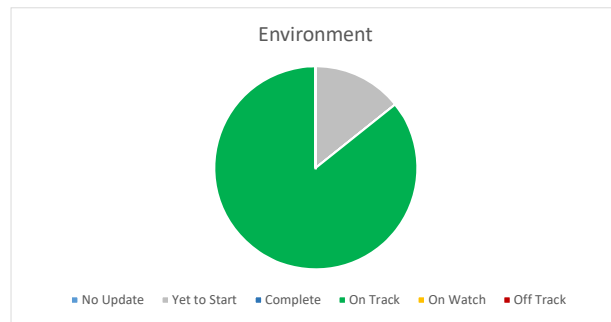
Economy - Carry Forward New Initiative

ACT01226	CARRY FORWARD Glenelg Foreshore	CARRY FORWARD Upgrades to existing and installation of new electrical distribution services to support public functions and events within the cities open space areas..	On Track	Implementation	Mathew Walsh	31/08/2019	30/06/2019	27/09/2019	30/06/2020		\$41,736	●	Majority of the works are complete, Wigley Res powerbox to be replaced.
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City of Holdfast Bay -Environment

As at: September 2020

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No Update	0
Yet to Start	1
Complete	0
On Track	6
On Watch	0
Off Track	0
Total	7



ENVIRONMENT
A community connected
to our natural environment

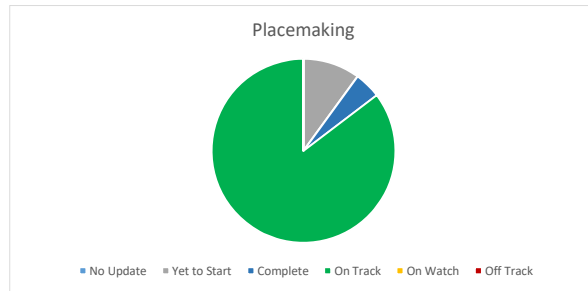


Environment - New Initiative													
Action	Title	Description	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Actual Start Date	Expected Due Date	Complete Date	Adopted Budget	Rating	Notes
ACT01141	Food Organics/Green Organics Weekly Collection Trial	This project will include approximately 1000 residents in an opt-out pilot project to change bin collection frequencies to a weekly food organics green organics collection, and a fortnightly general waste collection. Grant funding received	On Track	Implementation	Michael de Heus	1/07/2020	9/09/2022	1/07/2020	9/09/2022		\$175,800	●	Weekly FOGO bin collections commenced. Approx 750 households signed up to the pilot as at end of Sept 20.
ACT01142	Sturt River Biodiversity Corridor	Complete the remaining three biodiversity corridor sites along the Sturt River, located at Fordham Reserve, Shannon Avenue Reserve, and Blackburn/Goldsworthy Reserve. Subject to grant funding and including support from the Friends of Sturt River Landcare group	Implementation	Implementation	Michael de Heus	1/10/2020	30/06/2021	1/10/2020	30/06/2021		\$65,000	●	Grant application for matching \$65,000 was unsuccessful. Project to proceed based on reduced scope. \$65,000 total project budget.
ACT01130	Stormwater management plan implementation	Investigate, design and build infrastructure identified as high priority to reduce major property flooding and minor nuisance flooding, thereby reducing risk to the community	On Track	Implementation	Michael de Heus	1/07/2020	30/06/2021	1/08/2020	30/06/2021		\$1,619,318	●	Projects: Whyte St outfall - procuring design services Wattle St GPT - awarding construction tender Rudford St - scoping for design College Rd - 85% of design complete Augusta St WSUD - design complete, coordinating with Open Space team ANZAC Hway Car Park WSUD - design in progress Brighton Cemetary WSUD - in design TreeNet inlet - ongoing Harrow Rd Outfall upgrade - design complete Wigley Reserve GPT access- in progress
ACT01131	Additional Inspector Patrols Along the Foreshore	From September 2019 to February 2020, additional patrols to educate and enforce local laws to protect native wildlife (hooded plovers), improve responsible dog ownership and maintain general compliance.	On Track	Implementation	Adrian Hill	1/10/2020	31/03/2021	1/10/2020	31/03/2021		\$40,000	●	Patrols have commenced along the foreshore Compliance with dogs on leads has improved General compliance along foreshore is also being undertaken
ACT01132	Gully Masterplan implementation - Year 3 of 5	At Pine Gully, non-native trees will be removed, followed by significant stormwater erosion prevention works. Slope stabilisation, weeding and planting will take place in Barton Gully. At Gilbertson Gully, Council will upgrade footpaths, undertake creek erosion prevention works, and conduct weeding and planting.	On Track	Design	Michael de Heus	3/08/2020	30/06/2021	3/08/2020	30/06/2021		\$240,000	●	Consultants are updating the masterplans. Preparing for Council workshop on 17 November. Work in the gullies includes revegetation, weed control, tree guard removal and brush cutting.
ACT01136	Energy efficiency, storage and renewable energy solutions for our Community Centres and Facilities	Investigate and install suitable battery storage, energy reduction and generation solutions at our community centres and facilities to reduce the operational costs and carbon emissions of these facilities.	On Track	Design	Mathew Walsh	1/09/2020	30/06/2021	1/09/2020	30/06/2021		\$190,000	●	Scoping underway
ACT01140	Install additional sand groynes	An additional two sand groynes in the segment between Brighton Jetty and Minda.	On Track	Design	Michael de Heus	1/09/2020	30/06/2021	1/09/2020	30/06/2021		\$50,000	●	Design completed, tendering to commence. Additional grant funding received to enable 3 sand groynes in total.
ACT01128	Environmental Strategy: Coastal Adaptation Scoping Study	This scoping study is the first step in identifying stakeholders, gathering historical data, developing an engagement strategy and understanding our needs, risks, vulnerabilities and adaptation options. This project is subject to grant funding from the Coast Protection Board.	Yet to Start	Yet to Start	Alex Gaut	1/10/2020	30/06/2021				\$70,000	●	Funding request unsuccessful. Project now deferred pending review.

City of Holdfast Bay - Placemaking

As at: September 2020

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Placemaking Summary	
No Update	0
Yet to Start	15
Complete	7
On Track	128
On Watch	0
Off Track	0
Total	150



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



Placemaking - New Initiative													
Action	Title	Description	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Actual Start Date	Expected Due Date	Complete Date	Adopted Budget	Rating	Notes
ACT01148	Beach Access Sign Replacement Year 1 of 3	Year one of three year program to replace outdated and deteriorated beach access signs.	On Track	Design	Mathew Walsh	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$50,000	●	Waiting on report from Surf Life Saving SA. Due the week starting 12th of October 2020
ACT01153	Seacliff beach access safety improvements	Improve the beach access ramp entry, including improved signage and two new pedestrian access points adjacent to the ramp	On Track	Design	Michael de Heus	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$69,500	●	Design underway, met stakeholders on site
ACT01117	Integrated Transport Strategy Priorities	The adoption of the Integrated Transport Strategy will require the progressive implementation of a range of initiatives to enable the trial of transport innovations	On Track	Design	Michael de Heus	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$60,000	●	The development of the Integrated Transport Strategy (ITS) is progressing with two workshops held with Elected Members in July and October 2020. Elected Members have now provided guidance on the strategic direction and plan structure. The draft strategy, along with an action plan is currently being developed by administration and will be submitted for Council's consideration in Q1 2021. The scope of ITS priorities will be confirmed as part of the action plan and will be recommended for early implementation.
ACT01127	Accelerated footpath repair program	Year 2 of 2 accelerated footpath repair program focusing on improving Council's footpaths.	On Track	Tendering	Ross Whitfield	1/09/2020	30/06/2021	1/10/2020	30/06/2021		\$202,000	●	Tender closes late October
ACT01147	Rugless Terrace Glenelg East, Pedestrian Refuge and Lighting upgrade	A pedestrian refuge will be installed and lighting will be upgraded to improve pedestrian safety for school children and oval users when crossing Rugless Terrace, Glenelg East.	On Track	Design	Michael de Heus	1/10/2020	30/06/2021	1/10/2020	30/06/2021		\$20,000	●	Design complete
Place Making - Capital Works													
Action	Title	Description	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Actual Start Date	Expected Due Date	Complete Date	Adopted Budget	Rating	Notes
ACT01156	RESEAL	RESEAL	On Track	Design	Rajiv Mouveri	1/08/2020	30/05/2021				\$529,000	●	Budget refers to program as a whole. The contract for services had been completed and the design work is underway. Road resealing will commence in November.
	M01651	Gridlestone Street	On Track	Design	Rajiv Mouveri	11/01/2021	31/03/2021					●	
	M01652	Fairfield Avenue	On Track	Design	Rajiv Mouveri	11/01/2021	31/03/2021					●	
	M01653	Farr Terrace - Short to Wyatt Reconstruction	On Track	Design	Rajiv Mouveri	11/01/2021	22/01/2021					●	
	M01654	Milton (south end and to Jetty Road)	On Track	Design	Rajiv Mouveri	11/01/2021	31/03/2021					●	
	M01655	Oxford Street	On Track	Design	Rajiv Mouveri	11/01/2021	31/03/2021					●	
	M01656	Melbourne St (Old Tapleys Hill Road to Mary Street)	On Track	Design	Rajiv Mouveri	11/01/2021	31/03/2021					●	
	M01657	Lucy May Drive (Lipson to end)	On Track	Design	Rajiv Mouveri	11/01/2021	31/03/2021					●	
	M01658	Leak Avenue - Blackburn to North End	On Track	Design	Rajiv Mouveri	18/01/2021	29/01/2021					●	
	M01659	Marine Street (Esplanade to Tarlton Street)	On Track	Design	Rajiv Mouveri	1/01/2021	31/03/2021					●	
	M01660	Maxwell Terrace (Wyatt to Buttrose)	On Track	Design	Rajiv Mouveri	11/01/2021	31/03/2021					●	
	M01661	Moten Avenue (Shannon to Mattner)	On Track	Design	Rajiv Mouveri	1/01/2021	31/03/2021					●	
	M01662	Kent Street (St Johns Row to Moseley Street)	On Track	Design	Rajiv Mouveri	1/01/2021	31/03/2021					●	
	M01663	Oldham Street (Pier to Saltram)	On Track	Design	Rajiv Mouveri	1/01/2021	31/03/2022					●	
	M01664	Gofflands Terrace(Acacia to Stewart)	On Track	Design	Rajiv Mouveri	1/01/2021	31/03/2021					●	
	M01665	MacFarlane Street - Tapleys Hill to Morris and Morris to Bagshaw)	On Track	Design	Rajiv Mouveri	1/08/2020	30/05/2021					●	
	M01666	Trevelion Avenue (Rutland to Edwards)	On Track	Design	Rajiv Mouveri	11/01/2021	31/03/2021					●	
ACT01157	Caravan Park - Road Reseal	Caravan Park - Road Reseal	Yet to Start	Yet to Start	Rajiv Mouveri	1/08/2020	30/05/2021				\$57,500	●	A project review to determine delivery options will be undertaken in November 2020
ACT01158	PATCHING	PATCHING	On Track	Design	Rajiv Mouveri	1/08/2020	30/05/2021				\$210,000	●	Budget refers to program as a whole. The contractor has received the updated program and is planning delivery to commenced in November
	M01688	Davenport Terrace (Renown to Arthur)	On Track	Design	Rajiv Mouveri	2/11/2020	31/12/2020					●	
	M01689	Keen Avenue (August to Anzac)	Design	Design	Rajiv Mouveri	2/11/2020	31/12/2020					●	
	M01690	Stopford Road (Grenfell to Brown)	On Track	Design	Rajiv Mouveri	2/11/2020	31/12/2020					●	
	M01691	Cliff (Diagonal Road to Council Boundary	On Track	Design	Rajiv Mouveri	2/11/2020	31/12/2020					●	
	M01692	Keen Avenue - Augusta to Anzac	On Track	Design	Rajiv Mouveri	1/08/2020	30/05/2021					●	
ACT01234	ROAD RECONSTRUCTION	ROAD RECONSTRUCTION	On Track	Design	Rajiv Mouveri	30/09/2020	31/03/2021	30/09/2020	31/03/2021		\$175,203	●	Budget refers to program as a whole
	M01905	Farr Terrace(Short Avenue to Wyatt Street)	On Track	Design	Rajiv Mouveri	11/01/2021	28/02/2021					●	

	M01906	Maxwell Terrace(Buttrose Street to Council Boundary)	On Track	Design	Rajiv Mouveri	15/03/2021	31/05/2021						
ACT01159	REJUVINATION	REJUVINATION	On Track	Design	Rajiv Mouveri	1/08/2020	30/05/2021				\$156,000	●	Budget refers to program as a whole.The contractor has received the updated program and is planning delivery to commenced in March 2021
	M01667	Benny Crescent - Seacombe to Rowe	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01668	Benny Crescent - Rowe to Hillview	On Track	Design	Rajiv Mouveri	1/03/2021	30/05/2021					●	
	M01670	Bond Street - Salisbury to Scarborough	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01671	Harding Street (Diagonal to Peterson)	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01672	Whyte Street (Tarlton to Skipton)	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2022					●	
	M01673	Sexton (Hastings to Comley)	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01674	Sakl Street (Salisbury to Scarborough Street)	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01675	Hillview Crescent - Tilbrook to Seacombe	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01676	Hillview Crescent - Clifford to Benny	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01677	Hillview Crescent - Benny to Tilbrook	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01678	Mawson Close (King to House NO 5 and 2)	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01679	Flinders Lane (Sturt to Gregory)	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01680	Gray Court (South end to St Leonards)	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01681	Mawson Close - King St to Nos 5&2	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
	M01682	Lane N (Yull Street to High Street	On Track	Design	Rajiv Mouveri	1/03/2021	31/05/2021					●	
ACT01160	KERB & WATERTABLES program	KERB & WATERTABLES program	On Track	Implementation	Rajiv Mouveri	1/08/2020	30/05/2021				\$701,000	●	Budget refers to program as a whole.Delivery has commenced with the Kerb and Watertable program also including water sensitive urban design elements such as tree nets.
	M01704	Blackburn Avenue - Davey to Goldsworthy	On Track	Implementation	Rajiv Mouveri	10/08/2020	24/12/2021					●	
	M01705	Davenport Terrace-Renown to Arthur	Complete	Complete	Rajiv Mouveri	10/08/2020	30/09/2021	10/08/2020	30/09/2021	21/09/2020		●	
	M01706	Farr Terrace - Short to Wyatt	On Track	Implementation	Rajiv Mouveri	21/09/2020	24/12/2021					●	
	M01707	Keen Avenue (Augusta to Anzac Hwy)	On Track	Implementation	Rajiv Mouveri	1/12/2020	31/03/2021					●	
	M01708	Girdlestone Street - Wilson to Allen	On Track	Implementation	Rajiv Mouveri	5/01/2021	31/03/2021					●	
	M01709	Gray Court -St Leonards to South End	On Track	Implementation	Rajiv Mouveri	11/01/2021	14/05/2021					●	
	M01710	Gardiner Avenue (Coventry to Council Boundary)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021					●	
	M01711	Leak Avenue - Blackburn to North End	On Track	Implementation	Rajiv Mouveri	9/11/2020	8/12/2021					●	
	M01712	MacFarlane Street -Morris to Bagshaw	On Track	Implementation	Rajiv Mouveri	2/11/2020	31/12/2020					●	
	M01713	Stopford Road (Grenfell to Brown)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2022					●	
	M01714	Maxwell Terrace - Buttrose to Boundary	On Track	Implementation	Rajiv Mouveri	4/01/2021	30/05/2021					●	
	M01715	Milton Street - South end to Milton)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021					●	
	M01716	Hill View (Benny Crescent to Tilbrook Crescent)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021					●	
	M01717	Oxford Street - Eton to Harrow	On Track	Implementation	Rajiv Mouveri	7/12/2020	4/01/2021					●	
	M01718	Trevelion Ave (Ruthland Ave to Edwards St)	On Track	Implementation	Rajiv Mouveri	1/08/2020	30/05/2021					●	
	M01719	Benny Cresecent (Seacombe Rd to Rowe St)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021					●	
	M01721	Cliff Street (Diagonal Road to Council Boundary)	On Track	Implementation	Rajiv Mouveri	1/08/2020	30/05/2021					●	
	M01722	Harding Street (Diagonal to Peterson)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021					●	
	M01723	Sexton Road (Hastings to Comley)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021					●	
	M01724	Chopin Road - Gilbert to Smart	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021					●	
	M01891	Flinders Lane (Sturt Road to Gregory Street)	On Track	Implementation	Rajiv Mouveri	19/10/2020	2/11/2021					●	
	M01892	Fairfield Avenue (Whyte Street to College Road)	On Track	Implementation	Rajiv Mouveri	10/08/2020	24/12/2021					●	
	M01893	Melbourne Street (Old Tapleys Hill to RoadMary Street)	Implementation	Implementation	Rajiv Mouveri	10/08/2020	30/09/2021					●	
	M01894	Lucy May Drive (Lipson Avenue to End)	On Track	Implementation	Rajiv Mouveri	21/09/2020	24/12/2021					●	
	M01895	Marine Street (Esplanade to Tarlton Street)	On Track	Implementation	Rajiv Mouveri	1/12/2020	31/03/2021					●	
	M01896	Maxwell Terrace(Wyatt Streetto Buttrose Street)	On Track	Implementation	Rajiv Mouveri	5/01/2021	31/03/2021					●	
	M01897	Moten Avenue(Shannon Avenue to Mattner Avenue)	On Track	Implementation	Rajiv Mouveri	11/01/2021	14/05/2021					●	
	M01898	Kent Street(St Johns Row to Moseley Street)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021					●	
	M01899	Oldham Street(Pier Street to Saltram Road)	On Track	Implementation	Rajiv Mouveri	9/11/2020	8/12/2021					●	

	M01900	Gofflands Terrace (Acacia Avenue to Stewart Avenue)	On Track	Implementation	Rajiv Mouveri	2/11/2020	31/12/2020							●	
	M01901	507096 - Kerb - DDA Pram Ramps	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2022							●	
	M01912	Stopford Road (Bagshaw Street to Grenfell Street)	On Track	Implementation	Rajiv Mouveri	4/01/2021	30/05/2021							●	
	M01913	Bond Street(Salisbury Street to Scarborough Street)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021							●	
	M01914	Stopford Road (Bagshaw Street to Grenfell Street)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021							●	
	M01915	Hillview Crescent(Tilbrook Crescent to Seacombe Road)	On Track	Implementation	Rajiv Mouveri	7/12/2020	4/01/2021							●	
	M01916	Hillview Crescent(Clifford Street to Benny Crescent)	On Track	Implementation	Rajiv Mouveri	1/08/2020	30/05/2021							●	
	M01917	Benny Crescent(Hillview Crescent to Morgan Street)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021							●	
	M01918	Benny Crescent(Rowe Street to Hillview Crescent)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021							●	
	M01919	Milton Street(Milton Street to Jetty Road)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021							●	
	M01920	MacFarlane Street (Tapleys Hill Road to Morris Street)	On Track	Implementation	Rajiv Mouveri	4/01/2021	31/03/2021							●	
ACT01161	BUS SHELTERS	BUS SHELTERS	On Track	Tendering	Rajiv Mouveri	1/08/2020	30/05/2021					\$30,000		●	Budget refers to program as a whole. Procurement is being prepared for work to commence in February 2021
	M01738	Stop 24 Moseley Street west	On Track	Tendering	Rajiv Mouveri	2/02/2021	22/02/2021							●	
	M01739	Bus Shelter - Stop 25 Moseley Street East	On Track	Tendering	Rajiv Mouveri	11/02/2021	19/02/2021							●	
	M01740	Bus Stop 42 Brighton Road East	On Track	Tendering	Rajiv Mouveri	22/02/2021	2/03/2021							●	
	M01741	580670 - Stop 39 and 41 Davenport Rd West	Tendering	Tendering	Rajiv Mouveri	4/03/2021	23/03/2021							●	
ACT01163	Pipes and Pits (various)	Pipes and Pits (various)	On Track	Implementation	Michael de Heus	1/08/2020	1/06/2021	1/08/2020	30/06/2021			\$200,000		●	Includes several projects and ongoing SW upgrades and Customer Request response Projects: Kauri Pde Pit/Pipe - Design complete Yarrum Gr Pump - Scoping/design upgrade to pump system
ACT01164	FOOTPATHS AND CYCLEWAYS	FOOTPATHS AND CYCLEWAYS	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021					\$218,000		●	Gilbertson Road Seacliff Park (3 segments) and Rothwell Terrace Glenelg North are completed.
	M01725	Augusta Street - R - Sixth and Keen	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021	1/08/2020	1/06/2021					●	
	M01726	Augusta Street - L - Sixth and Keen	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021	1/08/2020	1/06/2021					●	
	M01727	Bristol Place - L - Bristol to End	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021	1/08/2020	1/06/2021					●	
	M01728	Colley Terrace - L - Hope and Augusta	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021	1/08/2020	1/06/2021					●	
	M01729	Colley Terrace - L - Augusta and Anzac	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021	1/08/2020	1/06/2021					●	
	M01730	Coventry Street - L - Sturt and Essex	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021	1/08/2020	1/06/2021					●	
	M01731	Fisher Terrace - Jeanes and David	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021	1/08/2020	1/06/2021					●	
	M01732	Gilbertson Road 1 - L - Gilbertson and Seacombe	Complete	Complete	Rajiv Mouveri	26/08/2020	1/06/2021	1/08/2020	24/09/2020	24/09/2020				●	
	M01733	Gilbertson Road 1 - R - Gilbertson and Seacombe	Complete	Complete	Rajiv Mouveri	26/08/2020	1/06/2021	2/08/2020	24/09/2020	24/09/2020				●	
	M01734	Gilbertson Road 2 - L - Gilbertson and Barnett	Complete	Complete	Rajiv Mouveri	26/08/2020	1/06/2021	3/08/2020	24/09/2020	24/09/2020				●	
	M01735	Jervois Street - R - Gore and Alison	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021	1/08/2020	1/06/2021					●	
	M01736	Rothwell Terrace - L - Hambridge and Tod	Complete	Complete	Rajiv Mouveri	26/08/2020	1/06/2021	26/08/2020	25/09/2020	25/09/2020				●	
	M01737	Byre Avenue - R - Vincent and Margaret	On Track	Implementation	Rajiv Mouveri	1/08/2020	1/06/2021	1/08/2020	1/06/2021					●	
ACT01165	DDA Pram Ramps and Tree Inlets program	DDA Pram Ramps and Tree Inlets program	Yet to Start	Yet to Start	Rajiv Mouveri	1/02/2021	1/03/2020					\$30,000		●	
ACT01166	Pathway - Bike path Jimmy Melrose Park (outside Broadway Kiosk)	Pathway - Bike path Jimmy Melrose Park (outside Broadway Kiosk)	On Track	Tendering	Michael de Heus	1/08/2020	1/06/2021					\$11,500		●	Project scoped and awaiting pricing
ACT01167	Pat Lock - Water level sensors (system)	Pat Lock - Water level sensors (system)	Yet to Start	Yet to Start	Mathew Walsh	1/05/2021	30/06/2021					\$120,000		●	
ACT01168	Street Lighting Renewals (Cygnet Ct/Moseley Sq)	Street Lighting Renewals (Cygnet Ct/Moseley Sq)	Yet to Start	Yet to Start	Mathew Walsh	1/11/2020	30/06/2021					\$166,000		●	
ACT01169	Somerton Surf Lifesaving Club - Roller door, café bifold doors	Somerton Surf Lifesaving Club - Roller door, café bifold doors	Yet to Start	Yet to Start	Mathew Walsh	1/04/2021	31/05/2021					\$40,000		●	
ACT01170	Glenelg Oval - Cricketers' clubrooms and change rooms - Gutters & downpipes	Glenelg Oval - Cricketers' clubrooms and change rooms - Gutters & downpipes	On Track	Implementation	Mathew Walsh	1/08/2020	26/02/2021	1/09/2020	19/02/2021			\$15,000		●	Oval facing gutter has been replaced. Replacement balustrade has been designed
ACT01172	Glenelg Library - Exterior lighting renewal/upgrade and fitout	Glenelg Library - Exterior lighting renewal/upgrade	Yet to Start	Yet to Start	Mathew Walsh	1/02/2021	30/03/2021					\$71,000		●	
ACT01173	Wilton Avenue Office - Dwelling - Bus Coordinators & Home Assist office - Services - Electrical/ Lighting	Wilton Avenue Office - Dwelling - Bus Coordinators & Home Assist office - Services - Electrical/ Lighting	On Track	Design	Mathew Walsh	9/09/2020	29/12/2020	9/09/2020	29/12/2020			\$15,000		●	Waiting on quotes for DB upgrade
ACT01174	Brighton Town Hall - Structure, roofing gutter and downpipe, and mechanical	Brighton Town Hall - Structure	On Track	Design	Mathew Walsh	1/09/2020	30/10/2020	1/09/2020	30/10/2020			\$104,000		●	Scoping works
ACT01180	Kingston Park Coastal Reserve - Toilet Block	Kingston Park Coastal Reserve - Toilet Block	On Track	Tendering	Mathew Walsh	1/07/2020	30/06/2021	1/07/2020	30/06/2021			\$24,000		●	RFQ underway
ACT01181	Building Audit Remedial works	Building Audit Remedial works	On Hold/Update Required	Implementation	Mathew Walsh	1/08/2020	30/05/2021	1/07/2020	30/06/2021			\$150,000		●	Works have started on the defects and remedial works for Q1.
ACT01190	Partridge House - Mechanical HVAC &/or Extraction - 20048	Partridge House - Mechanical HVAC &/or Extraction - 20048	Yet to Start	Yet to Start	Mathew Walsh	1/12/2020	30/12/2020					\$110,000		●	

ACT01194	SIGNS	SIGNS	On Track	Implementation	Mathew Walsh	1/08/2020	30/05/2021	14/09/2020	23/04/2021		\$45,252	●	Budget is for the program as a whole. Signs are on order
	M01756	Reserve Sign - Stewart Reserve	On Track	Implementation	Mathew Walsh	1/08/2020	30/05/2021	14/09/2020	23/04/2021			●	
	M01757	Reserve Sign - Parkinson Reserve	On Track	Implementation	Mathew Walsh	1/08/2020	30/05/2021	14/09/2020	23/04/2021			●	
	M01758	Reserve Sign - Margaret Messenger Reserve	On Track	Implementation	Mathew Walsh	1/08/2020	30/05/2021	14/09/2020	23/04/2021			●	
	M01759	Reserve Sign - Kiwanis Park	On Track	Implementation	Mathew Walsh	1/08/2020	30/05/2021	14/09/2020	23/04/2021			●	
	M01760	Reserve Sign - E. G. Gregory Reserve	On Track	Implementation	Mathew Walsh	1/08/2020	30/05/2021	14/09/2020	23/04/2021			●	
	M01761	Reserve Sign - Jack Chaston Park	On Track	Implementation	Mathew Walsh	1/08/2020	30/05/2021	14/09/2020	23/04/2021			●	
	M01762	Reserve Sign - Kingston Park Coastal Reserve	On Track	Implementation	Mathew Walsh	1/08/2020	30/05/2021	14/09/2020	23/04/2021			●	
	M01763	Reserve Sign - Alf Smedley/Mel Baker Reserves	On Track	Implementation	Mathew Walsh	1/08/2020	30/05/2021	14/09/2020	23/04/2021			●	
ACT01196	CCTV - Infrastructure renewal and replacement	Asset renewal and replacement of CCTV infrastructure at select locations.	Yet to Start	Yet to Start	Mathew Walsh	1/02/2021	28/05/2021				\$90,500	●	Yet to start
ACT01197	2 x Coastal Ramps -St Johns and Kent St design	2 x Coastal Ramps -St Johns and Kent St design	Yet to Start	Yet to Start	Mathew Walsh	1/07/2020	30/06/2021				\$80,000	●	Yet to start
ACT01198	Street furniture - benches (various locations)	Street furniture - benches (various locations x9)	On Track	Implementation	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021		\$46,000	●	Looking into a 2nd tier option for councils style guide Partridge house seating has been refurbished
	M01745	Concrete based timber slat park bench - Folkestone Road, South Brighton Community Hall	On Track	Design	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021			●	
	M01746	Concrete based timber slat park bench - Jetty Road, Municipal Offices/ Brighton Tennis Clubrooms	On Track	Design	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021			●	
	M01747	Long metal bench seat with back Brighton Road Brighton Oval	On Track	Design	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021			●	
	M01748	Metal based park bench with timber slats - basic - Partridge Street Partridge House	Complete	Complete	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021			●	
	M01749	Standard timber constructed picnic setting with table and 2 benches Brighton Road Brighton Oval	On Track	Design	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021			●	
	M01750	Concrete based timber slat park bench - Brighton Road, Fig Tree Reserve	On Track	Design	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021			●	
	M01751	Concrete based timber slat park bench - Gratton Street, Jack Chaston Park	On Track	Design	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021			●	
	M01752	Concrete based timber slat park bench - Highland Avenue, Bob Lewis Reserve	On Track	Design	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021			●	
	M01753	Metal based park bench with timber slats - basic - Jetty Road/ The Crescent, North Western side of Railway Crossing	On Track	Design	Mathew Walsh	1/08/2020	28/02/2021	1/08/2020	28/02/2021			●	
ACT01200	Marine Pde - retaining wall repairs	Marine Pde - retaining wall repairs	Yet to Start	Yet to Start	Mathew Walsh	1/10/2020	30/05/2021				\$7,000	●	Yet to start
ACT01201	Streetscape Pavement Bars	Streetscape Pavement Bars	On Track	Implementation	Michael de Heus	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$5,000	●	Implement as part of overall traffic management program
ACT01203	Sutherland Reserve - Toilet Block refurbishment	Sutherland Reserve - Toilet Block refurbishment	Yet to Start	Yet to Start	Mathew Walsh	1/02/2021	30/06/2021				\$65,000	●	
ACT01205	Coastal showers x 6 Anderson, Holdfast Promenade, Gladstone, Beachouse	Coastal showers x 6 Anderson, Holdfast Promenade, Gladstone, Beachouse	Yet to Start	Yet to Start	Ross Whitfield	1/01/2021	30/04/2021				\$24,000	●	
ACT01206	4 x Stainless steel finish drink fountain with dog - Bellevue, Alfreda St	4 x Stainless steel finish drink fountain with dog - Bellevue, Alfreda St	Yet to Start	Yet to Start	Ross Whitfield	1/01/2021	30/04/2021				\$28,000	●	
ACT01207	Wigley Reserve - GPT Screen Repairs	Wigley Reserve - GPT Screen Repairs	Yet to Start	Yet to Start	Ross Whitfield	1/09/2020	18/12/2020	1/10/2020	18/12/2020		\$40,000	●	

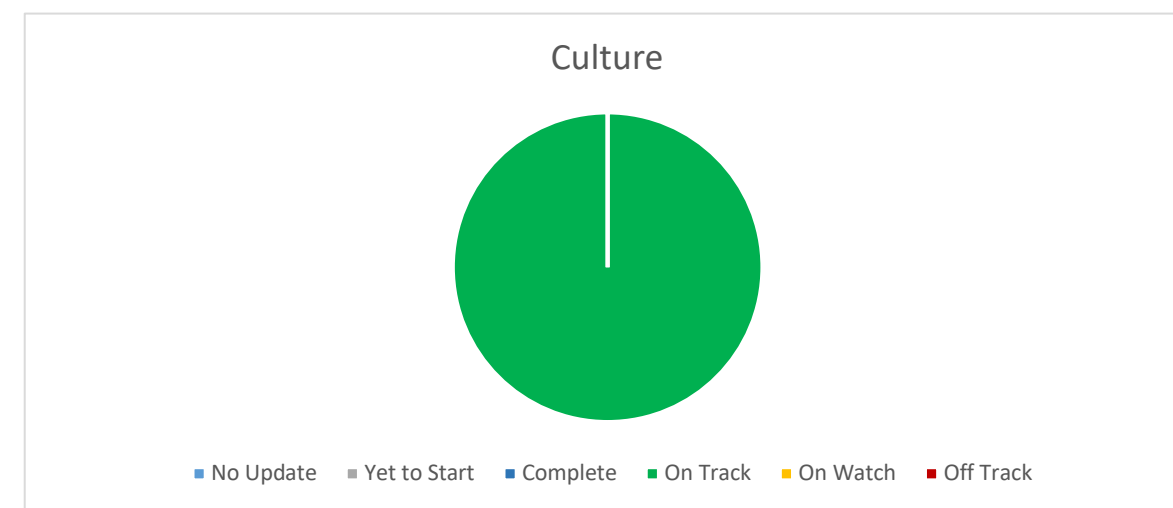
Placemaking - Carry Forward New Initiative

ACT01219	CARRY FORWARD Brighton Civic Center- Landscape Upgrade	CARRY FORWARD Brighton Civic Center- Placemaking and landscape upgrade.	On Track	Design	Ross Whitfield	31/07/2019	30/06/2020	1/10/2020	31/12/2020		\$40,000	●	The Brighton Civic Centre Landscape Project was unable to be delivered in the 19/20 financial year and was therefore reviewed. The project scope was reduced to planting and some minor civil elements only, recognising that redevelopment of the whole Brighton Civic Centre is being considered. Revised vision is for Civic Centre Gardens to be more colourful and vibrant, include biodiversity elements, and to remain accessible for people of all abilities whilst ensuring functional use of spaces available. Funding will be directed to: o improving current garden beds using indigenous plant species that grow naturally in the city's various ecosystems o updating and expanding interpretive signage to depict the plants in the garden and inform customers about their uses and benefits o installing a new irrigation system to water lawns and gardens which currently rely solely on rainfall, upgrading furniture such as benches and table, repairing paths
ACT01220	CARRY FORWARD Kingston Park Masterplan Review.	CARRY FORWARD Kingston Park Masterplan Review.	On Track	Design	Ania Karzek	1/07/2019	30/06/2020					●	Work is progressing via a number of streams in relation to Kingston Park, including the completion of a vegetation study and hydrology study of Tjilbruke Spring. Engagement with the community is continuing regularly via the 5049 Coastal Community Group meetings.
ACT01223	CARRY FORWARD Convert additional street & park lighting to LED	CARRY FORWARD Majority of street lights have been converted to LED. However there is an opportunity to convert more public and council owned street/park lighting to LED to save energy and reduce emissions..	Yet to Start	Yet to Start	Mathew Walsh	1/07/2019	15/06/2021	1/12/2020	30/06/2021		\$40,000	●	
ACT01224	CARRY FORWARD Additional Traffic Control Devices and studies	CARRY FORWARD This project will improve a number of locations by installing traffic control devices	Complete	Complete	Michael de Heus	29/2/19	10/06/2019	29/2/19	30/07/2020		\$14,000	●	Roundabout upgrades
ACT01227	CARRY FORWARD Jetty Road Glenelg Masterplan - Stage 1 Construction (Chapel St Plaza and Hindmarsh Lane)	CARRY FORWARD Jetty Road Glenelg Masterplan - Stage 1 Construction (Chapel St Plaza and Hindmarsh Lane)	On Track	Tendering	Ania Karzek	3/02/2020	31/12/2020	3/02/2020	31/12/2020		\$3,615,829	●	Approval to carry over grant funding was received from relevant authorities in September 2020. The Project Steering Committee is meeting fortnightly to ensure project planning and stakeholder engagement is on track. Communications are currently being drafted. Then tender process, which was paused in June 2020, has resumed and is expected to be resolved shortly. The project was delayed from the original timeframe on the advice of stakeholders, however, it is currently on track for delivery according to the revised timeline.
ACT01229	CARRY FORWARD Jetty Road Brighton Lighting design	CARRY FORWARD Council resolution (C140420/1767) to allocate \$10,000 from the cancelled banner project for the development of a lighting plan	On Track	Design	Ania Karzek	1/07/2019	10/01/2020	30/06/2020	30/06/2021		\$10,000	●	A lighting designer has been engaged to undertake a lighting plan for the precinct, focusing on creating a vibrant and safe evening destination, within the constraints of a residential zone. There has been a significant amount of engagement with traders regarding their preferred aesthetics, as well as technical consideration of associated street lighting. A concept design is expected before the end of October 2020.

City of Holdfast Bay - Culture

As at: September 2020

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CULTURE
An effective, customer-centred
organisation



Culture Summary

No Update	0
Yet to Start	0
Complete	0
On Track	24
On Watch	0
Off Track	0
Total	24

Culture - New Initiative													
Action	Title	Description	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Actual Start Date	Expected Due Date	Complete Date	Adopted Budget	Rating	Notes
ACT01139	Digital Transformation	Stage two of the customer request management project, stage two of the information and content management project, and key infrastructure changes to support the transformation.	On Track	Design	Robert Zanin	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$375,000	●	Roadmap being developed. Development continuing on key software.
ACT01143	Audio in Kingston room	Upgrade audio facilities in the Kingston Meeting Room at Council Civic Centre so meeting participants can be heard clearly by all attendees	On Track	Design	Robert Zanin	1/06/2020	30/06/2021	1/10/2020	26/03/2021		\$15,000	●	Gathering requirements to develop tender documents
Culture - Capital Works													
Action	Title	Description	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Actual Start Date	Expected Due Date	Complete Date	Adopted Budget	Rating	Notes
ACT01209	Council Chamber Technology Refit and Audio and Mobility	Council Chamber Technology Refit and Audio and Mobility	On Track	Design	Robert Zanin	1/07/2020	30/06/2021	1/10/2020	26/03/2021		\$100,000	●	Gathering requirements to develop tender documents
ACT01210	Data Centre - Server Infrastructure Maintenance/Replacement DR/BC	Data Centre - Server Infrastructure Maintenance/Replacement DR/BC	On Track	Tendering	Robert Zanin	1/07/2020	30/06/2021	1/10/2020	26/02/2021		\$60,000	●	Gathering quotes
ACT01211	Network and Fibre Replacement	Network and Fibre Replacement	On Track	Implementation	Robert Zanin	1/07/2020	30/06/2021	1/07/2020	26/02/2021		\$80,000	●	Equipment being installed
ACT01212	Desktop Replacement	Desktop Replacement	On Track	Implementation	Robert Zanin	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$135,000	●	30 Laptops have been procured. Configuration for deployment is underway
ACT01213	Annual Library Book Replacement	Annual Library Book Replacement	On Track	Implementation	Alice Mariano	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$85,340	●	On track.
ACT01214	MetroCount 5600 Plus 1MB	MetroCount 5600 Plus 1MB	On Track	Tendering	Michael de Heus	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$25,000	●	Procurement phase
ACT01215	Ticket Machines - Pay & Display	Ticket Machines - Pay & Display	On Track	Implementation	Adrian Hill	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$10,000	●	Alllocation only
ACT01208	Major Plant and Equipment	Major Plant and Equipment	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021		\$939,500	●	The budget is for the program as a whole
	M01764	Holden Commodore Wagon- Library	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01765	SB 01 GX Elevated Work Platform Truck and Boom Hino 717 Medium - Additional Work	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01766	SB 26 KO - Johnston Sweeper VT651 truck - City Clean	On Track	Tendering	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01767	Trailer - S779-TBD Traffic Speed Control Trailer purchased 2011	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01768	S17 SPC Tennant T15 Power Scrubber Rider	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01769	SB 44 ET - Mitsubishi Fuso Fighter 10.0 swb 6 Sp Water Tanker 4x2 2010 - Trees	On Track	Tendering	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01770	SB 46 ET - Mitsubishi Fuso Fighter 6.0 Hi Spec Crew Cab Tipper 2010 - Trees	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01771	Reelmaster Mower	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01772	John Deere 1580 Front Mower	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01773	John Deere 1580 Front Mower	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
	M01774	Walker MDD48 Mower	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	

M01775	S15 AER Vermeer BC 1200XL Wood Chipper	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
M01776	John Deere TE Model Gator	On Track	Implementation	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	
M01777	S23SCV Asura Sweeper	On Track	Tendering	Caitlin Evans	1/07/2020	30/06/2021	1/07/2020	30/06/2021			●	

Item No: **15.4**

Subject: **PROPOSED MEMORIAL TO HONOUR SQUADRON LEADER ROBERT WILTON BUNGEY**

Date: 27 October 2020

Written By: History Coordinator

General Manager: Community Services, Ms M Lock

SUMMARY

This report investigates the proposed memorial to honour Squadron Leader Robert Wilton Bungey. Administration has investigated and make the following recommendations.

RECOMMENDATION

That Council endorses:

- 1. the construction of a bronze plaque memorial dedicated to Squadron Leader Robert Wilton Bungey be placed along the Esplanade coast park to the south of Phillip Street, Somerton Park;**
 - 2. the funds of \$2,000 be allocated to undertake the project; and**
 - 3. that Squadron Leader Robert Wilton Bungey continue to be acknowledged in relevant projects carried out at the Glenelg Air-Raid Shelter and by the History Centre.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Placemaking: Building character and celebrating history
Community: Celebrating culture and diversity
Community: Providing welcoming and accessible facilities

COUNCIL POLICY

Naming of Public Places Policy

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

Council resolved at its meeting on the 11 August 2019, Resolution No C110820/1988:

That Administration undertake a review of the proposed memorial to honour Squadron Leader Robert Wilton Bungey, aligned with the Naming of Public Places Policy and bring back a report to Council for consideration.

Squadron Leader Robert Wilton Bungey was born in Fullarton, South Australia on 4 October 1914 and was educated at Glenelg Primary School with his family residing in Somerton Park. He trained with the RAAF at Point Cook in 1936 and sailed for England on 22 July 1937. Bungey joined 226 Squadron at Harwell on 27 November 1937, and was in action throughout the Battle of France, the first major military campaign fought entirely by air forces. His flying career was immense and for his dedication to his role he was awarded the Distinguished Flying Cross for the gallant leadership of his squadron in 1941.

In January 1943, he and his English wife, Sybil, returned to Australia with Sybil giving birth to a baby boy, Richard, soon after. On 27 May 1943 however, Sybil suddenly passed. He is buried alongside his wife in St. Jude's Cemetery, Brighton with his gravestone recognising his military service. Richard survived. Squadron Leader Bungey was well respected in the Glenelg community and his death and the family tragedy surrounding it impacted many in the community.

After the First World War, local communities paid homage to the traumatic experiences of war through the creation of memorials. Memorials took many forms, from monuments to buildings, windows and living gardens, the naming of streets and the plantation of avenues of trees. After the cessation of WWII, Brighton Council chose to commemorate some of those killed in action through the naming of streets. Street names bring a spatial permanence to the commemoration of the past informing and reminding future generations of the importance of an individual, a family or event. In 1949, Council honoured Squadron Leader Bungey's service with the naming of Bungey Avenue in Somerton Park. Following this, in 1983, the lane which connects with Bungey Avenue also took on this namesake. This Avenue was likely chosen due to its close proximity to Tarlton Street and the Bungey family home.

It is anticipated that the development of a memorial to honour Squadron Leader Bungey would acknowledge his service, whilst also continuing to educate and inform the community about the past and the long lasting impacts of war on individuals and families.

REPORT

On investigation it is recommended that a bronze plaque, approximately 300mm x 200 mm, dedicated to Squadron Leader Robert Wilton Bungey be placed along the Esplanade coast path and to the south of Phillips Street, Somerton Park. A bluestone boulder will be specially selected for the memorial. This location is ideal being close to the Bungey family home.

It is also noted that the erection of a memorial to honour Bungey needs to afford consideration for the circumstances around Bungey's death which remain sensitive as outlined by the RSL SA in their initial request on 1 July 2020. Council will work closely with the RSL SA to develop this wording.

Thousands of men and women from across Holdfast Bay enlisted during the Boer War, WWI, WWII, Vietnam, Korea, Afghanistan and modern day conflicts. Council acknowledges these stories and sacrifices through the continued support of the work of the Glenelg Air-Raid Shelter and History Centre. Squadron Leader Robert Wilton Bungey should continue to be included in any relevant exhibitions or special events.

BUDGET

Total approximate project cost is \$2,000, and whilst there is no budget allocated for this project, a new initiative could be submitted in the 2021/22 budget planning process, or Council could allocate \$2,000 in this year's budget which will be included in the 2nd quarterly budget review.

LIFE CYCLE COSTS

Life cycle costs will be developed through the planning process.

Item No: **15.5**

Subject: **LOCAL GOVERNMENT ASSOCIATION (LGA) ANNUAL GENERAL MEETING 2020**

Date: 27 October 2020

Written By: Team Leader Governance

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

The Local Government Association SA (LGA) Ordinary General Meeting (OGM) was due to be held on Friday 3 April 2020 but was withdrawn due to COVID 19. The LGA has now advised their Annual General Meeting (AGM) will be held on 29 October 2020 at Woodville Town Hall, Woodville South and the Agenda is now available and presented to Council for consideration.

Council's voting delegate to the LGA Meetings has historically been the Mayor (which has been maintained with Mayor Wilson registered as the voting delegate). Council is required to consider the items on the LGA AGM agenda and provide guidance to Council's voting Delegate, Mayor Wilson, on how to vote for each item. Suggested positions are provided in the recommendations.

RECOMMENDATION

That for the LGA Annual General Meeting, to be held on Thursday 29 October 2020, Council:

- 1. notes the LGA Business in the LGA AGM Agenda (Attachment 1) detailed as Items 6.1 to 6.13 (inclusive); and**
 - 2. endorses that the Mayor votes for the Recommendation Reports as detailed in Attachment 2.**
-

COMMUNITY PLAN

A Place that Provides Value for Money

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

The Local Government Association SA (LGA) Ordinary General Meeting (OGM) was due to be held on Friday 3 April 2020 but was withdrawn due to COVID 19. The LGA has now advised their Annual General Meeting (AGM) will be held on 29 October 2020 at Woodville Town Hall, Woodville South and the Agenda is now available and presented to Council for consideration.

REPORT

The LGA AGM Agenda, provided as Attachment 1, includes reports from the LGA Business and Recommendation Reports from the South Australian Region Organisation of Councils (SAROC), the Greater Adelaide Region Organisation of Councils (GAROC) and LGA Board of Directors.

Refer Attachment 1 - Electronic Version

Council's voting delegate to the LGA Meetings has historically been the Mayor (which has been maintained with Mayor Wilson registered as the voting delegate).

Council is required to consider the items on the LGA AGM agenda and provide guidance to Council's voting Delegate, Mayor Wilson, on how to vote for each item. Suggested positions are provided in the recommendations, outlined in Attachment 2

Refer Attachment 2

BUDGET

Attendance at the LGA AGM will be funded from the Elected Member budget and there is sufficient budget to cover the costs.

Any cost implications arising from proposed actions will be dealt with via regular budgetary and decision-making processes.

LIFE CYCLE COSTS

There are no full life cycle costs that can be itemised or evaluated at this time, however, it is anticipated that some of the proposals may have ongoing cost impacts either directly or indirectly.

Any cost implications arising from proposed actions will be dealt with via regular budgetary and decision-making processes.

Attachment 2



Proposed Voting Position on Recommendation Reports

Item No.	Recommendation Report from SAROC Committee	Support/ Not Support
7.1	<p><u>Attendance at Meetings by electronic means (Victor Harbor)</u></p> <p>That the Annual General Meeting requests the Local Government Association to lobby to the State Government or the Minister for Planning and Local Government to review the Local Government Act 1999 and Local Government (Procedures at Meetings) 2013 to include provisions for Council Members to attend Meetings and Informal Gatherings by electronic means.</p>	<p>Support</p> <p>As long as any provisions are optional and not mandated, including the ability to attend meetings and informal gatherings by electronic means will provide greater flexibility for councils and elected members.</p>
7.2	<p><u>Solid Waste Levy (Berri Barmera)</u></p> <p>That the Annual General Meeting requests the LGA to:</p> <ol style="list-style-type: none"> 1. continue to advocate for 50% of the monies accumulated in the Green Industry Fund (collected from council contributions to the Solid Waste Levy) be committed back to local government for worthwhile waste, recycling and resource recovery endeavours that support the transition towards a more circular economy; 2. advocate that State Government commit to a guaranteed minimum level of reinvestment of the Solid Waste Levy in the waste, recycling and resource recovery sector; 3. advocate for State Government to conduct ongoing research and development in collaboration with local government and other stakeholders into: <ol style="list-style-type: none"> a. alternative waste technologies and strategies such as organics composting for food waste; b. kerbside collection technologies/strategies to incentivise households to maximise recycling rates and minimise the amount of general waste going to landfill; and c. Green Industries SA to expand its Waste Education/Awareness campaign to provide clear messaging on recycling and organic waste strategies to help the South Australian community. 	<p>Support</p> <p>Commitment of funds back to Local Government would enable Council to undertake additional innovative programs.</p>
7.3	<p><u>Recycling Services and better support for regional communities in the disposal and management of recycling (Wattle Range)</u></p> <p>That the Annual General Meeting requests the LGA to:</p> <ol style="list-style-type: none"> 1. advocate on behalf of all councils with State Government on the challenges of managing recycling and resource recovery in South Australia; 2. ask State Government to direct Green Industries SA to work more closely with local government and businesses in the development of sustainable long-term options and 'on the ground solutions' to support the transition towards a circular economy, including making a lot more funding available; and 	<p>Support</p> <p>The City of Holdfast Bay has an excellent working relationship with Green Industries SA and supports all initiatives to strengthen joint activities.</p>

Item No.	Recommendation Report from SAROC Committee	Support/ Not Support
	3. advocate for a substantial increase in the level of State Government funding in the waste and resource recovery infrastructure program.	

Item No.	Recommendation Report from GAROC Committee	Support/ Not Support
8.1	<p><u>Family and Domestic Violence training, education and development (Adelaide)</u></p> <p>That the Annual General Meeting requests that the LGA:</p> <ol style="list-style-type: none"> 1. consults with member councils to determine what resources and programs currently exist to support employees and/or members of their communities impacted by Family and Domestic Violence, and identify any further resources which should be developed; 2. liaises with the State and Federal Government to explore partnership opportunities to support the local government sector in providing consistent, best practice support and education to employees on matters relating to Family and Domestic Violence; and 3. based on the outcomes of those investigations, develops a training and education package: <ul style="list-style-type: none"> • that can be implemented by leaders in the sector, to assist them in identifying when an employee may be in a Family and Domestic Violence situation and how they can assist in connecting them to supporting mechanisms. • that could be provided to employees (possibly delivered by leaders) on Family and Domestic Violence. 	<p>Support</p> <p>The City of Holdfast Bay has facilitated access to training regarding family and domestic violence for staff via the Working Women's Centre SA Inc.</p> <p>The City's Administration Enterprise Agreement allows for up to 20 days of unpaid leave to support staff experiencing family and domestic violence and the City is looking to replicate this clause into the Field EA when negotiations commence shortly.</p> <p>Given the serious and pervasive nature of the issues, the City of Holdfast Bay is happy to support all initiatives to improve access to training and education on this topic.</p>
8.2	<p><u>Native Vegetation Act and Policy for SEB Guidelines (Playford)</u></p> <p>That the Annual General Meeting requests the LGA to:</p> <ol style="list-style-type: none"> 1. investigate the <i>Native Vegetation Act 1991 (SA)</i>, the <i>Native Vegetation Regulations 2017 (SA)</i> and relevant guidelines to consider, in particular, the effect that it has on: <ol style="list-style-type: none"> a. road safety and function; and b. cost implications to councils across the state; and 2. prepare a report for the LGA Board of Directors on the outcomes of the investigation (in part 1) to inform future advocacy to the State Government on matters relating to the management of Native Vegetation. 	<p>Support</p> <p>The <i>Native Vegetation Act 1991</i> does not apply in the City of Holdfast Bay but Council are happy to support this proposal if it is useful to Councils where the Act does apply.</p>
8.3	<p><u>Collaborative development of a trial local government sector framework and approach fostering greater cross council collaboration and co-funding of shared social and other facilities and infrastructure (Adelaide)</u></p> <p>That the Annual General Meeting requests the LGA to work with interested councils to:</p> <ol style="list-style-type: none"> 1. develop a framework and approach fostering greater cross council collaboration and co-funding of social and 	<p>Support</p> <p>The City of Holdfast Bay welcomes collaboration, including the possibility of co-funding infrastructure and services that will create economies of scale in meeting community needs, subject to normal budgetary and planning processes.</p>

Item No.	Recommendation Report from GAROC Committee	Support/ Not Support
	<p>other facilities and infrastructure which support communities across multiple council areas; and</p> <p>2. provide materials and resources to support councils seeking partnership and co-funding arrangements with State and Federal Governments as well as private and non-government sector organisations to support such facilities and infrastructure.</p>	<p>Council already participates in two regional groupings on a number of initiatives (Western and Southern) and is open to discussions about how the sector can collaborate better and co-invest to achieve improve outcomes for our communities.</p>
8.4	<p><u>Aluminium Composite Panel Cladding (Salisbury)</u></p> <p>That the Annual General Meeting requests the LGA on behalf of the whole local government sector to make representations to the State Government in relation to the proposed measure to increase purchaser protection for Aluminium Composite Panel Cladding by:</p> <ol style="list-style-type: none"> 1. opposing the use of an advisory notice in the Form 1 template and Property Interest Report for potential purchasers of properties to contact the local council in relation to cladding; 2. recommending that an obligation is placed on the owner of the building to make this disclosure; 3. opposing any attempts by Government to place the burden of disclosure of information as to the existence of ACP cladding, or action taken to reduce the risk of buildings with ACP cladding, beyond the current statutory obligations; 4. making the necessary regulatory amendment to require the vendor to disclose matters relating to the presence of Aluminium Composite Panels on a building as a matter of urgency; and 5. consideration being given for a campaign to increase the general awareness of purchasers on the appropriate use of materials in a building. 	<p>Support</p> <p>This recommendation is supported, as the proposed measures potentially transfer the risk from private developers to councils in cases where cladding is deficient.</p>
8.5	<p><u>Regulation 119 of the Planning, Development and Infrastructure (General) Regulations 2017 (Salisbury)</u></p> <p>That the Annual General Meeting requests the LGA on behalf of the whole local government sector:</p> <ol style="list-style-type: none"> 1. make the strongest possible representations to State Government opposing their variation to Regulation 119 of the Planning, Development and Infrastructure (General) Regulations 2017; and 2. write to and meet with all parties in the State Parliament to urge them to disallow the variation of Regulation 119 of the Planning, Development and Infrastructure (General) Regulations 2017. 	<p>Support</p> <p>Notwithstanding that the variations were Gazetted on 24 September 2020, Council supports the proposal for continued lobbying in relation to this Regulation.</p>



Item No.	Recommendation Reports from LGA Board of Directors	Support/ Non Support
9.1	<p><u>State of Climate Emergency (Gawler)</u></p> <p>That the Annual General Meeting requests:</p> <ol style="list-style-type: none"> 1. that the LGA recognise the climate crisis and declare a Climate Emergency; 	<p>Support in principle</p> <p>The principle of climate action is supported. On 8 October 2019, Council moved a motion, which included:</p>

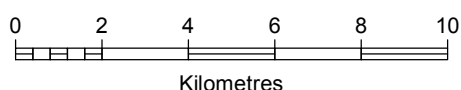
Item No.	Recommendation Reports from LGA Board of Directors	Support/ Non Support
	<p>2. that the LGA develop an LGA Climate Emergency Action Plan [CEAP] in partnership with its member councils (in relation to its operations and its leadership role); and</p> <p>3. that the LGA CEAP primarily focuses on mitigation through reduction of GHG emissions but it also focuses on adaptation and climate safety for local communities; and</p> <p>4. the LGA develop a model CEAP in partnership with interested member councils for use by member councils throughout the state.</p>	<p>“1. That Council recognises the World is in a state of climate emergency and that all levels of Government have a responsibility to act. 2. the development of the Environmental Strategy”</p> <p>Prior to committing any resources to participate, Council would need more information on the differences between a CEAP, the current Regional Adaptation Plans and our Environment Strategy to ensure there is no duplication of effort.</p>
9.2	<p><u>Voter Roll Process (Murraylands and Riverland LGA- MRLGA)</u></p> <p>That the Ordinary General Meeting requests the LGA to continue to advocate for a simplified process for non-resident property owners to enrol on Council’s voters roll either through an online and/or automatic process and removing the requirement to purge the voters roll in the year of the ordinary election.</p>	<p>Support</p> <p>Support, on the condition that any new process(es) chosen will provide proven efficiencies, not require additional resources and integrate with Council’s rating system.</p>
9.3	<p><u>Catastrophic Fire Days Community Relief Centres (Cool Refuge Centre) (Port Lincoln)</u></p> <p>That the Annual General Meeting requests the LGA continue to work with appropriate agencies in developing a Joint Operating Guideline to clarify local government roles and responsibilities in supporting a relief centre (cool refuge centre) for communities during times of extreme heat and catastrophic fire danger, particularly when mains power may not be available.</p>	<p>Support in principle</p> <p>Council supports clarification of roles and responsibilities, however, it is critical that each Council’s infrastructure and capacity to meet expectations is considered prior to commitments being made.</p>
9.4	<p><u>Installation of Sea-Level Gauge at O’Sullivan Beach (Adelaide Plains)</u></p> <p>That the Annual General Meeting requests that:</p> <ol style="list-style-type: none"> 1. the LGA give a higher priority to lobbying State and Federal Governments on the installation of a Sea Level Gauge at O’Sullivan Beach to obtain accurate data regarding of Sea Level change; and 2. the LGA continue to lobby for and contribute to an improved national approach to sea level rise management and consider moving to a ‘monitor and respond’ model of adaptation. 	<p>Support in part</p> <p>Council supports request 1, that the LGA lobby the State and Federal Governments to install a sea level gauge at O’Sullivan Beach, as the whole of metropolitan Adelaide and Gulf St Vincent would benefit.</p> <p>Council supports the need for a clear and reliable evidence base but is concerned about the proposal of ‘moving to a ‘monitor and respond’ model of adaptation’.</p> <p>The City of Holdfast Bay supports taking a strategic approach via coastal adaptation planning. The risks posed by sea level rise are foreseeable and therefore oblige governments to try to plan for them, rather than waiting for things to happen and then responding to consequences.</p>





Item No.	Recommendation Reports from LGA Board of Directors	Support/ Non Support
		<p>Therefore, Council supports part of request 2, namely:</p> <p><i>“the LGA continue to lobby for and contribute to an improved national approach to sea level rise management”</i></p> <p>but not the second part, namely:</p> <p><i>“and consider moving to a ‘monitor and respond’ model of adaptation.”</i></p>
9.5	<p><u>‘Buying it Back’ Circular Procurement Pilot Project – recommendations for local government</u></p> <p>That the Annual General Meeting:</p> <ol style="list-style-type: none"> 1. acknowledges the outcomes, learnings and support materials from the ‘Buying it Back’ Circular Procurement Pilot Project that has supported participating councils to increase and track their purchase of recycled content; 2. endorses the following recommendations of the ‘Buying it Back’ Circular Procurement Pilot Project, that LGA member councils: <ol style="list-style-type: none"> 2.1 acknowledge that local government action is imperative for addressing the current challenges in waste and recycling (as detailed in the National Waste Policy Action Plan and including the implications of the impending national waste export ban); 2.2. commit to increasing purchasing of recycled-content material as a high priority and as a necessary method of mitigating councils’ rising waste management costs; 2.3 amend their existing Procurement Policies to: <ol style="list-style-type: none"> a. Temporarily (say, for 5 years) prioritise recycled-content through the procurement process and include a method of ensuring accountability; b. Mandate consideration of recycled-content through design and planning processes (including where panel contracts are already in place); c. Specifically permit consideration of the “opportunity cost” associated with a purchase (ie instead of only asking “which product is most sustainable?”, also ask “what will happen to the materials if I don’t purchase the recycled-content option?”); d. Require councils to track the purchase of recycled-content by weight and report publicly on purchases; 2.4 in addition to amending existing Procurement Policies, consider implementing an administrative approach outside of the policy, for example, by limiting stationery items available for purchase by 	<p>Support in part</p> <p>Council supports the principles of the ‘Buying it Back’ Circular Procurement Pilot Project.</p> <p>Council also supports the recommendations, except:</p> <p><i>2.3.d - Require councils to track the purchase of recycled-content by weight and report publicly on purchases</i></p> <p>The City of Holdfast Bay does not have the capacity to undertake such reporting at this time.</p>

Item No.	Recommendation Reports from LGA Board of Directors	Support/ Non Support
	<p>council staff to those with recycled-content (noting that this approach can make data collection easier as all purchases will have recycled-content and simply need to be collated);</p> <p>2.5 continue working through communities of practice to share knowledge and experiences of buying recycled and to explore and/or support development of a certification scheme for recycled-content products and materials;</p> <p>3. endorses the LGA writing to the Commissioner for Roads as provided for in sections 23 and 24 of the Highways Act 1926 to request that work be undertaken with engineering bodies and/or Austroads to develop a generic (ie non-industry owned) specification that allows for the use of recycled-content in road construction materials (in particular, materials sourced from yellow bins including plastic and glass fines).</p>	

SOUTH AUSTRALIA NATIVE VEGETATION ACT 1991

-  Areas where the Native Vegetation Act 1991 applies
-  Areas where the Act does not apply



-  Hundred boundary
-  Local Government Area boundary
-  Railway
-  Main road



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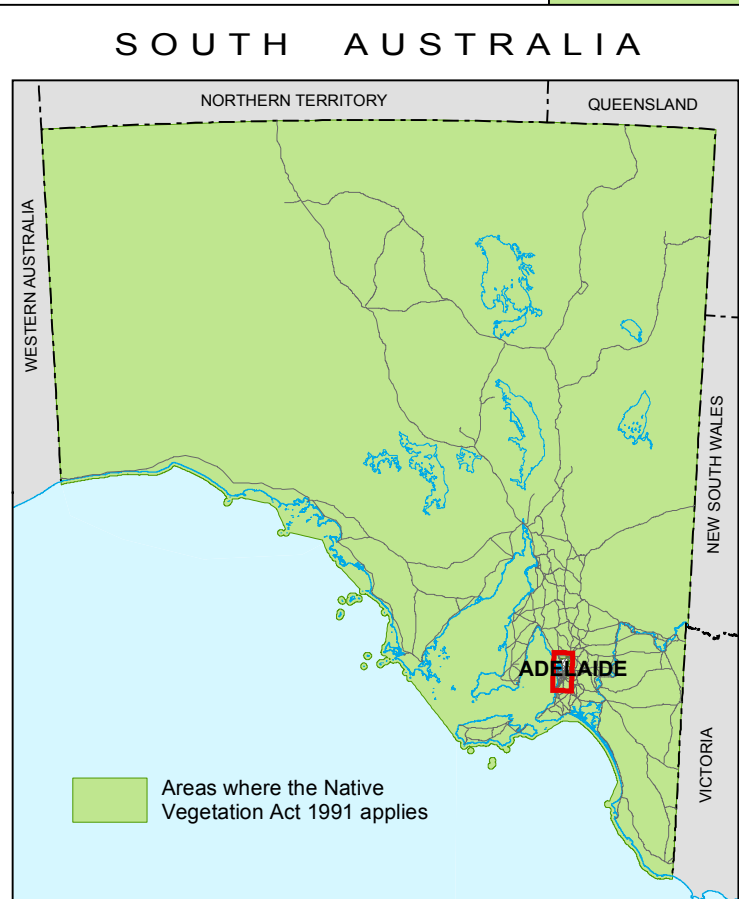
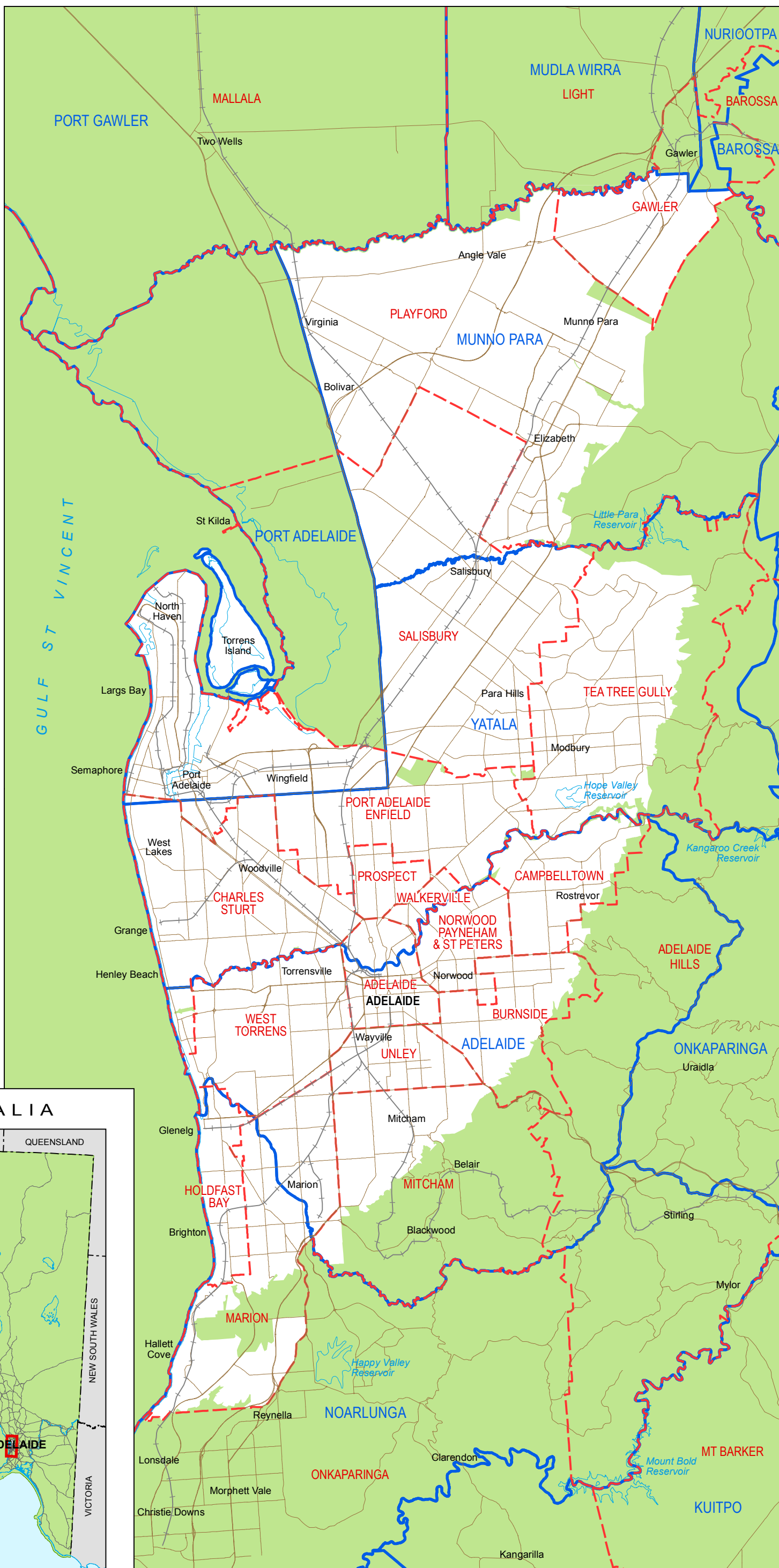


Native Vegetation Council



Government of South Australia

Department of Environment, Water and Natural Resources



Item No: **15.6**

Subject: **DISABILITY ACCESS & INCLUSION PLAN (FINAL)**

Date: 27 October 2020

Written By: Manager Community Wellbeing

General Manager: Community Services, Ms Marnie Lock

SUMMARY

The City of Holdfast Bay has a legislative obligation to develop a Disability Access & Inclusion Plan that must be registered with the Department of Human Services and lodged with the Australian Human Rights Commission by 31 October 2020; reported on annually and updated every four years.

RECOMMENDATION

That Council endorses:

- 1. The Disability Access & Inclusion Plan as presented; and**
 - 2. The Disability Access & Inclusion Plan to be registered with the Department of Human Services and lodged with the Australian Human Rights Commission by 31 October 2020.**
-

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: Celebrating culture and diversity

Community: Providing welcoming and accessible facilities

Community: Fostering an engaged and contributing community

Economy: Making it easier to do business

Environment: Using resource efficiently

Culture: Providing customer-centred services

COUNCIL POLICY

Access & Equity Policy

STATUTORY PROVISIONS

Disability Discrimination Act 1992 (Fed)
 Disability Inclusion Act 2018 (SA)
 Disability Inclusion Regulations 2019 (SA)
 Disability Inclusion (Transitional Arrangements) Regulations 2018 (SA)
 The Disability Services (Rights, Protection and Inclusion) Amendment Act 2013 (SA)
 Equal Opportunity Act 1984 (SA)
 Development Act 1993 (SA)
 United Nations 'Convention on the Rights of Persons with Disabilities'
 State Disability Inclusion Plan (Inclusive SA) 2019-2023
 National Disability Strategy 2010 – 2020
 Universal Design

BACKGROUND

The Disability Inclusion Act 2018(SA) was passed in the South Australian Government in recognition of the need for a stronger commitment to access and inclusion planning within South Australia. The Act aims to promote the full inclusion of people with disability across all aspects of community life.

Under the Act, State authorities (including Local Governments) are required to develop their own Disability Access & Inclusion Plans (DAIPs). These are to be completed and lodged by 31 October 2020, reported on annually and updated every four years.

The Disability Access and Inclusion Plan (DAIP) is a **Strategic document** that proposes the measurable actions Council will undertake to ensure people with disability can engage in community life by accessing services, facilities, events, communications and employment.

REPORT

EnvironArc Pty Ltd was appointed through an invited tender process to undertake the development of council's DAIP. The project commenced on Monday 4 November 2019 and was scheduled to conclude on 28 February 2020. This conclusion date was extended to 30 April 2020 to include a comprehensive consultation process, including a series of interactive disability awareness workshops for all staff and management. Due to the impact of Covid-19, the conclusion of the project was then further delayed by several months, with the second round of consultation on the draft plan concluding on 12 October 2020. Despite these delays, the requirement for the DAIP to be registered by 31 October 2020 will be met.

The methodology employed and the revised timeline in the development of the DAIP follows:

- **Desktop review of all council documentation and population demographics**
November/December 2019
- **Gap analysis of all documentation**
January 2020
- **Workshops with key stakeholders including residents, management, Elected Members, volunteers and staff**

- February/March 2020
- **Community consultation to inform plan**
February/March 2020
- **Data collation and development of a draft DAIP**
April 2020
- **Community consultation on draft plan**
September/October 2020
- **Finalisation of plan**
16 October 2020
- **Submission to Council for adoption**
26 October 2020
- **Register DAIP with Australian Human Rights Commission**
28 October 2020

Consultation with a broad range of stakeholders helped inform the development of the DAIP. The initial consultation attracted 452 visits to the consultation site, Your View Holdfast, with 174 people going on to complete the survey.

The interactive disability awareness workshops were key to raising awareness of the barriers that people with disabilities face. Eight workshops were held across different sites, with 94% of staff and management participating in a workshop and providing input in focus groups.

A second round of community consultation was undertaken from 22 September to 12 October 2020 seeking feedback from the community on whether the plan was representative of the voice of the community as identified in the original consultation.

Despite wide distribution of the availability of the consultation, only six online submissions and one email was received during the engagement period. Valid feedback from this consultation was considered as part of the final document review.

Refer to Attachment 1

The final document is representative of the feedback from all stakeholders regarding the key priority areas within the City of Holdfast Bay that present barriers for people with disabilities.

Part 2 of Council's DAIP, The Action Plan has sixty five individual actions aligned to the twelve priority areas defined in the State Disability Inclusion Plan 2019 - 2023, Inclusive SA. The priority areas focus on four key themes that aim to achieve the vision for South Australia to be accessible and inclusive based on fairness and respect. The four key themes are:

1. Inclusive Communities for All
2. Leadership and Collaboration
3. Accessible Communities
4. Learning and Employment

Once adopted, the DAIP will be professionally printed and converted into other formats, including Easy Read English and audio file. Large print will also be made available upon request.

Refer to Attachment 2

BUDGET

A new initiative bid for \$20,000 was secured for the development of the Disability Access & Inclusion Plan and included consultant fees and expenses associated with community engagement, design and print of the document.

LIFE CYCLE COSTS

The actions arising from the DAIP will have a budgetary impact for Council during the life of the document. One of the key responsibilities in execution of the plan is for Council to support an equitable allocation of resources to fund the plan.

Where it is possible to do so, established operational budgets will absorb minor additional costs associated with the plan. However, several new initiative bids will be submitted annually to achieve key objectives aligned to the timeframes established in the Action Plan.

DAIP priority areas have been developed in close consultation with business unit managers to ascertain against long term planning and budgets.

Attachment 1



COMMUNITY

ENGAGEMENT SUMMARY REPORT

DRAFT DISABILITY ACCESS AND INCLUSION PLAN

22 SEPTEMBER – 12 OCTOBER 2020

Report Completed for Community Wellbeing Manager
Written by the Digital Engagement Partner.
October 2020

INTRODUCTION

On 22 September 2020, Council asked the community to provide feedback on the draft Disability Access and Inclusion Plan (DAIP).

The draft Disability Access and Inclusion Plan will be used to implement improvements across all areas of council that removes barriers to access and inclusion, and ensures a welcoming and inclusive community for all, regardless of ability.

This is the first DAIP developed by the City of Holdfast Bay, and is a four year plan that will be reviewed annually and updated every fourth year.

The draft DAIP has been developed following an initial consultation process earlier this year with our community, stakeholders, staff and Elected Members. This report provides the results from the feedback from the draft Disability Access and Inclusion Plan.

This report provides the engagement methodology and engagement outcomes. All submissions have been collated. Email submissions available upon request.

BRIEF DESCRIPTION OF ENGAGEMENT METHODOLOGY

This community engagement ran from 22 September to 12 October 2020 a total of 21 days.

The views of the community were collected via:

- Council's website - The Council website provided the opportunity to complete an online survey.
- Email submissions, phone calls and letters.
- Hard copy information and feedback forms.

And promoted through:

- A registered user update - via email to 1,800 database.
- Holdfast News – newsletter.
- CoHB Facebook page.
- CoHB Twitter account every week for the duration of the engagement.
- Brighton Civic Centre, Brighton and Glenelg Libraries.
- Newsfeed on the City of Holdfast Bay corporate and engagement sites.

ENGAGEMENT FORMAT

Formal feedback forms online, emails and hardcopies.

1. Overall how happy are you with the Draft Disability Access and Inclusion plan?

(Very unhappy/unhappy/neutral/happy/very happy)

2. Comments/Feedback

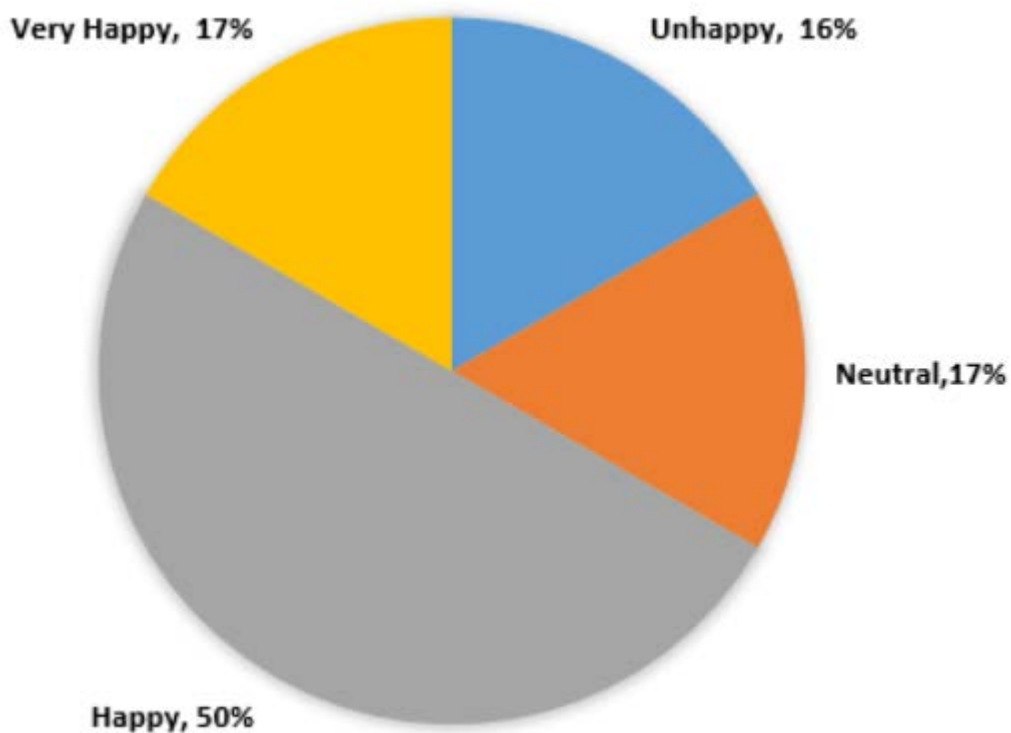
DATA ANALYSIS

All data has been independently reviewed by the Digital Engagement Partner.

OUTCOMES

Six online submissions and one email was received during the engagement period. Below are the following results from the online submissions:

1. Overall how happy are you with the draft Disability Access and Inclusion Plan?



- One participant was unhappy.
- One participant was neutral.
- Three participants were happy.
- One participant was very happy.

[See table 1 for comments regarding their score.](#)

2. Comments/feedback

Six comments were received via online regarding the Draft DAIP strategy.
Below is the online feedback:

Table 1. (All comments are written verbatim)

Overall how happy are you with the Draft Disability Access and Inclusion plan?	Comments/ feedback
Unhappy	The plan is focused primarily on physical disabilities which in itself discriminates against other disabilities. This framework with the headings it has then needs to be applied to what council is aiming to achieve for other forms of disability. Or as a minimum acknowledge that the plan is primarily to address physical disabilities and in future other areas of disabilities will be addressed with a concrete timeline to do so so as to be realistic and offer hope for thos ignored in this document.
Neutral	I think the council could support local sporting clubs (funding and organising) to provide special events for people with disabilities to participate in. eg. life saving swimming, tennis, sailing, football etc
Happy	This plan should include installing a lift/ elevator at the Brighton and Seacliff Yacht Club. I was witness a few weeks ago to a disabled person with two prosthetic legs climb the stairs and have to sit down for 10 minutes to recover. This is not good enough for a facility that should be able to be enjoyed by the whole community. The current format inhibits disabled and elderly people from enjoying the magnificent views from level one.
Happy	My interest here is with enclosed parks ie; DOVER SQUARE Broadway south Brighton. Because this park is being used as a de facto dog park it is impossible to be used by disabled people. The park should be divided by a fence.. east to west which would give wheelchair access on the existing path up to the playground with open access to this part of the park including the playground. The northern part of the park could then be used for general use including dog exercise, preferably on a leash. Leashing dogs generally are the only safe option to protect the disabled.
Happy	improve paved fottpath along adelphi terrace north of st annes st would make it safer.many a time i have tripped on uneven ground
Very Happy	(a) In 1.4 (The City of Holdfast Bay responsibilities in the development of this plan:) a further inclusion may be considered:- Alignment of review period to election cycle. This would allow for an incumbent government or a new government to establish a review to consider items raised during the past election cycle. (b) (Priorities 4 & 6) To allow an Auslan communicator to attend and provide a communication link with people who need this service, attending a Council meeting. (c) Placing a responsibility on all local banks within the Holdfast Bay Council area, to make sure that all ATM machines are placed at a height to allow people in wheelchairs to access these services.

Email feedback received

Table 2. (All comments are written verbatim)

Thank you for the opportunity to provide comment on the City of Holdfast Bay Disability Access and Inclusion Plan (DAIP).

Possible items to consider including in the DAIP:

- Council will deliver accessible and inclusive community programs
- Council will encourage young people to participate in the Southern Youth Network Collective
- Council will continue to support the peer led Tri-Council Inclusion Reference Group and
- support group members to actively participate and make decisions affecting their community

SUMMARY OF COMMENTS

It was expected that the subject matter of the draft DAIP would gain minimal interest due to the nature of the engagement – reviewing a council plan/report. As legislative requirements dictate, we are required to engage on the draft DAIP. As expected participation levels were minimal

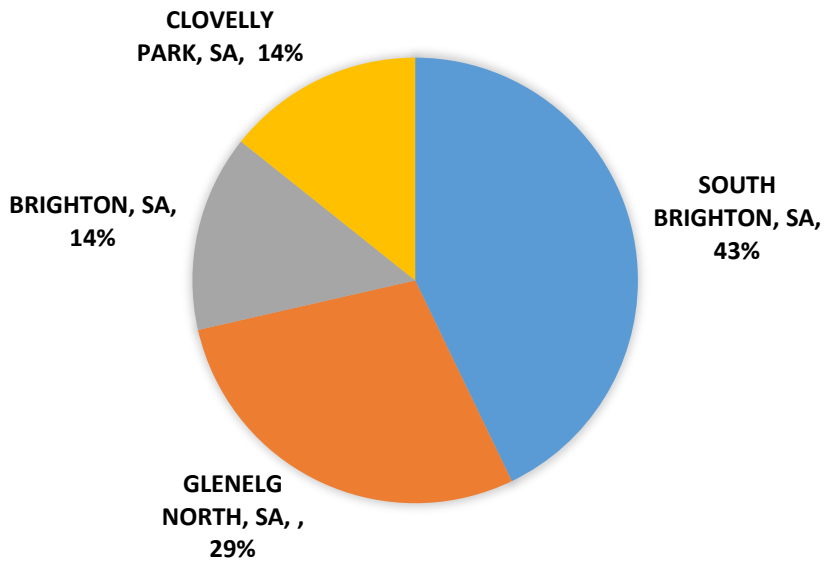
As mentioned above the majority of comments had concerns regarding mobility access, footpaths, and wheelchair and lift access. In addition there was one comment regarding how the document focused on predominately on physical disability.

See appendices for all full comments.

HOW THE FEEDBACK WAS RECEIVED

- One email submissions.
- Six submissions via your holdfast online survey;
 - The project page was visited 210 times.
 - The Draft plan was downloaded 170 times.
 - The FAQs were visited two times.
 - Traffic to the site came from the engagement newsletter, Holdfast News directly, Facebook and Twitter.

SUBURB



- Three participants is from South Brighton.
- Two participants is from Glenelg North.
- One participant is from Brighton.
- One participant identified as being from Clovelly Park.

Attachment 2





COMMUNITY

DRAFT

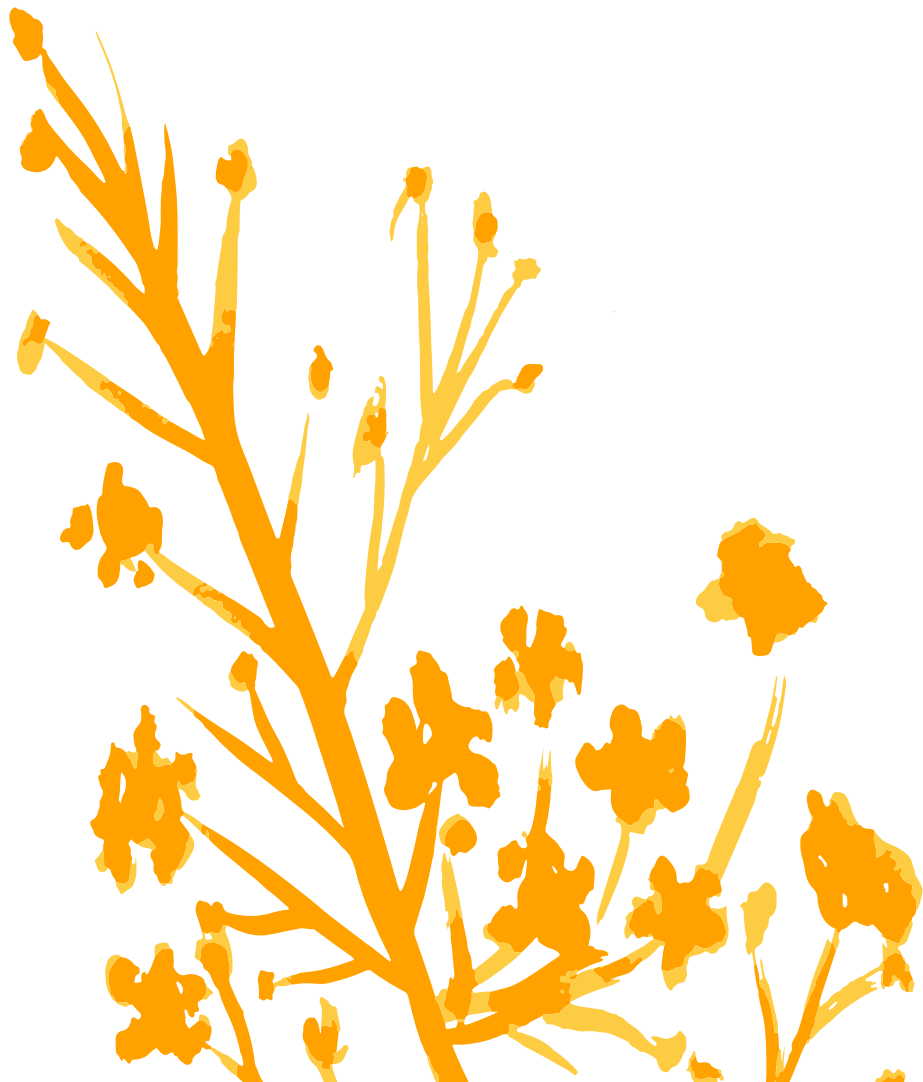
Disability Access and Inclusion Plan
2020 to 2024



Acknowledgement of Country

The City of Holdfast Bay acknowledges and respects Aboriginal people as the area's first people and recognises their traditional relationship with Country.

We acknowledge that the spiritual, social, cultural and economic practices of Aboriginal people come from their traditional lands and waters, and that the cultural and heritage beliefs, languages and laws are still of importance today.



Part 1 - Developing a Disability Access and Inclusion Plan

1.1 Introduction

Every person has a desire to belong, experience a sense of meaning and purpose and to enjoy a high quality of life.

People are usually able to achieve this through satisfactory outcomes across a number of pursuits, including education, employment, healthcare, socialisation, housing and justice.

While most people, including those with disability, routinely and actively participate in and enjoy successes in life, some face barriers in doing so.

There are a number of factors that contribute to these barriers, such as the nature and suitability of the opportunities, services and assistance made available; the accessibility of the environment; and people's experiences of discrimination and stigmatisation.

This Disability Access and Inclusion Plan (DAIP) demonstrates the City of Holdfast Bay's strategic commitment to removing barriers, so that people with disability can have the same opportunities to participate in community life and enjoy a high quality of living.

While the City of Holdfast Bay has been complying with legislated requirements for the built environment for a number of years, this DAIP provides a four year systematic approach to address barriers that have been identified through recent community consultation. The strategies aim to enhance inclusion and accessibility for people with disabilities.

This plan is a dynamic document which recognises community and cultural diversity, and acknowledges the valuable contribution of everyone to the social and economic fabric of our society.

There are a number of fundamental legislative and statutory items that inform our plan, including the:

- Disability Discrimination Act 1992 (Fed)
- Disability Inclusion Act (2018) SA
- The Disability Services (Rights, Protection and Inclusion) Amendment Act 2013 (SA)
- Equal Opportunity Act 1984 (SA)
- Development Act 1993 (SA)
- United Nations "Convention on the Rights of Persons with Disabilities"
- State Disability Inclusion Plan (Inclusive SA) 2019 – 2023
- National Disability Strategy 2010–2020
- Universal Design

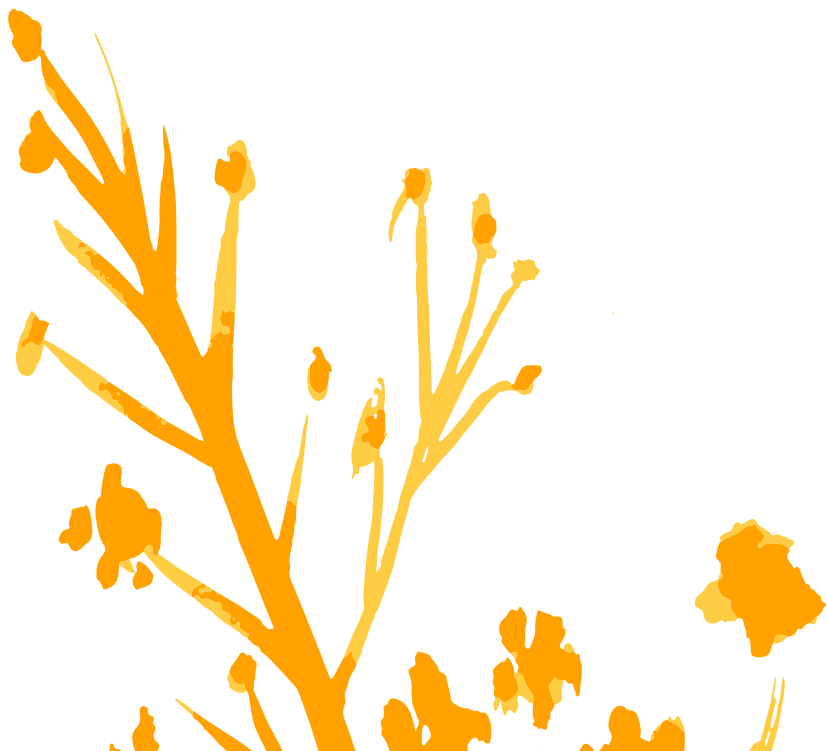
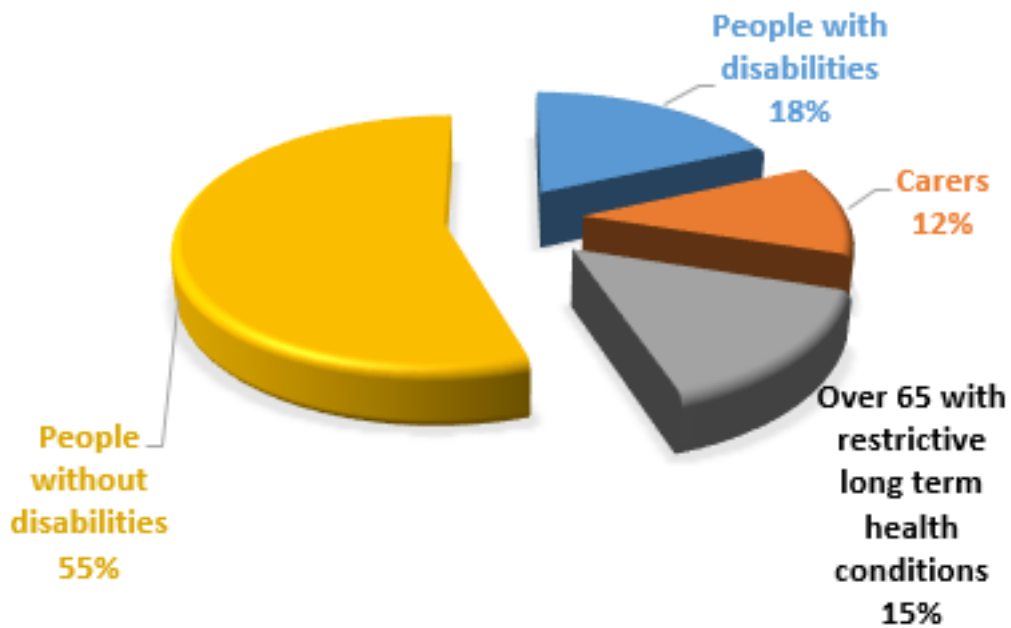
Part 1 - Disability Access and Inclusion Plan

1.2 Population Demographics

Australia has a population of 25.5 million people. Of these:

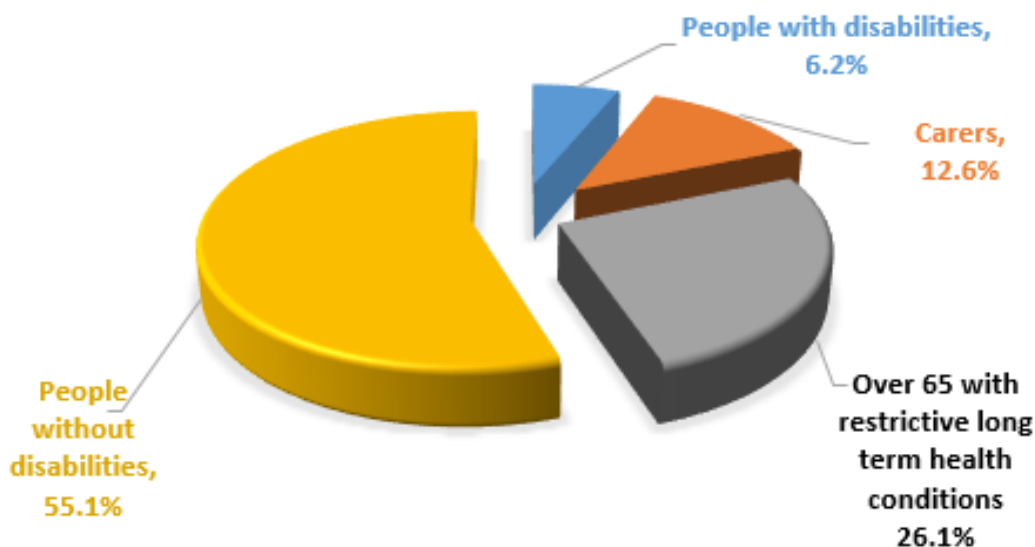
- 18% live with disability
- 12% are carers of someone with disability
- 15% are aged 65 years or more and have restrictive long term health conditions.

Therefore **45%** of the total Australian population requires some form of support to have access to, and be included in community life.



Part 1 - Disability Access and Inclusion Plan

The total number of City of Holdfast Bay residents who require some form of support to participate fully in community life is very similar to the national average at 44.9% (16,627 people). However, the city has a significantly lower proportion of people with disability at 6.2% and a higher proportion of people aged over 65 (26.1%) who experience barriers or restrictions.



1.3 Development of Council's DAIP

Local Government in South Australia has many key roles encompassing a varied range of service provision and infrastructure, environmental, civic and recreational facilities.

The development of a DAIP represents our commitment to help ensure social inclusion and access for all our residents and visitors.

This can provide many benefits including increased opportunities for social inclusion, improved physical access to facilities and buildings, enhanced community and individual wellbeing, and a greater recognition of the diversity of residents and visitors.

Part 1 - Disability Access and Inclusion Plan

1.4 Elements considered in the development of this DAIP

The activities undertaken in the development of this plan included:

- Desktop review of existing council documentation and information;
- Review of the demographic profile of the local community;
- Community consultation via an online and paper copy survey;
- Interviews with council management and staff;
- Interviews with a number of people with disability and their carers;
- Analysis of the changing profile of the local community;
- Identification of the number of people and their types of disabilities.

The City of Holdfast Bay's responsibilities in the development and execution of the plan include:

- Ensuring that people with disabilities are engaged with and effectively consulted.
- Endorsing and publishing the plan, making it available in various formats, both online and in paper copy.
- Registering the plan with the Australian Human Rights Commission.
- Overseeing the implementation of the plan.
- Supporting an equitable allocation of resources to fund the plan.
- Ensuring that relevant council decisions reflect the plan's principles and priorities.
- Monitoring the ongoing implementation of the plan as required.
- Providing reports to meetings (as required) on the achievement of the goals.
- Evaluating the effectiveness of the plan and considering improvements and additions where appropriate.
- Reporting annually to the Department of Human Services SA on the progress of the plan.
- Reviewing the plan every four years.

1.5 City of Holdfast Bay's Commitment

In developing this plan, the City of Holdfast Bay is demonstrating its commitment to:

- Maintaining a culture which promotes the DAIP.
- Ensuring that our staff, volunteers, contractors and other stakeholders are educated and informed about our collective responsibility to create an accessible and inclusive community.
- Undertaking measured actions to ensure people living with a disability can access mainstream supports, programs and services, access to the built environment, events and facilities, information, communications, and employment.
- Continuously reviewing the DAIP to identify and implement opportunities and improvements.
- Ensuring that people with a disability can participate in shaping its services and objectives through a consultative process.
- Mitigating any disability discrimination by complying with relevant legislative and statutory requirements, standards and codes.

Part 2 - Action Plan

Basis for the required report pursuant to regulation 9(4) of the Disability Inclusion Regulations 2019 (SA).

Measurable Target 2.1 - Inclusive communities for all

Priority 1		Involvement in the community			
Provide inclusive access for all who engage with council					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
1.1	Install hearing loops in council chambers at Glenelg and the Kingston Room at Brighton	Lead:	Innovation & Technology	2020/2021	Within operational budget
		Support:	Buildings & Facilities		
1.2	Scope viability of making council meeting recordings available for public access	Lead:	Innovation & Technology	2021/2022	New Initiative
		Support:	Strategy & Governance		
1.3	Audit paths of travel within all council buildings, considering width, height, turning circle, contrasting strips for glass entries, slip resistance, grids and grates	Lead:	Buildings & Facilities	2022/2023	New Initiative
		Support:			
1.4	Review a number of council policies and procedures each year to ensure they are accessible, easy to read and available in various formats	Lead:	Strategy & Governance	2020/2021 – Ongoing	New Initiative for alternative formats budget
		Support:	People & Culture (WHS)		
1.5	As council documentation is developed, ensure accessibility, simplicity and consistency for all	Lead:	City Activation	2020/2021 Ongoing	Within operational budget but with New Initiative for alternative formats
		Support:	Strategy & Governance		
1.6	Consider installing a lift/elevator at Brighton Civic Centre	Lead:	Buildings & Facilities	2023/2024	New Initiative
		Support:	Strategy & Governance		

Measurable Target 2.1 - Inclusive communities for all (Continued)

Priority 2 Improving community understanding and awareness

Remove barriers and make physical changes that encourage attitudinal change

ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
2.1	Ensure access compliant council toilets are included on the National Public Toilet Map website	Lead:	Buildings & Facilities	2020/2021 Ongoing	Within operational budget
		Support:			
2.2	Ensure access compliant infrastructure and signage is included in council guidelines and policies	Lead:	Strategy & Governance	2021/2022 Ongoing	Within operational budget
		Support:			
2.3	Ensure all new council signage is access compliant (including braille where necessary)	Lead:	City Assets	2022/2023 Ongoing	Within operational budget
		Support:			
2.4	Follow an established inclusive and accessible events guideline for council events	Lead:	City Activation	2021/2022 Ongoing	Within operational budget
		Support:			
2.5	Promote the acceptance of a companion card for full access to all council events	Lead:	City Activation	2021/2022 Ongoing	Within operational budget
		Support:			
2.6	Provide education to residents about the importance of clear access along footpaths, including clearing vegetation that is overhanging footpaths, so as not to impede public access	Lead:	Regulatory Services	2020/2021 Ongoing	Within operational budget
		Support:	Development Services		
2.7	In accordance with an established maintenance schedule, control growth of roadside vegetation	Lead:	Field Services	2020/2021 Ongoing	Within operational budget
		Support:	Regulatory Services		
2.8	Consider relocating the digital information kiosk in the civic centre's foyer to make it more easily seen	Lead:	Buildings & Facilities	2020/2021	Within operational budget
		Support:	Customer Services		

Measurable Target 2.1 - Inclusive communities for all (Continued)

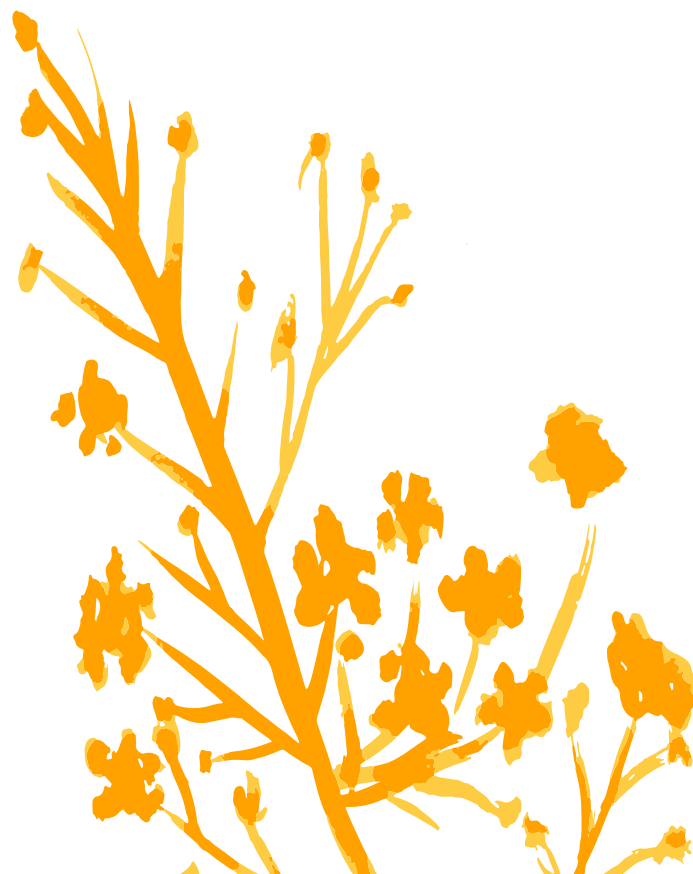
Priority 3		Promoting the rights of people living with disability			
Respect and uphold the human rights and fundamental freedoms for all people					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
3.1	Promote the value of the DAIP in inductions for new Elected Members, staff and volunteers	Lead:	Strategy & Governance	2021/2022 Ongoing	Within operational budget
		Support:	Volunteer Services People & Culture		
3.2	Actively monitor and expiate the inappropriate use of accessible carparks on council properties and roadsides	Lead:	Regulatory Services	2020/2021 Ongoing	Within operational budget
		Support:			
3.3	Investigate the potential of hosting and accommodating an 'All Abilities' festival within the city	Lead:	City Activation	2022/2023	New Initiative
		Support:			
3.4	Liaise with relevant authorities and agencies to advocate for accessible facilities and services within the council area when relevant	Lead:	Strategy & Governance	2021/2022 Ongoing	Within operational budget
		Support:	Senior Leadership Team		

Measurable Target 2.2 – Leadership and Collaboration

Priority 4		Participation in decision making			
Actively seek the perspective of people living with disability					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
4.1	Establish an 'Inclusive Communities' advisory group which includes staff and relevant community stakeholders, and actively seek their input into council plans & initiatives	Lead:	Community Wellbeing	2021/2022 Ongoing	Within operational budget
		Support:	Active Communities City Assets Building & Facilities Development Services Strategy & Governance		
4.2	Ensure promotional material for nominations to council committees and the elected body is inclusive for all	Lead:	Strategy & Governance	2021/2022 Ongoing	Within operational budget
		Support:	City Activation (Creative Services)		
4.3	Include promotion of the economic advantage of disability access to local businesses in the Economic Activation Plan and Procurement Policy	Lead:	Strategy & Governance	2020/2021	Within operational budget
		Support:	City Activation (JRMC)		

Measurable Target 2.2 – Leadership and Collaboration

Priority 5		Leadership and raising profile			
Proactively lead and promote equal access and inclusion					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
5.1	Ensure the DAIP actions are achieved and reported in line with the stated timeframes	Lead:	Leadership Team	2020/2021 Ongoing	Within operational budget
		Support:	Team Leaders Senior Leadership Team		
5.2	Promote the DAIP and its completed actions across council's communication platforms	Lead:	Community Wellbeing	2021/2022 Ongoing	Within operational budget
		Support:	City Activation Strategy & Governance		
5.3	Ensure development applications meet all access requirements and guidelines prior to approval	Lead:	Development Services	2020/2021 Ongoing	Within operational budget
		Support:	Building & Assets		



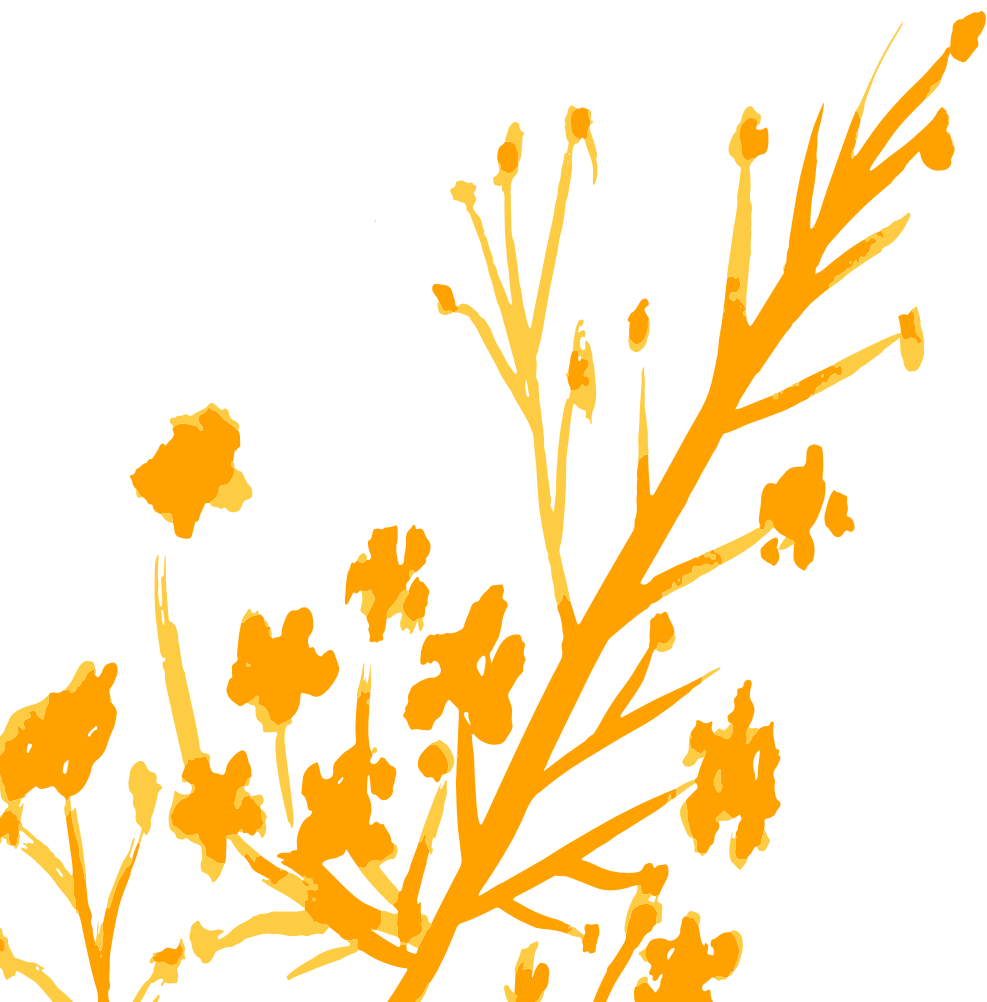
Measurable Target 2.2 – Leadership and Collaboration

Priority 6

Engagement and consultation

Make it possible for all people to participate meaningfully

ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
6.1	Ensure council's community consultations and engagements are accessible to all	Lead:	City Activation	2021/2022 Ongoing	New initiative
		Support:	Innovation & Technology		
6.4	Review council's Complaints Policy to ensure it includes the Australian Human Rights Commission as the priority agency against any kind of discrimination in the legislative framework.	Lead:	Strategy & Governance	2020/2021	Within operational budget
		Support:			



Measurable Target 2.3 – Accessible communities

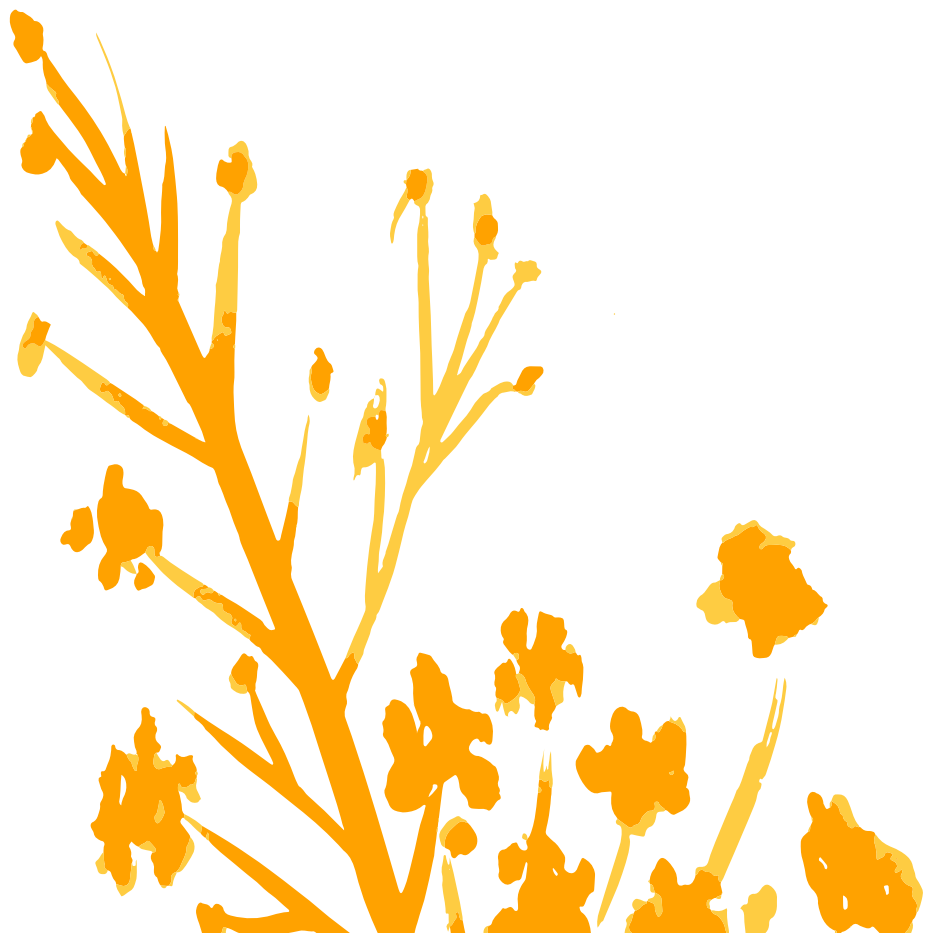
Priority 7		Universal design across council			
Create a community that is accessible and inclusive for all					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
7.1	Have relevant staff undertake appropriate universal design training through an approved provider. (Consider the free 'Introduction to Universal Design' e-course through the Centre for Universal Design Australia.)	Lead:	Development Services	2020/2021 Ongoing	Within operational budget
		Support:	Active Communities Building & Facilities		
7.2	Establish a Universal Design policy for future council facilities, services and design initiatives	Lead:	Strategy & Governance	2020/2021	Within operational budget
		Support:			
7.3	Promote a universal design culture throughout council	Lead:	Strategy & Governance	2021/2022	Within operational budget
		Support:			
7.4	Undertake annual universal design workshops for relevant staff	Lead:	Strategy & Governance	2022/2023	New Initiative
		Support:	Active Communities Development Services		
7.5	Adopt Inclusive Play Guidelines with the development of council's playgrounds and play spaces	Lead:	Active Communities	2020/2021 Ongoing	Within project budget
		Support:	Field Services		

Measurable Target 2.3 – Accessible communities (continued)

Priority 8		Accessible and available information			
Improve accessibility of council information					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
8.1	Ensure council website complies with the WCAG 2.0AA Policy	Lead:	City Activation	2021/2022 Ongoing	New Initiative
		Support:	Innovation & Technology		
8.2	Ensure the website contains information about all council inclusive services and facilities, e.g. accessible playgrounds, parking and accessible toilets	Lead:	City Activation	2021/2022	Within operational budget
		Support:	Active Communities Building & Facilities Community Wellbeing		
8.3	Consider a council wayfinding app showing all accessible assets	Lead:	Innovation & Technology	2023/2024	New Initiative
8.4	Provide accessible and inclusive improvements to the council website, and consider the use of pictograms	Support:	City Activation	2022/2023	New Initiative
		Lead:	Innovation & Technology		
8.5	Consider the installation of the free screen reader called NV Access , and large font software to computer screens in publicly accessed council locations	Lead:	Library Services	2021/2022	Within operational budget
		Support:	Innovation & Technology		

Measurable Target 2.3 – Accessible communities (continued)

Priority 8 (continued)		Accessible and available information			
Improve accessibility of council information					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
8.6	Provide magnifying sheets and large print keyboards for visually impaired people at libraries	Lead:	Library Services	2021/2022	Within operational budget
		Support:	Innovation & Technology		
8.7	Consider council rate notices and other council publications to be available digitally, enabling the use of screen readers and text magnifiers	Lead:	Financial Services	2022/2023	New Initiative
		Support:	Innovation & Technology		



Measurable Target 2.3 – Accessible communities (continued)

Priority 9		Access to services			
Consider everyone's abilities					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
9.1	Consider how disability access and inclusion can be incorporated into all council community grant categories	Lead:	Strategy & Governance	2020/2021	Within operational budget
		Support:	Community Wellbeing City Assets Strategy & Innovation Active communities		
9.2	Prepare a prioritised council footpath, tactile products and access ramps works plan, taking into account the 2020 DAIP Survey barriers	Lead:	City Assets	2022/2023	New initiative
		Support:			
9.3	Budget for and progress the footpath, tactile products and ramps works plan, as prioritised	Lead:	City Assets	2022/2023 Ongoing	New initiative
		Support:			
9.4	Ensure 'A' frame signs and alfresco dining does not obstruct disability access, and standardise throughout the council area	Lead:	Regulatory Services	2020/2021	Within operational budget
		Support:	Strategy & Governance		
9.5	Ensure council public open spaces have uninterrupted paths of travel, e.g. remove or replace barriers of vegetation and sculptures as necessary	Lead:	Regulatory Services	2021/2022 Ongoing	Within operational budget
		Support:	Field Services Strategy & Governance		
9.6	Ensure pedestrian crossovers, curbing and refuge islands are compliant and inclusive	Lead:	City Assets	2021/2022	New initiative
		Support:	Development Services Field Services		

Measurable Target 2.3 – Accessible communities (continued)

Priority 9 (continued) Access to services

Consider everyone’s abilities

ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
9.7	Develop a staged Audit Plan to measure accessibility compliance of all council buildings and public toilets; parks, reserves, walking trails, sport and recreation spaces; tourism/visitor facilities; beach access and develop a work plan	Lead:	Building & Facilities	2022/2023	New initiative
		Support:			
9.8	New upgrade works to council buildings; public toilets; parks and gardens play equipment; reserves; walking trails; sport and recreation; tourism/visitor facilities and beach access to consider accessibility and inclusion	Lead:	Building & Facilities	2022/2023 Ongoing	Within Project budgets
		Support:			
9.9	Determine if emergency egress electronic warning devices, doorways, ramps and assistance guidelines for all people, is inclusive, compliant and in place	Lead:	Building & Facilities	2021/2022	New initiative
		Support:			
9.10	Investigate viability of making all council’s beaches accessible	Lead:	Strategy & Governance	2023/2024	New initiative
		Support:	Building & Facilities City Assets Field Services		

Measurable Target 2.3 – Accessible communities (continued)

Priority 9 (continued)		Access to services			
Consider everyone's abilities					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
9.11	Install safe gopher recharging facilities within relevant council buildings and facilities	Lead:	Building & Facilities	2021/2022	New initiative
		Support:			
9.12	Undertake a review and gap analysis of the number and location of public access carparks, including roadside parking places outside council facilities	Lead:	Regulatory Services	2023/2024	Within operational budget
		Support:	Strategy & Governance		
9.13	Action the review and gap analysis of the number and location of public access carparks, including roadside parking places outside public facilities as prioritised	Lead:	Regulatory Services	2022/2023	New initiative
		Support:	Strategy & Governance		
9.14	Inspect and repair heavy opening doors in council buildings.	Lead:	Building & Facilities	2021/2022	Within operational budget
		Support:			
9.15	Ensure council customer service desks and counters are accessible	Lead:	Building & Facilities	2023/2024	New initiative
		Support:	Customer Services		

Measurable Target 2.3 – Accessible communities (continued)

Priority 9 (continued)		Access to services			
Consider everyone's abilities					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
9.16	Undertake a risk assessment, and prioritise the urgent action required, of slippery surfaces and hazards to footpaths adjacent to water fountains	Lead:	Building & Facilities	2022/2023	Within operational budget
		Support:	Field Services		
9.17	Undertake a risk assessment, and prioritise the action required to resolve public safety risks caused by some types of street trees and their shedding seeds, leaves and bark	Lead:	Building & Facilities	2023/2024	Within operational budget
		Support:	Field Services		

Measurable Target 2.4 – Learning and employment

Priority 10 Better supports within educational and training settings

Provide pathways to meaningful and inclusive employment and volunteering

ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
10.1	Implement and undertake DAIP awareness and engagement strategies on an annual basis for Elected Members, Senior Leadership Team, staff, volunteers and the community	Lead:	People & Culture	2020/2021	New initiative
		Support:	Strategy & Governance		
10.2	Investigate grant funds available to hold free workshops for 'Safe Use of Electric Mobility Scooters' working in conjunction with local suppliers and police	Lead:	Community Wellbeing	2022/2023	Within operational budget
		Support:			
10.3	Consider mental health first aid training, including refresher training, for council staff as required	Lead:	People & Culture	2021/2022 Ongoing	Within operational budget
		Support:			

Measurable Target 2.4 – Learning and employment

Priority 11 Skill development through volunteering and support in navigating the pathway between learning and earning

Create opportunities for learning and earning for all

ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
11.1	Review council volunteer policies to reflect inclusion and access for all	Lead:	Active Communities Strategy & Governance	2021/2022	Within operational budget
		Support:			
11.2	Liaise with local stakeholders for any potential council work experience and/or paid work opportunities for people with a disability	Lead:	People & Culture	2020/2021 Ongoing	Within operational budget
		Support:			



Measurable Target 2.4 – Learning and employment (continued)

Priority 12		Improved access to employment opportunities and better support within workplaces			
Provide inclusive and accessible workplaces					
ACTION		RESPONSIBILITY		TIMEFRAME	BUDGET
12.1	Investigate grant funding opportunities to support the employment of people with a disability	Lead:	Strategy & Governance	2022/2023 Ongoing	Within operational budget
		Support:			
12.2	Inform local disability employment service providers, of available council employment opportunities	Lead:	People & Culture Strategy & Innovation	2022/2023	Within operational budget
		Support:			
12.3	Establish and maintain an inclusive People Strategy which encompasses non-discriminatory employment engagement processes and the provision of appropriate employee training and workplace supports	Lead:	People & Culture	2021/2022	Within operational budget
		Support:			
12.4	Review council employee & Elected Member 'code of conduct' ensuring it is inclusive and non-discriminatory	Lead:	People & Culture	2022/2023	Within operational budget
		Support:	Strategy & Governance		
12.5	Ensure staff with disabilities are properly inducted and provided with appropriate supports where required	Lead:	People & Culture	2022/2023 Ongoing	Within operational budget
		Support:			

The font used in this document is Arial, which is the preferred font of Vision Australia and the Australian Royal Society for the Blind, to assist some people who have a visual impairment. This report is set at their recommended minimum size of 12pt.

Upon request, the information in this plan can be made available in alternative formats, including large and standard print, audio or electronic format and easy English.

Council Contact Details

Brighton Civic Centre, 24 Jetty Road, Brighton

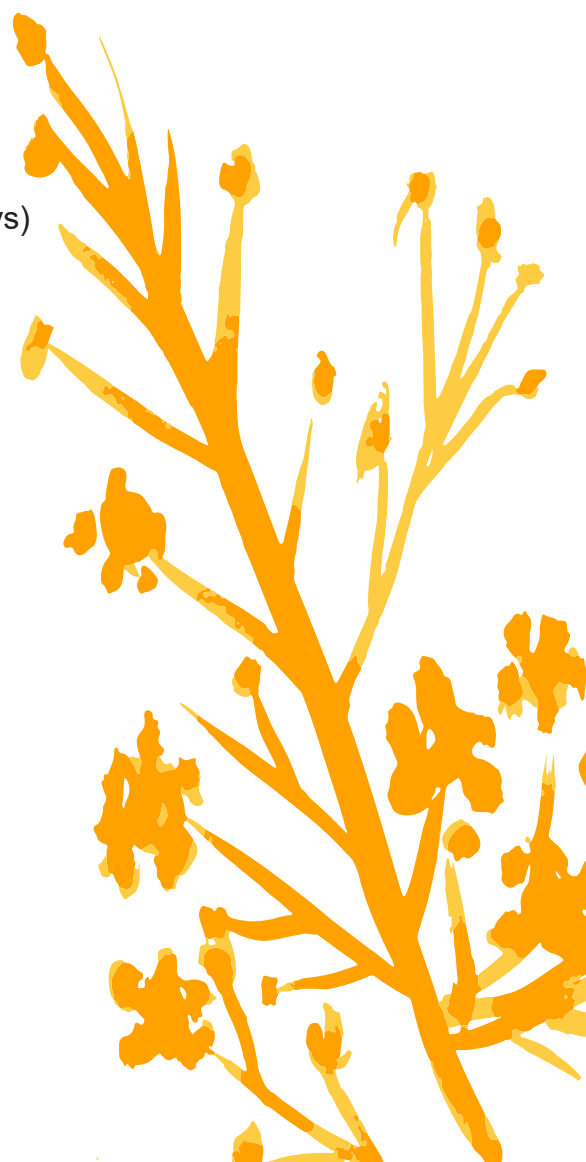
8.30am – 5pm, Monday to Friday (excluding Public Holidays)

Phone: (08) 8229 9999

By email: mail@holdfast.sa.gov.au

By post: City of Holdfast Bay
PO Box 19
BRIGHTON SA 5048

Website: www.holdfast.sa.gov.au



Item No: **15.7**

Subject: **JETTY ROAD - GLENELG LIGHTING**

Date: 27 October 2020

Written By: Manager, City Activation

General Manager: Community Services, Marnie Lock

SUMMARY

As part of the 2020/21 budget process the Jetty Road Mainstreet Committee included budget for the replacement of outdated and broken tree lights along Jetty Road.

RECOMMENDATION

That Council provide landowners consent to install temporary tree lighting on 37 trees along Jetty Road and Moseley Square Glenelg.

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Economy: Supporting and growing local business
Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Jetty Road Mainstreet Committee (JRMC) installed tree lights on Jetty Road at the end of 2013 by Rawson's Electrical, and in early 2015 lighting was installed to four extra trees at the eastern end of Jetty Road which had been delayed while waiting for infrastructure support.

A lighting masterplan has been developed as part of the overall Jetty Road Masterplan, however a time frame for the implementation for this lighting has not yet been developed. Importantly, the JRMC have been working closely with Council to align the project with the masterplan and to determine maintenance schedules post installation.

As a result JRMC resolved at a committee meeting on 12 February 2020 to allocate \$60,000 as part of annual budget planning process prioritising ambient street lighting be installed prior to summer. The existing tree lights were in a state of disrepair and lost the function to change colour. In June 2020, the existing tree lights were removed by Council, noting any interim solution would need to afford careful consideration for the Jetty Road lighting masterplan. JRMC have worked closely with the Strategic Management team and Depot to test temporary lighting options.

REPORT

Quotes for tree lighting were sought from three companies, to comply with Council procurement requirements.

Initially it had been intended to install lighting that will allow the trees along Jetty Road to be “washed” in light, from a trunk bracket and utilising existing power connections. However it was determined from two trials held in August and September that wash lights were not going to provide the street with the anticipated effect.

The JRMC has decided to now progress with installation of bud (“fairy”) lights that will partially wrap the trunks and branches of trees along Jetty Road Glenelg, and completely wrap the trunks of the palm trees in Moseley Square.

- Estimated lifecycle of fairy lights – A maintained Fairy Light system from the contractor can last 3-5 years with minimal replacements during this lifespan. The wide variation in lifespan is based how well the lights are serviced; is the system been serviced at a regular intervals and normal tree growth cycles.
- Common forms of vandalism that the contractor has encountered over the years – Nuisance vandalism is very uncommon, although does need to be considered. In cases that vandalism does occur, it is normally a string or two at waist to shoulder level which might be damaged. As the contractors fairy light system is modular, only the affected string/s need to be repaired, or replaced.
- Maintenance - automated 12-month maintenance will offer the best result and will increase the expected lifecycle of the fairy lights. The maintenance should encompass the loosening of the entire system, replacement of expired light strings (if any), reformatting the light string wraps, adjusting connectors (if needed), checking electrical tape fixings (replacing if necessary), and a good tidy up of the design.

From their years of experience, the contractor has stated a maximum of 30 minutes would be required to conduct the annual maintenance on each tree. With a total of 37 trees being wrapped with fairy lights this would equate to a maximum of 19 hours of work.

Is it estimated that the annual maintenance cost would be less than \$1,000 in depot staff costs and less than \$1,000 per annum for replacement parts if damaged.

BUDGET

The JRMC has \$60,000 ex GST in the 2020/21 budget for lighting.

LIFE CYCLE COSTS

Council should budget \$2,000 annually for the ongoing maintenance. This can be contained in the existing City Activation budget.

Item No: **15.8**

Subject: **ASSET MANAGEMENT PLAN REVIEW**

Date: 27 October 2020

Written By: Team Leader Asset Management, Manager Engineering

General Manager: City Assets, Mr H Lacy

SUMMARY

Asset Management Plans (AMPs) provide a snapshot of the current and future state of Council's infrastructure, and ensure council is maintaining and renewing its assets in a cost effective and sustainable manner.

Council has five AMPs being; Buildings, Stormwater, Transport, Open Space & Coastal and Plant and Equipment.

A report was presented to the Audit Committee 7 October Report No: 306/20 and apart from some minor wording suggestions, the Committee recommended the revised Asset Management Plans 2020 to Council for approval to undertake public consultation.

The AMPs have been reviewed and updated to include the latest asset condition and inventory data, and approved council projects. Minor wording changes suggested at the Audit Committee will be addressed following the community consultation.

The forecast indicates Council's assets are generally in good condition, however a small increase to capital renewal expenditure is required over the next 10 years.

The total renewal expenditure forecast over the next 10 years is \$83.2 Mil.

The results of the AMPs inform the Long Term Financial Plan (LTFP). Council is legislatively required to update its AMPs prior to February 2021.

RECOMMENDATION

That Council endorses the revised Asset Management Plans 2020 for public consultation subject to any minor changes approved by the Chief Executive Officer.

COMMUNITY PLAN

Community: Providing welcoming and accessible facilities

Economy: Harnessing emerging technology
Environment: Building an environmentally resilient city
Environment: Using resource efficiently
Culture: Enabling high performance
Culture: Being financially accountable
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Asset Management Policy

STATUTORY PROVISIONS

Local Government Act 1999, Section 122
Local Government (Financial Management) Regulations 2011, Regulation 5
See Section 1 in the Plans for specific legislation and relevant acts

BACKGROUND

The Local Government Act (1999) requires Council to review its AMPs within two years of a General Election, with a further six month extension applied due to Covid-19. Therefore, Council is legislatively required to update its AMPs prior to February 2021. The previous AMPs were last adopted in 2016.

The AMPs have been reviewed and updated to include the latest asset condition and inventory data, and approved council projects. Projects and future demands not already approved through the New Initiative Program or Council Strategic Documents, are not included in AMP costs. The forecast indicates council's assets are generally in good condition, however a small increase to capital renewal expenditure is required over the next 10 years. The forecast also indicates additional operational costs will be generated from Council approved upgrade projects.

The updated AMPs have taken into consideration the latest asset condition and inventory data, currently approved council projects risks, key improvements, future demands, and formalised Council's current approach to service level provision. The costs provided in the AMPs are all in current day dollars.

It is noted that the AMPs are not static documents and their purpose is to provide broad financial projections to assist in making key decisions, as well as a framework to assist staff in managing council's assets. It is anticipated a revised summary of the AMP financials will be updated and reviewed annually.

Alwyndor Aged Care has been excluded from the AMPs as it is managed as a financially self-sustaining operation, however it will develop its own AMP.

STRATEGY

The primary intent of asset management is to meet required levels of service in the most cost effective way, through the creation, acquisition, maintenance, operation, rehabilitation and

disposal of assets to provide for present and future community needs (Asset Management Policy 3.1).

Asset Management Plans (AMPs) provide a snapshot of the current and future state of Council's infrastructure, and ensure council is maintaining and renewing its assets in a cost effective and sustainable manner.

Council is committed to:

- Appropriate asset management practices to achieve Council's strategic service delivery objectives
- A systematic asset management methodology to apply appropriate asset management best practices across all areas of Council. This includes assets that are planned, created, maintained renewed, and disposed of in accordance with Council's priorities for service delivery.
- Preparing and adopting Infrastructure Asset Management Plans for asset classes in accordance with legislative requirements, and defined Council and community needs.
- Asset Management Plans informed by community consultation, financial planning and operational reporting.
- Asset Management Plan that will consider all legislative requirements together with political, social and economic environments.

In this series of AMPs, the update process employed was:

- Update unit rates for all asset classes
- Review useful lives for all asset classes
- Update condition data for all asset classes (excluding stormwater which will require extensive CCTV assessment)
- Move towards a condition-driven approach to asset renewal (where appropriate)
- Consider grouping works to reduce costs and disruption to stakeholders (where appropriate)
- Use LTFP for forecast impact of Acquisition and Maintenance costs
- Include high/very high risks and key improvement items in the early years of the renewals program
- Formalise / document (interim) service levels
- Move towards ISO 55000 compliance, showing line of sight between AMPs and Strategic Plan

The key deliverables achieved to date include:

1. Updates to data and data collection;
2. Review unit rates and useful lives;
3. Draft plans developed with Sprout Consulting;
4. Review of transport program by expert consultant who worked on previous 2016 asset plans; and
5. Refer draft AMPs to SLT for review and comment.

Next steps:

1. Council Meeting 27 October 2020;
2. Community Consultation 2 November – 25 November 2020; and
3. Council Meeting 27 January 2021/9 February 2021.

Community Engagement

Subsequent to council approval, the asset management plans will go out to 25 days community consultation, the engagement will open to the public on the 3 November 2020 (and Elected Members on 2 November 2020) and close on the 27 November 2020. Council will promote this engagement through an advertisement in the Adelaide Advertiser, as well as social media posts, and information on Your Holdfast.

Definitions

Asset: A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. This typically includes infrastructure, property, buildings, plant and equipment.

Infrastructure assets: Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths, cycle-ways, stormwater drainage, and buildings.

Level of service: The defined service quality for a particular service/activity against which service performance may be measured.

Operational: Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life. Includes cleaning and minor repairs, such as stormwater GPT cleaning, street sweeping, and pothole repairs. Includes overheads, such as wages and utility costs incurred during operational activities.

Renewal: Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

Acquisition: Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.

Summary

The total expenditure forecast over the next 10 years is \$83.2 Mil (current day dollars). This represents an increase of \$10.1 Mil over 10 years as compared to the previous Asset Management Plans 2016 and LTFP.

Although the increase is modest, the updated AMPs 2020 significantly changes the renewal allocations between asset classes, with less funding for transport and more for buildings and open space.

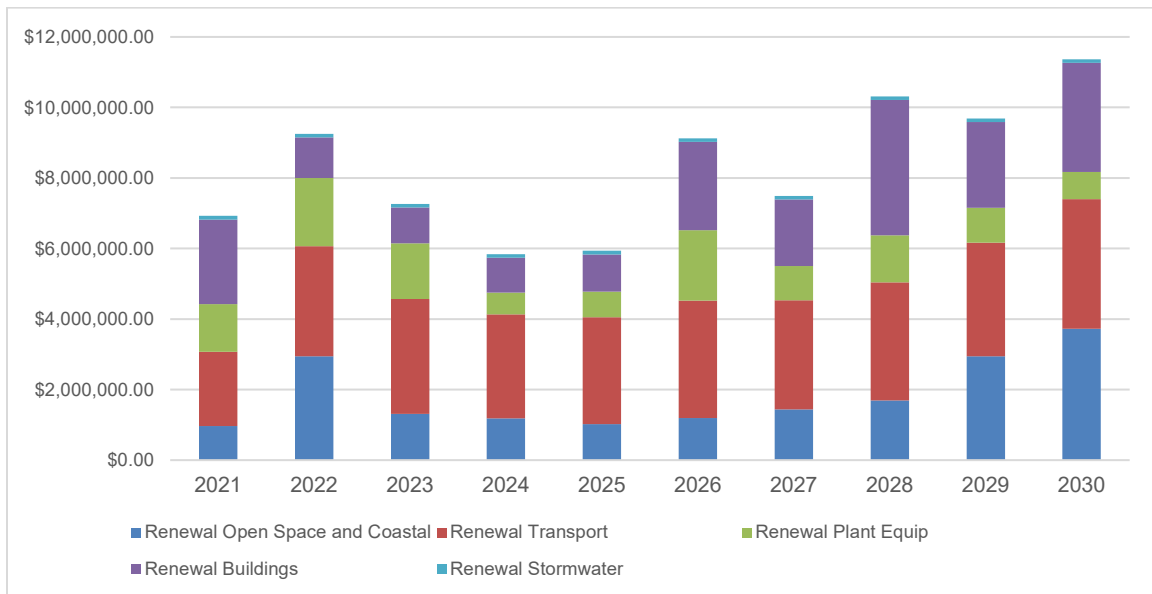


Figure 1: AMPs 2020 - 10 Year Forecast Renewals (current day \$s)

Refer Attachment 1

Buildings AMP

City of Holdfast Bay owns or has care and control of 130 buildings across 81 locations providing accommodation for Council’s civic, administrative and operational functions as well as providing community services, such as sporting and recreational activities, surf lifesaving clubs, libraries, community centres, public toilets, depot and basic storage sheds. The portfolio also include several buildings and facilities for commercial and tourism (income generating) purposes. The buildings covered by this report have a current replacement value of \$108 million.

Refer Attachment 2

The 10 year forecast renewal expenditure for Building assets is \$20.4 Mil. This includes renewals brought forward through approved projects, most notably the Caravan Park Stage 2 and Glenelg Town Hall Upgrade Stage 2 and 3 projects in 2021.

Refer Attachment 1

Changes from the previous Buildings AMP include:

- Inventory, condition, and unit rate data updated to align with 2019 Assetic Audit. Data now to a room, rather than building level.
- Condition-based renewal program.
- Works are grouped into refurbishment and upgrade programs, to generate efficiencies of scale, and prevent disruption to stakeholders where possible.
- Building hierarchy to ensure high criticality buildings are maintained to a high standard.
- Levels of Service documented, including operational response times.
- DDA audits and upgrades included.

It is noted that there is likely to be a gap between leased maintenance activities and Council’s service levels as outlined in this plan. The extent of this gap is yet unknown. This gap should be reviewed and accounted for in discussion with the relevant leasee. It is recommended this is reviewed prior to next budget allocation.

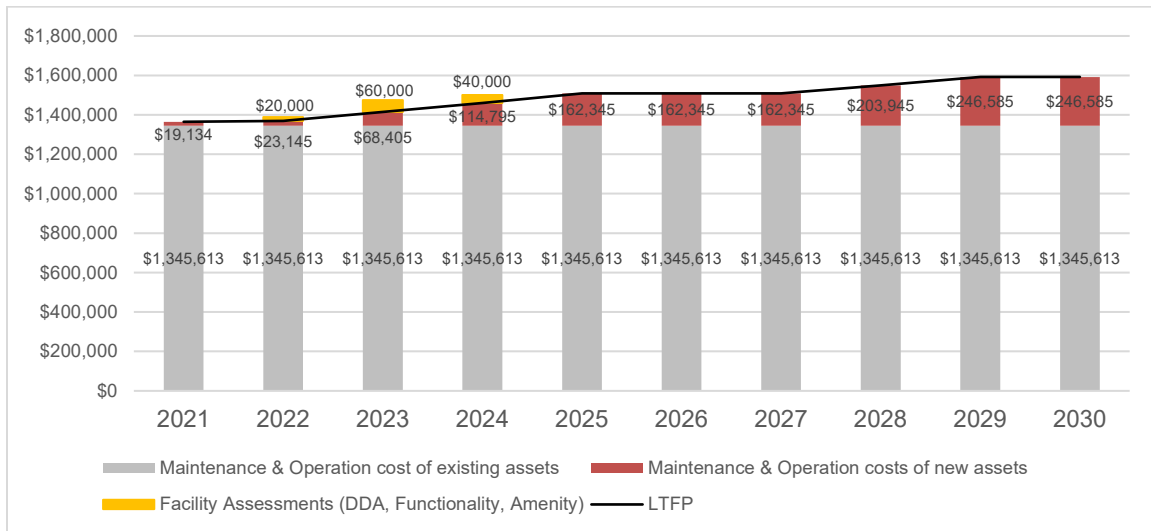


Figure 2: Buildings AMPs 2020 - 10 Year Forecast Operational Costs (current day \$s)

Information on functionality, compliance and amenity were lacking for portions of the building portfolio. These elements will form an important part of the replacement triggers, complementing the condition data already available. These should be audited prior to the next Asset Management Plan review and fully integrated into the forecast renewal program.

It appears that future demand for Holdfasts Buildings and Facilities is rapidly changing with a focus on buildings compliance, environmental sustainability, multi-use facilities, and gender equity. The forecast acquisition expenditure is \$24.7 Mil, partially offset by an anticipated \$11.2 Mil in External Funding / Grants. This includes the Glenelg Town Hall Upgrade Stage 2 and 3, as well as the Glenelg Oval Masterplan work. DDA compliance and safety improvements have also been included in the AMP costs (Figure 3).

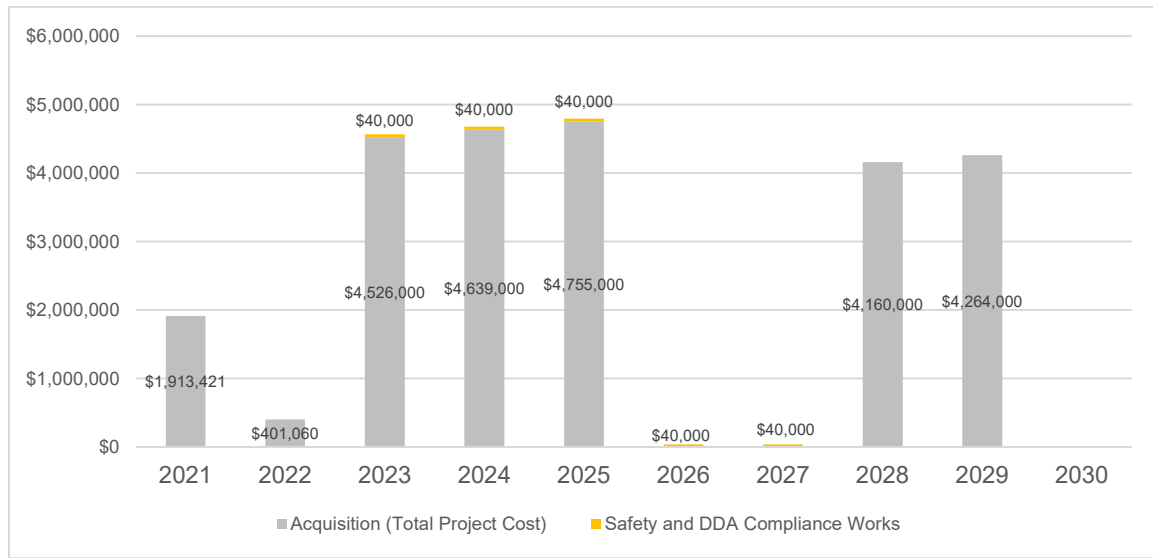


Figure 3: Building AMPs 2020 - 10 Year Forecast Acquisition Costs (current day \$s)

Stormwater AMP

The City of Holdfast Bay is reliant on a well-planned and extensive stormwater drainage network to provide flood protection to properties. We maintain 70 kilometres of underground pipes with sizes between 100 mm diameter and 3.6 m wide culverts and over 2,000 pits and junction boxes. In addition, Council has various stormwater assets including tree inlet pits, water sensitive urban design, pumps, rising mains, and 5 gross pollutant traps. The total replacement value of this infrastructure is estimated at \$58.5M.

Refer Attachment 3

The 10 year forecast renewal expenditure for Stormwater assets is \$1.03 Mil. The forecast acquisition expenditure is \$19.2 Mil, partially offset by an anticipated \$8.5 Mil in Further New Initiative Funding/ External Funding / Grants.

Refer Attachment 1

Changes from the previous Stormwater AMP include:

- A reduction in the renewal forecast. Based on a CCTV sample, our stormwater assets are in fair condition and further inspections are required to confirm this. The relatively low replacement costs forecast over the next 10-years reflects this fair condition and long useful life. There is a large replacement program anticipated from 2040 onwards.
- Increase in forecast acquisition costs. The Approved Stormwater Strategy indicates Council needs to invest \$19.2 Mil (total project cost, current day dollars) over the next 10 years in major stormwater upgrades to increase the capacity of our stormwater system to reduce flood risk for properties (Figure 3). It is anticipated external/ grant funding from Marion Council and the Stormwater Management Authority will partially fund this program (Figure 4). The net contribution by Council is consistent over the 10 years with additional funding from external funding.

- Increase in forecast operations costs as a result of the planned acquisition projects (Figure 5).

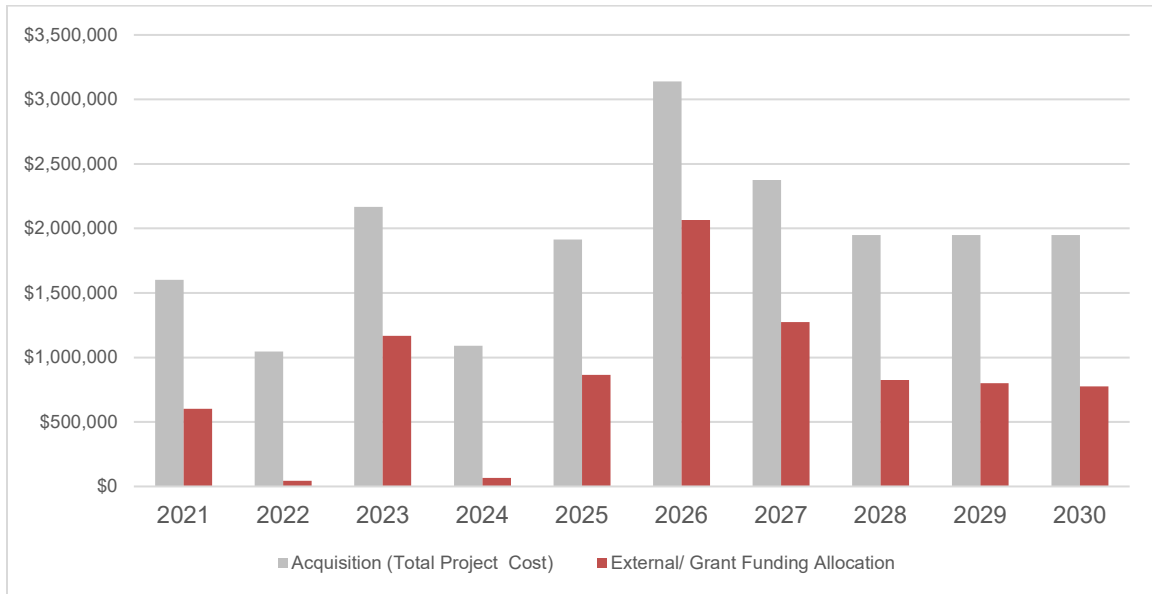


Figure 4: Stormwater AMPs 2020 - 10 year Forecast Acquisition Costs (current day \$s)

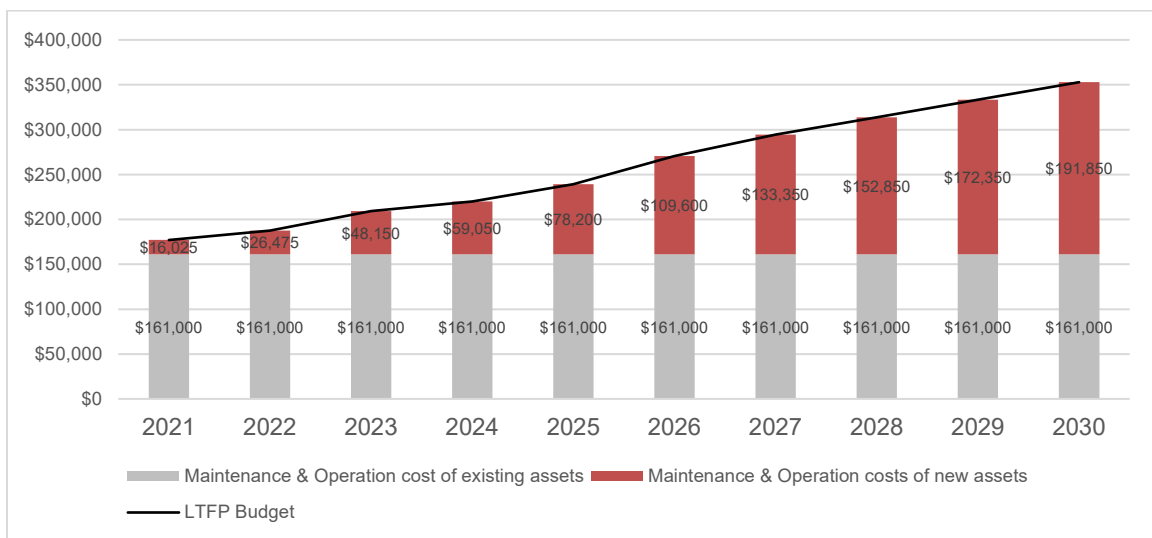


Figure 5: Stormwater AMPS 2020 - 10 Year Forecast Operational Costs (current day \$s)

Transport AMP

The City of Holdfast Bay has 178 km of transport network catering for road users, including vehicles, pedestrians, and cyclists. Key road assets include roads, kerbs, bridges and footpaths, as well as supporting assets such as street lighting, bus shelters, line marking, and signage. Our road assets are used for movement of vehicles as well as on -street parking. The overall values of the Transport Portfolio is \$259 Mil.

Refer Attachment 4

The 10 year forecast renewal expenditure for Transport assets is \$31.1 Mil. The forecast acquisition expenditure is \$28.5 Mil, partially offset by an anticipated \$10.4 Mil in External Funding / Grants.

Refer Attachment 1

Whilst the physical condition of the assets is considered good and the number of community complaints is low, there are views within the community that the function of some roads is below standard; for example through congestion, excessive speed, narrow road width, intersection treatments, lack of on street parking, lack of safe cyclist and pedestrian paths or insufficient lighting.

Changes from the previous Transport AMP include:

- Roads resealed every 25 years, instead of 35. This aligns better with industry standards. This has been applied as a flat, rather than condition-based program.
- Kerb replacement during road treatment decreased to 40%, in line with actual costs.
- Rejuvenation program significantly reduced in line with community expectations.
- Unit rates updated.
- LED Street Lighting fixtures (luminaires only) with a value of \$920,000, have recently transferred to Council and have a long warranty and expected life. Their maintenance and operational costs are included in the forecast budget. It is anticipated this will be sufficient to maintain these items on an ongoing basis.
- The Jetty Road Mainstreet Project is included in the Transport Plan.

Modifications to the Transport Program have been reviewed and confirmed by asset engineer Steve Walker, in consultation with internal staff.

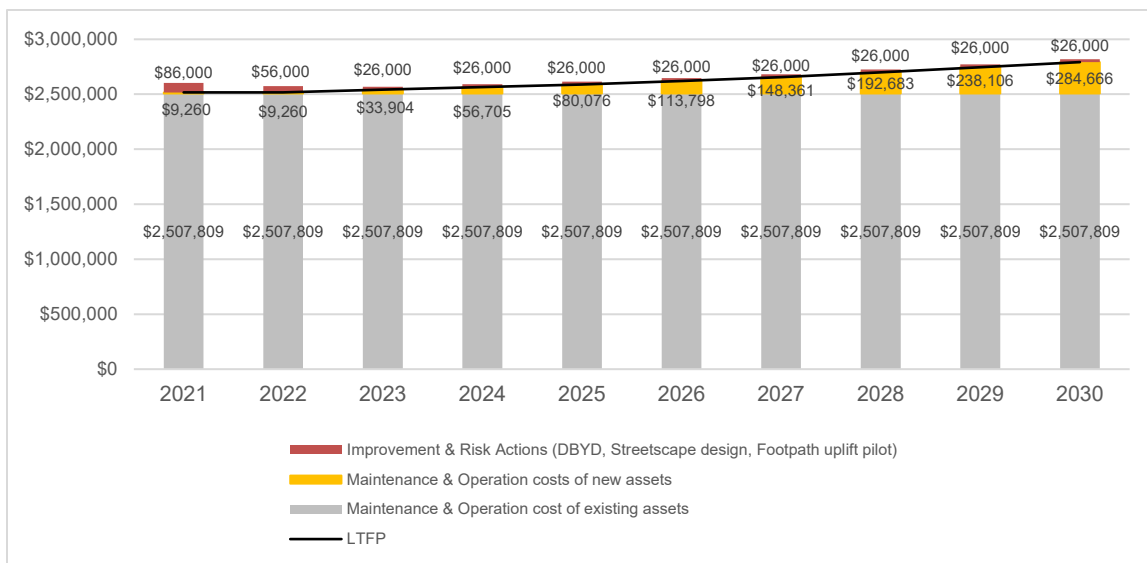


Figure 6: Transport AMPs 2020 - 10 Year Forecast Operational Costs (current day \$s)

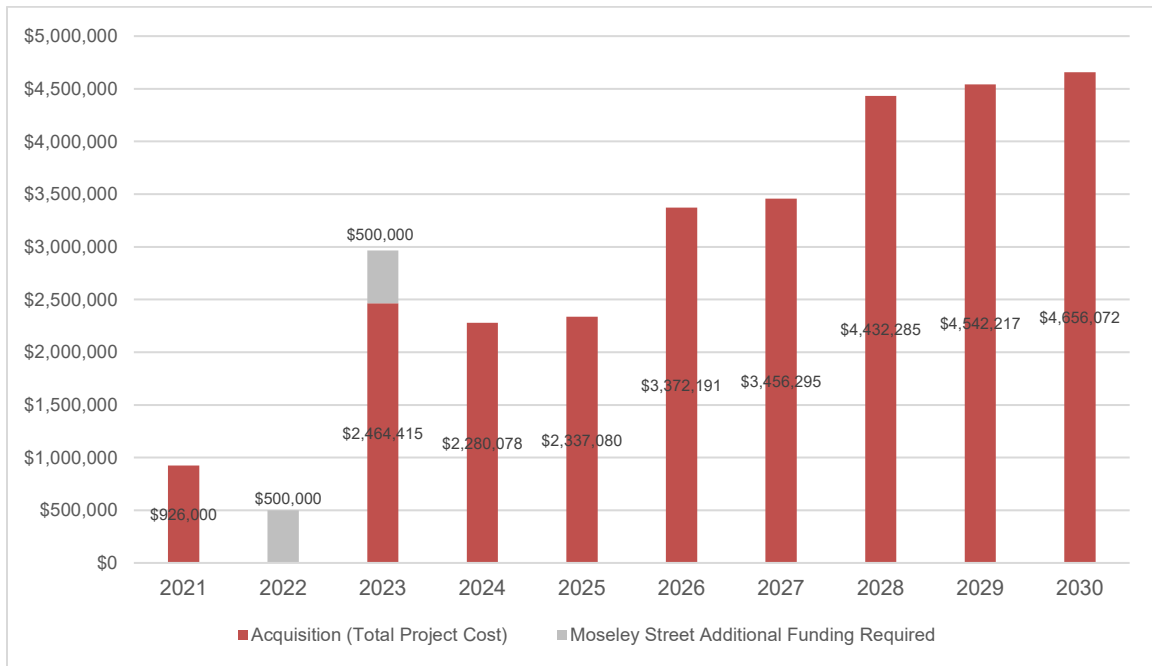


Figure 7: Transport AMPs 2020 - 10 Year Forecast Acquisition Costs (current day \$s)

Open Space and Coastal

The City of Holdfast Bay has over 100 open space and coastal areas, incorporating parks and reserves, streets, corridors and civic spaces, and coastal areas. The total value of Holdfast’s Open Space and Coastal portfolio is \$73 Mil. Examples of assets within these spaces include playgrounds, fencing, bins, benches, shelters, artwork, and paths through reserves, access ramps, retaining walls, seawalls, and drinking fountains. Coastal assets, for the purposes of this plan, include all assets west of the edge of kerb that runs alongside the western edge of Coast Park pedestrian walkway. The portfolio also includes marine structures, such as the Patawalonga Lock and Glenelg Jetty. Assets range in condition and quality based on several factors including age and quality, its suitability to the physical environment (e.g. coastal or inland), usage, and asset maintenance program.

Refer Attachment 5

A large number of found assets, identified during the 2017 JLL open space condition audit, have been included in this AMP. This has increased forecast renewal expenditure from the previous AMP.

The 10 year forecast renewal expenditure for Open Space and Coastal assets is \$18.4 Mil. A significant portion of this expenditure relates to the Patawalonga Lock (\$869 K), as well as sports court resurfacing (\$293 K). The forecast acquisition expenditure is \$4.2 Mil, partially offset by an anticipated \$1.3 Mil in External Funding / Grants.

Refer Attachment 1

It was noted that a review of the Patawalonga Lock is currently underway, and it is anticipated further expenditure may rise as a result.

Changes from the previous Open Space and Coastal AMPs include:

- Application of the hierarchy of open space areas as outlined within the Open Space and Public Realm Strategy (2018-30) and the subsequent Playspace Action Plan (2019 – 29).
- Unit rates updated to match style guide, noting that not all open space will have style guide infrastructure.
- Asset inventory, condition, useful lives, and unit rates aligned to 2017 JLL revaluation and condition assessment.

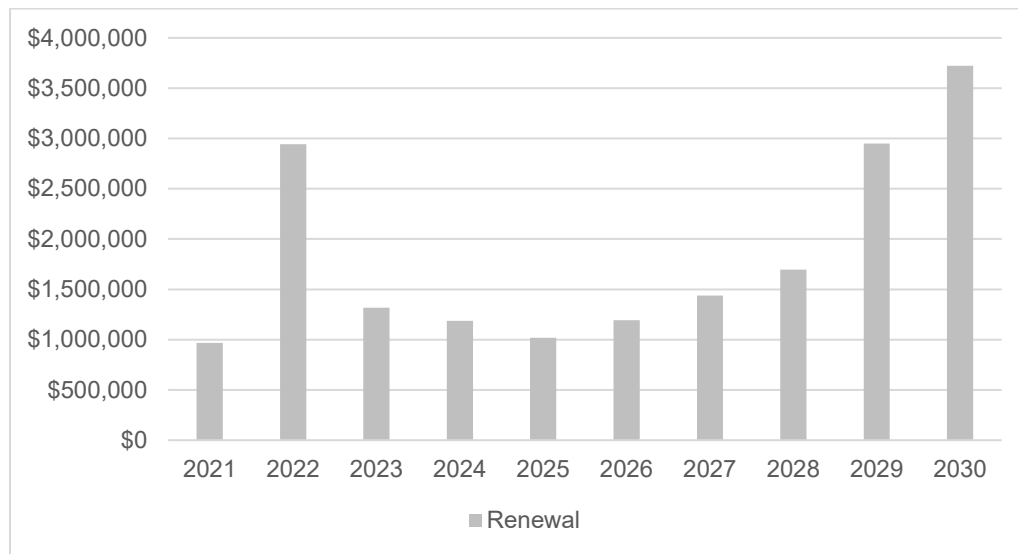


Figure 8: Open Space and Coastal AMPs 2020 - 10 Year Forecast Renewal Costs (current day \$s)

In response to rising demands, Council's in metropolitan Adelaide are undertaking significant upgrades to public open spaces, particularly with regards to recreation hubs, sporting precincts and play spaces. Over the next three years a large number of upgrades are planned within Holdfast, most notably the Wigley Playspace Upgrade and Glenelg Oval Upgrade projects. These projects will result in a rise to the forecast maintenance and operational costs over time, which needs to be considered in future budgets.

It was also noted that several long lived, high cost coastal assets, such as sea walls and rock revetments, were not included in the AMP costs. Further consideration should be given to these items.

Plant and Equipment AMP

City of Holdfast Bay own, operate and maintain 190 plant and equipment with a replacement value of \$7.6 mil. These assets support the delivery a number of services, including 31 car fleet as pool vehicles for administrative and depot staff, 37 heavy vehicles, 67 minor plant, and 55 major plant which deliver Field Service's civil, rapid response, and open space programs, as well as Community Wellbeing's home maintenance and bus programs.

Refer Attachment 6

The 10 year forecast renewal expenditure for Plant and Equipment assets is \$12.3 Mil. It is anticipated renewal costs will be partially offset by disposal proceeds (trade in) estimated at \$3.68M.

Refer Attachment 1

Council’s is committed to the maintenance, repair and replacement of its plant and equipment assets, to ensure they are able to operate safely and efficiently.

Changes from the previous Plant and Equipment AMP include:

- Useful lives updated ranging from 3 years for car fleet, to 10 years for major plant.
- Condition data updated - Small backlog of heavy machinery to be addressed in the next three years.
- Inventory updated.
- Provision for Improved disability access in Council’s two large community buses.

The performance and function of the Plant and Equipment assets will be maintained at a safe standard at all times, through regular inspections and servicing that is compliant with legislative requirements and manufacturing specifications. Risk assessments are regularly completed on all plant and equipment.

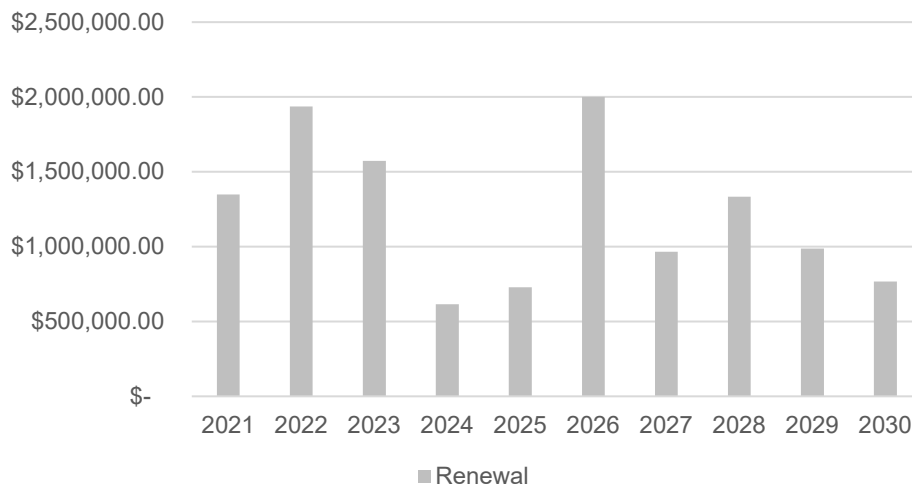
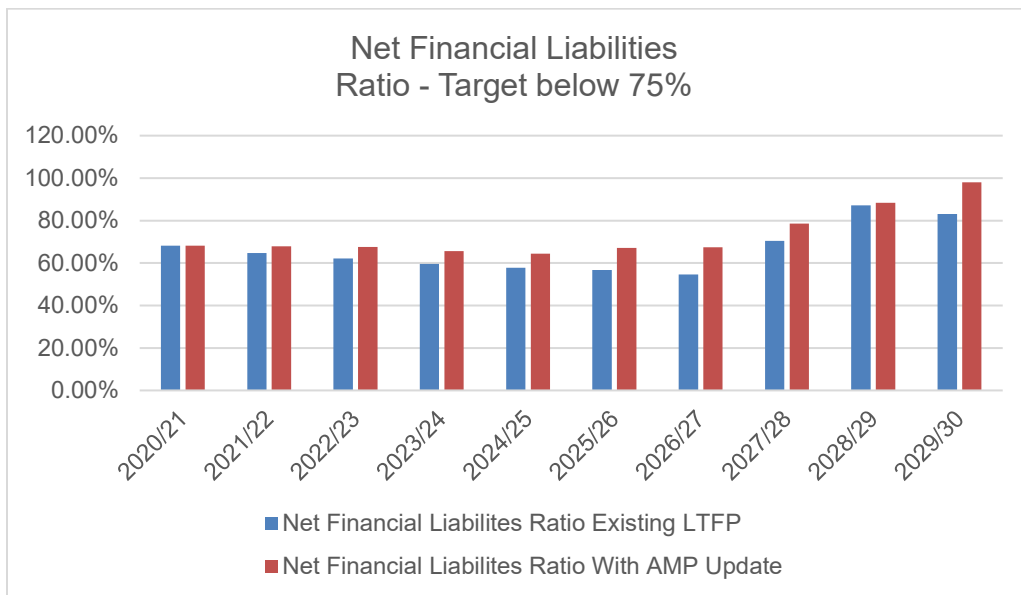
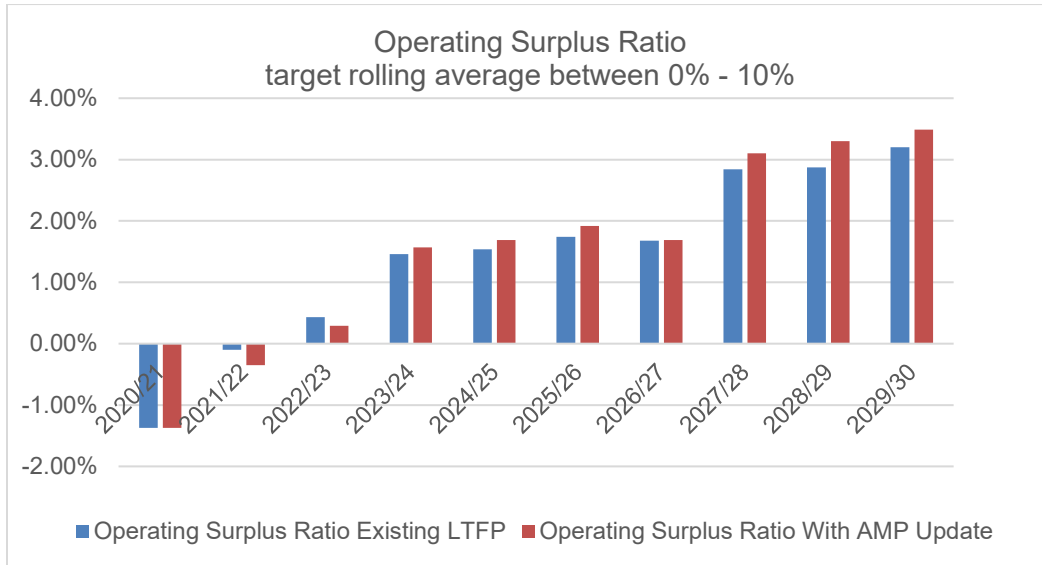


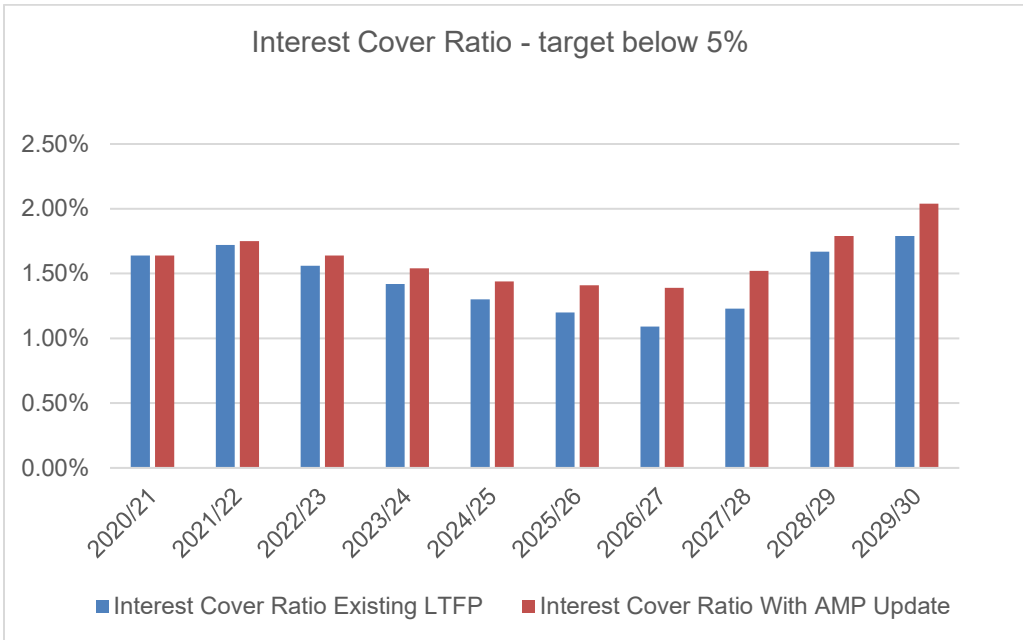
Figure 9: P&E AMPs 2020 - 10 Year Forecast Renewal Costs (current day \$s)

Financial Implications

The proposed AMP has been applied to the existing Long Term Financial Plan (LTFP) to compare the outcomes. Under both scenarios the LTFP model includes major new strategic projects including stormwater upgrades, Glenelg Oval, Jetty Road Glenelg and Kingston Park. Annual provisions have also been made for new initiatives.

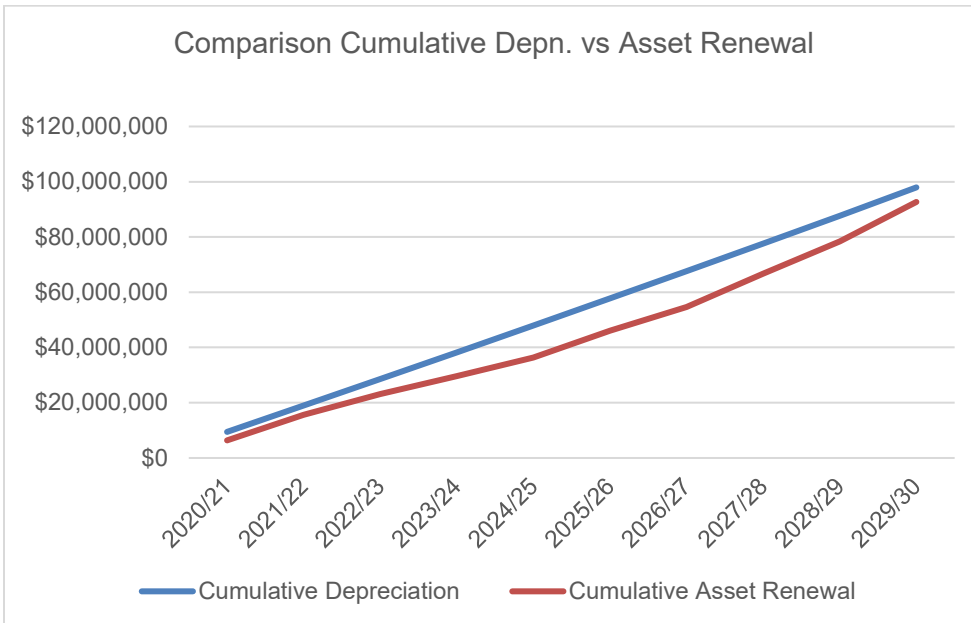
The key comparative financial indicator charts are highlighted below:





The outcomes indicate that Councils main financial targets are not breached in the short to medium term while there is an overall trend upwards as additional renewal expenditure is incurred on existing assets.

An additional analysis has been undertaken of how expenditure on asset renewal compares with depreciation over the term on the plan. The following chart shows a reasonably close correlation indicating that the capital renewal expenditure forecast is reasonable compared with the useful life of the assets.



The LTFP will be further reviewed to take into account the 2019/20 audited financial statements, subsequent budget updates and any forecast changes in the LGPI. This will be reported to the next Audit Committee meeting.

Key Findings:

The key findings and assumptions of the asset plans are:

- Assets owned or under care and control of Council's are in good-fair condition, with a \$10.1 Mil increase over 10-years in capital expenditure required to ensure a backlog does not develop.
- Program assumes the external and internal visual condition assessments conducted so far are indicative of sub-surface and structural condition. Further investigation into subsurface and structural condition of assets, most notably stormwater, road pavement and the Patawalonga Lock, is underway. Early indications are that additional funding may be required as a result of this. Asset Plans will need to incorporate this information at next annual review.
- Two key demands identified as having an impact on council's assets were climate change and demographics. The findings of the integrated transport strategy, environment strategy, and strategic property review will have an impact and should consider these asset management plans.
- A detailed revaluation of assets should be undertaken over the next two years.
- The plans assume the current level of service and business structure will remain unchanged during the 10 year window.
- The plans only consider approved New Initiative Projects. Caution required when approving further projects, to ensure that the impact on operational budgets are fully accounted for. These will have a significant, cumulative effect on Council's forecast operational budgets. The 1% forecast operational costs are a broad estimate and should be refined to specific asset classes for future reviews.
- Asset Management Plans are a living document, which should be updated and reviewed annually.

BUDGET

The asset management plans will inform the Long Term Financial Plan. As such, decisions made in the asset management plans may impact significantly upon Council's Long Term Budget.

LIFE CYCLE COSTS

The asset management plans will inform the Long Term Financial Plan. As such, decisions made in the asset management plans may impact significantly upon Council's Long Term Budget. Life cycle cost estimates are considered specifically in each plan. This includes provision for risk and improvement items identified in the plan.

Attachment 1



Attachment 1

Buildings Financial Summary

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Acquisition (Total Project Cost)	\$1,913,421	\$401,060	\$4,526,000	\$4,639,000	\$4,755,000	\$0	\$0	\$4,160,000	\$4,264,000	\$0	\$24,658,481
Maintenance & Operation cost of existing assets*	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$13,456,130
Maintenance & Operation costs of new assets	\$19,134	\$4,011	\$45,260	\$46,390	\$47,550	\$0	\$0	\$41,600	\$42,640	\$0	\$246,585
Renewal	\$2,393,886	\$1,147,734	\$1,016,203	\$990,754	\$1,046,338	\$2,502,578	\$1,892,355	\$3,832,719	\$2,432,957	\$3,095,318	\$20,350,842
Disposal	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Facility Assessments (DDA, Functionality, Amenity)	\$0	\$20,000	\$60,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Safety and DDA Compliance Works	\$0		\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$200,000
TOTAL COST	\$5,672,054	\$2,920,418	\$7,033,076	\$7,101,757	\$7,234,501	\$3,888,191	\$3,277,968	\$9,379,932	\$8,085,210	\$4,440,931	\$59,034,038
External/ Grant Funding Allocation	\$0	\$0	-\$2,262,816	-\$2,319,387	-\$2,377,372	\$0	\$0	-\$2,080,137	-\$2,132,141	\$0	-
COUNCIL FUNDING REQUIRED	\$5,672,054	\$2,920,418	\$4,770,260	\$4,782,370	\$4,857,129	\$3,888,191	\$3,277,968	\$7,299,795	\$5,953,069	\$4,440,931	\$47,862,185

*Estimate based on historical spend

Stormwater Financial Summary

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Acquisition (Total Project Cost)	\$1,602,500	\$1,045,000	\$2,167,500	\$1,090,000	\$1,915,000	\$3,140,000	\$2,375,000	\$1,950,000	\$1,950,000	\$1,950,000	\$19,185,000
Maintenance & Operation cost of existing assets*	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$1,610,000
Maintenance & Operation costs of new assets	\$16,025	\$10,450	\$21,675	\$10,900	\$19,150	\$31,400	\$23,750	\$19,500	\$19,500	\$19,500	\$191,850
Renewal	\$110,637	\$100,000	\$100,000	\$100,000	\$114,875	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,025,512
Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	\$1,890,162	\$1,316,450	\$2,450,175	\$1,361,900	\$2,210,025	\$3,432,400	\$2,659,750	\$2,230,500	\$2,230,500	\$2,230,500	\$22,012,362
External/ Grant Funding Allocation	-\$602,500	-\$45,000	-\$1,167,500	-\$67,000	-\$866,000	-\$2,065,000	-\$1,275,000	-\$825,000	-\$800,000	-\$775,000	-\$8,488,000
COUNCIL FUNDING REQUIRED	\$1,287,662	\$1,271,450	\$1,282,675	\$1,294,900	\$1,344,025	\$1,367,400	\$1,384,750	\$1,405,500	\$1,430,500	\$1,455,500	\$13,524,362

*Estimate based on historical spend

Transport Financial Summary

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Acquisition (Total Project Cost)	\$926,000	\$0	\$2,464,415	\$2,280,078	\$2,337,080	\$3,372,191	\$3,456,295	\$4,432,285	\$4,542,217	\$4,656,072	\$28,466,633
Maintenance & Operation cost of existing assets*	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$25,078,090
Maintenance & Operation costs of new assets	\$9,260	\$0	\$24,644	\$22,801	\$23,371	\$33,722	\$34,563	\$44,323	\$45,422	\$46,561	\$284,667
Improvement & Risk Actions (DBYD, Streetscape design, Footpath uplift pilot)	\$86,000	\$56,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$350,000
Moseley Street Additional Funding Required	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Renewal	\$2,108,249	\$3,119,894	\$3,254,475	\$2,946,076	\$3,034,043	\$3,327,903	\$3,098,821	\$3,348,648	\$3,219,620	\$3,682,278	\$31,140,007
Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	\$5,637,318	\$6,183,703	\$8,777,343	\$7,782,764	\$7,928,303	\$9,267,625	\$9,123,488	\$10,359,065	\$10,341,068	\$10,918,720	\$86,319,397
External/ Grant Funding Allocation	-\$920,000	\$0	-\$1,103,415	-\$760,078	-\$779,080	\$1,124,191	-\$1,152,295	-\$1,477,285	-\$1,514,217	-\$1,552,072	-\$10,382,633
COUNCIL FUNDING REQUIRED	\$4,717,318	\$6,183,703	\$7,673,928	\$7,022,686	\$7,149,223	\$8,143,434	\$7,971,193	\$8,881,780	\$8,826,851	\$9,366,648	\$75,936,764

*Estimate based on historical spend

Open Space and Coastal Financial Summary

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Acquisition (Total Project Cost)	\$2,182,014	\$1,941,000	\$58,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,181,014
Maintenance & Operation cost of existing assets*	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$31,901,630
Maintenance & Operation costs of new assets	\$21,820	\$19,410	\$580	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,810
Renewal	\$965,957	\$2,944,295	\$1,316,141	\$1,188,231	\$1,019,180	\$1,193,478	\$1,437,394	\$1,694,948	\$2,949,130	\$3,721,896	\$18,430,650
Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	\$6,359,954	\$8,094,868	\$4,564,884	\$4,378,394	\$4,209,343	\$4,383,641	\$4,627,557	\$4,885,111	\$6,139,293	\$6,912,059	\$54,555,104
External/ Grant Funding Allocation	-\$484,601	-\$827,860	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$1,312,461
COUNCIL FUNDING REQUIRED	\$5,875,353	\$7,267,008	\$4,564,884	\$4,378,394	\$4,209,343	\$4,383,641	\$4,627,557	\$4,885,111	\$6,139,293	\$6,912,059	\$53,242,643

*Estimate based on historical spend

Plant and Equipment Financial Summary

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Acquisition (Total Project Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance and Operation cost of existing assets*	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$4,976,200
Maintenance and Operation cost of new assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal	\$1,349,500	\$1,936,436	\$1,573,960	\$615,181	\$727,752	\$2,001,553	\$965,310	\$1,334,402	\$987,337	\$767,466	\$12,258,897
Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Improved Disability Access Community Bus	\$0	\$0	\$80,000	\$0	\$80,000	\$0	\$0	\$80,000	\$0	\$80,000	\$320,000
COUNCIL FUNDING REQUIRED	\$1,847,120	\$2,434,056	\$2,151,580	\$1,112,801	\$1,305,372	\$2,499,173	\$1,462,930	\$1,912,022	\$1,484,957	\$1,345,086	\$17,555,097

*Estimate based on historical spend

Note all figures are in current day dollars. Year is year ending of FY.

Attachment 2





BUILDING

ASSET MANAGEMENT PLAN 2020



Welcome



Amanda Wilson
Mayor
City of Holdfast Bay

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TRADITIONAL CUSTODIANS

We acknowledge the Kaurna 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 Kaurna people today.

Abbreviations

Asset Management Plan	AMP
Levels of Service	LoS
Long Term Financial Plan	LTFP

Executive Summary

City of Holdfast Bay owns or is in care and control of 130 buildings across 81 locations providing accommodation for Council's civic, administrative and operational functions as well as providing community services, such as sporting and recreational activities, surf lifesaving clubs, libraries, community centres, public toilets, depot and basic storage sheds. The portfolio also include several buildings for commercial and tourism (income generating) purposes. The buildings covered by this report have a current replacement value of \$108 million.

In February 2019, a Level 2 condition assessment was undertaken on the building portfolio by Knowledge AMS and modeling completed by Assetic, providing a snapshot of the condition of our asset stock to a room level, and identifying issues that require remediation. Although on average our buildings are in good condition, the audit indicated the condition of our building stock varied considerably, with some critical facilities approaching refurbishment/replacement in the short term. The report also highlighted City of Holdfast Bay's reliance on external sources of funding and maintenance by lease holders to ensure buildings meet our required service standards.

Given constraints in operational budgets, this asset plan recommends that City of Holdfast Bay increases its building capital expenditure to ensure levels of service can be maintained, and critical buildings remain in early-mid life. As external sources of funding are received, this will partially offset this increased expenditure. The renewal program in this AMP is aligned to the building hierarchy to ensure high criticality buildings, such as the Brighton Civic Centre, are maintained to a high standard. Works are grouped into refurbishment and upgrade programs, to generate efficiencies of scale, and prevent disruption to stakeholders where possible. Moving forward lease arrangements should progressively be aligned to agreed service levels as outlined in this asset plan.

Information on functionality, safety and amenity were lacking for the building portfolio. These elements will form an important part of the replacement triggers, complementing the condition data already available. These should be audited prior to the next Asset Management Plan review and fully integrated into the forecast renewal program.

Future demand for City of Holdfast Bay's Buildings and Facilities is rapidly changing with a focus on buildings compliance, environmental sustainability, multi-use facilities, and gender equity. Several major building upgrades are currently, or will soon be, underway:

- › The Brighton and Glenelg Oval redevelopments will replace the majority of the club rooms and associated grounds.
- › An ongoing restoration of the Glenelg Town Hall and Bay Discovery Centre will restore much of the external fabric of this heritage listed building.
- › An upcoming feasibility study for combining the Brighton Civic Centre into a Community Hub potentially will bring forward a renewal/upgrade to this facility and the neighbouring Brighton Library.

The strategic direction of City of Holdfast Bay's property and its Asset Management Plans should complement each other. Future projects should consider and make reference to the service level framework outlined in this asset plan, and planned works adjusted accordingly.





Building Asset Management Plan

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.

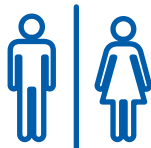
TOTAL VALUE OF ASSETS: \$108M



COMMERCIAL BUILDINGS



COUNCIL BUILDINGS



PUBLIC TOILETS



SPORTING BUILDINGS



COMMUNITY BUILDINGS



UTILITY

OVERALL BUILDING ASSET CONDITION IS GOOD

67%
LIFE REMAINING

LEVELS OF SERVICE



COMMUNITY

- › Quality
- › Function/ Capacity
- › Safety
- › Cost Effectiveness
- › Responsiveness



TECHNICAL

- › Condition
- › Function/ Accessibility
- › Safety
- › Cost Effectiveness
- › Environmental



OPERATIONAL

- › Reactive – Maintenance
- › Long Term – Maintenance

A healthy, creative, connected community

- › Building a healthy, active and resilient community
- › Providing welcoming, accessible facilities

A diverse and resilient local community

- › Supporting and growing local business



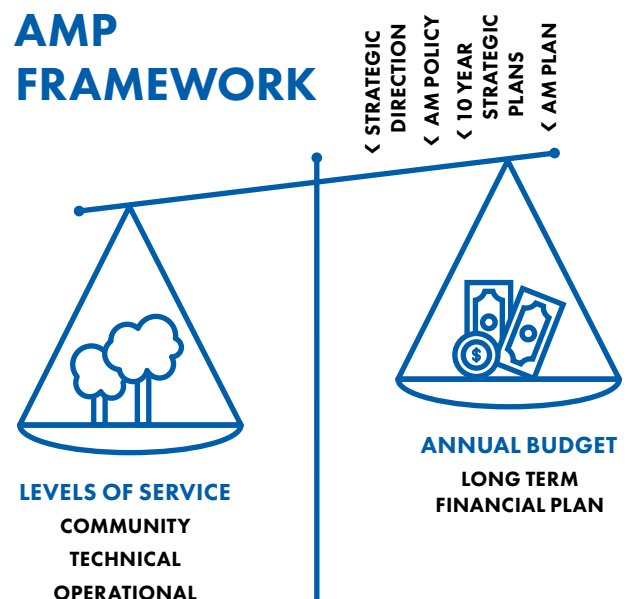
An effective customer-centred organisation

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

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

- › Creating lively and safe places
- › Building character and celebrating history

AMP FRAMEWORK

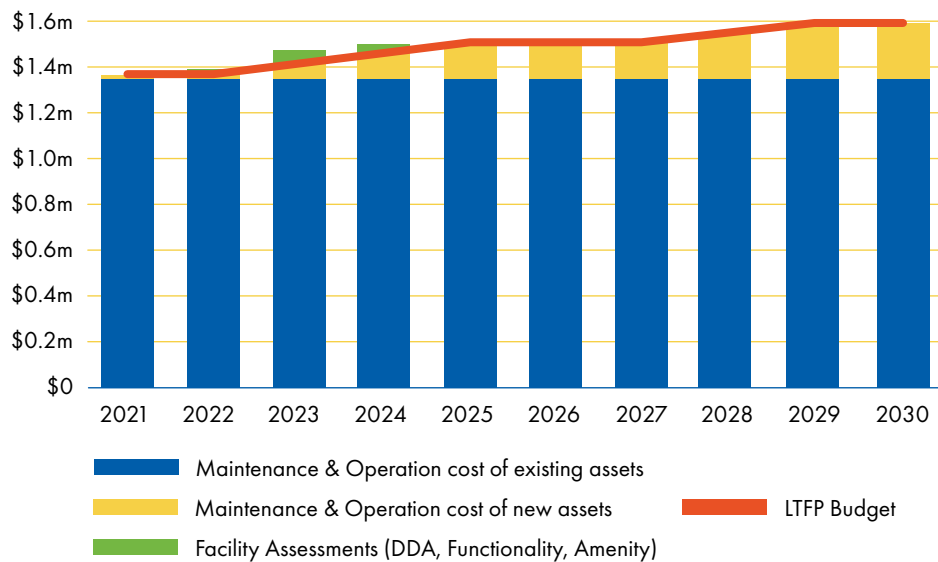


ASSET SUSTAINABILITY RATIO: 100%

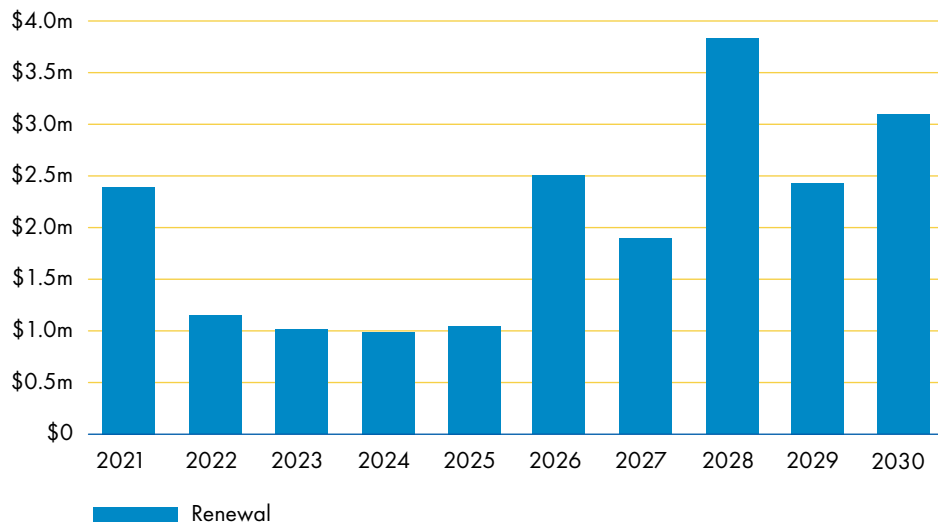
The Asset Sustainability Ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing service levels. Over the next 10 years of forecasting, City of Holdfast Bay expects to have 100% of the funds required for the optimal renewal and replacement of Building Assets.

COUNCIL TARGET:
90–110%
OVER 5 YEARS

10 YEAR OPERATION & MAINTENANCE EXPENDITURE FORECAST



10 YEAR RENEWAL EXPENDITURE FORECAST



1. Introduction



PLACEMAKING

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

In accordance with the *Local Government Act 1999* (the Act) and the Strategic Plan (*Our Place 2030*), the Council provides a range of community services to the members of the local community and visitors. The services include transport services, waste management services, environmental services, social and recreational services, open space services, stormwater drainage services, and coastal and beach management services.

Under the Act, Council is required to develop and adopt an infrastructure and asset management plan covering a period of at least 10 years. In addition, Council is required to adopt a long-term financial plan associated with such service plans also covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed within these plans. Variations to the scheduled works within the AMP and the LTFP may be adjusted as the need arises

The primary intent of asset management is to meet a required level of service in the most cost-effective way, through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets to provide for present and future community needs. The Building Asset Management Plan will be a living document over the next 3 to 4 years complying to all legislative requirements, and to communicate funding required to provide the required levels of service over a 10-year planning period.

This plan aims to align with ISO 55000 (international standard for asset management) but does not seek to become accredited as an ISO document or process. This document aims to align the delivery of asset management activities with the organisation’s goals and objectives; this process is known as the “line of sight” with asset management. This plan also aims to create transparency and accountability through all aspects of asset management; this process ensures that all stakeholders understand their roles and responsibilities of achieving the intentions of the plan.

The Building Asset Management Plan works in conjunction with the following Council’s plans and strategies (Table 1.0):

Plans, Strategies and Policies

<i>Our Place 2030 Strategic Plan</i>	<i>Open Space and Public Realm Strategy 2018–2030</i>
<i>The Annual Business Plan</i>	<i>Tourism Plan 2020</i>
<i>Asset Management Policy</i>	<i>Youth Action Plan 2018–2033</i>
<i>Long Term Financial Plan</i>	<i>Creative Holdfast Arts and Culture Strategy 2019–2024</i>
<i>Disposal of Land and Assets Policy</i>	<i>Community Land Management Plans</i>
<i>Asset Leasing Policy</i>	<i>Outdoor Dining Policy</i>
<i>CCTV Policy</i>	<i>Holdfast Bay Council State of the Assets Report 2019</i>

Table 1.0 Plans, Strategies and Policies





DEFINITIONS

Asset: A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. This typically includes infrastructure, property, buildings, plant and equipment.

Infrastructure assets: Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths, cycle-ways, stormwater drainage, and buildings.

Level of service: The defined service quality for a particular service/activity against which service performance may be measured.

Operational: Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life. Includes cleaning and minor repairs, such as stormwater GPT cleaning, street sweeping, and pothole repairs. Includes overheads, such as wages and utility costs incurred during operational activities.

Renewal: Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

Acquisition: Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.



TOWN HALL

DISCOVERY CENTRE

Boonville
LIVING ARTS

LOCAL HISTORY MUSEUM

STRONG BY LIPS OF THE SEA

Discovery Centre

1.1 LEGISLATION AND RELEVANT ACTS

Council also adheres to and maintains assets in alignment with the following acts:

Legislation	Requirements
<i>Building Code of Australia (National Construction Code)</i>	Meet requirements for occupation under the approved Building Class. Includes provisions for DDA compliance.
<i>Development Act 1993 & Development (Residential Code) Variation Regulations 2016</i>	An Act to provide for planning and regulate development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes.
<i>Disability Discrimination Act 1992</i>	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
<i>Environmental Protection Act</i>	An Act to provide the protection of the environment; to establish the Environment Protection Authority and define its functions and powers; and for other purposes. Consideration of this act should be undertaken for the provision, development, or management of open space.
<i>Food Act 2001</i>	Sets out standards for food handling.
<i>Heritage Act 1993 and Heritage Places Act 1993</i>	The portfolio includes buildings that are State and Locally Heritage listed buildings. These Acts set out the responsibilities of the land owner to maintain and preserve the heritage value of the buildings.
<i>Liquor Licensing Act 1997</i>	Sets out responsibilities for holders of liquor license.
<i>Local Government Act 1999</i>	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of long-term financial plan supported by asset management plans for sustainable service delivery.
<i>Planning, Development and Infrastructure Act 2016</i>	An Act to provide for matters that are relevant to the use, development and management of land and buildings, including by providing a planning system to regulate development within the State, rules with respect to the design, construction and use of buildings, and other initiatives to facilitate the development of infrastructure, facilities and environments that will benefit the community.
<i>Retail & Commercial Leases Act 1995</i>	An Act regulating the leasing of certain properties.
<i>SA Public Health Act 2011</i>	An Act to promote and to provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury, and disability; and for other purposes.
<i>Work Health and Safety Act 2012</i>	An Act to provide for the health, safety, and welfare of persons at work; and for other purposes.

Table 1.1 Building Asset Management Plan Legislative Requirements

2. Asset Class Information

BUILDING ASSET CLASS

COMMUNITY

COMMUNITY CENTRES

Replacement Cost: \$2.8m
Average Condition: Good
Quantity: 4

LIBRARIES

Replacement Cost: \$4.9m
Average Condition: Good
Quantity: 2

KINDERGARTEN

Replacement Cost: \$1.3m
Average Condition: Good
Quantity: 2

COMMUNITY HALLS AND CLUBROOMS

Replacement Cost: \$11 m
Average Condition: Good
Quantity: 8

CEMETERY SHED

Replacement Cost: \$7k
Average Condition: Fair
Quantity: 1

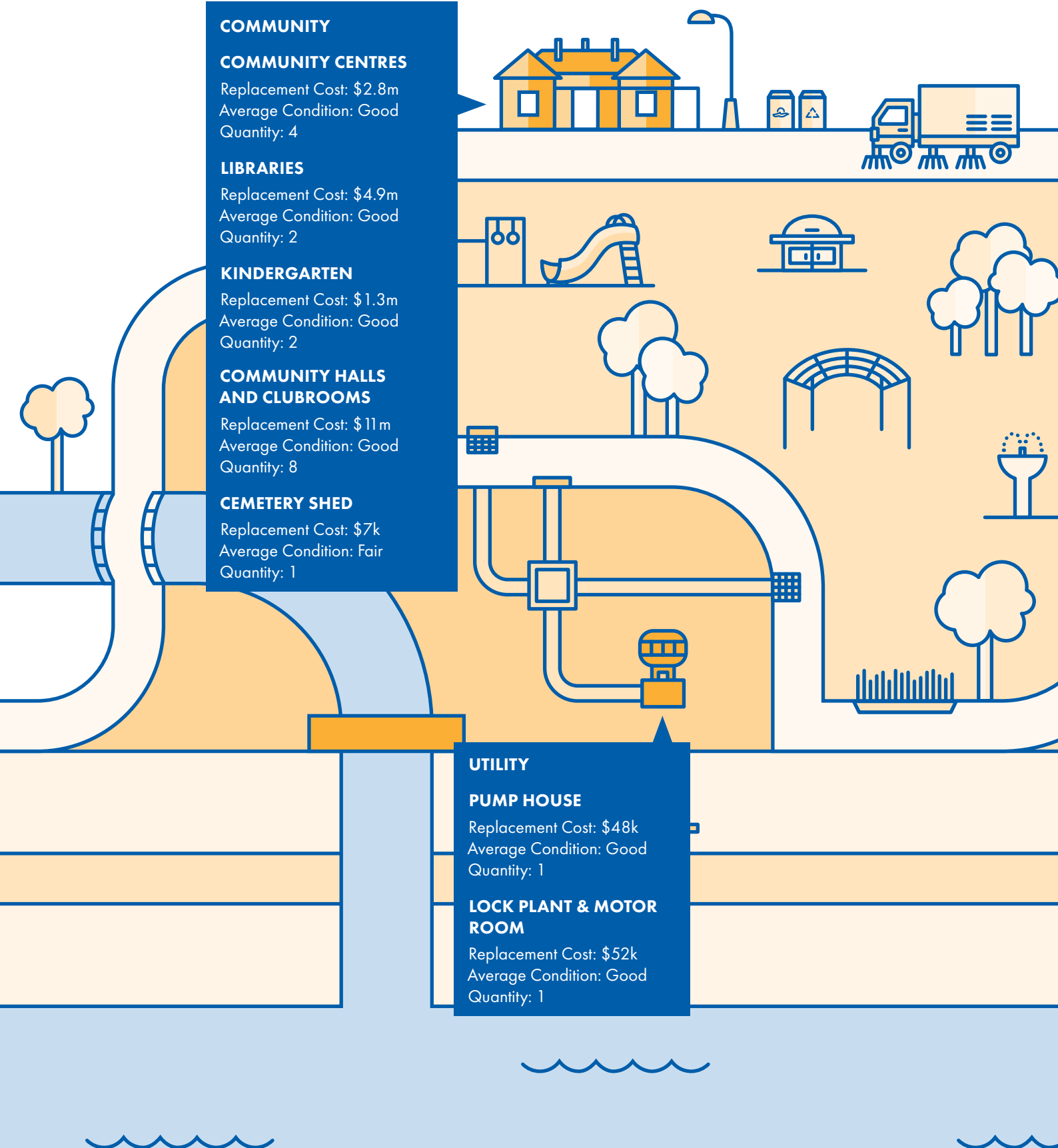
UTILITY

PUMP HOUSE

Replacement Cost: \$48k
Average Condition: Good
Quantity: 1

LOCK PLANT & MOTOR ROOM

Replacement Cost: \$52k
Average Condition: Good
Quantity: 1



An illustration of a town with various buildings and infrastructure. The town is divided into several levels. At the top, there's a bus stop with a 'B' sign and a car. Below that, there's a public toilet building. In the middle, there's a large building with a sign that says 'SPORTING SURF LIFESAVING CLUB' and another sign that says 'SPORT & RECREATIONAL FACILITIES'. To the right, there's a church with a steeple and palm trees. At the bottom, there's a council building with a sign that says 'COUNCIL' and a works depot. The town is surrounded by water at the bottom and a road at the top.

SPORTING

SURF LIFESAVING CLUB

Replacement Cost: \$11.2m
Average Condition: Good
Quantity: 3

SPORT & RECREATIONAL FACILITIES

Replacement Cost: \$42.8m
Average Condition: Excellent
Quantity: 17

PUBLIC TOILETS

Replacement Cost: \$8.3m
Average Condition: Good
Quantity: 36

COMMERCIAL

KIOSK

Replacement Cost: \$969k
Average Condition: Fair
Quantity: 1

CARAVAN PARK

Replacement Cost: \$4.8m
Average Condition: Good
Quantity: 1

COUNCIL

GLENELG TOWN HALL

Replacement Cost: \$9.4m
Average Condition: Good
Quantity: 1

BRIGHTON CIVIC CENTRE

Replacement Cost: \$6.2m
Average Condition: Good
Quantity: 1

STORAGE SHED

Replacement Cost: \$96k
Average Condition: Good
Quantity: 1

WORKS DEPOT

Replacement Cost: \$4.2m
Average Condition: Fair
Quantity: 1



Police

33

9XXO

2.1.1 PHYSICAL PARAMETER

This AMP covers the class of Building Assets for the City of Holdfast Bay. A building asset is defined as any construction or structure with fixed and permanent foundations or footings, enclosed or part enclosed with walls, roofing of rigid and long-lasting materials, with the purpose of occupation and/or storage. The value does not include the land that the building is located on. There are three levels to a building as defined in this AMP;

- › the building location or site which includes all subsidiary structures associated with the site such as sheds, cabins, and toilets,
- › the individual buildings, which accounts for separate lease arrangements, and
- › the asset componentization at a room level.

External structures, such as retaining walls and decking, are included as a building component if affixed to the building. If not they are incorporated into the open space portfolio.

Building Assets are divided into categories as they provide different roles to the Council and community. The assets covered by this Building AMP are shown Section 2 and in Table 2.1 below:

Building Categories	Number of Locations	Number of Building Structures	Number of Asset Components	Replacement Value	Average Condition Rating
Commercial	2	51	729	\$5,740,362	2.20
Council	4	4	564	\$19,865,331	2.0
Public Toilets	36	36	747	\$8,342,056	2.30
Sporting	20	20	1,548	\$54,025,208	2.10
Community	17	17	783	\$20,046,690	1.90
Utility	2	2	24	\$100,514	2.0
Total	81	130	4,395	\$108,120,161	2.0

Table 2.1 Building Categories

2.2 ASSET HIERARCHY

An asset hierarchy provides a framework for structuring data in an information system to assist in the collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery. Council's asset hierarchy and associated service levels is detailed in Appendix 1.

Table 2.2 below summarises Council's service levels for each level of hierarchy.

The Building Asset Hierarchy are set out in three levels:

Hierarchy Level	Criticality	Description
A	High	Public facing, high usage or those critical to the core operations of council.
B	Mid	Assets where the consequences of failure, resulting in partial or complete building closure, are not likely to have immediate and /or extreme impact on Council operations or the Community (e.g. sporting clubs).
C	Low	Assets with little to no operational impact (e.g. sheds).

Table 2.2 Hierarchy Levels

Each criticality has different service level agreements. This framework was produced internally, and as part of Council's Building Asset Improvement Plan, community consultation will be undertaken upon the next criticality framework review.

Lease agreements should be reviewed and realigned with Council's service levels.

2.3 ASSET EXPECTED LIFE

All assets are provided with a baseline straight line 'useful life' value (blue line), used for the purposes of lifecycle cost planning and accounting for asset valuation and depreciation. This straight-line depreciation is used in Council's financial reporting.

The 'service life' of Building Assets differs from the standard design life and the useful life, as it also accounts for the ongoing maintenance and renewal of the asset to maintain a designated technical level of service (black line). The setting of service levels will be undertaken by council staff in consultation with the community and elected members, to optimise whole of life costs for the assets. Service lives also consider function and amenity, which may trigger renewal before end of physical life of building materials.

As upkeep of the asset is made through the capital renewal & maintenance budgets, the condition should be maintained at the desired level to ensure assets reach their potential service life (black line). If no regular maintenance occurs the potential asset life will not be reached (red line).

Figure 2.3 shows that the deterioration curves, red and black, show a true reflection on an assets aging profile, as it typically deteriorates faster towards the end of its life.

After determining remaining life using each building component's condition scores, Council then grouped forecast works into a series of refurbishment and replacement projects.

For example, if interior paint, flooring, and fixtures all occur within a three year period within a particular building, then a refurbishment is triggered and all refurbishment works within the building are grouped together into a single project. This is to generate cost efficiencies and reduce disruption to building users.

Where buildings have complex spaces, or those with very different condition profiles such as the Glenelg Town Hall, a building-wide refurbishment program was not deemed cost effective and has not been applied. These will continue to be maintained through the component level defect and maintenance programs.

Services, such as air conditioning or fire systems, as well as roofing are considered independent of refurbishment and replacement programs due to their compliance and safety requirements which require a strict replacement cycle.

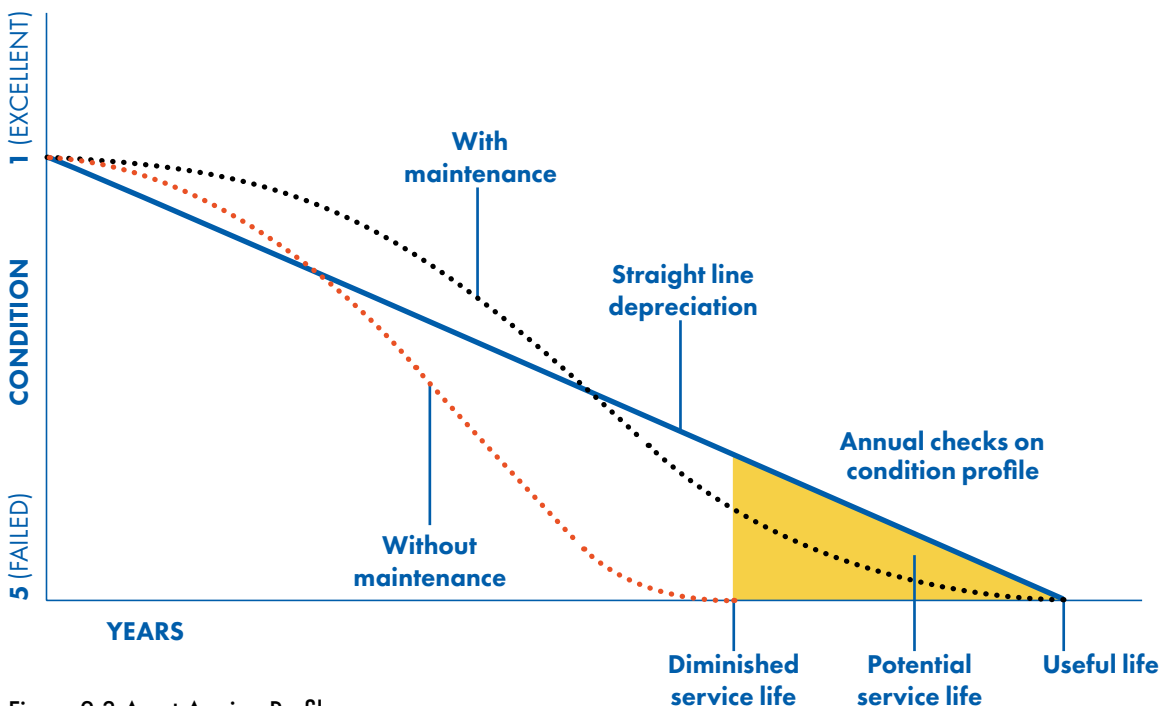


Figure 2.3 Asset Ageing Profile

2.4 ASSET QUALITY AND DISTRIBUTION

The City of Holdfast Bay has a responsibility to maintain the appropriate condition of Building Assets as defined by the levels of service.

This includes:

- › Forward works planning – capital and maintenance program
- › Overseeing works undertaken
- › Organising of building audits and safety inspection.

Internal inspections of Building Assets, including leased properties, will be undertaken as per service levels (Appendix 1). An external condition audit of all Building Assets should be completed every 4–5 years to maintain an up to date database of condition, maintenance, and risks.

Building Assets incorporate a 1–5 condition rating score. This condition rating standardises all assets for easy comparison across the entire portfolio. Each building component, as detailed in the Building Asset Hierarchy, is given a condition score which in turn form the basis for an overall average condition score per building asset

The condition rating score is described in Table 2.4.

Condition Rating	Condition Description	Actions
1	Very Good	No action required
2	Good	Minor defects only
3	Fair	Maintenance required to return to accepted level of service
4	Poor	Consider renewal
5	Very Poor	Approaching unserviceable

Table 2.4: Condition Assessment System (based on International Infrastructure Management Manual 2015, IIMM)

This condition rating system is for nonspecific use across all building component types. Each building and subsequent building component has been provided with a full set of condition ratings during building audits undertaken in 2019 by Knowledge AMS, with deterioration modeling completed by Assetic.



GENIEC FOOTBALL CLUB LEAGUE PLAYER
KYLE PAINTER
Player Number 62
2017-18

GENIEC FOOTBALL CLUB LEAGUE PLAYER
DAVID FROST
Player Number 62
2017-18

GENIEC FOOTBALL CLUB LEAGUE PLAYER
ROBERT DEAN
Player Number 63
2017-18

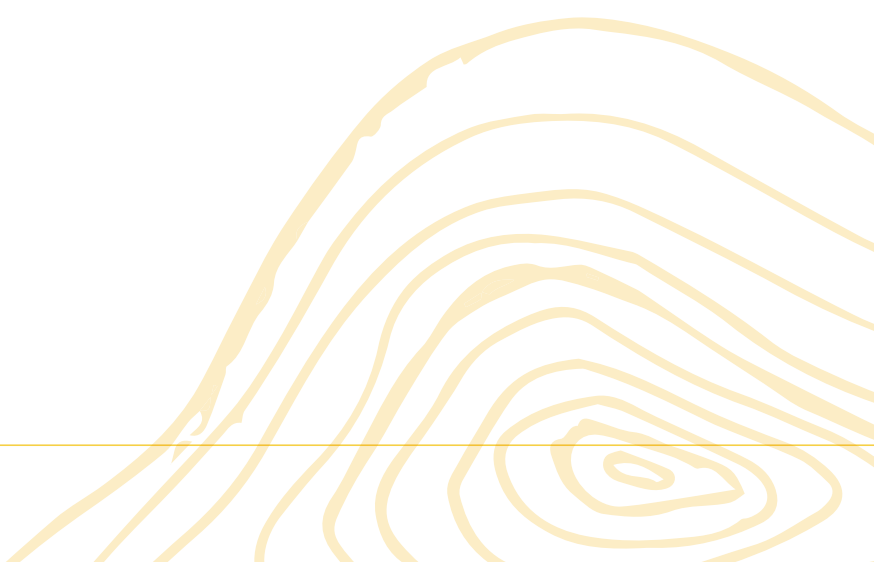
GENIEC FOOTBALL CLUB LEAGUE PLAYER
STEPHEN BARRATT
Player Number 64
2017-18

BILL, MARY & JACKIE BARRATT & FAMILY
Proud Supporters of the Geniec Football Club

3. Stakeholders

Key stakeholders in the preparation and implementation of this Building Asset Management Plan are shown in Table 3.1.

Key Stakeholders	Roles in Asset Management Plan
Residents and Ratepayers	<ul style="list-style-type: none"> › Ultimate beneficiaries of the AMP process › Feedback collected throughout the year › Annual satisfaction survey undertaken
Visitor / Tourists	<ul style="list-style-type: none"> › Regular satisfaction surveys undertaken, and feedback collected
Business Owners; Traders; Service Providers; Lessees	<ul style="list-style-type: none"> › Play a significant role in providing services › Feedback is collected through regular consultation › Suppliers provide the goods and services to manage the assets and infrastructure
Elected Members, Stewardship	<ul style="list-style-type: none"> › To act as custodians of community assets › To set asset management policy and vision › Allocate resources to meet Council objectives in providing services while managing risks
Chief Executive Officer/Senior Leadership Team	<ul style="list-style-type: none"> › To provide leadership and strategic direction › Review Asset Management Policy and Asset Management Strategies › To ensure that community needs and the outcomes of service reviews are incorporated into asset management planning and Long-Term Financial Plan › To ensure that training of Councillors and staff in financial and asset management practices is provided › To ensure that accurate and reliable information is presented to Council › To ensure appropriate delegations and approval processes are followed



Key Stakeholders Roles in Asset Management Plan

Asset Management Leadership Team	<ul style="list-style-type: none"> › Facilitate development of Asset Management Plans › To oversee the implementation of the Asset Management Policy and Asset Management Strategies › To oversee the ongoing development and review of service plans and asset management plans › To ensure that community needs and the outcomes of service reviews are incorporated into asset management plans › To promote and raise awareness of asset management within the organisation › To ensure relevant health and wellbeing, human rights and equity principles and strategies are taken into consideration › To develop and implement asset management improvement plan › To provide and manage the asset management information system(s) › Integrate asset management and financial plans and reporting
Asset Manager(s) and Staff	<ul style="list-style-type: none"> › To develop and implement maintenance, renewal and capital works programs in accordance with the Asset Management Policy, Strategy, Plans, as well as budget allocations. › Develop Specific Management Plans (upgrade, renewal, maintenance, operations, disposal) › To deliver levels of service to agreed risk and cost standards and expectations › To report asset related risk and damage › To establish and monitor asset compliance and risk inspection regimes › To manage asset condition assessments › To provide technical expertise to Asset Management Leadership Team

Table 3.1 Building Asset Management Plan Key Stakeholders

4. Current and Desired Levels of Service (LoS)

Levels of Service or objectives and the way these are benchmarked and measured annually and quarterly, are the single biggest point of difference between previous asset management plans and ISO 55000 standard plans. By its very definition ISO 55000 is measurable and definable outcome that typifies an outcome-based paradigm.

The *International Infrastructure Management Manual* describes Levels of Service (LoS) as 'defined service quality for an activity or service area against which service performance may be measured'.

The City of Holdfast Bay have 3 defined levels of service:

- › Customer (Community) Level of Service
- › Technical Level of Service
- › Operational Level of Service

Customer (Community) Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Quality	Building/facilities are attractive, clean and damage free.	Quality of Life Community Survey.	7 or above – Community satisfaction
Culture: Supporting excellent, efficient operations	Function/Capacity	Ability for the asset to meet the service program delivery needs – 'fit for purpose'.	Quality of Life Community Survey.	7 or above – Community satisfaction
Culture: Supporting excellent, efficient operations	Function/Capacity	Ability for the asset to meet the service program delivery needs – 'fit for purpose'.	Strategic Property Review Findings.	Delivery of Strategic Property Review Actions – Target 70%
Placemaking: Creating lively and safe places	Safety	Facilities are free from hazards and accessible to all groups.	Number of incident/injury reports.	0 report per year
Culture: Being financially accountable	Cost Effectiveness	Provide services in a cost-effective manner.	Quality of Life Community Survey on the cost effectiveness of building services.	Above 7.0
Culture: Supporting excellent, efficient operations	Responsiveness	Provide services with determined response time.	Time taken to respond to request are better than our service level targets.	Above 95%



Technical Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Condition	Appropriate maintenance works and regular condition assessment.	Maintenance and inspection better than our service level targets.	Above 95%
Placemaking: Creating lively and safe places Placemaking: Developing walkable, connected neighbourhoods	Function/ Accessibility	Planned maintenance to support building functionality.	Time taken to respond to request are better than our service level targets.	Above 95%
Placemaking: Creating lively and safe places	Safety	Provide safe suitable facilities free from hazards.	Ave. no. of safety defects per asset. Legislative compliance testing.	Equal to or exceeding agreed service level targets
Culture: Being financially accountable Culture: Supporting excellent, efficient operations	Cost Effectiveness	Provide service in a cost-effective manner.	Asset Renewal Funding Ratio	100%
Environment: Building an environmentally resilient city	Environmental	Environmental Strategy.	Projects consider environmental outcomes and options.	100%

Operational Level of Service

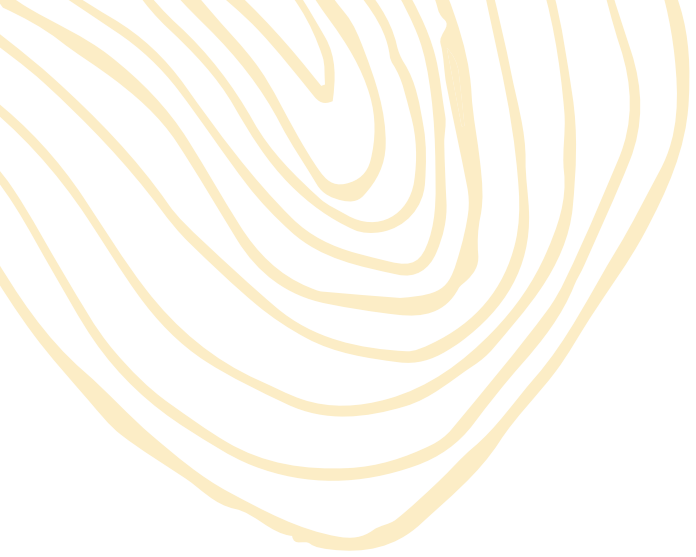
Respond	Examples	KPI
Reactive Maintenance		
<p>Respond 1: Emergency response</p> <ul style="list-style-type: none"> › During normal working hours – attendance within 1 hour › Outside normal working hours – attendance within 2 hours › Unless otherwise addressed in lease agreement › Or close building 	<ul style="list-style-type: none"> › Risk of life or substantial damage to property › Smell of gas › Major water leak resulting in flood and immediate danger to the structure, services or fixtures/fittings › Major loss of power › Smell of burning (electrical) › Major structural damage, such as ceiling collapse › Main drain blockage › Total loss of heating in building › Lighting fault on staircases, landings, vertical transport, and areas likely to be a Health and Safety Issue › Water penetration into electrical fittings that poses a safety hazard 	<ul style="list-style-type: none"> › Attend 95% of Priority 1 tasks within the target attend time › Complete 85% of Priority 1 tasks within the target completion time (subject to access, parts and materials being available, otherwise 'make-safe' or undertake 'temporary repairs')
<p>Respond 2: Response within 48 hours</p> <ul style="list-style-type: none"> › During normal hours where feasible › Unless otherwise addressed in lease agreement › Or close building 	<ul style="list-style-type: none"> › Lighting tube/bulb failures › Partial loss of heating › Loss of hot water › Loss of drinking water › Partial loss of power to room or area › Overflow pipe discharging › Blocked drains (excluding main drainage) › Fault on external doors and windows that may compromise security › Faults on internal doors that may compromise security › Water penetration into electrical fittings that doesn't pose a safety hazard › Major loss of water from faulty taps or shower heads › Broken WC seat 	<ul style="list-style-type: none"> › Attend 95% of Priority 2 tasks within the target attend time › Complete 85% of Priority 2 tasks within the target completion

Respond	Examples	KPI
Reactive Maintenance		
<p>Respond 3: Respond and fix within 10 working days</p> <ul style="list-style-type: none"> › Unless otherwise addressed in lease agreement 	<ul style="list-style-type: none"> › Minor heating system leak › Minor internal plumbing leak › Minor loss of water from faulty taps or shower heads › Flickering lights › Loss of power to individual lights › Major cooker, washing machine or fridge faults › Internal lock faults › Roof leaks › Emergency light faults › Bathroom extractor fan faults › Replace shower hose or head › Minor joinery repairs › Window faults not compromising security › Minor fridge faults 	<ul style="list-style-type: none"> › Attend 95% of these tasks within the target attend time › Complete 90% of these tasks within the target completion time
<p>Respond 4: Respond and fix within 30 working days</p>	<ul style="list-style-type: none"> › Replace sanitary fittings › Making good holes in walls and ceilings or plaster repairs › Minor joinery repairs non-urgent › Repairs to room furniture 	<ul style="list-style-type: none"> › Attend 95% of these tasks within the target completion time › Complete 95% of these tasks within the target completion time
Long Term Maintenance		
<p>Respond 5: Programmed works</p> <ul style="list-style-type: none"> › Fixed by agreed date, requires new initiative bid (NIB), service improvement 	<ul style="list-style-type: none"> › Any work not fully in the above categories where completion date is pre-arranged with clients › Fixing of shelving, notice boards, white boards, etc › Manufacture of items for departments not regarded as maintenance related (subject to appropriate funding being available) › Refurbishment, upgrade of facilities or services that requires additional funding approval 	<ul style="list-style-type: none"> › Specific key performance indicators and/or milestones to be agreed on a project-by-project basis › Respond to customers within 5 business days

5. Future Demand

Over time, the community’s demand for the services that the City provides changes. The reason for change can be varied, but some of the common drivers are population, demographics, technology, environmental, economics and political. Naturally as service demand changes, the City’s assets may also need to change.

Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
Population increase: › Total estimated population: 37,032.	Planned to accommodate for 40,313 by 2031.	Increased demand for social infrastructure assets such as libraries, recreational, and community facilities.	Regular Strategic Property Review and Implement actions.	Increased operational, maintenance and renewal costs.
Changing demographics: › City of Holdfast Bay’s Median Age is 46 years.	Growth in aging population.	Increased demand for facilities more suitable for the elderly people.	Audit DDA, maintaining assets in line with changing Building Codes and Australian Standards.	Increased DDA and aged care options.
Changing consumer preferences.	All sports clubs have access to a building.	Potential consolidation of building assets and possible move toward shared mixed-use buildings for clubs and community groups. Increasing female participation in sport requiring redevelopment of existing or development of new change facilities.	Consult with stakeholder on preferred amenities once a renewal or upgrade pending (see Buildings Lifecycle Plan).	Changes to building requirements i.e. female/child friendly changing rooms. Disability friendly change facilities.
Technology change: › Global trend towards smart cities creating simplified services through smart technology.	Growing expectation to implement digital service improvements.	Council must adapt to the changing way the community operates, think and plan.	Align new or building upgrades with strategic plans and corporate values, exploring new emerging technologies during design and procurement.	Buildings powered using solar panels connect to battery storage.



Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
Climate Change	Reducing the carbon footprint and increase the use of renewable energy.	Reduce the operational costs to facilities.	Council to implement its environmental strategy.	Installation of battery storage and solar panels.
Brighton Civic Centre	Council to undertake a Feasibility Study for the redevelopment of Brighton Civic Centre as a community hub.	Has the potential to change how Council delivers its community and civic services, along with significant changes to Civic Centre precinct.	Council to consider the Feasibility Study and allocate appropriate budget if approved.	Changes in the location and nature of councils civic and depot.
Glenelg Oval	Glenelg Oval Masterplan Delivery.	Realign the ageing assets with the services that are required by the sporting bodies into the future.	Council to review and implement subsequent stages.	New and upgraded facilities, that better meet the needs of the community.
Leased Facilities	Community Leasing Policy Impact.	Will place more responsibility for maintenance and monitoring on council, and has the potential to require the tenants to have a rigorous and defined maintenance program.	Review budget and strategies for maintenance and operations to support this demand.	Improved management of assets.

Table 5.1 Future Demands

6. Life Cycle Planning/Strategies

The lifecycle management plan details how the City of Holdfast Bay plans to manage and operate the assets at the agreed levels of service while managing the assets life cycle.

The assets covered by this Building Asset Management Plan is shown in Section 2, Asset Class Information. The City's Building assets are on average in good condition. However, the condition of our building stock varies considerably, with some critical facilities approaching refurbishment /replacement in the short term. City of Holdfast Bay Council also has a reliance on external sources of funding and maintenance by lease holders to prevent buildings falling below required service standards.

This section presents an analysis of Council's available Building assets information and the life cycle management plans covering the 4 key work activities to manage transport assets.

- › **Routine Maintenance** – Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life.
- › **Capital Renewal/Replacement** – Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.
- › **Decommission** – Any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Any costs or revenue gained from asset disposals is included in the long-term financial plan.
- › **Creation/Acquisition** – Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.

Variability of these stages also exists within different building categories, as building function may influence the renewal versus replacement strategies.

Lease holder maintenance, in some circumstances, has over time proven to be below Council's service standards as outlined in this plan. This has led to increased maintenance and or reduced service life. The lifecycle implications of activities outside of council's service standard model should be carefully considered and accounted for.

The major stages can be further divided into specific processes as listed in Figure 6.1. In each stage of the lifecycle, varying events will trigger the need to begin the next phase of the cycle. Further details on the processes of these lifecycle stages for building assets is provided in the following sections.

6.1 OPERATIONS & MAINTENANCE PLAN

Operations include regular activities to provide services. Examples of typical operational activities include cleaning and monitoring security systems.

Maintenance include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Examples of typical maintenance activities include:

- › Fixing up broken windows
- › Malfunctioning CCTV
- › Lighting
- › Plumbing.



Maintenance is classified as:

› **Reactive Maintenance**

Reactive maintenance is unplanned repair work carried out in response to service request and management directions. Council’s buildings and facilities team organises most of the unplanned repair works. These works are initiated from an external or internal Customer Service Request, and managed through a Buildings Management System.

› **Planned Maintenance**

Planned Maintenance, such as gutter cleaning, is repair work that is identified and managed through an Building Management System. These activities include inspection, condition assessment and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

› **Specific Maintenance**

Specific maintenance is replacement of higher value components/sub-components of assets that are undertaken on a regular cycle including repainting and replacing air conditioning units. This work falls below the capital/maintenance threshold but may require a specific budget allocation.

The aim under this Building AMP is to improve the planned and specific operations and maintenance portion of the maintenance work in order to reduce the service interruptions, reactive maintenance works to extend the useful lives and improve the condition of the asset.

As the years progress, the maintenance budget is projected to increase due to inflation and an asset portfolio growing in size, complexity and age.

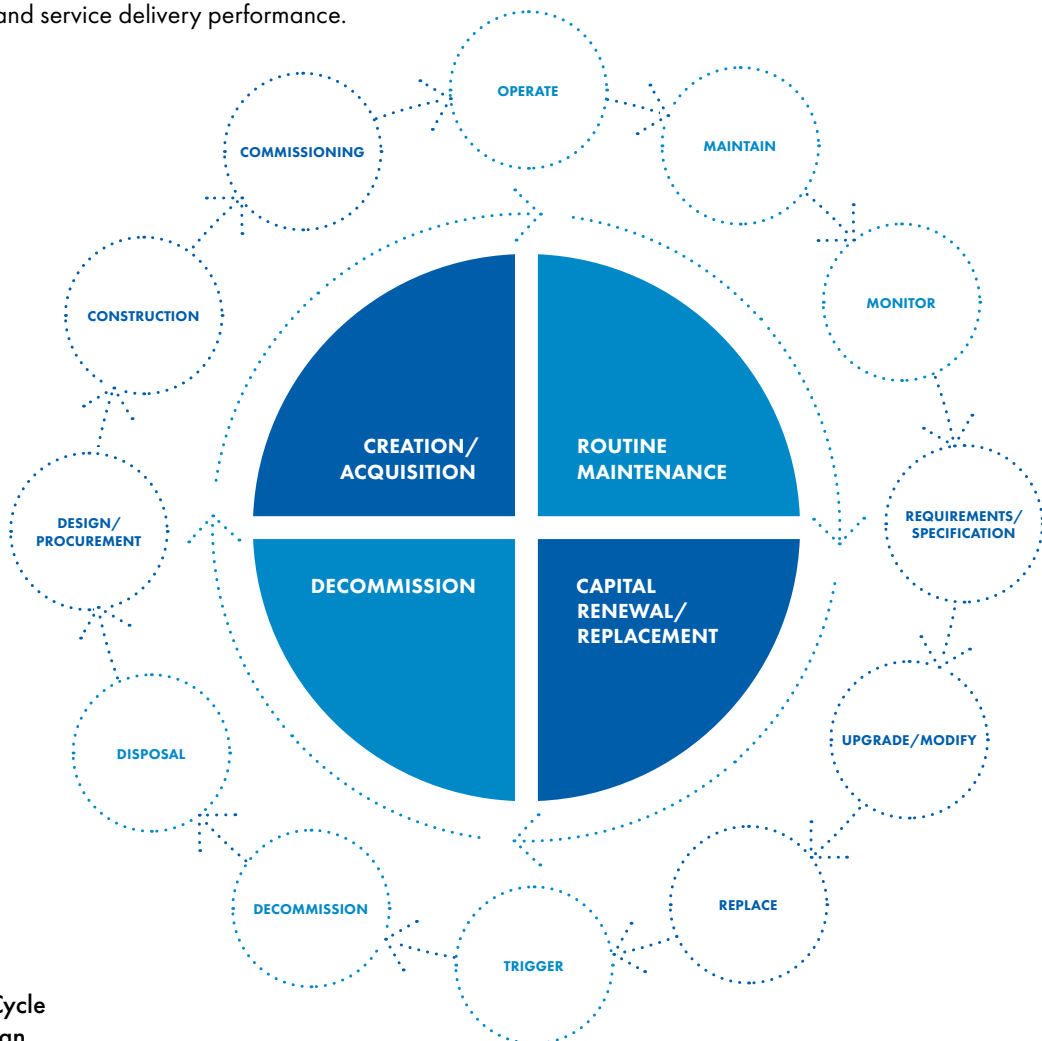


Figure 6.1 Life Cycle Management Plan

6.2 RENEWAL PLAN

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using the Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year).

In the 10-year Forecast Renewal Program Council will:

- › Refurbish 47 Buildings
- › Replace/Upgrade/Decommission 29 Buildings (largely caravan park).

For a full summary of forecast renewals per building see Appendix 2.

6.2.1 RENEWAL RANKING CRITERIA

Asset renewal is typically undertaken to either:

- › Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate, or
- › To ensure the infrastructure is of sufficient quality to meet the service requirements

It is possible to prioritise renewals by identifying assets or asset groups that:

- › Have a high consequence of failure;
- › Have high use and subsequent impact on users would be significant,
- › Have higher than expected operational or maintenance costs, and
- › Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

The ranking criteria used to determine priority of identified renewal proposals are detailed in Table 6.1.

Criteria	Weighting
Service Level Hierarchy (High, Med, Low)	50%
Risk rating: Social, political, environmental implications of failure	25%
Potential to reduce life cycle costs by replacement with a modern equivalent	25%
Total	100%

Table 6.1 Renewal Priority Ranking Criteria



6.3 ACQUISITION PLAN

Acquisition are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of Holdfast Bay.

6.3.1 SELECTION CRITERIA

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the entities needs.

When Council commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability. This is outlined in City of Holdfast Bay's Asset Management Policy (Section 3.3.3):

Major upgrade projects forecast in the next 10 years include:

- › Glenelg Oval Redevelopment
- › Brighton Caravan Park Stage 2
- › Glenelg Town Hall Refurbishment.

The full table of projected acquisition projects for the next 10 years is displayed in Appendix 2.

Only the upgrade portion of the project is included in the estimated amount.

6.4 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation Council Disposal of Assets Policy outlines this process.

In 2022, Council plans to dispose of the Brighton Oval Toilet Block for an estimated cost of \$2,000.



7. Financial Summary

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available with the introduction of a new strategic asset management modelling system in future AMPs, on desired levels of service and current and projected future asset performance. All costs are shown in current (2020) dollar values and do not include inflation.

7.1 ASSET VALUATIONS

Valuations are undertaken in alignment with Australian Accounting Standard 'AASB 13 Fair Value'. These valuations are required every three to five years, with an independent audit required every five years. Valuations are undertaken to satisfy the financial reporting requirements and to understand the cost to replace assets.

The valuation of Council's Building assets was last valued in 2019 by Assetic. Table 7.1.1 displays the building valuation in its asset categories.

Asset Category	Current Replacement Cost	Accumulated Depreciation
Commercial	\$5,740,362	\$3,062,219
Community	\$20,046,690	\$10,748,190
Council	\$19,865,331	\$11,146,943
Public Toilet	\$8,342,056	\$4,997,007
Sporting	\$54,025,208	\$25,855,904
Utility	\$100,514	\$36,849
TOTAL	\$108,120,161	\$55,847,112

Table 7.1.1 Valuation of Building Assets – by Asset Category

Note, this include the three new clubrooms at Brighton Oval.

7.2 MAINTENANCE AND OPERATIONS TRENDS AND FORECASTS

Figure 7.2.1 displays the maintenance trend of City of Holdfast Bay's Building assets.

Maintenance expenditure has previously been set based on historical expenditure. These historical budgets are forecast to be adequate if:

- > proposed increased capital expenditure, as outlined in this plan, is adopted, and
- > building operational service levels are adhered to, including by lease holders.

It is noted that there is likely to be a gap between leased maintenance activities and Council's service levels as outlined in this plan. The extent of this gap is yet unknown. This gap should be reviewed and accounted for in discussion with the relevant leasee. It is recommended this is reviewed prior to next budget allocation.

If, following review, maintenance and operational budget allocations for a particular facility are insufficient to meet required level of service, either the budget will need to be increased or the level of service should be lowered to a different tier – for example a Level A to a Level B Community building. This should be done with consideration for service consequences and risks as identified in this asset management plan and the facility management plan.

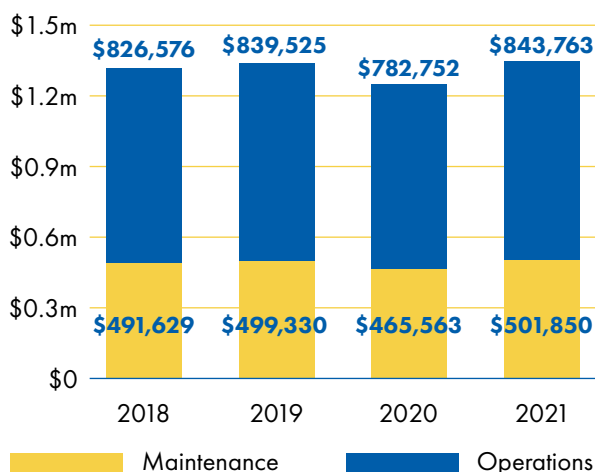


Figure 7.2.1 Buildings Maintenance and Operations Expenditure Trend





**KAURI COMMUNITY
& SPORTS CENTRE**

7.3 FUTURE OPERATIONS AND MAINTENANCE FORECAST

The operation and maintenance costs on Council's Building assets are forecast to increase by \$1,409,629 (cumulative total) over the next 10 years, with an:

- › Additional maintenance cost of \$1,289,629 is required for newly acquired assets (included in LTFP Budget). This is largely due to the Glenelg Town Hall and Glenelg Oval Upgrade projects.
- › Additional \$120,000 of operational costs is required to action risks identified in the Risk Management Plan as well as improvement items outlined in the Improvement Plan (not included in LTFP budget). Specifically, facility safety and DDA compliance audits.

It is anticipated this is a minimum estimate, as it assumes no further upgrades beyond those already approved by Council. This should be adjusted using the forecast lifecycle costs estimates, as upgrade projects are designed and approved. Decommissioning of low use assets may partially offset this additional expenditure, and should also be accounted for.

7.4 FUTURE RENEWAL FORECAST

Forecast renewal costs are projected to increase over time if the asset stock increases.

The forecast renewal costs are consistent with the planned renewal budget as Council has committed to adopting the renewals as detailed in the Asset Management Plan. An averaged budget has not been used due to the inclusion of building specific refurbishment and renewal programs that require full funding allocation per program. Any changes to the planned budget will require consideration of the impact on these bundled works.

Council's LTFP renewal forecast for the next 10 years is \$20,350,842 and this projection is shown in Figure 7.4.

10 YEAR OPERATION & MAINTENANCE EXPENDITURE FORECAST

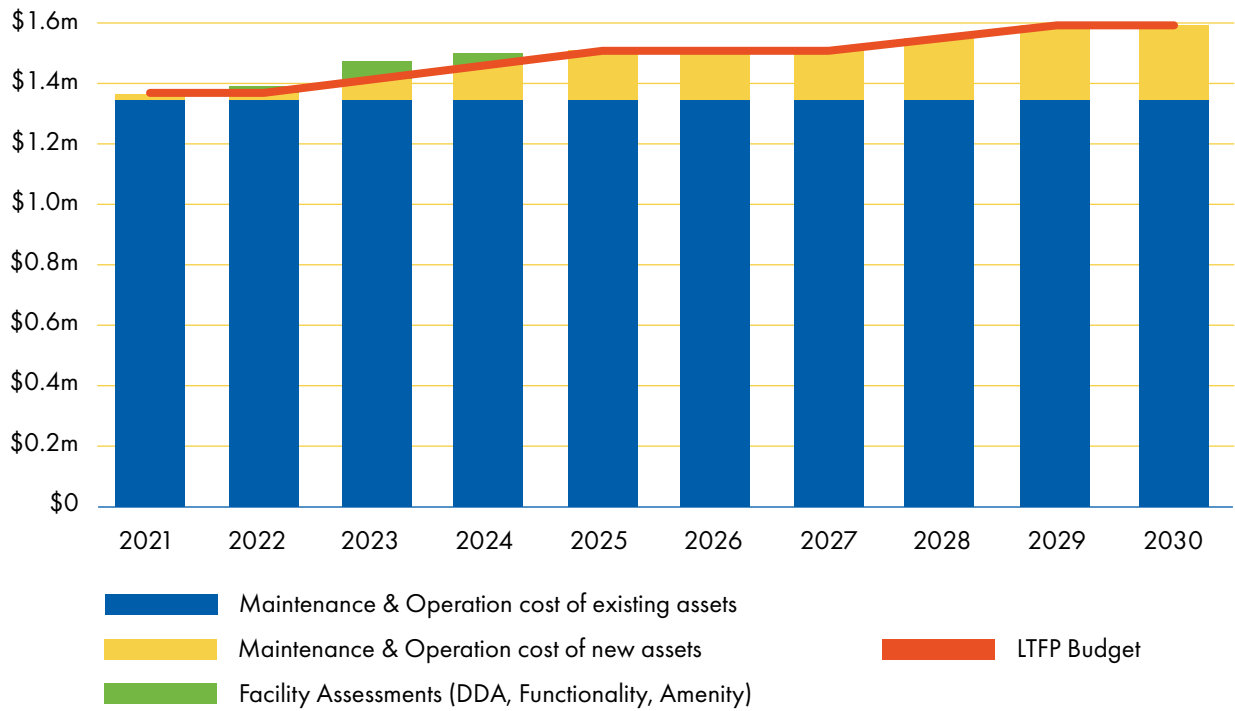


Figure 7.3 Operations and Maintenance Summary

10 YEAR RENEWAL EXPENDITURE FORECAST

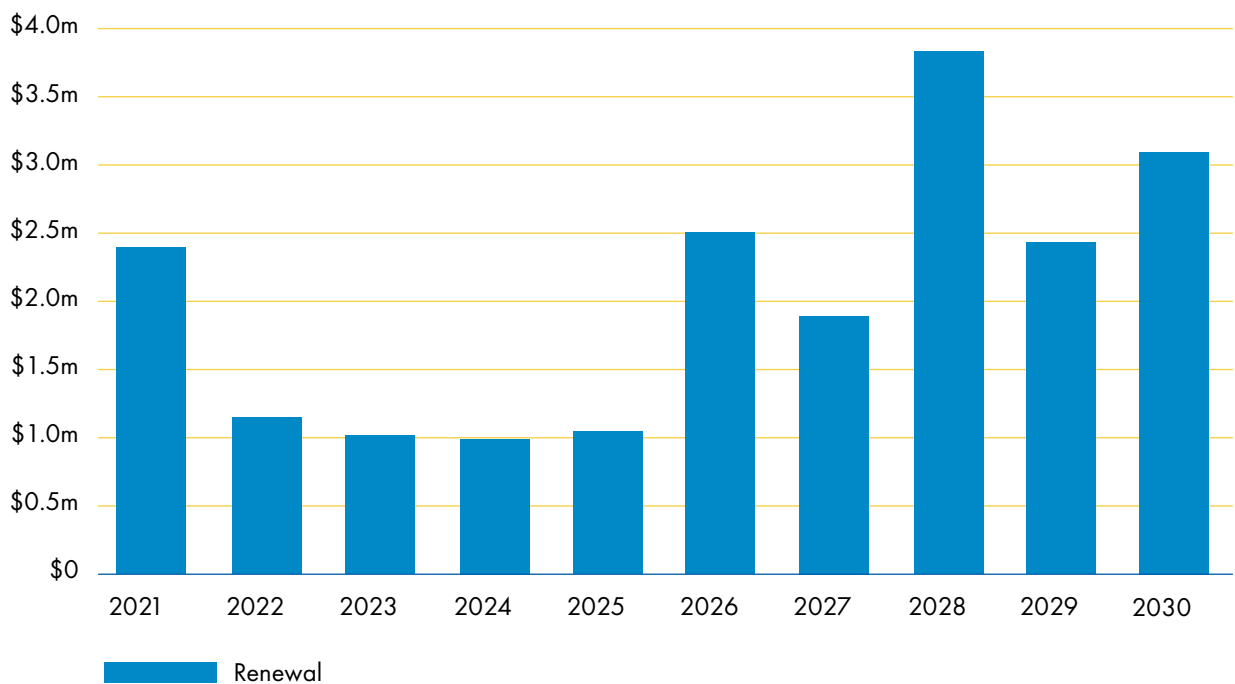


Figure 7.4 10 Year Renewal Forecast

7.5 FUTURE ACQUISITION FORECAST

Future demand for City of Holdfast Bay's Buildings and Facilities is rapidly changing with a focus on buildings compliance, environmental sustainability, multi-use facilities, and gender equity. Several major building upgrades are currently, or will soon be, underway:

- › Glenelg Oval redevelopments will replace the majority of the club rooms and associated grounds.
- › An ongoing restoration of the Glenelg Town Hall and Bay Discovery Center will restore much of the external fabric of this heritage listed building.
- › An upcoming feasibility study for combining the Brighton Civic Centre into a Community Hub potentially will bring forward a renewal/upgrade to this facility and the neighbouring Brighton Library.
- › This includes \$200,000 over five years for capital works resulting from facility specific safety and DDA compliance audits.

The strategic direction of City of Holdfast Bay's property and its Asset Management Plans should complement each other. Future projects should consider and make reference to the service level framework outlined in this asset plan, and planned works adjusted accordingly.

The full table of projected acquisition projects for the next 10 years is displayed in Appendix 2. Only the upgrade portion of the project is included in the estimated amount.

7.6 ASSUMPTIONS

The following key assumptions were applied in this financial forecast:

- › Remaining life based renewal program
- › Refurbishment program is included
- › Replacement is like-for-like except where upgrade has been approved by council
- › Only upgrades approved by Council have been included.

7.7 DATA CONFIDENCE

The expenditure and valuations projections in this Asset Management Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified as 'C – Uncertain' based on the IPWEA data confidence scale. Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated +25%.

See Appendix 3 for data confidence grading system.



10 YEAR ACQUISITION FORECAST

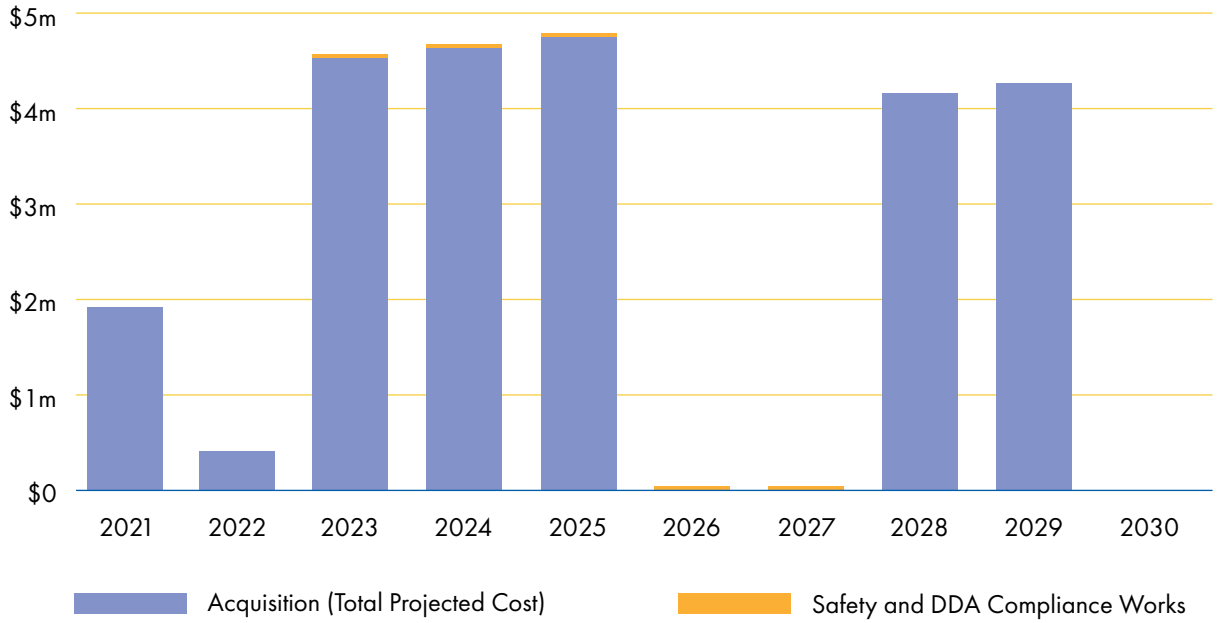


Figure 7.5.1 10 Year Acquisition Forecast





8. Risk Management

The objective of the risk management process with regards to Building assets is to ensure that:

- › All significant operational and organisational risks are understood and identified.
- › The highest risks that need to be addressed in the short to medium term are identified.
- › Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to Council. The risk assessment process identifies and assesses risks, develops a risk rating and develops a risk treatment plan for non-acceptable risks.

High and Very High Risks that have been identified are:

- › Compliance with legislative and Australian Standards requirements, including DDA, is critical item. Whilst some assessments have been completed for high criticality buildings, there are still further auditing required across medium and low criticality sites.
- › Efficient and proactive maintenance is a key to a well-managed buildings portfolio. Whilst council completes regular maintenance on its facilities, there is concern the current maintenance program funding is not sufficient for the service levels outlined in this plan. A review prior to the next budget allocation, is recommended.
- › There is a risk Council will be unable to fund required capital and maintenance. Prioritisation of key works and whole-of-life consideration during new initiative processes will help mitigate this risk.
- › Loss of Key Staff.
- › Political Changes – Change in Executive Staff or Council may delay or alter works delivered.
- › This AMP has been based on new data and a new approach to modelling, which incorporates defects as well as refurbishment programs. There remains a risk in adopting this new approach until the results have been reviewed annually, including site inspections.

A risk treatment action has been included in the forecast costs for this asset plan, and in some cases is already underway. For a full list of risks and treatment plans see Appendix 4.

9. Plan Improvement and Monitoring

9.1 MONITORING AND REVIEWING

The Building Asset Management Plan is not a one-off document but part of the Council's business planning process. For this reason, it is necessary to review and update any key assumptions, strategic change or budget decision that may affect the planned service levels and future expenditure requirements. To keep this AMP current, council will schedule the plan review into its strategic and annual planning and budget processes. This asset management plan has a life of 4 years.

- › Work towards adopting a life cycle approach to depreciation
- › Aligned works program to asset hierarchy service levels to ensure buildings essential to core business are maintained to their required level. Implement Building Maintenance System to facilitate this
- › Audit functionality, safety and amenity for key buildings and integrate service levels and forecast works. Include DDA Compliance assessment for all buildings accessible by the community
- › Complete strategic property review and integrate with asset planning.

9.2 IMPROVEMENT PLAN

Improvement items that form a part of Council's ongoing business as usual improvements include:

- › Continue to refine asset register – review useful lives and unit rates used for valuation purposes
- › Generate project based rolling works program spanning 3 to 5 years for Building Assets based on detailed visual inspection.
- › Ensure Maintenance Standards and Plan align with agreed level of service
- › Ensure appropriate budget lines to capture maintenance expenditures
- › Ensure building inspections program aligns with agreed level of service.

Specific Business Improvement Actions that will be a focus for the next three years include:

- › Undertake annual safety inspection program on all buildings as per Service Levels
- › Establish Facilities Management Plans for complex, heritage listed, or high-risk sites
- › Implement clear maintenance and capital replacement responsibilities in lease agreements that align with building hierarchy service standards. Where service levels are unachievable account for the anticipated lifecycle costs

All improvement actions have been included in the forecast costs for this asset plan, and in some cases are already underway. For a full list of improvement items see Appendix 5.

Appendix 1

Building Service Levels

Hierarchy	Purpose	Maintenance & operations	Renewal Thresholds
A – Community*	<p>Category A Community building catering for residents and visitors at a neighbourhood or metropolitan level.</p> <p>Buildings are well developed with extensive and varied facilities.</p>	<p>These assets are maintained at a high standard with quarterly inspections and maintenance and weekly cleaning.</p>	<ul style="list-style-type: none"> › Overall Condition rating is no lower than 3.5 (average) › A refurbishment or replacement has been triggered* › Safety is compromised › Functionality and amenity is below required levels
A – Sporting*	<p>Category A Sporting building catering for residents and visitors at a neighbourhood or metropolitan level.</p> <p>Buildings are well developed with extensive and varied facilities.</p>	<p>These assets are maintained at a high standard with quarterly inspections and maintenance and weekly cleaning.</p>	
A – Council	<p>Category A Council building catering for a large number of Council Staff, who are undertaking activities critical to core business processes.</p> <p>Buildings are well developed with extensive and varied facilities.</p>	<p>These assets are maintained at a high standard with quarterly inspections and maintenance and weekly cleaning.</p>	
A – Commercial*	<p>Category A Commercial building catering for residents and visitors at a neighbourhood or metropolitan level.</p> <p>Buildings are well developed with facilities suited to a particular commercial activity.</p> <p>Buildings are well developed with extensive and varied facilities.</p>	<p>These assets are maintained at a high standard with quarterly inspections and maintenance and a high standard of cleaning aligned with utilization and function of the building (may be tenants responsibility).</p>	

Hierarchy	Purpose	Maintenance & operations	Renewal Thresholds
B – Community*	<p>Category B Community building catering for residents and visitors at a local level.</p> <p>Buildings are reasonably well developed with facilities suited to a particular group or activity.</p>	<p>These assets are maintained at a moderate standard with annual inspections and maintenance and weekly cleaning.</p>	<ul style="list-style-type: none"> › Overall Condition rating is no lower than 4 (poor) › A refurbishment or replacement has been triggered⁺ › Safety is compromised › Functionality and amenity is below required levels
B – Sporting*	<p>Category B Sporting building catering for residents and visitors at a local level.</p> <p>Buildings are reasonably well developed with facilities suited to a particular sport.</p>	<p>These assets are maintained at a moderate standard with annual inspections and maintenance and weekly cleaning.</p>	
B – Council	<p>Category B Council building catering for a large number of Council Staff, who are undertaking activities related to core and subsidiary business processes.</p> <p>Buildings are reasonably well developed with facilities suited to business activity.</p>	<p>These assets are maintained at a moderate standard with annual inspections and maintenance and weekly cleaning.</p>	
B – Commercial*	<p>Category B Commercial building catering for residents and visitors at a local level.</p> <p>Buildings are reasonably well developed with facilities suited to a particular commercial activity.</p>	<p>These assets are maintained at a moderate standard with annual inspections and maintenance and cleaning aligned with utilization and function of the building (may be tenants responsibility).</p>	
B – Public Toilets*	<p>Category B Public Toilets building catering for residents and visitors at a neighbourhood or metropolitan level.</p> <p>Buildings are reasonably well developed with facilities compliant with legislative requirements.</p>	<p>These assets are maintained at a moderate standard with monthly inspections and maintenance and cleaning aligned with toilet utilisation (include auto-cleaning).</p>	

Building Service Levels (cont.)

Hierarchy	Purpose	Maintenance & operations	Renewal Thresholds
C – Community*	<p>Category C Community building. A subsidiary building, often supporting a larger community complex.</p> <p>Buildings are functional with facilities compliant with legislative requirements.</p>	<p>These assets are maintained at a safe standard with inspections, maintenance, and cleaning as required.</p>	<ul style="list-style-type: none"> › Overall Condition rating is no lower than 4.5 (very poor) › A refurbishment or replacement has been triggered* › Safety is compromised
C – Sporting*	<p>Category C Sporting building. A subsidiary building, often supporting a larger sporting complex.</p> <p>Buildings are functional with facilities compliant with legislative requirements.</p>	<p>These assets are maintained at a safe standard with inspections, maintenance, and cleaning as required.</p>	<ul style="list-style-type: none"> › Functionality and amenity is below required levels
C – Council	<p>Category C Council building catering for a small number of Council Staff, who are undertaking specific business processes.</p> <p>Buildings are functional with facilities suited to a specific business activity.</p>	<p>These assets are maintained at a safe standard with inspections, maintenance, and cleaning as required</p>	

Hierarchy	Purpose	Maintenance & operations	Renewal Thresholds
C – Commercial*	<p>Category C Commercial building catering for residents and visitors at a local level.</p> <p>Buildings are functional with facilities suited to a particular commercial activity.</p>	<p>These assets are maintained at a safe standard with annual inspections and maintenance and cleaning aligned with utilization and function of the building (may be tenants responsibility)</p>	<ul style="list-style-type: none"> › Overall Condition rating is no lower than 4.5 (very poor) › A refurbishment or replacement has been triggered⁺ › Safety is compromised
C – Public Toilet*	<p>Category C Public Toilets building catering for residents and visitors at a local level.</p> <p>Buildings are functional with facilities compliant with legislative requirements.</p>	<p>These assets are maintained at a safe standard with monthly inspections and maintenance and cleaning aligned with toilet utilisation (include auto-cleaning)</p>	<ul style="list-style-type: none"> › Functionality and amenity is below required levels
C – Utility*	<p>Category C Utility building catering for local residents and council employees.</p> <p>Buildings are functional with facilities compliant with legislative requirements.</p>	<p>These assets are maintained at a safe standard with inspections, maintenance, and cleaning as required</p>	

* Unless otherwise negotiated in a lease agreement.

⁺ Table 2 3 Asset Ageing Profile



Appendix 2

Financial Summary

AMP 2020

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Acquisition (Total Project Cost)	\$1,913,421	\$401,060	\$4,526,000	\$4,639,000	\$4,755,000	\$0	\$0	\$4,160,000	\$4,264,000	\$0
Maintenance & Operation cost of existing assets	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613	\$1,345,613
Maintenance & Operation costs of new assets	\$19,134	\$4,011	\$45,260	\$46,390	\$47,550	\$0	\$0	\$41,600	\$42,640	\$0
Renewal	\$2,393,886	\$1,147,734	\$1,016,203	\$990,754	\$1,046,338	\$2,502,578	\$1,892,355	\$3,832,719	\$2,432,957	\$3,095,318
Disposal	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Facility Assessments (DDA, Functionality, Amenity)	\$0	\$20,000	\$60,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0
Safety and DDA Compliance Works	\$0	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0
TOTAL COST	\$5,672,054	\$2,920,418	\$7,033,076	\$7,101,757	\$7,234,501	\$3,888,191	\$3,277,968	\$9,379,932	\$8,085,210	\$4,440,931
External/Grant Funding Allocation ¹	\$0	\$0	-\$2,262,816	-\$2,319,387	-\$2,377,372	\$0	\$0	-\$2,080,137	-\$2,132,141	\$0
COUNCIL FUNDING REQUIRED	\$5,672,054	\$2,920,418	\$4,770,260	\$4,782,370	\$4,857,129	\$3,888,191	\$3,277,968	\$7,299,795	\$5,953,069	\$4,440,931

Figures are in nominal (current Year) values.

1. LTFP estimate of costs.

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST)*

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Brighton Caravan Park Stage 2 Upgrade	\$326,060	\$326,060	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Brighton Town Hall Historical Entrance Restoration	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Glenelg Oval Masterplan	\$0	\$0	\$4,526,000	\$4,639,000	\$4,755,000	\$0	\$0	\$4,160,000	\$4,264,000	\$0
Glenelg Tennis Clubrooms Upgrade	\$146,181	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Glenelg Town Hall Upgrade Stage 2 & 3	\$1,059,880	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Holdfast Bay CC Toilet Upgrade	\$14,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kingston Park Kiosk Upgrade	\$137,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seacliff Toilet Upgrade	\$230,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	\$1,913,421	\$401,060	\$4,526,000	\$4,639,000	\$4,755,000	\$0	\$0	\$4,160,000	\$4,264,000	\$0

* Upgrade component of project only. Replacement costs of existing is already included in renewal budget.

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Brighton Oval (Croquet Club)						\$163,680				
Brighton Oval (Toilet Block)						\$13,860				
Brighton Public Library						\$55,640	\$296,846	\$111,280		
Brighton Seacliff Yacht Club			\$2,085	\$436,698		\$360,400		\$220,566	\$93,705	\$359,040
Brighton Senior Citizens Club			\$176,169		\$474,011	\$256,274	\$112,847			
Brighton Surf Club		\$5,535	\$4,155	\$15,690	\$49,000	\$124,838	\$271,851	\$3,405		\$483,735
Brighton Table Tennis Club							\$262,328		\$94,973	
Brighton Tennis Club								\$50,000		
Broadway Kiosk			\$14,010	\$5,040		\$7,485	\$71,743	\$92,000	\$179,108	
Broadway Kiosk Exeloo								\$262,500		
Caravan Park – Budget Cabin 4					\$3,703					
Caravan Park – Budget Cabin 5					\$3,703					

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Caravan Park – Seaside Cabin 11	\$61,300									
Caravan Park – Seaside Cabin 12	\$59,300									
Caravan Park – Seaside Cabin 13	\$58,800									
Caravan Park – Seaside Cabin 14	\$58,800									
Caravan Park – Seaside Cabin 15	\$58,800									
Caravan Park – Seaside Cabin 7	\$58,800									
Caravan Park – Seaside Cabin 8	\$59,300									
Caravan Park – Seaside Cabin 9	\$59,300									
Caravan Park – Spa Cabin 1										
Caravan Park – Special Access Cabin	\$14,680									



Financial Summary (cont.)

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Caravan Park – Storage Shed										
Caravan Park – Waterview Villa 10										
Caravan Park – Waterview Villa 8										
Caravan Park Kiosk		\$46,800	\$11,700	\$9,100		\$7,800	\$2,600			
Caravan Park Laundry Block							\$6,595	\$50,251		
Community Services Office/ Wilton House	\$15,000	\$18,480			\$25,872		\$3,696	\$3,696	\$9,240	\$36,960
Council Depot						\$4,200	\$140,865		\$93,009	
Council Depot – Washdown Bay						\$14,472			\$3,216	
Depot Machinery Shed							\$226,337	\$87,261	\$54,538	
Exeloo – Bindarra Reserve				\$158,500						
Exeloo – Da Costa Reserve					\$17,600					

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Exeloo – John Miller Park						\$15,600				
Exeloo – Old Gum Tree Reserve				\$16,600						
Exeloo – Seaforth Park						\$16,600				
Exeloo – Wattle Reserve								\$16,600		
Exeloo – Wigley Reserve									\$14,600	
Exeloo and Change Facility – Hartley Reserve				\$16,600						
Glenelg Community Centre	\$63,828	\$25,575		\$4,603		\$49,056	\$55,944	\$111,888		
Glenelg Municipal Library	\$55,270			\$9,700		\$408,510	\$72,837	\$6,450		
Glenelg North Community Centre	\$31,000									
Glenelg Oval – Air Raid Shelter (underground)										\$13,426
Glenelg Oval – Brick Pump Shed										
Glenelg Oval – Groundkeeper's shed										

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Glenelg Oval Time Clock		\$7,000								
Glenelg Town Hall	\$237,855	\$569,022	\$334,950							\$893,200
Glenelg Town Hall – Cafe	\$2,265		\$133,875		\$55,125					
Glenelg Town Hall Public Toilets						\$9,540				
Glenelg United Tennis Club Amenities (Bath St Reserve)	\$31,972	\$6,917								
HB Community Centre – Administration and Activity		\$16,385		\$95,640		\$88,560		\$387,680	\$346,025	\$221,400
HB Community Centre – Child Care Building	\$56,860	\$168,622				\$45,901				\$14,577
HB Community Centre – Craft, Hairdressing, Podiatry Area	\$16,140	\$55,500		\$3,100		\$29,938	\$30,255	\$40,194	\$10,795	
Helmsdale Tennis Clubrooms				\$63,081		\$7,465		\$25,486		
Hindmarsh Lane Coles Toilet Block	\$100,218	\$6,678								



Financial Summary (cont.)

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Holdfast Bay Bowling – Shed						\$36,301				
Holdfast Bay Bowling Clubroom								\$1,178,669	\$222,976	\$250,848
Holdfast Bay Community Centre										
Hove Meals on Wheels				\$16,500			\$4,485	\$89,000	\$44,906	
Kauri Pde Sporting Complex								\$26,280		
Keelara Club	\$6,000					\$3,780		\$82,000	\$2,325	\$337,600
Keelara Club – Greenkeepers Building					\$7,260		\$17,073	\$9,829		
Kibby Reserve Shed									\$5,149	
Kingston House – Shed		\$14,520								
Kingston House – Toilet Block								\$8,580		
Partridge House	\$110,000				\$127,000	\$11,614	\$2,910	\$8,595	\$148,579	

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Partridge House – Toilets/ Service Area							\$2,000	\$64,684		
Partridge St East Car Park	\$9,000									
Patawalonga Foreshore – Pump House										\$3,930
Patawalonga Lock Plant and Motor Room										\$4,201
Ringwood Community Centre				\$2,016		\$33,698		\$62,000		\$29,768
Seacliff Beach Toilets	\$169,700									
Seacliff Community Kindergarten					\$5,005	\$47,417	\$51,985	\$90,070		
Seacliff Surf Life Saving Club					\$2,565					
Seacliff Youth Centre/ Kindergym	\$6,000					\$13,456			\$229,726	
Somerton Bowling Club				\$16,380		\$5,205		\$74,000	\$144,934	
Somerton Park Kindergarten										\$42,350



Financial Summary (cont.)

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Somerton Surf Club	\$40,000		\$8,460	\$3,675	\$195,000		\$42,731	\$9,765		\$312,732
Somerton Surf Club Exterior Public Toilets								\$12,268		
Somerton Yacht Club	\$26,990				\$47,914			\$54,758	\$91,193	\$2,474
South Brighton Community Hall & Dover Tennis Club	\$6,547				\$6,547		\$30,870	\$269,143	\$132,077	
South Brighton Community Hall Public Toilets	\$8,450							\$7,240		
St Judes Cemetery – Shed		\$2,708								
Toilet Block, Kingston Coastal Reserve	\$29,233					\$3,419			\$34,185	
Toilets – Beach House			\$15,000					\$22,393		
Wilton House						\$38,038	\$5,785	\$222,265		\$58,520
Minor Works (<\$2000)	\$0	\$4,800	\$12,210	\$7,370	\$3,540	\$5,907	\$10,206	\$1,380	\$5,306	\$4,480
TOTAL COST	\$2,393,886	\$1,147,734	\$1,016,203	\$990,754	\$1,046,338	\$2,502,578	\$1,892,355	\$3,832,719	\$2,432,957	\$3,095,318

Appendix 3

Data Confidence Grading System

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate $\pm 2\%$.
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C - Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E – Unknown	None or very little data held.



Appendix 4

Building Risks

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Coastal Buildings	Sea level rise.	Moderate	Review and implement findings of Coastal Protection Infrastructure Assessment 2020.	Asset Manager(s) and Staff	2050
Buildings and Facilities	Compliance with legislative and Australian Standards requirements, including DDA.	High	Complete DDA compliance audit of all key buildings.	Asset Manager(s) and Staff	2025
Buildings and Facilities	Maintenance program funding insufficient to meet service standards.	High	Implement Operational Service Levels in this AMP. Renegotiate lease agreements. Facility management plans for all complex and high risk buildings.	Asset Manager(s) and Staff	2025
Buildings and Facilities	Lack of alignment between strategic property direction and building renewal works leads to unnecessary expenditure.	Moderate	Both asset management planning and strategic property decision making to use same service level framework. Asset leadership team to include staff responsible for both strategic planning and delivery of works.	Asset Leadership Team	2023
Buildings and Facilities	Loss of key staff.	High	Develop succession plans.	CEO/ Senior Leadership Team	2023

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Buildings and Facilities	Coordination between Council and third parties, such as contractors and State Government, with regard to capital works/upgrades is currently poor.	Moderate	Where possible establish direct data share arrangement with 3rd parties; Have a standard reinstatement detail for works and adequate resourcing to monitor and inspect works.	Asset Manager(s) and Staff	2025
Buildings and Facilities	Economics – Council unable to fund required capital, maintenance, or operational expenditure.	High	Ensure business continuance strategy includes capital and maintenance works. Prioritise all capital and maintenance work i.e. essential or non-essential. Have an active model to demonstrate the impact of deferring works.	Asset Leadership Team	2025
Buildings and Facilities	Climate change – material useful lives may reduce and early failure occurring.	Moderate	Adopt IPWEA Practice Note 12.1. Undertake Climate Change Infrastructure Adaptation Study.	Asset Leadership Team	2023
Poor quality data within asset management plan	Data inconsistency and inaccuracy.	Moderate	Improve the data confidence level through cleansing and collection of new data.	Asset Manager(s) and Staff	2025

Building Risks (cont.)

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
All	Political Changes – Change in Executive Staff or Council.	High	Documentation of procedures, policies, and workflows. Provide regular updates to elected members on asset management.	CEO/Senior Leadership	2023
All	New AMP modelling approach, needs review.	High	Review annually, including regular site inspections.	Asset Leadership Team	2023
All	Change in community service standards or expectations.	Moderate	Review community feedback through complaints or surveys.	Council	2025



Appendix 5

Building Improvement Plan

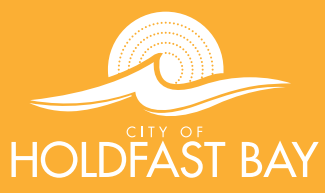
Task No	Task	Responsibility	Resources Required	Established	Due
1	Undertake annual safety inspection program on all buildings.	Asset Manager(s) and Staff	BAU	2020	2022
2	Establish a compliance register for DDA requirements.	Asset Manager(s) and Staff	Medium	2020	2024
3	Integrate building maintenance into Technology One and link to customer requests or implement appropriate Buildings Maintenance system (BMS), to ensure operational service levels are being met.	Asset Leadership Team	Medium	2020	2022
4	Establish Facilities Management Plans for complex, heritage listed, or high-risk sites.	Asset Manager(s) and Staff	Medium	2020	2030
5	Model the localised impacts of climate change of City of Holdfast Bay's Building Assets and identify required actions.	Asset Leadership Team	Low	2020	2022
6	Review the level of service for City of Holdfast Bay's Buildings and refine.	Asset Manager(s) and Staff	BAU	2020	2022
7	Implement clear maintenance and capital replacement responsibilities in lease agreements that align with building hierarchy service standards.	Asset Manager(s) and Staff	BAU	2020	2023
8	Consider and account for Life Cycle Costs (%) for all New Capital Bids based on either forecast expenditure or actual expenditure (where known).	Chief Executive Officer/ Senior Leadership Team	BAU	2020	2022
9	Work towards adopting a life cycle approach to depreciation.	Asset Leadership Team	Low	2020	2024
10	Aligned works program to asset hierarchy service levels to ensure buildings essential to core business are maintained to their required level.	Asset Leadership Team	BAU	2020	2021

Building Improvement Plan (cont.)

Task No	Task	Responsibility	Resources Required	Established	Due
11	Works should be grouped into appropriate refurbishment and upgrade programs, to generate efficiencies of scale, and prevent disruption to stakeholders.	Asset Manager(s) and Staff	BAU	2020	2022
12	Audit functionality, safety and amenity for key buildings and integrate service levels and forecast works.	Asset Manager(s) and Staff	High	2020	2030
13	Current criticality framework was produced internally. Community consultation will be undertaken upon the next criticality framework review.	Asset Manager(s) and Staff	Low	2020	2023
14	Strategic Property Review	Asset Manager(s) and Staff	Medium	2020	2022







Attachment 3





STORMWATER

ASSET MANAGEMENT PLAN 2020



Welcome



Amanda Wilson
Mayor
City of Holdfast Bay

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TRADITIONAL CUSTODIANS

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

Abbreviations

Asset Management Plan	AMP
Levels of Service	LoS
Long Term Financial Plan	LTFP
Double Side Entry Pit	DSEP
Side Entry Pit	SEP
Gross Pollutant Traps	GPT
Water Sensitive Urban Water Design	WSUD
Headwall	HW
Junction Box	JB
Average Recurrence Intervals	ARI

Executive Summary

The City of Holdfast Bay is reliant on a well-planned and extensive stormwater drainage network to provide flood protection to properties. We maintain 70 kilometres of underground pipes with sizes between 100mm diameter and 3.6m wide culverts and over 2,000 pits and junction boxes. In addition, Council has various stormwater assets including tree inlet pits, water sensitive urban design, pumps, rising mains, and 5 gross pollutant traps. The total replacement value of this infrastructure is estimated at \$58.5 million.

Much of underground pipe system was installed in the 1960s and 1970s, so is 50–60 years through a useful life of between 80 and 120 years. Due to the aggressive marine environment, some pipes will not last as long depending on their proximity to the coast. Our trunk stormwater pipe network drains low areas behind the former sand dunes and are generally at shallow grades which leads to increased blockages and maintenance. In addition, the beach outlets require constant maintenance to keep them free of sand.

Council needs to invest in major stormwater upgrades to increase the capacity of our stormwater system to reduce flood risk for properties. This is reflected in the forecast acquisition costs outlined in this Asset Management Plan. Our stormwater catchment includes significant portions of the City of Marion who contribute financially to upgrade works. These works are identified in the *Cities of Holdfast Bay and Marion Stormwater Management Plan (2014)*. In addition, works to improve the quality of water and reduce the volume of stormwater entering the marine environment are required. This includes gross pollutants traps, water sensitive urban design and options to reuse stormwater.

As a significant amount of the stormwater assets are buried it is difficult and costly to assess the condition. Based on a CCTV sample, our stormwater assets are in fair condition and further inspections are required to confirm this. The relatively low replacement costs forecast over the next 10-years reflects this fair condition and long useful life. There is a large replacement program anticipated from 2040 onwards.

When Council needs to replace or upgrade portions of the underground infrastructure other options such as pipe relining or upgrade on new alignments will be investigated to reduce inconvenience to residents and risk.



Stormwater Asset Management Plan

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.

TOTAL VALUE OF ASSETS: \$58.5M



DRAINS
\$47.4M



SUMPS
\$11.1M

LEVELS OF SERVICE



COMMUNITY

- › Quality
- › Function
- › Capacity
- › Safety



TECHNICAL

- › Condition
- › Function/Capacity
- › Safety

IMPROVEMENT PLAN

Develop a rolling 3 year works program identifying assets to be renewed.

Implement risk mitigation strategies identified in this AMP.

Investigate pipe conditions using CCTV.

Review Stormwater Asset Management Plan.

Improve street tree management to reduce kerb lift & associated stormwater issues.



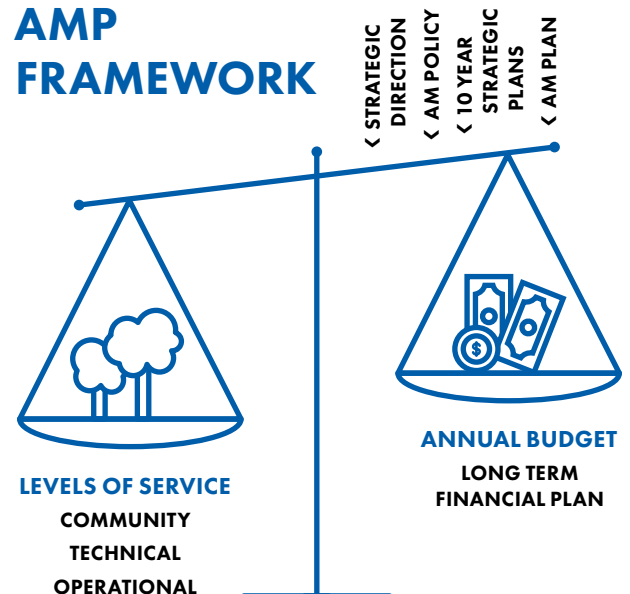
A community connected to our natural environment

- › Reduce flash flooding within our city during rain events
- › Reduce stormwater discharge to the marine environment

An effective customer-centred organisation

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

AMP FRAMEWORK

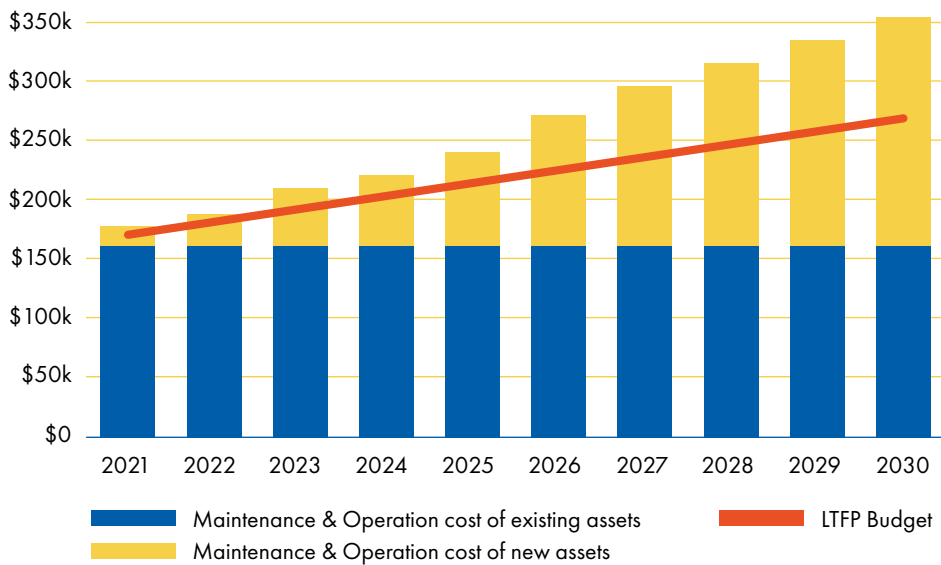


ASSET SUSTAINABILITY RATIO: 100%

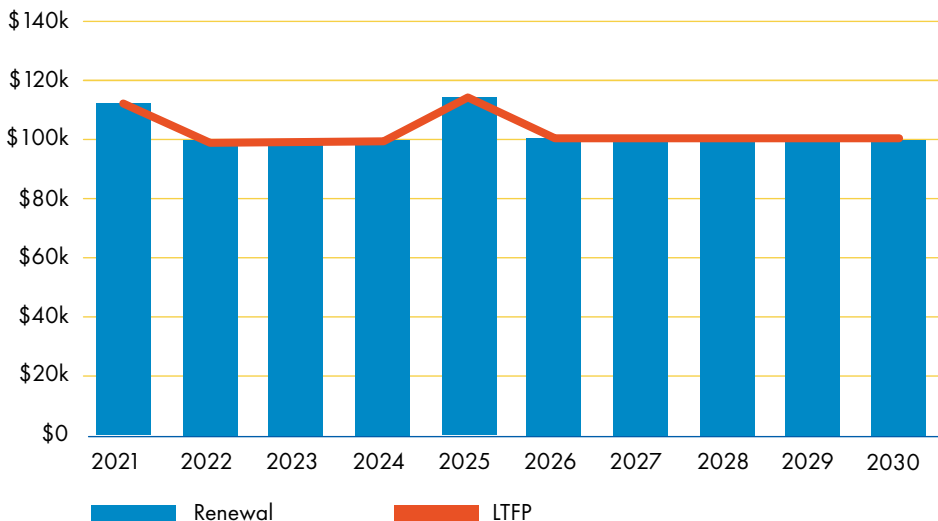
The Asset Sustainability Ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing levels. Over the next 10 years of forecasting, City of Holdfast Bay expects to have 100% of the funds required for the optimal renewal and replacement of Stormwater Assets.

COUNCIL TARGET:
90–110%
OVER 5 YEARS

10 YEAR OPERATIONAL & MAINTENANCE FORECAST



10 YEAR RENEWAL FORECAST



1. Introduction



ENVIRONMENT

A community connected to our natural environment

In accordance with the *Local Government Act 1999* (the Act) and the Strategic Plan (*Our Place 2030*), the Council provides a range of community services to the members of the local community and visitors. The services include transport services, waste management services, environmental services, social and recreational services, open space services, stormwater drainage services, and coastal and beach management services.

Under the Act, Council is required to develop and adopt an infrastructure and asset management plan covering a period of at least 10 years. In addition, Council is required to adopt a long-term financial plan associated with such service plans also covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed within these plans. Variations to the scheduled works within the AMP and the LTFP may be adjusted as the need arises

The primary intent of asset management is to meet a required level of service in the most cost-effective way, through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets to provide for present and future community needs. The Stormwater Asset Management plan will be a living document over the next 3 to 4 years complying to all legislative requirements, and to communicate funding required to provide the required levels of service over a 10-year planning period.

This plan aims to align with ISO 55000 (international standard for asset management) but does not seek to become accredited as an ISO document or process. This document aims to align the delivery of asset management activities with the organisation’s goals and objectives; this process is known as the “line of sight” with asset management. This plan also aims to create transparency and accountability through all aspects of asset management; this process ensures that all stakeholders understand their roles and responsibilities of achieving the intentions of the plan.

The Stormwater Asset Management Plan works in conjunction with the following Council’s plans and strategies (Table 1.1.1).

Plans, Strategies and Policies

<i>Adelaide’s Living Beaches – 2005–2025</i>	<i>Planning SA’s Coast Park</i>
<i>Asset Management Policy</i>	<i>Quality of Life and Business Confidence Reports</i>
<i>Beach Wrack (Seagrass) Removal Policy</i>	<i>Resilient South Regional Plan</i>
<i>Disposal policy</i>	<i>Stormwater Management Plan 2014</i>
<i>Long Term Financial Plan</i>	<i>The Annual Business Plan</i>
<i>Open Space and Public Realm Strategy 2018–2030</i>	<i>Water Sensitive Urban Development Plan</i>
<i>Our Place 2030 Strategic Plan</i>	

Table 1.1.1 Plans, Strategies and Policies





DEFINITIONS

Asset: A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. This typically includes infrastructure, property, buildings, plant and equipment.

Infrastructure assets: Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths, cycle-ways, stormwater drainage, and buildings.

Level of service: The defined service quality for a particular service/activity against which service performance may be measured.

Operational: Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life. Includes cleaning and minor repairs, such as stormwater GPT cleaning, street sweeping, and pothole repairs. Includes overheads, such as wages and utility costs incurred during operational activities.

Renewal: Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

Acquisition: Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.



1.1 LEGISLATION AND RELEVANT ACTS

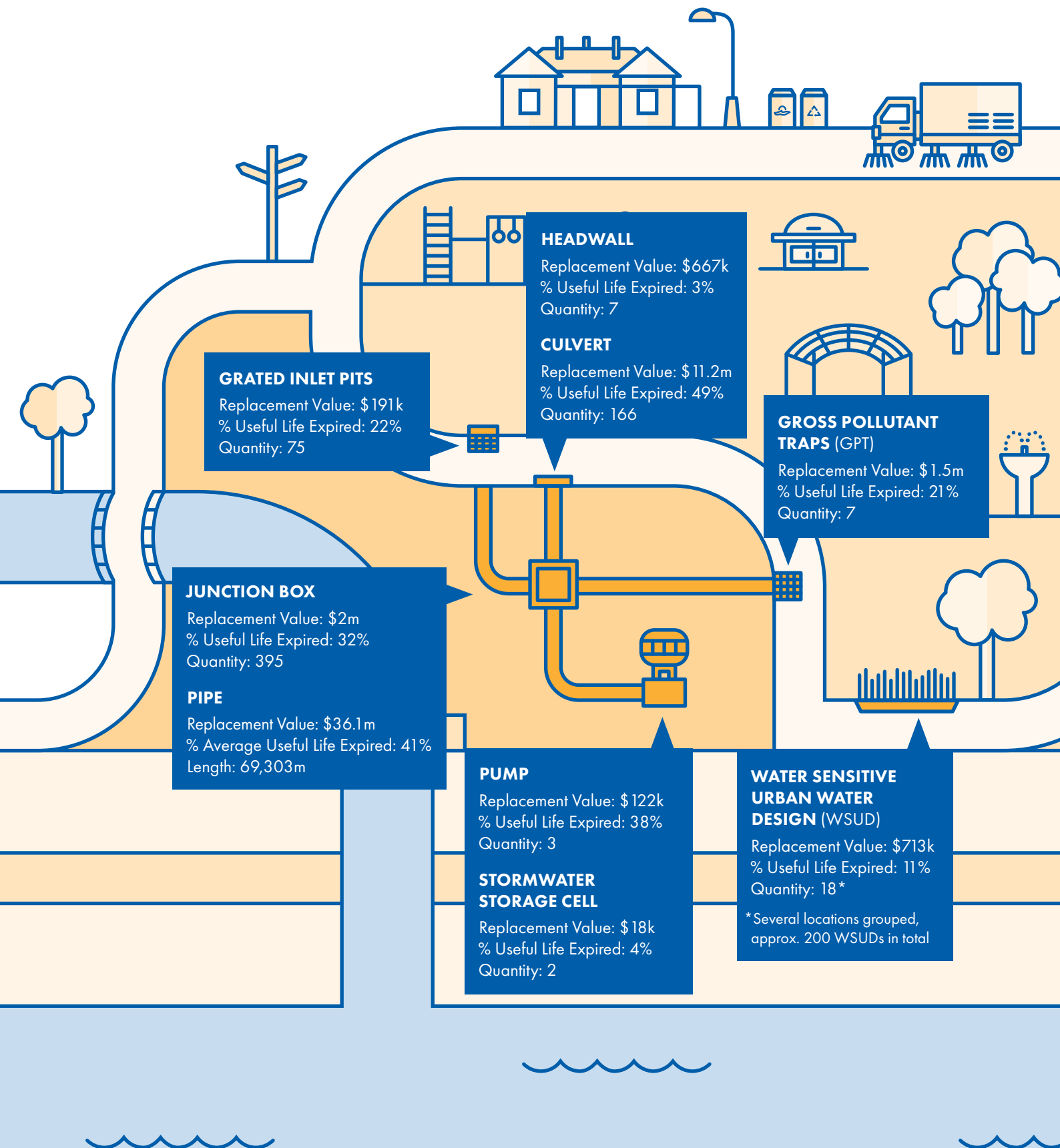
Council also adheres to and maintains assets in alignment with the following acts:

Legislation	Requirements
<i>Australian Accounting Standards</i>	Standards applied in preparing financial statements, relating to the valuation, revaluation, and depreciation of Stormwater assets.
<i>Environmental Protection Act</i>	An Act to provide the protection of the environment; to establish the Environment Protection Authority and define its functions and powers; and for other purposes. Consideration of this act should be undertaken for the provision, development, or management of open space.
<i>Local Government Act 1999</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of long term financial plan supported by asset management plans for sustainable service delivery.
<i>Work Health and Safety Act 2012</i>	An Act to provide for the health, safety, and welfare of persons at work; and for other purposes.
<i>Landscape South Australia Act 2019</i>	An Act to promote sustainable and integrated management of the State's natural resources; to make provision for the protection of the State's natural resources.
<i>Local Government (Stormwater Management) Amendment Act 2007</i>	Act empowering the Stormwater Management Authority.
<i>National Construction Code 2014</i>	Sets out minimum standards for stormwater management for property development.
<i>Emergency Management Act 1994</i>	Requires lifeline utilities to function at the fullest possible extent during and after an emergency and to have plans for such functioning (business continuity plans).
<i>Local Government Stormwater Management Act 2007</i>	Outlines the Stormwater Management Agreement between State and Local Governments, establishment of the Stormwater Management Authority and preparation of Stormwater Management Plans.

Table 1.1 Stormwater Asset Management Plan Legislative Requirements

2. Asset Class Information

STORMWATER ASSET CLASS

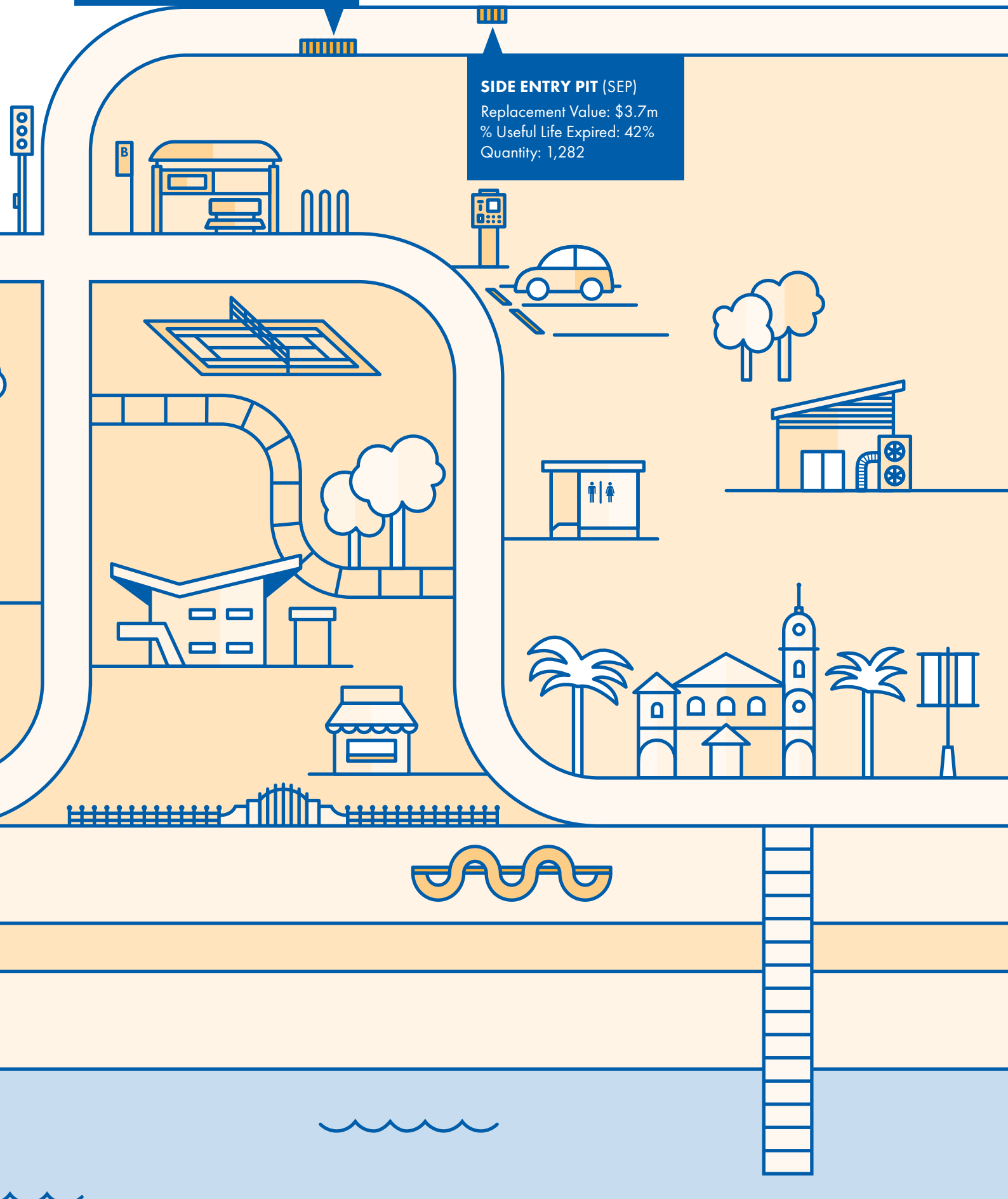


DOUBLE SIDED ENTRY PIT (DSEP)

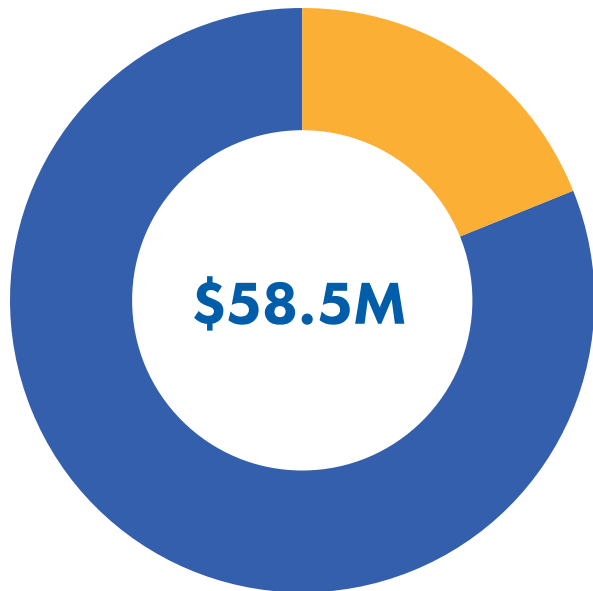
Replacement Value: \$2.3m
% Useful Life Expired: 38%
Quantity: 392

SIDE ENTRY PIT (SEP)

Replacement Value: \$3.7m
% Useful Life Expired: 42%
Quantity: 1,282



TOTAL CURRENT REPLACEMENT COST OF STORMWATER



Drains	\$47,361,160	●
Sumps	\$11,223,118	●



CONDITION RATING



2.1 PHYSICAL PARAMETER

This AMP covers the class of Stormwater Assets for the City of Holdfast Bay. A Stormwater asset is defined as any construction or structure with fixed and permanent foundations or footings, enclosed or part enclosed with walls, roofing of rigid and long-lasting materials, with the purpose of occupation and/or storage.

Stormwater assets are divided into functional categories as they provide different roles within the Stormwater network. These are standardised to the Southwest Drainage Scheme data scheme and at a higher level include Drains and Sumps. These are further classified into sub categories as displayed in Tables 2.1.1 to and 2.1.2.

Stormwater Categories	Number of Assets	Diameter/ Size (mm)	Length (m)	Replacement Value	% of Useful Life Expired
Pipes	93	100–250	1,438.72	\$240,964	33.48
Pipes	2,052	300–600	37,929.19	\$12,220,801	37.10
Pipes	712	600+	29,935.61	\$34,899,395	46.49
Total	2,587		69,304	\$47,361,160	40.49

Table 2.1.1 Stormwater Pipe Categories

Stormwater Categories	Number of Assets	Type	Replacement Value	% of Useful Life Expired
Sump	1,282	SEP	\$3,718,875	42.06
Sump	392	DSEP	\$2,250,492	37.93
Sump	75	GP	\$190,862	22.39
Sump	7	GPT	\$1,538,010	20.57
Sump	7	Major HW ⁺	\$666,863	3
Sump	395	JB	\$2,005,442	32.07
Sump	3	Pump	\$121,565	37.5
Sump	2	Stormwater Storage Cell	\$18,420	4
Sump	18 [*]	WSUD	\$712,589	11.33
Total	2,181		\$11,223,118	30.49

Table 2.1.2 Stormwater Sump Categories

* A number of locations grouped, approx. 200 WSUDs total

+ Beach Headwalls are included in the Open Space and Coastal Asset Portfolio

DRAINS

Our drains are constructed using:

- > Pipes
- > Culverts

The material for pipes and culverts used are mainly pre-cast concrete and unplasticised polyvinyl chloride (uPVC).

Drains

Illustrated View

Pipes and Culverts:
Pre-cast Concrete



Pipes: PVC



Table 2.1.3 Pipes and Culvert materials

SUMPS

Sumps are divided into nine different functionality categories:

Sumps

Illustrated View

Sumps

Illustrated View

Side Entry Pit (SEP)



Gross Pollutant Traps (GPT)



Double Side Entry Pit (DSEP)



Headwall (HW)



Grated Inlet Pit (GP)



Junction Box (JB)



Pump



Stormwater Storage Cell



Water Sensitive Urban Water Design (WSUD)



Table 2.1.4 Sumps – Sub Categories

The extent of the City of Holdfast Bay's Stormwater network is shown in Appendix 1.

2.2 ASSET HIERARCHY

An asset hierarchy provides a framework for structuring data in an information system to assist in the collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

There are two processes to determining stormwater criticality, criticality for upgrade and existing renewal.

Several reports have modelled the current stormwater network performance and determined criticality of upgrades (*Stormwater Management Plan, Stormwater Management Plan Glenelg to Marino 2014*). Key factors included:

- › Flood risk mitigation
- › Age
- › Impact on Properties
- › Catchment Size.

These findings have later been refined internally and New Initiative programs developed (*Stormwater Strategy 2020, Stormwater Policy 2020*).

Table 2.2.1 below summarises Council's service levels for each level of hierarchy.



Hierarchy Level	Criticality	Description
A	High	5-Yr ARI Over Floor Flooding, high impact on number of properties and/or those critical to the core operations of council. Or issue is an urgent safety hazard.
B	Mid	100-Yr ARI Over Floor Flooding with medium impact on number of properties and/or community facilities. Persistent water pooling that impacts a number of stakeholders.
C	Low	Low risk of flooding, low impact on properties, functional.

Table 2.2.1 Asset Hierarchy

Each criticality has different service level agreements. These are outlined in detail in Appendix 2. This framework was produced internally, and as part of Council's Stormwater Asset Improvement Plan, community consultation will be undertaken upon the next criticality framework review.

2.3 ASSET EXPECTED LIFE

All assets are provided with a baseline straight line useful life value (blue line), used for the purposes of lifecycle cost planning and accounting for asset valuation and depreciation. This straight-line depreciation is used in Council’s financial reporting.

The service life of transport assets differs from the standard design life and the useful life, as it also accounts for the ongoing maintenance and renewal of the asset to maintain a designated technical level of service (black line). The setting of service levels will be undertaken by council staff in consultation with the community and elected members, to optimise whole of life costs for the assets.

As upkeep of the asset is made through the capital renewal & maintenance budgets, the condition should be maintained at the desired level to ensure assets reach their potential service life (black line). If no regular maintenance occurs the potential asset life will not be reached (red line).

Figure 2.3.1 shows that the deterioration curves, red and black, show a true reflection on an assets aging profile, as it typically deteriorates faster towards the end of its life.

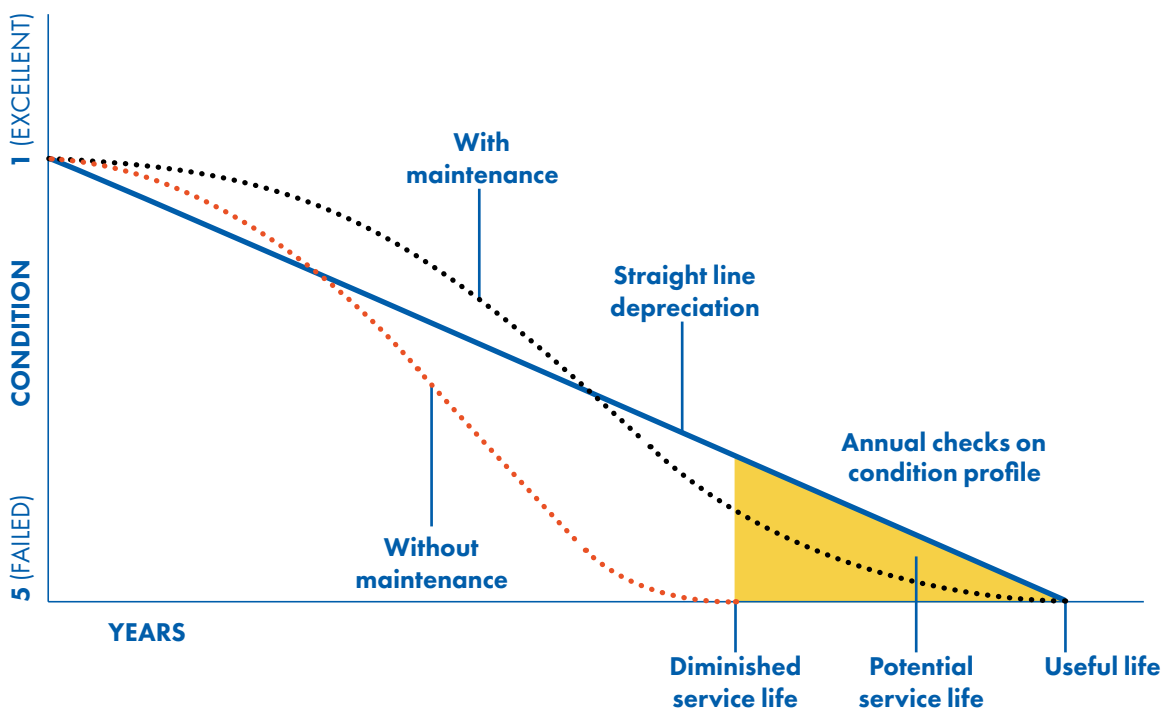


Figure 2.3.1 Asset Ageing Profile

2.4 ASSET QUALITY AND DISTRIBUTION

The City of Holdfast Bay has a responsibility to maintain the appropriate condition of stormwater assets as defined by the levels of service.

This includes:

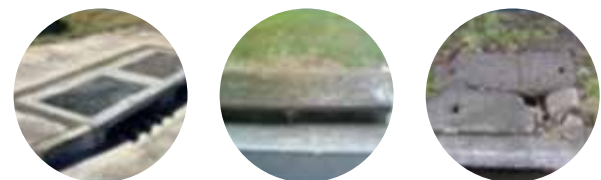
- › Forward works planning – capital and maintenance program
- › Overseeing works undertaken
- › Organising regular surface inspections of stormwater assets.

Internal CCTV inspections of stormwater assets will be undertaken progressively throughout the network over a 10-year period, starting with high criticality stormwater assets as defined in Table 2.2.1. This will ensure we maintain an up to date database of condition, maintenance, and risk.

Stormwater assets incorporate a 1–5 condition rating score (Table 2.4.1) for each asset.



CONDITION RATING



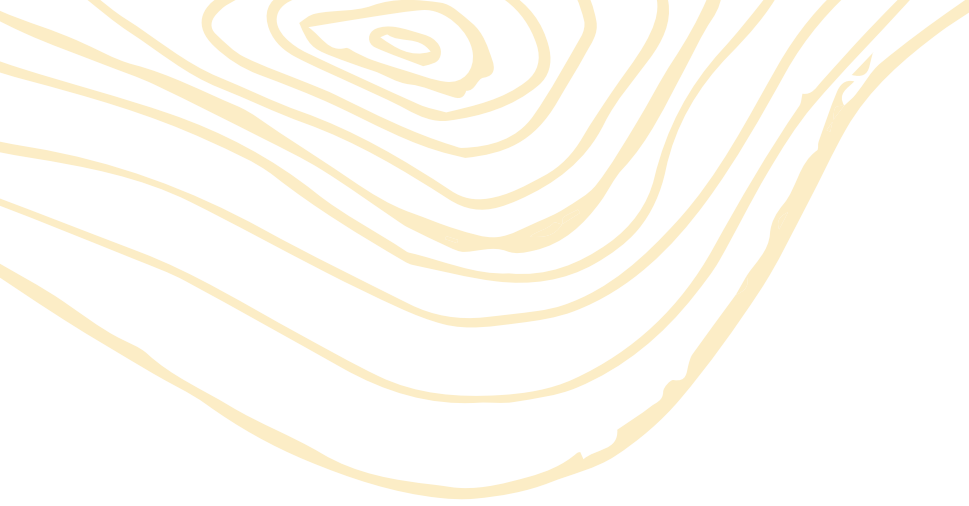
Condition Rating	Condition Description	Actions
1	Very Good	No action required
2	Good	Minor defects only
3	Fair	Maintenance required to return to accepted level of service
4	Poor	Consider renewal
5	Very Poor	Approaching unserviceable

Table 2.4.1 Condition Assessment System (based on International Infrastructure Management Manual 2015, IIMM)

3. Stakeholders

Key stakeholders in the preparation and implementation of this Stormwater Asset Management Plan are shown in Table 3.1.

Key Stakeholders	Roles in Asset Management Plan
Residents and Ratepayers	<ul style="list-style-type: none"> › Ultimate beneficiaries of the AMP process › Feedback collected throughout the year › Annual satisfaction survey undertaken
Visitor / Tourists	<ul style="list-style-type: none"> › Regular satisfaction surveys undertaken, and feedback collected
Business Owners; Traders; Service Providers	<ul style="list-style-type: none"> › Play a significant role in providing services › Feedback is collected through regular consultation › Suppliers provide the goods and services to manage the assets and infrastructure
Council	<ul style="list-style-type: none"> › To act as custodians of community assets › To set asset management policy and vision › Allocate resources to meet Council objectives in providing services while managing risks
Chief Executive Officer/ Senior Leadership Team	<ul style="list-style-type: none"> › To provide leadership and strategic direction › Review Asset Management Policy and Asset Management Strategies › To ensure that community needs and the outcomes of service reviews are incorporated into asset management planning and Long-Term Financial Plan › To ensure that training of Councillors and staff in financial and asset management practices is provided › To ensure that accurate and reliable information is presented to Council › To ensure appropriate delegations and approval processes are followed



Key Stakeholders Roles in Asset Management Plan

Asset Management Leadership Team	<ul style="list-style-type: none"> › Facilitate development of Asset Management Plans › To oversee the implementation of the Asset Management Policy and Asset Management Strategies › To oversee the ongoing development and review of service plans and asset management plans › To ensure that community needs and the outcomes of service reviews are incorporated into asset management plans › To promote and raise awareness of asset management within the organisation › To ensure relevant health and wellbeing, human rights and equity principles and strategies are taken into consideration › To develop and implement asset management improvement plan › To provide and manage the asset management information system(s) › Integrate asset management and financial plans and reporting
Asset Manager(s) and Staff	<ul style="list-style-type: none"> › To lead the development of the Asset Management Plans › To develop and implement maintenance, renewal and capital works programs in accordance with the Asset Management Policy, Strategy, Plans, as well as budget allocations › Develop Specific Management Plans (upgrade, renewal, maintenance, operations, disposal) › To deliver levels of service to agreed risk and cost standards and expectations › To report asset related risk and damage › To establish and monitor asset compliance and risk inspection regimes › To manage asset condition assessments › To provide technical expertise to Asset Management Leadership Team

Table 3.1 Stormwater Asset Management Plan Key Stakeholders

4. Current and Desired Levels of Service (LoS)

Levels of Service or objectives and the way these are benchmarked and measured annually and quarterly, are the single biggest point of difference between previous asset management plans and ISO 55000 standard plans. By its very definition, ISO 55000 is measurable and definable outcome that typifies an outcome-based paradigm.

The *International Infrastructure Management Manual* describes Levels of Service (LoS) as ‘defined service quality for an activity or service area against which service performance may be measured’.

The City of Holdfast Bay have 2 defined levels of service:

- › Customer (Community) Level of Service
- › Technical Level of Service

These Levels of Service are designed to support continued performance and function of the stormwater assets (and all their components) to a reasonable standard. They are also intended to ensure the future economic sustainability of City of Holdfast Bay’s stormwater network is considered and unreasonable costs are not being placed on future Asset Plans.

Currently only the 5-year and 100-year average recurrence interval (ARI) flood risk and commission age of assets has been assessed. This can be used for the Technical Level of Service, as well as qualitative results from Customer Complaints System. However, moving forward other indicators of levels of service, including condition scores, quantitative number of customer complaints, works system, and live performance monitoring will be integrated with asset records, allowing for a more mature level of service assessment.

Community Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Quality	Stormwater network is generally unobstructed.	Percentage of assets that are better than our service level targets (Appendix 2: Stormwater Service Levels).	Above 95%
Culture: Supporting excellent, efficient operations	Function/Capacity	Stormwater functions to required level (i.e. no flash flooding in events less than a 5-Yr ARI).	Percentage of assets that are better than our service level targets (Appendix 2: Stormwater Service Levels).	Above 95%
Culture: Supporting excellent, efficient operations	Responsiveness	Provide services with determined response time.	Time taken to respond to requests are better than our service level targets (Appendix 2: Stormwater Service Levels).	Above 95%



Technical Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Condition	Physical state of stormwater assets is in serviceable condition.	Percentage of assets that are better than our service level targets (Appendix 2: Stormwater Service Levels).	Above 95%
Placemaking: Creating lively and safe places Placemaking: Developing walkable, connected neighbourhoods	Function/Capacity	Stormwater assets have the capacity to meet the community need.	Percentage of assets that are better than our service level targets (Appendix 2: Stormwater Service Levels). Number of customer complaints reduced.	Above 95%
Placemaking: Creating lively and safe places	Safety	Stormwater assets are safe and free of hazards.	Number of injury or accidents.	0

5. Future Demand

The community’s demand for the services changes over time. The reason for change can be varied, some of the common drivers are population, demographics, environmental and technology. As service demand changes, the council’s assets may also need to change to meet the changing demand.

Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
Population increase: › Total estimated population: 36,520.	Planned to accommodate for 40,313 by 2031.	Greater impervious areas through increased infill development has the potential to cause local flooding problems.	› Audit and management of stormwater drainage. Installation of water sensitive urban design features. Implementation of regional Stormwater Catchment Management Plan.	Increase demand on stormwater assets which may lead to blockages and capacity issues.



Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
Council and the community are increasingly aware of our impact to the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting, and creating an environment that will sustain current and future generations. This goal is shared by our community and is a primary objective of most governments across the world.	We are committed to using fewer of our precious resources, reducing our carbon footprint, and looking for smarter ways to achieve this objective.	<ul style="list-style-type: none"> › Implement actions from the environmental strategy. › Climate Adaptation Risk Assessment. 	Higher costs associated with construction methods that are environmentally sustainable.
Increase of severe weather events including droughts, storms, storm surges, high tide, and sea level rise.	Severe weather events to increase based on current trends. Increase in sea level.	More intense rainfall events are likely to place increased pressure on the drainage network to carry larger volumes of stormwater runoff. Sea level rise will reduce capacity of drainage network adjacent to coast.	<ul style="list-style-type: none"> › Potential for design standard definitions change through the increase rainfall intensity. This will decrease the standard for our existing infrastructure. › Sand retention and management. Audit of sea wall condition. Water storage, recycling, reclamation, and management. Use of improved irrigation technology. Usage of A-Class reclaimed water. 	In future larger pipes may be required to meet the same design standard as the definitions change. Upgrading current capacity of current systems may also be required.
Testing new research and technologies being developed for stormwater management.	Looking for efficient and effective ways to improve stormwater management.	Taking advantage of opportunities through studies and grants to progress stormwater management technology.	<ul style="list-style-type: none"> › Using new technologies to control stormwater flows within catchments to eliminate localised flooding. › Funding received from Department of Environment and Water for the introduction of detention to delays flows and the use of smart tanks. 	Introduction of new products and systems, rather than like-for-like replacement, will incur additional cost.

Table 5.1 Future Demands

6. Life Cycle Planning/Strategies

The lifecycle management plan details how the City of Holdfast Bay plans to manage and operate the assets at the agreed levels of service while managing life cycle.

The assets covered by this Stormwater Asset Management Plan is shown in section 2, Asset Class Information.

This section presents an analysis of Council's available Stormwater assets information and the life cycle management plans covering the 4 key work activities to manage Stormwater assets.

- › **Routine Maintenance** – Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life.
- › **Capital Renewal/Replacement** – Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.
- › **Decommission** – Any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Any costs or revenue gained from asset disposals is included in the long-term financial plan.
- › **Creation/Acquisition** – Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.

Variability of these stages also exists within different Stormwater categories, as Stormwater function may influence the renewal versus replacement strategies.

The major stages can be further divided into specific processes as listed in Figure 6.1. In each stage of the lifecycle, varying events will trigger the need to begin the next phase of the cycle. Further details on the processes of these lifecycle stages for Stormwater assets is provided in the following sections.

6.1 OPERATIONS & MAINTENANCE PLAN

Operations include regular activities to provide services. An example of a typical operational activity is cleaning gross pollutant traps.

Maintenance include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. This work is not capitalised and does not increase the service life of the asset.

An example of a typical maintenance activities is repairing pit lids and pipe junctions.

As the years progress, the maintenance budget is projected to increase due to inflation and an asset portfolio growing in size, complexity and age.

6.2 RENEWAL PLAN

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using the Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year).

In the 10-year Forecast Renewal Program Council will include:

- › Annual WSUD Program
- › Annual Minor Stormwater Program
- › Farrell Street Pump Station.

It is anticipated the renewal program will be adjusted once CCTV condition assessment have been received. However initial results indicate no major capital renewal works are required in the 10-year window.

6.2.1 RENEWAL RANKING CRITERIA

Asset renewal is typically undertaken to either:

- › Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate, or
- › To ensure the infrastructure is of sufficient quality to meet the service requirements.

It is possible to prioritise renewals by identifying assets or asset groups that:

- > Have a high consequence of failure,
- > Have high use and subsequent impact on users would be significant,
- > Have higher than expected operational or maintenance costs, and
- > Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.¹

The ranking criteria used to determine priority of identified renewal proposals are detailed in Table 6.2.1

Criteria	Weighting
Service Level Hierarchy (High, Med, Low)	50%
Risk rating: Social, political, environmental implications of failure	25%
Potential to reduce life cycle costs by replacement with a modern equivalent	25%
Total	100%

Table 6.2.1 Renewal Priority Ranking Criteria

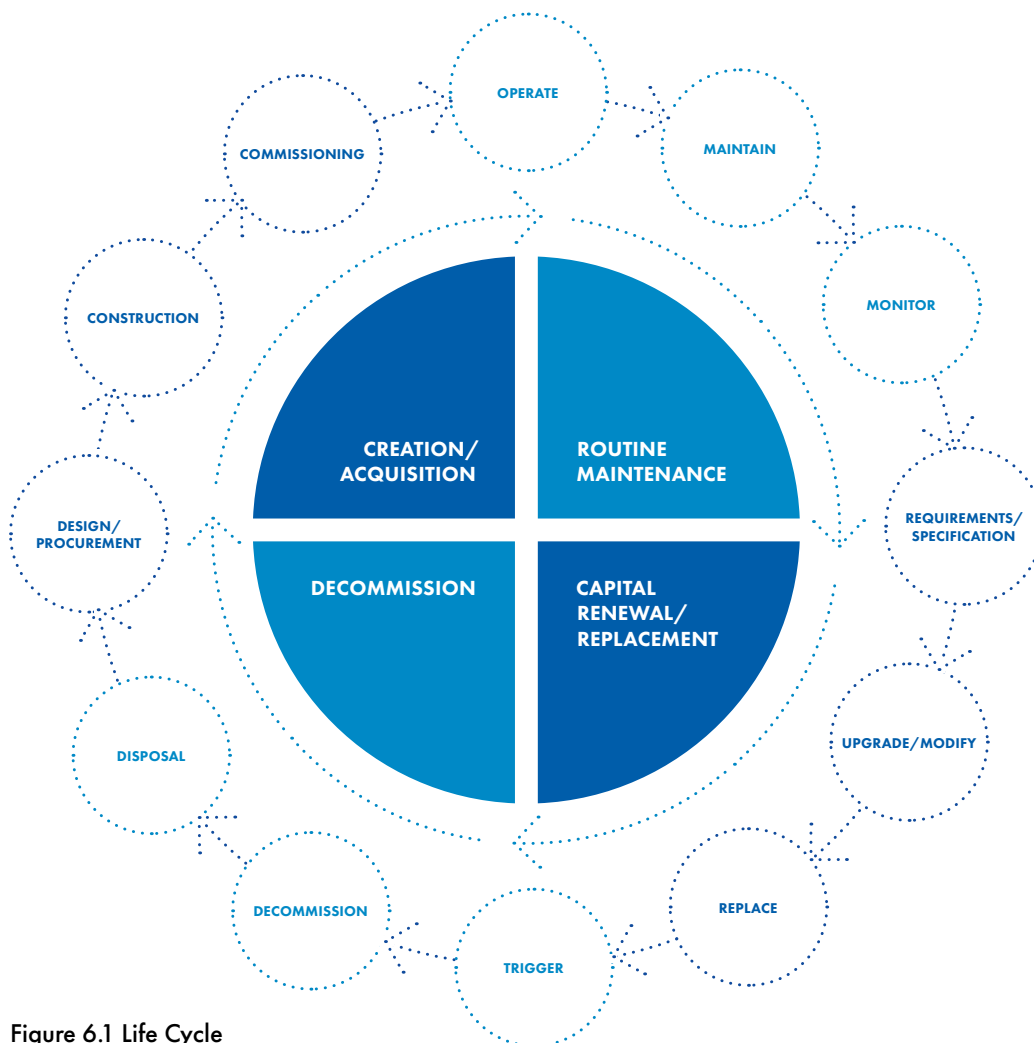


Figure 6.1 Life Cycle Management Plan

1. Based on IPWEA, 2015, IIMM, Sec 3.4.5, p3|97

6.3 ACQUISITION PLAN

Acquisition are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs.



6.3.1 SELECTION CRITERIA

Proposed upgrade of existing assets, and new assets, are identified from various sources such as:

- › City of Holdfast Bay Stormwater Management Plan;
- › Water Sensitive Urban Design (WSUD) Plan;
- › Customer feedback, depot information about nuisance flooding hotspots;
- › Proposals identified by Strategic Plans.

Potential upgrade and new works should be reviewed to verify that they are essential to the entities needs.

When Council commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability. This is outlined in City of Holdfast Bay's Asset Management Policy (Section 3.3.3):

Future life cycle costs will be reported and considered in all Council decisions relating to new services and assets and upgrading of existing assets. If actual costs are not known, an estimate will be applied to the upgrade portion of the project, based upon the Asset Management Plan's life cycle forecast (%).

Major upgrade projects forecast in the next 10 years include:

- › Wattle Gross Pollutant Trap
- › Gully Masterplan Implementation
- › College Road stormwater upgrade.

The full table of projected acquisition projects for the next 10 years is displayed in Appendix 3.

6.4 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation Council Disposal of Assets Policy outlines this process.

Council has no upcoming disposals for stormwater assets. As such, there is no funding required or expected from the decommissioning of any assets at this point in time.

7. Budget

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available with the introduction of a new strategic asset management modelling system in future AMPs, on desired levels of service and current and projected future asset performance.

7.1 ASSET VALUATIONS

Valuations are undertaken in alignment with Australian Accounting Standard 'AASB 13 Fair Value', and 'AASB 116 Property Plant and Equipment'. These valuations are required every three to five years, with an independent audit required every five years. Valuations are undertaken to satisfy the financial reporting requirements and to understand the cost to replace assets.

The valuation of Council's Stormwater Assets is summarised in Table 7.1.1:

Asset Category	Replacement Cost	Accumulated Depreciation	Written Down Value
Drains	\$47,361,160	\$19,176,534	\$28,184,626
Sumps	\$11,223,118	\$3,421,929	\$7,801,189
Total	\$58,584,278	\$22,598,463	\$35,985,815

Table 7.1.1 Stormwater Asset Valuation



7.2 MAINTENANCE AND OPERATIONS TRENDS AND FORECASTS

Figure 7.2.1 displays the maintenance and operational trend of City of Holdfast Bay’s stormwater assets.

The maintenance budget was predominately used for pit lids and water sensitive urban water design (WSUD) and the operational budget was used for the cleaning of gross pollutant traps (Figure 7.2.1).

There was a significant increase in the operational expenditure in 2019–2020 due to a backlog works program for gross pollutant trap cleaning and stormwater repairs. This program is now concluded and it is expected the budget for 2021 will be \$100,000 for operational costs and \$61,000 for maintenance.

It is anticipated the maintenance and operational budget will increase slightly in the medium to long term as demand on assets increases as well as extreme storm events associate with climate change.

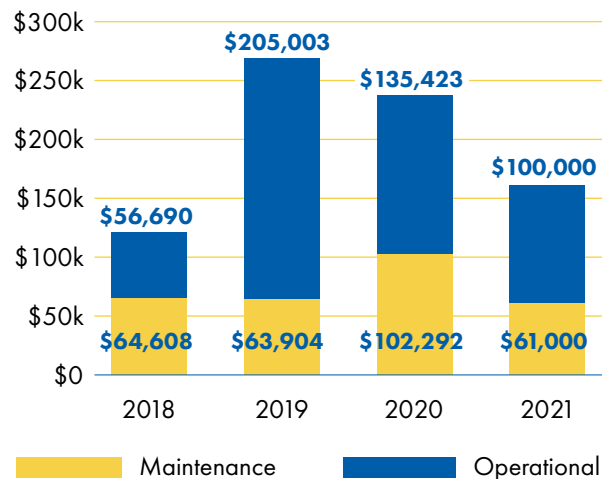


Figure 7.2.1 Maintenance and Operational Budget Trend Graph



7.3 FUTURE OPERATIONS AND MAINTENANCE FORECAST

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset portfolio. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 7.3.1 shows the forecast operations and maintenance costs exceeds the proposed operations and maintenance LTFP budget.

The operation and maintenance costs on Council's Stormwater assets are forecast to increase (cumulatively) by approximately \$987,900 over the next 10 years.

- › Additional maintenance cost of \$987,900 is required for newly acquired assets.

Council has allowed for an additional 1% of its Acquisition (Total Project Cost) costs to be added to maintenance and options budget (Figure 7.3.1).

The above additional costs will need to be addressed through the Improvement Plan for operational and maintenance planning efficiencies and process in future years.

10 YEAR OPERATIONS & MAINTENANCE FORECAST

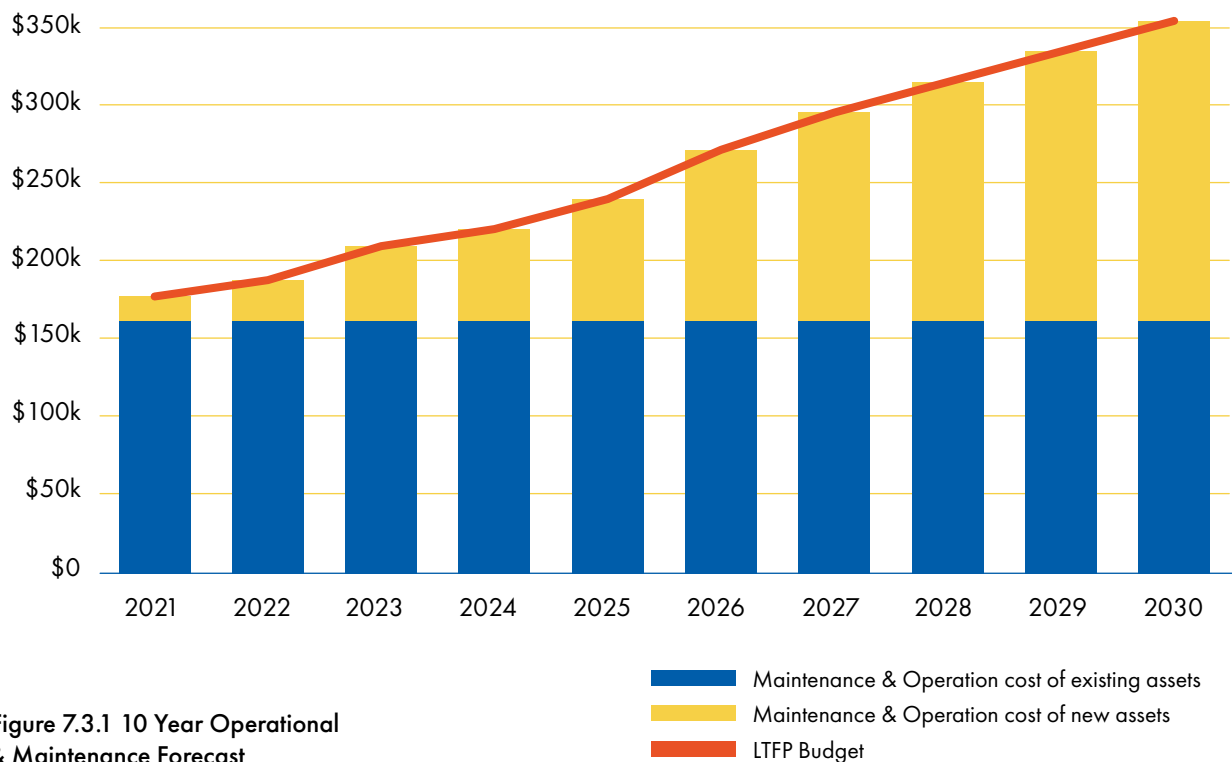


Figure 7.3.1 10 Year Operational & Maintenance Forecast

7.4 FUTURE RENEWAL FORECAST

The forecast renewal costs are consistent with the planned LTFP budget over the next 10 years. This is because Council has committed to adopting the renewals as detailed in the Asset Management Plan.

The 10 year renewals are very low, when compared to the stormwater portfolio. This is due to the long life of stormwater, and the relatively good condition. It is anticipated there will be a substantial increase in renewal budgets required from 2040 onwards. The ongoing CCTV investigations may also identify renewals that are required in the 10 year window. It is recommended this renewal forecast is reviewed annually to allow for this.

Council's LTFP renewal forecast for the next 10 years is displayed in Figure 7.4.1.

7.5 FUTURE ACQUISITION FORECAST

The forecast acquisition costs are consistent with the planned LTFP budget over the next 10 years. This is because Council has supported the acquisition as detailed in the Asset Management Plan.

Council's acquisition forecast and LTFP budget for the next 10 years is displayed in Figure 7.5.1.

The acquisition (total project cost) program has been derived from the Stormwater Strategy 2020 and represents a whole project cost.

The actual expenditure by council is anticipated to reduce significantly after these contributions, as reflected in the Appendix 3: Financial Summary. However, it is important to include the entire asset costs to account for appropriate maintenance and operation requirements (Section 7.3).

Acquisition project details are listed in Appendix 3.

7.6 ASSUMPTIONS

The following key assumption(s) were applied in this financial forecast:

- › Remaining life-based renewal program.
- › The annual shortfall over 10 years is caused by the increased maintenance and operational expenditure required by the acquisitions, a 3.32% increase in asset stock.
- › No decommissioning of existing assets.
- › Operational and Maintenance Budget fixed – using average of previous 5 years actuals.

7.7 DATA CONFIDENCE

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. This Stormwater data confidence is classified as 'C – Uncertain' based on the IPWEA data confidence scale (Table 8.5). Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated +/-25%.

See Appendix 4 for data confidence grading system.



10 YEAR RENEWAL FORECAST

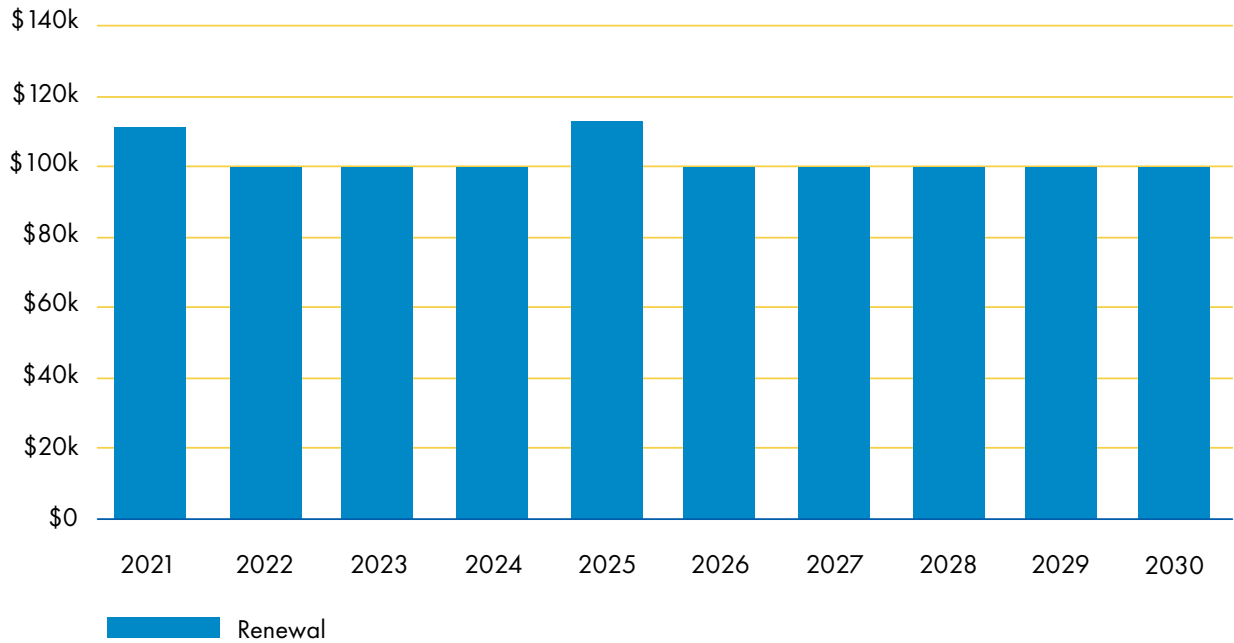


Figure 7.4.1 10 Year Renewal Forecast

10 YEAR ACQUISITION FORECAST

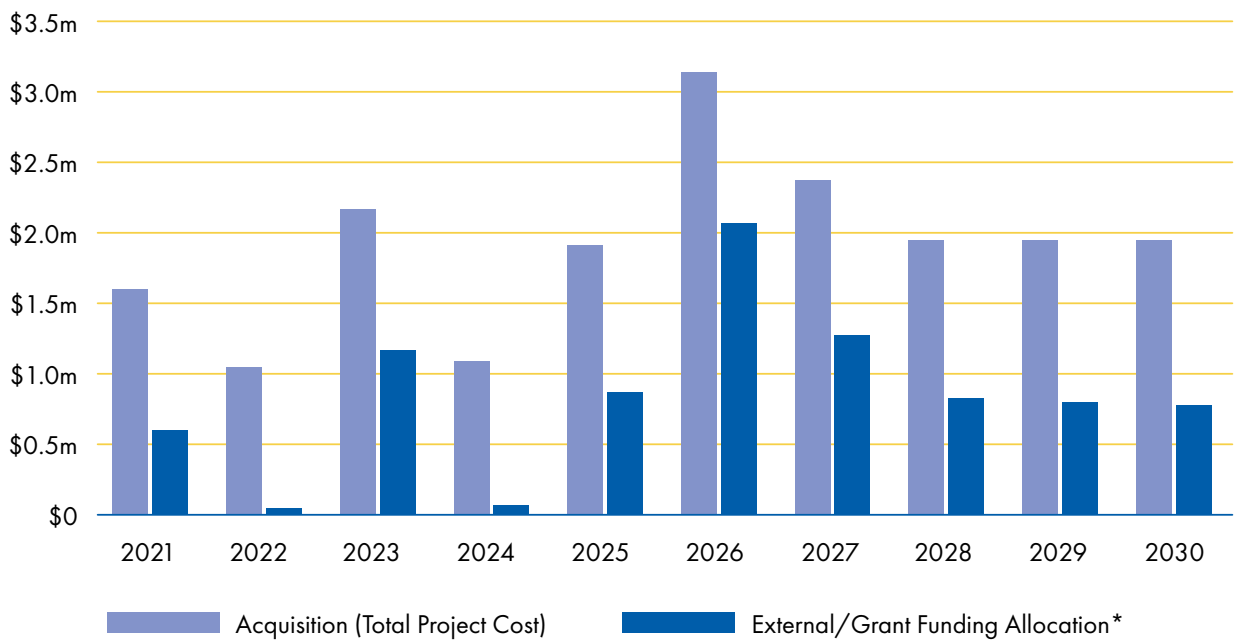


Figure 7.5.1 10 Year Acquisition Forecast

*Grant funding is subject to relevant approvals.



8. Risk Management

The objective of the risk management process with regards to Stormwater assets is to ensure that:

- › All significant operational and organisational risks are understood and identified
- › The highest risks that need to be addressed in the short to medium term are identified
- › Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from Stormwater assets has identified the most critical risks to Council. The risk assessment process identifies and assesses risks, develops a risk rating, and develops a risk treatment plan for non-acceptable risks.

High and Very High Risks that have been identified are:

- › There is a risk of Stormwater flooding due to capacity issue in the stormwater network. Adopting and funding the actions in the Stormwater Strategy, as outlined in this plan, will help mitigate this risk.
- › There is a risk of local flooding caused by blockages from heavy collection debris inside the pipes and pits. Fully funding required GPT cleaning, and gradually increasing this funding over time, will help mitigate this risk. As will continuing CCTV inspections of critical stormwater assets.
- › Poor coordination between Council and Third Parties, such as neighbouring councils and SA Water, leading to re-work or re-design.
- › Climate Change – material useful life may reduce and early failure occur. Participating in the Resilient South's Climate Adaptation Risk Assessment, will help better understand this risk. In addition, sea level rise may impact on outfall capacity.
- › Economics – Council unable to fund required capital and maintenance. This is a significant risk for the stormwater portfolio given the forecast increases in capital, maintenance, operations, and new initiative funding required over the short to medium term.

A risk treatment action has been included in the forecast costs for this asset plan, and in some cases is already underway. For a full list of risks and treatment plans see Appendix 5.

9. Plan Improvement and Monitoring

9.1 MONITORING AND REVIEWING

The Stormwater Asset Management Plan is not a one-off document but part of the Council's business planning process. For this reason, it is necessary to review and update any key assumptions, strategic change or budget decision that may affect the planned service levels and future expenditure requirements. To keep this AMP current, council will schedule the plan review into its strategic and annual planning and budget processes. This asset management plan has a life of 4 years.



9.2 IMPROVEMENT PLAN

Improvement items identified in the previous AMP that form a part of Council's ongoing business as usual improvements include:

- › Continue to refine asset register - review useful lives and unit rates used for valuation purposes
- › Generate project based rolling works program spanning 3 to 5 years for stormwater drainage system assets based on detailed visual inspection.
- › Ensure Maintenance Standards and Plan align with agreed level of service
- › Ensure appropriate budget lines to capture maintenance expenditures
- › Implement regular internal inspections of stormwater drainage system.

Specific Business Improvement Actions that will be a focus for the next three years include:

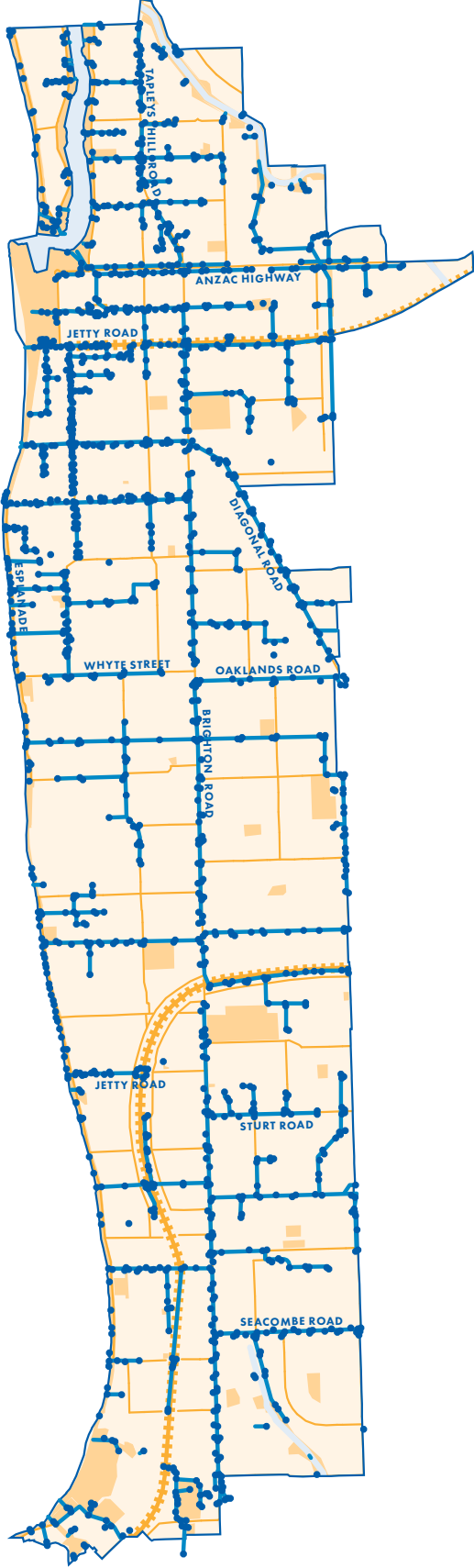
- › Review and improve street tree management, to reduce kerb lift and associated stormwater issues
- › Continue CCTV investigation of pipe condition for critical assets and update AMP to reflect findings
- › Participate in Resilient South's Climate Adaptation Risk Assessment
- › Review and integration of historical asset failures into asset management planning
- › Ensure design of WSUDs is appropriate, and establish proactive maintenance and operations

All improvement actions have been included in the forecast costs for this asset plan, and in some cases are already underway. For a full list of improvement items see Appendix 6.

Appendix 1

Stormwater Network

- SUMPS
- PIPES
- ROADS



Appendix 2

Stormwater Service Levels

Asset Hierarchy Level	Purpose	Maintenance & Operations	Renewal Thresholds
High – Drains/Sumps	Assets or stormwater runoff zones with a high risk of flooding (5-YR ARI), servicing a large number of residents and visitors, where failure could compromise Council's core business.	These assets are maintained at a high standard, with annual CCTV inspections and prioritisation of repairs.	<ul style="list-style-type: none"> › Overall Condition rating is 4 (poor) or higher › Safety is compromised › Functionality and amenity are below required levels › No overfloor flooding for 20 YR event for properties
Medium – Drains/Sumps	Assets or stormwater runoff zones with a medium risk of flooding (100-YR ARI), servicing a number of stakeholders, where failure would have an impact on the community.	These assets are maintained at a moderate standard, with inspections as required and repairs to be completed as resource become available.	<ul style="list-style-type: none"> › Overall Condition rating is 4 (poor) or higher › Safety is compromised › Functionality and amenity are below required levels › No overfloor flooding for 100 YR event for properties
Low – Drains/Sumps	Assets or stormwater runoff zones with a low risk of flooding, servicing a small number of stakeholders.	These assets are maintained at a safe standard, with inspections as required and repairs where safety is compromised.	<ul style="list-style-type: none"> › Overall Condition rating is 4.5 (very poor) or higher › Safety is compromised





Appendix 3

Financial Summary

AMP 2020

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Acquisition (Total Project Cost)	\$1,602,500	\$1,045,000	\$2,167,500	\$1,090,000	\$1,915,000	\$3,140,000	\$2,375,000	\$1,950,000	\$1,950,000	\$1,950,000
Maintenance & Operation cost of existing assets	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000
Maintenance & Operation costs of new assets	\$16,025	\$10,450	\$21,675	\$10,900	\$19,150	\$31,400	\$23,750	\$19,500	\$19,500	\$19,500
Renewal	\$110,637	\$100,000	\$100,000	\$100,000	\$114,875	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	\$1,890,162	\$1,316,450	\$2,450,175	\$1,361,900	\$2,210,025	\$3,432,400	\$2,659,750	\$2,230,500	\$2,230,500	\$2,230,500
External/Grant Funding Allocation	-\$602,500	-\$45,000	-\$1,167,500	-\$67,000	-\$866,000	-\$2,065,000	-\$1,275,000	-\$825,000	-\$800,000	-\$775,000
COUNCIL FUNDING REQUIRED	\$1,287,662	\$1,271,450	\$1,282,675	\$1,294,900	\$1,344,025	\$1,367,400	\$1,384,750	\$1,405,500	\$1,430,500	\$1,455,500

Figures are in nominal (current Year) values.

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST) *

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
GPT – Construction					\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
GPT – Harrow Road Concept, Design		\$90,000								
GPT – Harrow Road Construction					\$510,000					
GPT – Pine Avenue Concept, Design		\$60,000								
GPT – Pine Avenue Construction			\$340,000							
GPT – Wattle Construction	\$500,000									
Gully Masterplans – Barton Gully scour protection Concept, Design		\$15,000								
Gully Masterplans – Barton Gully scour protection Construction				\$85,000						
Gully Masterplans – Gilbertson Gully creek and WSUD Concept, Design, Construction	\$100,000									
Harrow Road stormwater outfall headwall upgrade (construct with GPT) Construction	\$250,000									



Financial Summary (cont.)

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST)*

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Improved access for maintenance – extra JB access points, gate valve to Wigley outfall Concept, Design	\$7,500									
Improved access for maintenance – extra JB access points, gate valve to Wigley outfall Construction		\$42,500								
Major Outfalls – Edward Street Brighton Design			\$425,000							
Major Outfalls – Whyte and Tarlton Street Design	\$150,000									
Minor Upgrades – College Road Somerton Park Construction		\$400,000								
Minor Upgrades – College Road Somerton Park Design	\$400,000									
Minor Upgrades – High Street South Brighton, Concept		\$35,000		\$595,000						
Minor Upgrades – High Street South Brighton, Design			\$70,000							

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST) *

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Minor Upgrades – Kauri Parade Kingston Park Upstream of Pine Gully Construction						\$680,000				
Minor Upgrades – Kauri Parade Kingston Park Upstream of Pine Gully Design		\$80,000								
Minor Upgrades – Moore Street Somerton Park Concept, Design			\$120,000							
Minor Upgrades – Moore Street Somerton Park Construction					\$680,000					
Minor Upgrades – Rudford Street Brighton Concept, Design	\$90,000									
Minor Upgrades – Rudford Street Brighton Construction						\$510,000				
Minor Upgrades – Walkers Street South Brighton, Concept, Design		\$165,000								
Minor Upgrades – Walkers Street South Brighton, Construction						\$935,000				
Minor Upgrades – Walsh Street Concept, Design								\$75,000		



Financial Summary (cont.)

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST)*

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Minor Upgrades – Walsh Street Construction							\$425,000			
Pine Masterplans – Pine Gully creek and WSUD Concept, Design		\$37,500								
Pine Masterplans – Pine Gully creek and WSUD Construction			\$212,500							
Pump station Improvements – Yarrum Grove Somerton Park	\$15,000									
Pump station Improvements – Yarrum Grove Somerton Park Construction		\$85,000								
Stormwater data collection – flows, quality and rainfall	\$25,000	\$25,000	\$25,000	\$25,000						
Stormwater Design 2025–26 (Estimate)				\$300,000						
Stormwater Design 2026–27 (Estimate)					\$300,000					
Stormwater Design 2027–28 (Estimate)						\$300,000				

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST) *

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Stormwater Design 2028–29 (Estimate)							\$300,000			
Stormwater Design 2029–30 (Estimate)								\$300,000		
Stormwater Design 2030–31 (Estimate)									\$300,000	
Stormwater Design 2031–32 (Estimate)										\$300,000
Stormwater SMP update – flood modelling							\$200,000			
TBA – Construction Major SWMP								\$1,000,000	\$1,000,000	\$1,000,000
WSUD – Anzac Highway Carpark Median Concept, Design		\$7,500								
WSUD – Anzac Highway Carpark Median Construction							\$42,500			
WSUD – Augusta Street Glenelg Stage 2 Construction		\$50,000								
WSUD – Brighton and Seacliff Yacht Club and SLSC Seacliff Concept, Design		\$7,500								



Financial Summary (cont.)

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST) *

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
WSUD – Brighton and Seacliff Yacht Club and SLSC Seacliff Construction		\$42,500								
WSUD – Construction						\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
WSUD – Dover Square South Brighton Concept, Design			\$7,500							
WSUD – Dover Square South Brighton Construction				\$42,500						
WSUD – Leak/Blackburn Avenue Glenelg North Concept, Design		\$7,500								
WSUD – Leak/Blackburn Avenue Glenelg North Construction			\$42,500							
WSUD – North Esplanade Glenelg North Concept, Design		\$7,500								
WSUD – North Esplanade Glenelg North Construction			\$42,500							
WSUD – Winton Avenue Hove Concept, Design			\$7,500							

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST) *

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
WSUD – Winton Avenue Hove Construction				\$42,500						
TOTAL	\$1,602,500	\$1,045,000	\$2,167,500	\$1,090,000	\$1,915,000	\$3,140,000	\$2,375,000	\$1,950,000	\$1,950,000	\$1,950,000

* Upgrade component of project only. Replacement costs of existing is already included in renewal budget.

Note: Some projects are design and investigation in preparation for construction. Project values include contributions from the City of Marion and Stormwater Management Authority. Project is subject to annual budget approval.



Financial Summary (cont.)

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Minor Stormwater Works	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Annual WSUD Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Pump station – Confined Space – Farrell Street	\$0	\$0	\$0	\$0	\$14,875	\$0	\$0	\$0	\$0	\$0
SW Pipe – 300mm Precast Concrete – Drain 18 – Augusta Street	\$2,449	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Underground Soakage Pit – James Place – Pit	\$8,188	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Type L – Other Size/Type SW Pit – Underground Soakage Pit										
TOTAL	\$110,637	\$100,000	\$100,000	\$100,000	\$114,875	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Appendix 4

Data Confidence Grading System

Confidence Level	Description
A – Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate $\pm 2\%$.
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C – Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D – Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E – Unknown	None or very little data held.



Appendix 5

Stormwater Risk Plan

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Stormwater Drains	Local flood because of blockage due to heavy collection debris inside the pipes and pits.	High	CCTV investigation of critical pits and pipes.	Asset Manager(s) and Staff	2022
All	Poor coordination between Council and Third Parties, such as neighbouring councils and SA Water, leading to re-work or re-design.	High	<p>Explore proprietary works software.</p> <p>Where possible establish direct data share arrangement with 3rd parties.</p> <p>Become a DBYD vendor.</p> <p>Have a standard reinstatement detail for works and adequate resourcing to monitor and inspect works.</p>	Asset Management Leadership Team	2023
All	Climate Change – material useful life may reduce and early failure occur.	High	Climate adaptation risk assessment.	Asset Manager(s) and Staff	2024
Stormwater Network	Capacity reduced due to sea level rise and obstructions of coastal outlets.	Moderate	Climate Adaptation investigations and ongoing maintenance of coastal outlets .	Asset Manager(s) and Staff	2030
Stormwater Network	Stormwater flooding due to capacity issue in the stormwater network.	High	Assess and improve capacity of network.	Asset Manager(s) and Staff	2040
Gross Pollutant Traps (GPTs)	Increase pollutants entering the marine environment.	Moderate	Install GPTs on major coastal outlets.	Asset Manager(s) and Staff	2030



Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Gross Pollutant Traps (GPTs)	Local flood because of blockage due to heavy collection debris inside the GPTs.	Moderate	Maintain a high standard of GPT cleaning and maintenance.	Asset Manager(s) and Staff	Ongoing
Water Sensitive Urban Design (WSUD) Landscape	Increase pollutants entering the marine environment.	Moderate	Install WSUDs where practical to improve water quality.	Asset Manager(s) and Staff	2030
Water Sensitive Urban Design (WSUD) Landscape	WSUDs cause local floods due to ineffectual design, operations or maintenance.	Moderate	Ensure design is appropriate, and establish proactive maintenance and operations.	Asset Manager(s) and Staff	2024
Development assessment and control	Damage to private property and council infrastructure from private stormwater.	Moderate	Work with developers and contractors to improve private stormwater design. Enforce agreed minimum standards.	Asset Manager(s) and Staff	2024
Development assessment and control	Increase risk of flood due to increased impervious areas.	Moderate	Work with internal staff, developers and contractors to improve design. Enforce agreed minimum standards. Ensure finished floor levels are above requirements for 100 Yr Flood levels.	Asset Manager(s) and Staff	2024
All	Loss of Key Staff	Moderate	Develop succession plans.	Chief Executive Officer/ Senior Leadership Team	2023

Stormwater Risk Plan (cont.)

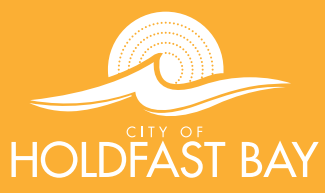
Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
All	Economics – Council unable to fund required capital, maintenance, or operational expenditure.	Moderate	Regularly monitor, review, and prioritise critical works. Move towards a 20-year review of upcoming works for stormwater.	Asset Management Leadership Team	2024
All	Insufficient capacity for increased housing density.	Moderate	Review Stormwater Management Plan.	Asset Manager(s) and Staff	2021



Appendix 6

Stormwater Improvement Plan

Task No	Task	Responsibility	Resources Required	Established	Due
1	Develop a rolling 3 year works program identifying assets to be renewed. Publish this for community information.	Asset Manager(s) and Staff	Medium	2020	2022
2	Implement the risk mitigation strategies identified in this plan	Asset Leadership Team	Medium	2020	2023
3	Review and improve street tree management, to reduce kerb lift and associated stormwater issues	Asset Manager(s) and Staff	Low	2020	2025
4	Add Life Cycle Costs (%) for operational and maintenance expenses to all New Capital Bids based on AMP figures, where actual costs are not known	Asset Manager(s) and Staff	Included in Project Costs	2020	2020
5	Review the Stormwater Management Plan	Asset Manager(s) and Staff	Medium	2020	2024
6	CCTV investigation of pipe condition for critical assets	Asset Manager(s) and Staff	Medium	2020	2030
7	Ensure design of WSUDs is appropriate, and establish proactive maintenance and operations	Asset Manager(s) and Staff	Low	2020	2022
8	Further develop formal criticality framework for renewals and maintenance	Asset Management Leadership Team	Low	2020	2025
9	Climate adaptation risk assessment and integration of historical asset failures	Asset Management Leadership Team	Low	2020	2024
10	Stormwater data sharing arrangement across Southwest Drainage Scheme Councils	Asset Management Leadership Team	Low	2020	2022
11	Facilitate annual reviews and provide report to CEO	Asset Leadership Team	Low	2020	2022



Attachment 4





TRANSPORT

ASSET MANAGEMENT PLAN 2020



Welcome



Amanda Wilson
Mayor
City of Holdfast Bay

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		TRANSPORT IMPROVEMENT PLAN	

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.

Abbreviations

Asset Management Plan	AMP
Levels of Service	LoS
Long Term Financial Plan	LTFP

Executive Summary

The City of Holdfast Bay has 178km of transport network catering for road users, including vehicles, pedestrians and cyclists. Key road assets include roads, kerbs, bridges and footpaths, as well as supporting such as street lighting, bus shelters, line marking and signage. Our road assets are used for movement of vehicles as well as on-street parking.

Whilst the physical condition of the assets is considered good and the number of community complaints is low, there are views within the community that the function of some roads is below standard; for example through congestion, excessive speed, narrow road width, intersection treatments, lack of on street parking, lack of safe cyclist and pedestrian paths or insufficient lighting.

Council has recently commenced discussion around an Integrated Transport Plan to identify options to improve how our transport assets service the community, businesses and visitors to the area.

ROADS

The City of Holdfast Bay has 178km of road. Based on a detailed condition audit in 2015 and review in 2019, the road condition is considered to be good.

Council's historical investment in the roads has been based on;

- › the road wearing base course are in good condition, as was indicated by the condition ratings from the audit in 2015,
- › roads are able to remain serviceable, safe and functional to a condition 5 (failed),
- › roads are resealed every 35 years (on average), and
- › rejuvenation treatments (liquid bitumen applied to the surface) are implemented regularly.

The City of Holdfast Bay has typically stable soils which result in sound pavements. Many of the roads were constructed in 1960s when the area was developed, and this age portfolio will mean that the roads will need to be renewed at a similar time.

However, given an observed increase in surface cracking and pavement failure, the aging profile of the roads, increased traffic and commercial vehicles, and high community expectations for road quality, there is an expectation that Council will need to increase the required investment in the short

to medium term. To allow for this we have applied a flat 25 year program for road treatment works, including patching failures and resealing roads. We have also commenced targeted pavement testing.

A detailed condition assessment is undertaken every 4–6 years. Following each new condition assessment, Council reviews its strategy, its past performance, and it's future needs. This is to provide the most cost efficient method to maintain the roads for the community and to ensure the optimal asset life is reached for roads. Council wishes to ensure we are not under or over-investing in our road network.

KERB & WATERTABLE

The City of Holdfast Bay has 389km of concrete kerb and spoon drains. A majority of this is along public roads. Our kerbing, based on the detailed condition audit in 2015 is considered to be in good condition.

Council has typically very flat surface grades along our kerbs and combined with narrow roads and street trees a small lift in kerbing can create significant surface pooling and nuisance. Treatments to alleviate this include replacing segments of kerb or other innovative treatments such as tree inlet pits which drain the ponded areas and provide valuable water to the adjoining trees.

Investment in kerb is partially completed through the road treatment program, and partially through sectional replacements to address water pooling as a result of tree root uplift and grade issues. Following a review of the actual kerb replacement requirements this level of funding was reduced from 50% to 40% kerb replacement during road treatment, and an annual general kerb budget of \$150,000 included to address other areas of kerb lift (often resulting in water pooling). Whilst concrete kerbs should last 100 years, due to tree damage and replacement to overcome pooling of water, the typical life of the kerb will be around 50 years.

FOOTPATH & SHARED PATHS

Council has 313km of footpaths and shared paths along our public roads, including sections of Coast Park and the Mike Turtur bikeway.

Council's on-road footpath consists generally of a path both sides of every road and they are predominantly a



paved path. Our coasts park trail similarly is a paved path, whilst the Mike Turtur Bikeway is predominately asphalt. A footpath audit was completed in 2019 and identified that the footpath assets are in generally good condition, although a large number of local defects were identified. Many of the defects are as a result of tree roots lifting the footpath creating localised mounding or trip hazards. Council has embarked on an accelerated footpath repair program to repair defects to improve safety. An increased level of community satisfaction on the paths has been received following the repair works.

Investment in the replacement of the footpath network is sufficient to maintain current service levels, with backlog in maintenance recently addressed through the accelerated footpath program in 2019–20.

BRIDGES

Council has four bridges, the largest being the King Street Bridge at Glenelg North over the Patawalonga which was reconstructed in 2011. The other bridges are smaller road bridges or pedestrian bridges. A recent assessment in 2019 confirmed bridges are in good condition, consistent with their expected life. There has been no notable changes to this program.

OTHER

Condition data from visual assessments indicates other transport items, such as traffic control devices, traffic lights, bus shelters, signage, line marking, off street car parks and roundabouts are in good condition with sufficient maintenance, operational and renewal budgets. This is a small component of the overall program and at this stage there has been no notable changes to this program.

LED Street Lighting fixtures (luminaires only) with a value of \$920,000, have recently transferred to Council and have a long warranty and expected life. Their maintenance and operational costs are included in the forecast budget. It is anticipated this will be sufficient to maintain these items on an ongoing basis.

OVERALL

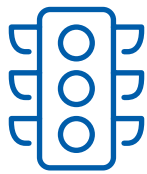
Overall, City of Holdfast Bay's Transport Assets appear to be in good condition, and investment is largely adequate to maintain current service standards, with the exception of the road network where there is a concern we are under-investing in the short to medium term. The forecast Renewal, Maintenance and Operational budgets in this AMP represent a sound approach to managing our transport assets from the information available.



Transport Asset Management Plan

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.

TOTAL VALUE OF ASSETS: \$259M



TRAFFIC FACILITIES



CAR PARKS



FOOTPATHS



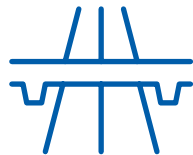
BUS SHELTERS



ROADS



KERBS



BRIDGES

OVERALL TRANSPORT ASSET CONDITION IS GOOD

79% LIFE REMAINING

LEVELS OF SERVICE



COMMUNITY

- › Quality
- › Function/ Capacity
- › Safety
- › Cost Effectiveness
- › Responsiveness



TECHNICAL

- › Condition
- › Function/ Accessibility
- › Safety
- › Cost Effectiveness
- › Responsiveness



OPERATIONAL

- › Cleaning Standards
- › Maintenance
- › Capital Renewal
- › Responsiveness



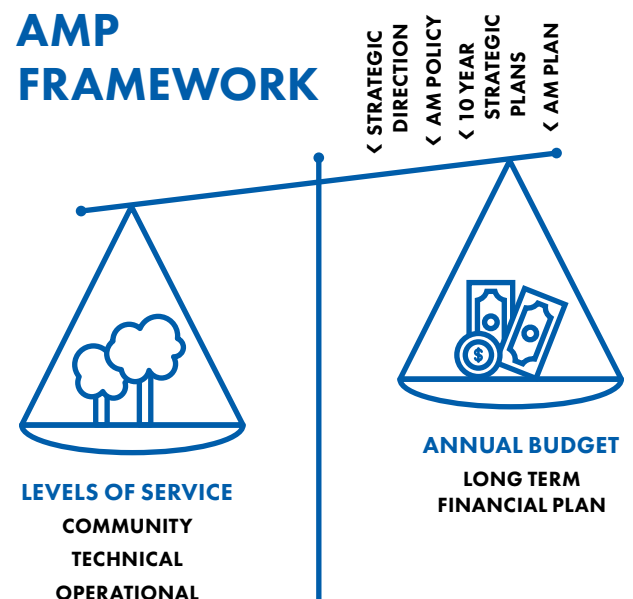
An effective customer-centred organisation

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

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

- › Creating lively and safe places
- › Developing walkable, connected neighbourhoods

AMP FRAMEWORK



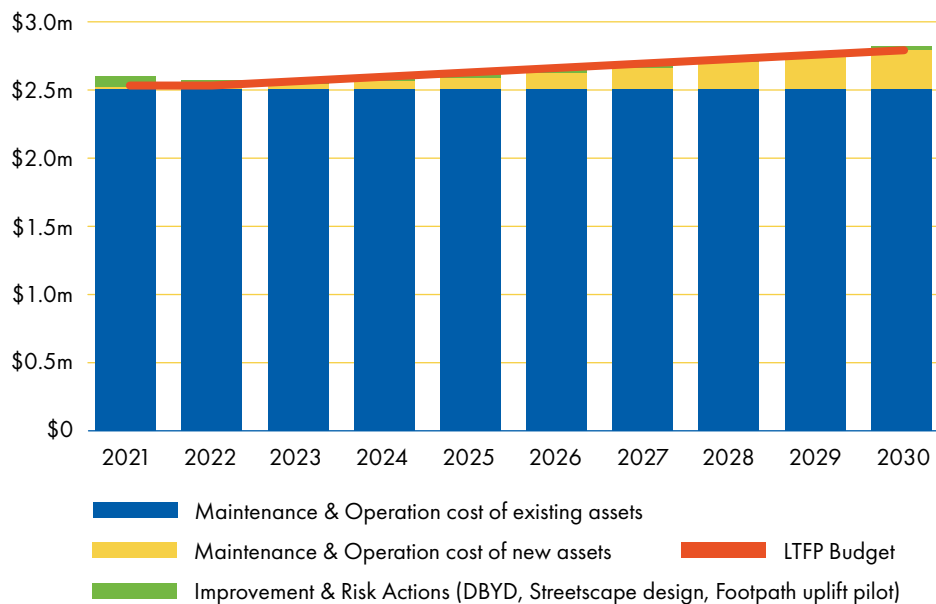
ASSET SUSTAINABILITY RATIO: 100%

The Asset Sustainability Ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing levels.

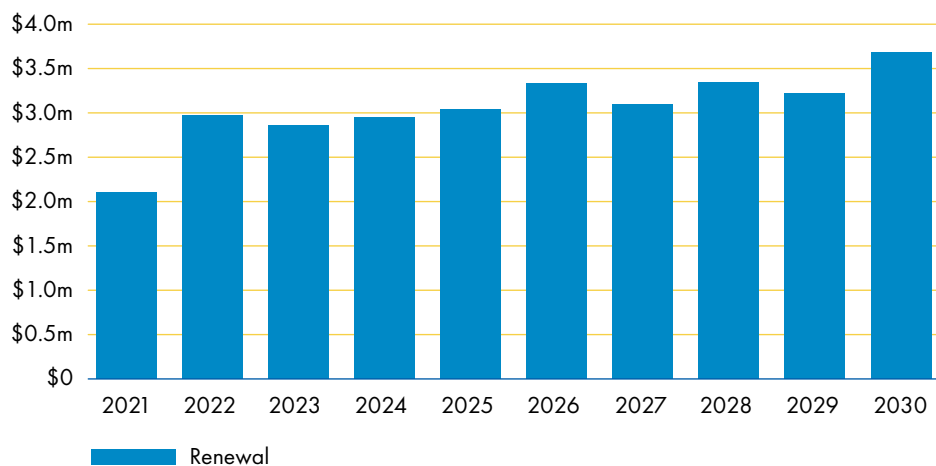
Over the next 10 years of forecasting, City of Holdfast Bay expects to have 99% of the funds required for the optimal renewal and replacement of Transport Assets.

COUNCIL TARGET:
90–110%
OVER 5 YEARS

10 YEAR OPERATIONS & MAINTENANCE SUMMARY



10 YEAR RENEWAL FORECAST



1. Introduction



PLACEMAKING

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

In accordance with the *Local Government Act 1999* (the Act) and the Strategic Plan (*Our Place 2030*), the Council provides a range of community services to the members of the local community and visitors. The services include transport services, waste management services, environmental services, social and recreational services, open space services, stormwater drainage services, and coastal and beach management services.

Under the Act, Council is required to develop and adopt an infrastructure and asset management plan covering a period of at least 10 years. In addition, Council is required to adopt a long-term financial plan associated with such service plans also covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed within these plans. Variations to the scheduled works within the AMP and the LTFP may be adjusted as the need arises

The primary intent of asset management is to meet a required level of service in the most cost-effective way, through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets to provide for present and future community needs. The Transport Asset Management Plan will be a living document over the next 3 to 4 years complying to all legislative requirements, and to communicate funding required to provide the required levels of service over a 10-year planning period.

This plan also aims to align with ISO 55000 (international standard for asset management) but does not seek to become accredited as an ISO document or process. This document aims to align the delivery of asset management activities with the organisation’s goals and objectives; this process is known as the “line of sight” with asset management. The ISO framework also aims to create transparency and accountability through all aspects of asset management; this process ensures that all stakeholders understand their roles and responsibilities of achieving the intentions of the plan.

The Transport Asset Management Plan works in conjunction with the following Council’s plans and strategies (Table 1.0):

Plans, Strategies and Policies

<i>Asset Management Policy</i>	<i>Quality of Life and Business Confidence Reports</i>
<i>Integrated Transport Strategy (In Progress)</i>	<i>Resilient South Regional Plan</i>
<i>Disposal Policy</i>	<i>The Annual Business Plan</i>
<i>Long Term Financial Plan</i>	<i>Holdfast Bay City Council Roads State of the Assets Report 2015</i>

Our Place 2030 Strategic Plan

Table 1.0 Plans, Strategies and Policies





DEFINITIONS

Asset: A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. This typically includes infrastructure, property, buildings, plant and equipment.

Infrastructure assets: Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths, cycle-ways, stormwater drainage, and buildings.

Level of service: The defined service quality for a particular service/activity against which service performance may be measured.

Operational: Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life. Includes cleaning and minor repairs, such as stormwater GPT cleaning, street sweeping, and pothole repairs. Includes overheads, such as wages and utility costs incurred during operational activities.

Renewal: Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

Acquisition: Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.



1.1 LEGISLATION AND RELEVANT ACTS

Council also adheres to and maintains assets in alignment with the following acts:

Legislation	Requirements
<i>AS / NZS 1428.2 Pedestrian & Cycling Paths</i>	Have consideration of, adhere to and fulfil the requirements of the Standards.
<i>Australian Accounting Standards</i>	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of open space assets.
<i>Development Act 1993</i>	An Act to provide for planning and regulate development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes.
<i>Planning, Development and Infrastructure Act 2016</i>	An Act to provide for matters that are relevant to the use, development and management of land and buildings, including by providing a planning system to regulate development within the State, rule with respect to the design, construction and use of buildings, and other initiatives to facilitate the development of infrastructure, facilities and environments that will benefit the community.
<i>Disability Discrimination Act 1992</i>	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
<i>Environmental Protection Act</i>	An Act to provide the protection of the environment; to establish the Environment Protection Authority and define its functions and powers; and for other purposes. Consideration of this act should be undertaken for the provision, development or management of open space.
<i>Highways Act 1926</i>	An Act to provide for the appointment of a Commissioner of Highways, and to make further and better provision for the construction and maintenance of roads and works and for other purposes.
<i>Local Government Act 1999</i>	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of long-term financial plan supported by asset management plans for sustainable service delivery.
<i>Work Health and Safety Act 2012</i>	An Act to provide for the health, safety, and welfare of persons at work; and for other purposes.
<i>Road Traffic Act 1961</i>	An Act to consolidate and amend certain enactments relating to road traffic; and for other purposes.
<i>Summary Offences Act 1953</i>	This Act provides provisions for road closure to motor vehicles in accordance with Section 59.

Table 1.1 Transport Asset Management Plan Legislative Requirements

2. Asset Class Information

TRANSPORT ASSET CLASS

ROADS (SEALED, UNSEALED, PAVEMENT, SUB BASE)

Replacement Value: \$126m
Average Condition: Good
Length: 178km

TRAFFIC CONTROL DEVICES

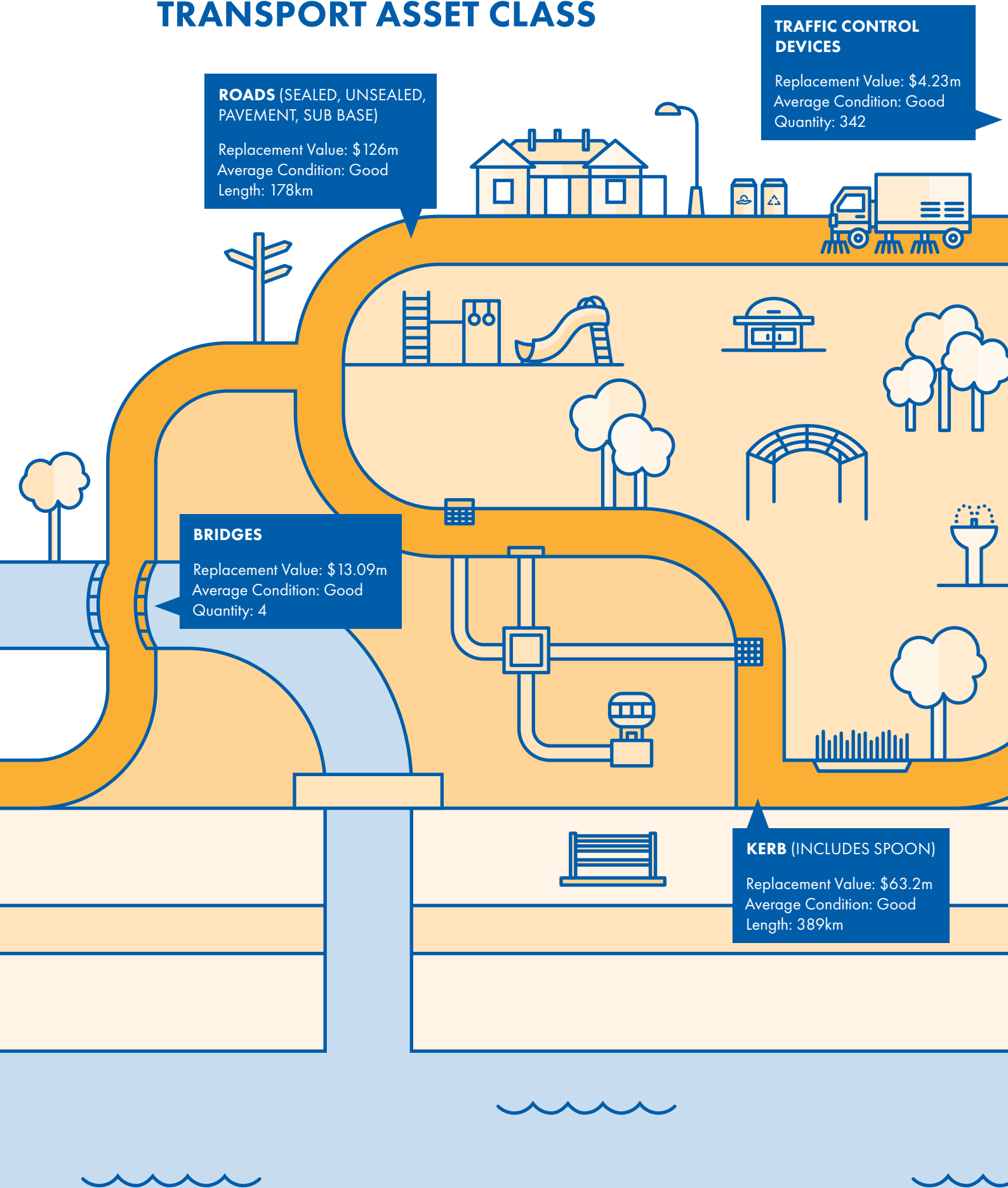
Replacement Value: \$4.23m
Average Condition: Good
Quantity: 342

BRIDGES

Replacement Value: \$13.09m
Average Condition: Good
Quantity: 4

KERB (INCLUDES SPOON)

Replacement Value: \$63.2m
Average Condition: Good
Length: 389km



BUS SHELTERS

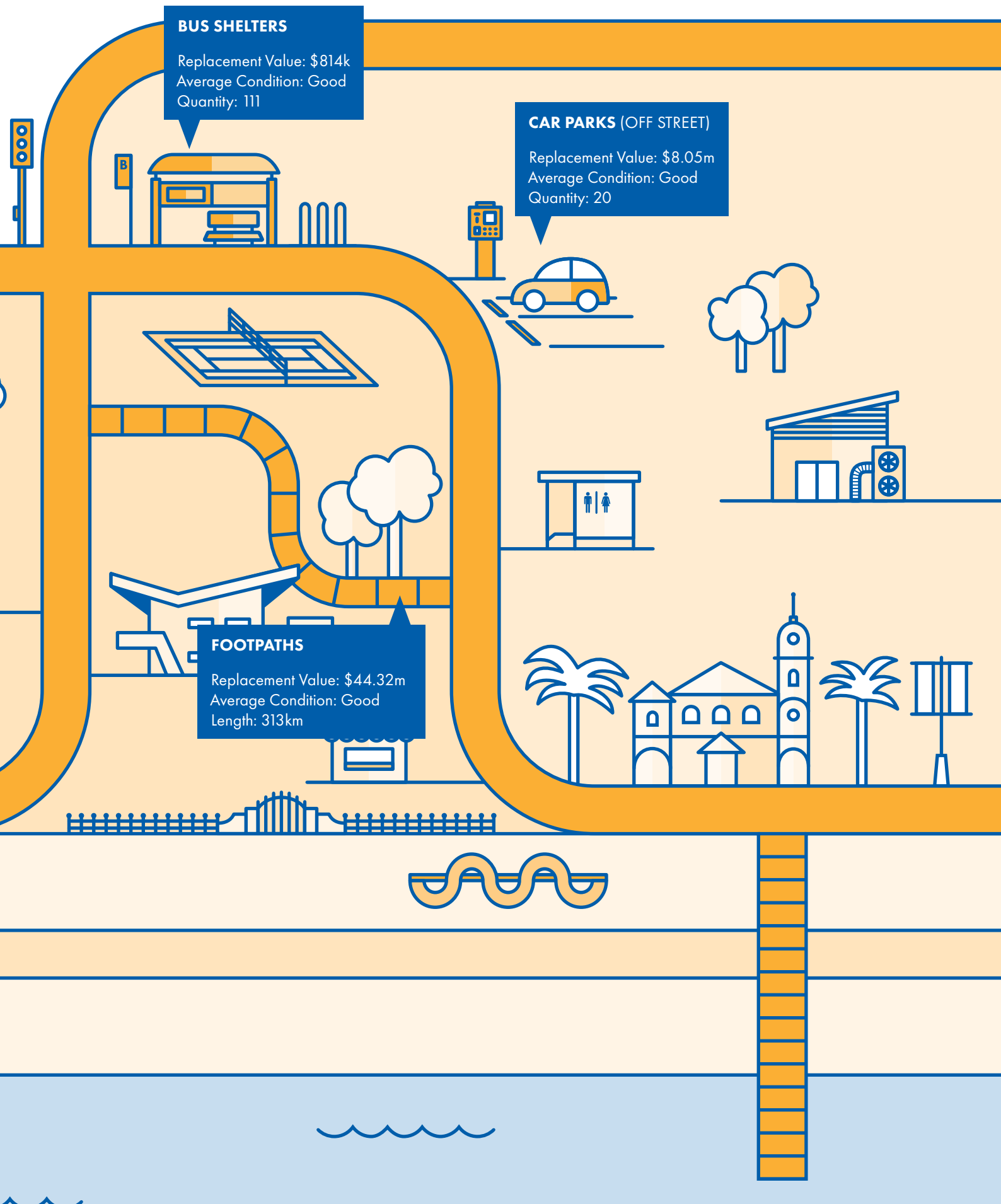
Replacement Value: \$814k
Average Condition: Good
Quantity: 111

CAR PARKS (OFF STREET)

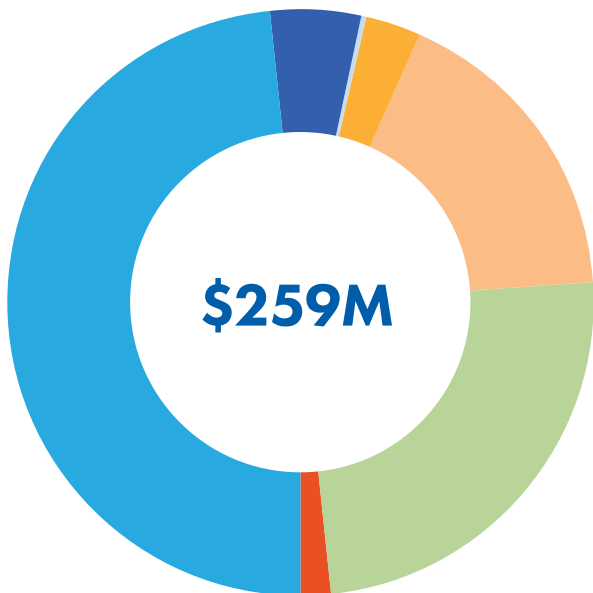
Replacement Value: \$8.05m
Average Condition: Good
Quantity: 20

FOOTPATHS

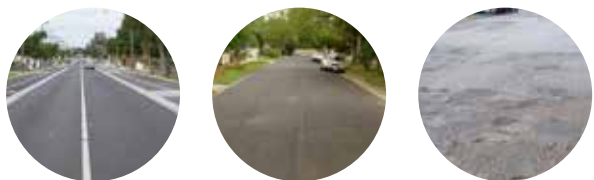
Replacement Value: \$44.32m
Average Condition: Good
Length: 313km



TOTAL CURRENT REPLACEMENT COST OF TRANSPORT



Roads	\$125,719,013	●
Bridges	\$13,090,627	●
Bus shelters	\$813,953	●
Car parks	\$8,050,663	●
Footpaths	\$44,316,205	●
Kerbs	\$63,185,546	●
Traffic control	\$4,233,539	●



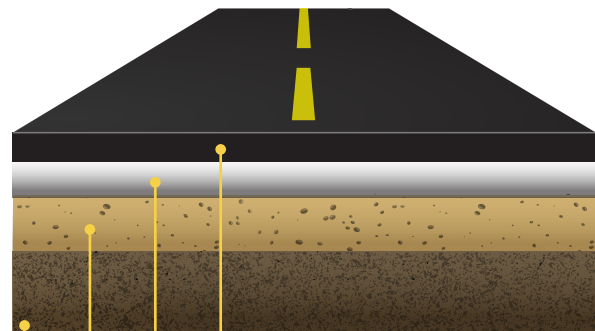
CONDITION RATING



This AMP covers the class of Transport Assets for the City of Holdfast Bay. A Transport asset is defined as any fixed or permanent structure that services Council's Transport network. The infrastructure services include: roads for motor vehicles, bicycle ways for bicycles, facilities for public transport, footpaths, verges, kerbs and water table for drainage services, car parks and streetscapes for aesthetics.

The physical boundary of each asset will be divided practically, by function and material. These will be interlinked at a higher level to the Transport Segment ID to allow for cyclical maintenance and operation programs, as well as forming the foundation for prioritisation and risk management. The individual asset categories (Road, Footpath, etc.) are used primarily for customer request management, renewal, maintenance, defect management and other asset management functions.

ROADS – Roads are divided into four layers



Wearing Course Surface of roads that create a smooth and water-resistant surface layer.

Base Course Layer of the road, excluding shoulders, above the design subbase level for the support of the wearing course.

Subbase Course (Optional) Layer of crushed rock or similar material located above the subgrade, but beneath the base course of a road pavement.

Subgrade (Existing Soil) Natural material.

FOOTPATHS

Footpaths are divided into four types based on its material type (base course is included in the total footpath cost):



PAVED



CONCRETE



GRAVEL



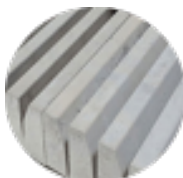
ASPHALT

KERB & WATERTABLE

Kerb and watertables are divided into five types based on material type and functionality (pram ramps are included as part of the kerb segment):



CONCRETE



MIXED



ASPHALT



STONE



SPOON DRAIN

CARPARK

Carpark assets have been separated from other transport assets due to their specialised strategic and operational requirements. A car park asset is further divided into its functional type:

- › Footpath
- › Kerb & Watertable
- › Landscape
- › Pavement
- › Seal

Car parks include off-street car parking only that is managed and /or owned by Council and may be associated with a property or reserve but remain a transport class asset.

BUS SHELTERS

Bus shelters include all shelters owned and/or managed (leased) by City of Holdfast Bay. The asset is inclusive of the shelter structure, bench and any paving works associated with its installation. It is not inclusive of signage or tactile.

TRAFFIC CONTROL DEVICES

Traffic control devices include:

- › Pedestrian crossings
- › Roundabouts
- › Speed restrictions (i.e. road humps)
- › Traffic islands
- › Traffic signals
- › Line marking
- › Signs (regulatory signs)

The asset register only includes physical infrastructure owned and/or managed by City of Holdfast Bay associated with these traffic items.

BRIDGES

Bridges include road and footbridges currently owned and/or managed by City of Holdfast Bay. Bridges components are further divided into structure, electrical, plumbing and street lighting.

2.1 ASSET HIERARCHY

An asset hierarchy provides a framework for structuring data in an information system to assist in the collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery. Table 2.1 below outlines Council's service levels for each level of hierarchy.

The criteria for a high service level street include close proximity to metropolitan and neighbourhood open space and coastal areas, education facilities and aged care facilities, as well as road usage (vehicles per day).

Council's asset hierarchy and associated service levels are detailed in Appendix 1.

Hierarchy Level	Description
High (Premium)	Premium service level assets cater for tourists, residents, and visitors at a metropolitan and Interstate level – For example, Jetty Road (Glenelg), Moseley Square.
High	High service level transport assets cater for residents and visitors at a neighbourhood or metropolitan level. For example, Jetty Road (Brighton), Esplanade, Major Bus Routes.
Medium	For example, residential and industrial local roads.
Low	For example, laneways and low volume roads.

Table 2.1 Asset Hierarchy

2.2 ASSET EXPECTED LIFE

All assets are provided with a baseline straight line useful life value (blue line), used for the purposes of lifecycle cost planning and accounting for asset valuation and depreciation. This straight-line depreciation is used in Council’s financial reporting.

The service life of transport assets differs from the standard design life and the useful life, as it also accounts for the ongoing maintenance and renewal of the asset to maintain a designated technical level of service (black line). The setting of service levels will be undertaken by council staff in consultation with the community and elected members, to optimise whole of life costs for the assets.

As upkeep of the asset is made through the capital renewal & maintenance budgets, the condition should be maintained at the desired level to ensure assets reach their potential service life (black line). If no regular maintenance occurs the potential asset life will not be reached (red line).

Figure 2.2 shows that the deterioration curves, red and black, show a true reflection on an assets aging profile, as it typically deteriorates faster towards the end of its life.

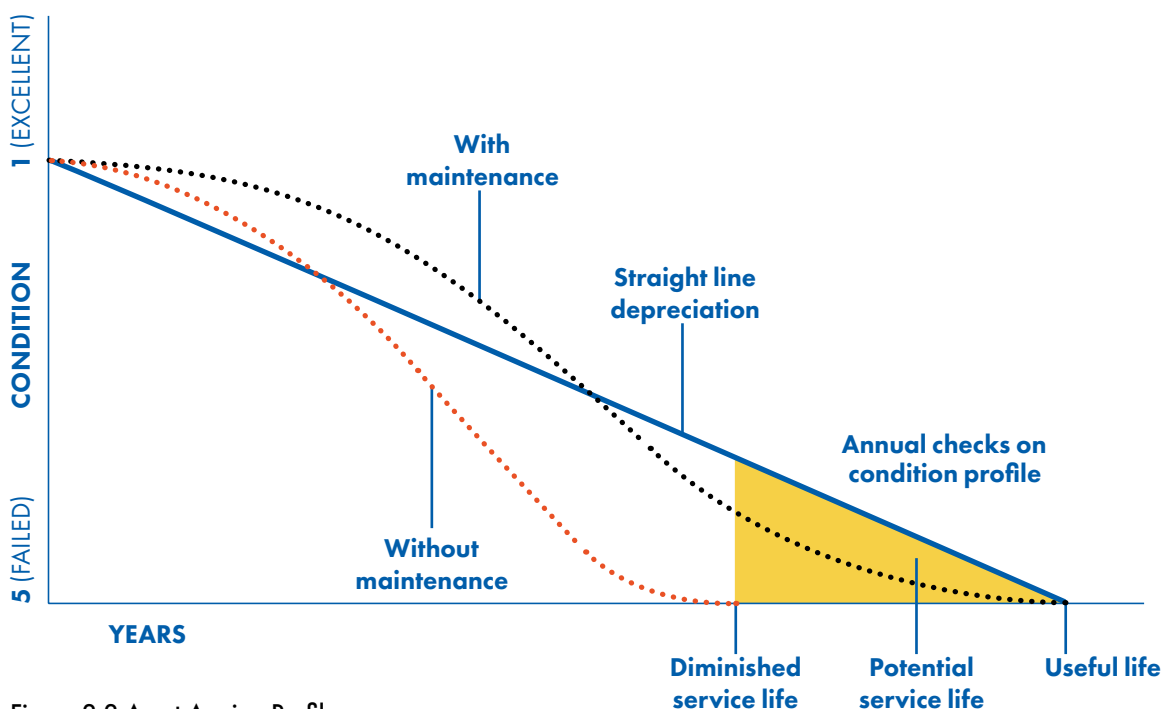


Figure 2.2 Asset Ageing Profile

2.3 ASSET QUALITY AND DISTRIBUTION

The City of Holdfast Bay has a responsibility to maintain the appropriate condition of transport assets as defined by the levels of service.

This includes:

- › Forward works planning – capital and maintenance program
- › Overseeing works undertaken
- › Organising of specific traffic and transport audits.

Internal inspections of transport assets will be undertaken through a four-year program, managed by the Assets and Finance Teams. The inspection frequency is based on criticality. An external, comprehensive condition and defect audit of transport assets should be completed every 4–5 years, to satisfy legislative requirements.

Transport assets incorporate a 1–5 condition rating score (Table 2.3) for each asset.



CONDITION RATING



Condition Rating	Condition Description	Actions
1	Very Good	No action required
2	Good	Minor defects only
3	Fair	Maintenance required to return to accepted level of service
4	Poor	Consider renewal
5	Very Poor	Approaching unserviceable

Table 2.3: Condition Assessment System (based on International Infrastructure Management Manual 2015, IIMM)

Each Transport segment and subsequent transport asset has been provided with a full set of condition ratings during Transport audits, last undertaken in 2019 (Roads), 2019 (Footpaths), 2018 (Bridges), 2015 (all other Transport Assets). Road, Kerb & Watertable and Footpath assets are scored every 20m for condition and defects, and their scores averaged for the entire segment to produce the overall condition score.





JETTY ROAD
BRISBANE

STAY
AND
PLAY

JETTY ROAD
BRISBANE

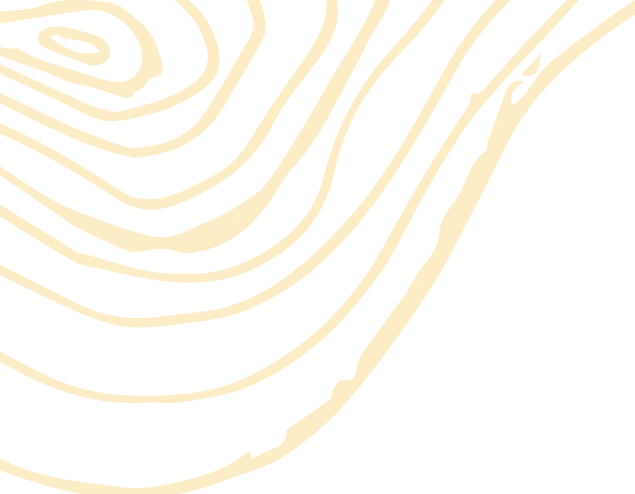
40

40

3. Stakeholders

Transport assets are managed through the City of Holdfast Bay Assets division with support services from the Finance and Innovation Technology services department. The key stakeholders and their roles are defined in Table 3.1.

Key Stakeholders	Roles in Asset Management Plan
Residents and Ratepayers	<ul style="list-style-type: none"> › Ultimate beneficiaries of the AMP process › Feedback collected throughout the year › Annual satisfaction survey undertaken
Visitor/Tourists	<ul style="list-style-type: none"> › Regular satisfaction surveys undertaken, and feedback collected
Business Owners; Traders; Service Providers	<ul style="list-style-type: none"> › Play a significant role in providing services › Feedback is collected through regular consultation › Suppliers provide the goods and services to manage the assets and infrastructure
Council	<ul style="list-style-type: none"> › To act as custodians of community assets › To set asset management policy and vision › Allocate resources to meet Council objectives in providing services while managing risks
Chief Executive Officer/Senior Leadership Team	<ul style="list-style-type: none"> › To provide leadership and strategic direction › Review Asset Management Policy and Asset Management Strategies › To ensure that community needs and the outcomes of service reviews are incorporated into asset management planning and Long-Term Financial Plan › To ensure that training of Councillors and staff in financial and asset management practices is provided › To ensure that accurate and reliable information is presented to Council › To ensure appropriate delegations and approval processes are followed



Key Stakeholders Roles in Asset Management Plan

Asset Management Leadership Team	<ul style="list-style-type: none">› Facilitate development of Asset Management Plans› To oversee the implementation of the Asset Management Policy and Asset Management Strategies› To oversee the ongoing development and review of service plans and asset management plans› To ensure that community needs and the outcomes of service reviews are incorporated into asset management plans› To promote and raise awareness of asset management within the organisation› To ensure relevant health and wellbeing, human rights and equity principles and strategies are taken into consideration› To develop and implement asset management improvement plan› To provide and manage the asset management information system(s)› Integrate asset management and financial plans and reporting
Asset Manager(s) and Staff	<ul style="list-style-type: none">› To lead the development of the Asset Management Plans› To develop and implement maintenance, renewal and capital works programs in accordance with the Asset Management Policy, Strategy, Plans, as well as budget allocations› Develop Specific Management Plans (upgrade, renewal, maintenance, operations, disposal)› To deliver levels of service to agreed risk and cost standards and expectations› To report asset related risk and damage› To establish and monitor asset compliance and risk inspection regimes› To manage asset condition assessments› To provide technical expertise to Asset Management Leadership Team

Table 3.1 High Level Organisational Structure

4. Current and Desired Levels of Service (LoS)

Levels of Service or objectives and the way these are benchmarked and measured annually and quarterly, are the single biggest point of difference between previous asset management plans and ISO 55000 standard plans. By its very definition, ISO 55000 is measurable and definable outcome that typifies an outcome-based paradigm.

The *International Infrastructure Management Manual* describes Levels of Service (LoS) as 'defined service quality for an activity or service area against which service performance may be measured'.

The City of Holdfast Bay have 2 defined levels of service:

- › Customer (Community) Level of Service
- › Technical Level of Service

Customer (Community) Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Quality	Provision of clean and serviceable facilities.	Percentage of assets that are better than our service level targets (Appendix 1 Asset Hierarchy).	Above 95%
Culture: Supporting excellent, efficient operations	Function/Capacity	Generally, meet user requirements and are available when required.	Quality of Life Community Survey on the functionality of transport assets.	Above 7.0
Placemaking: Creating lively and safe places	Safety	Facilities are free from hazards and accessible to all groups.	Number of incident/injury reports.	0 report per year
Culture: Being financially accountable	Cost Effectiveness	Provide services in a cost-effective manner.	Quality of Life Community Survey on the cost effectiveness of transport services.	Above 7.0
Culture: Supporting excellent, efficient operations	Responsiveness	Provide services with determined response time.	Time taken to respond to request are better than our service level targets (Appendix 1 Asset Hierarchy).	Above 95%



Technical Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Condition	Appropriate maintenance works and regular condition assessment.	Maintenance and inspection better than our service level targets (Appendix 1 Asset Hierarchy).	Above 95%
Placemaking: Creating lively and safe places Placemaking: Developing walkable, connected neighbourhoods	Function/ Accessibility	Provide access and services for all user groups.	Function and amenities better than our service level targets (Appendix 1 Asset Hierarchy).	Above 95%
Placemaking: Creating lively and safe places	Safety	Provide safe suitable facilities free from hazards.	Average number of defects per asset.	Equal to exceeding agreed service level defect targets
Culture: Being financially accountable Culture: Supporting excellent, efficient operations	Cost Effectiveness	Provide service in a cost-effective manner.	Asset Renewal Funding Ratio.	100%
Environment: Building an environmentally resilient city	Environmental	Environmental Strategy.	Projects consider environmental outcomes and options.	100%

5. Future Demand

Over time, the community’s demand for the services that the City of Holdfast Bay provides changes. The reason for change can be varied, but some of the common drivers are population, demographics, technology, environmental, economic and political. Naturally as service demand changes, the City of Holdfast Bay’s assets may also need to change.

Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
<p>Population increase:</p> <ul style="list-style-type: none"> › Total estimated population: 36,520. 	<p>Planned to accommodate for 40,313 by 2031.</p>	<p>Increased demand and use of transport assets will affect the useful life of the assets which will increase the maintenance and renewal program.</p> <p>The demand for more roads and footpaths are unlikely but it will increase the demand for traffic control devices such as carparks.</p>	<p>To protect the base from degradation through:</p> <ul style="list-style-type: none"> › Efficient maintenance of potholes › Condition surveys every 4 years to ensure reseal works are performed at timely intervention points. 	<p>Increase demand on traffic load which will reduce the useful life of road assets.</p>



Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
Changing demographics: › City of Holdfast Bay's Median Age is 46 years.	Growth in aging population.	With the increase in the aging population, there will be a strong demand for the accessibility of transport infrastructure (e.g. better footpaths to walk on, bus shelters due to increase use of public transport), signage and other traffic control measures.	Track community service level KPI for Functionality. Are we providing the correct assets to suit the changing needs of the community?	Investigate methods to reduce the impact of tree roots on existing and new footpaths constructed.
Housing density: › 51% of dwellings are medium to high density.	Increase in housing density.	Increase in redevelopment will pose an increase demand on transport assets. Increase parking therefore more congestion. Increase use of public transport.	Ensure post-development remediation works are completed to required standard. Ensure Bus Stops are DDA compliant.	More demand for minor maintenance.
Climate/ Environmental Change: › Increase trend in severe weather events including droughts, storms and storm surges.	Exponential severe weather events to continue based on current trends. Greater environmental sustainability requirements placed on the construction industry.	Assets not reaching their stated useful lives due to lack of consideration of climate change. Increasing management and maintenance demand associated with climate change adaptation.	Ensure safety issues are investigated, prioritised, and appropriately addressed as resources allow. Investigate the impact of rising activity on transport infrastructure with Council's partners e.g. DPTI.	Higher costs associated with construction methods that are environmentally sustainable, e.g. disposal of contaminated old road pavement material.
Legislative Requirements: › The increasing level of DDA compliance on transport assets.	Higher standards of safety and improved transport assets.	Higher level of service may impact on the amount of maintenance and renewal able to be undertaken with allocated budget.	Review the DDA compliance impacts on existing assets and adjust forecast asset replacement costs and design lives.	Redesigning networks and specific assets to meet legislative requirements.

Table 5.1 Future Demands

6. Life Cycle Planning/Strategies

The lifecycle management plan details how the City of Holdfast Bay plans to manage and operate the assets at the agreed levels of service while managing life cycle.

The assets covered by this Transport Asset Management Plan is shown in Section 2, Asset Class Information. The City of Holdfast Bay’s transport network is generally in fair condition, having been well funded in the past 10 years. However, failures in the consistency and quality of treatment programs, as well as a wearing course design not suited to modern capacity requirements, has led to the development of early pavement failures. These are currently under investigation. Whilst funding requirements are modest in the short term, there are risks that these may substantially increase in the medium term.

This section presents an analysis of Council’s available transport assets information and the life cycle management plans covering the 4 key work activities to manage Transport assets.

- › **Operations and Maintenance Plan** – Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life.
- › **Renewal Plan** – Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.
- › **Acquisition Plan** – Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.
- › **Disposal Plan** – Any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

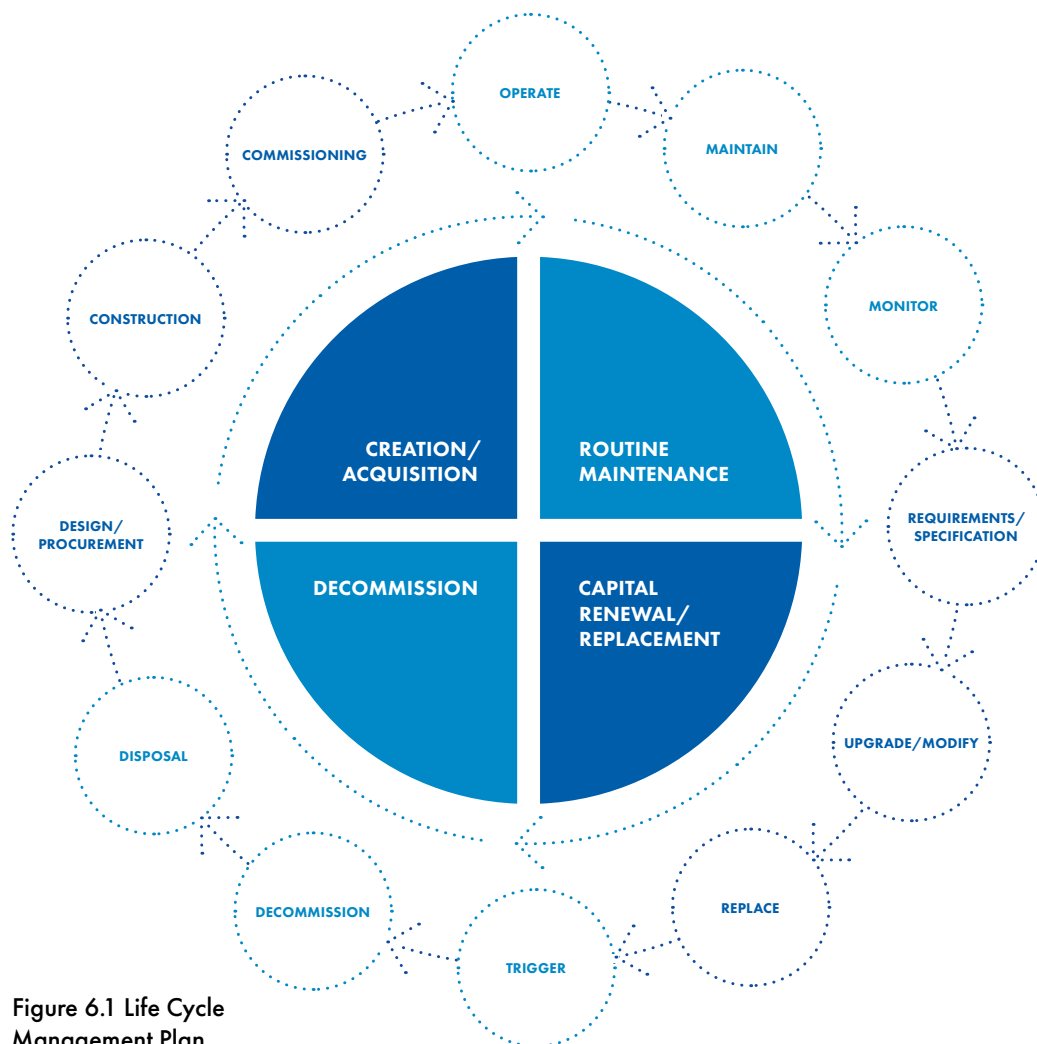


Figure 6.1 Life Cycle Management Plan

6.1 OPERATIONS & MAINTENANCE PLAN

Operations include regular activities to provide services. Examples of typical operational activities include street sweeping, asset inspections and traffic management costs.

Maintenance include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pothole repairs, minor kerb and footpath repairs, and street sign replacement.

Maintenance of transport assets is largely reactive, with some planned cyclical activities and programs. With the shift towards proactive maintenance programs we will see an increase in expenditure in the short term followed by a gradual decrease as efficiencies are realised.

Maintenance is classified as:

› **Reactive Maintenance**

Reactive maintenance is unplanned repair work carried out in response to customer service requests and management decisions and are often carried out by Council field services. Such unplanned maintenance could include storm damage and any ad hoc requests from the community. Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

› **Planned Maintenance**

Planned Maintenance is identified and managed through an Asset Management System (AMS). AMS activities include inspection, road patching, minor kerb replacements and trip stop. These activities include inspection, condition assessment and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

The City of Holdfast Bay will operate and maintain the Transport assets to provide the defined levels of service to approved budgets in the most cost-effective manner.

6.2 RENEWAL PLAN

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using the Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year).

In the 10-year Forecast Renewal Program, Council will:

- › Maintain 385 Roads
- › Replace 233 Footpaths
- › Upgrade 40 Bus Shelters
- › Renew 17 Traffic Control Devices.

6.2.1 RENEWAL RANKING CRITERIA

Asset renewal is typically undertaken to either:

- › Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate, or
- › To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).

It is possible to prioritise renewals by identifying assets or asset groups that:

- › Have a high consequence of failure;
- › Have high use and subsequent impact on users would be significant,
- › Have higher than expected operational or maintenance costs, and
- › Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.²

The ranking criteria used to determine priority of identified renewal proposals are detailed in Table 6.2.

2. Based on IPWEA, 2015, IIMM, Sec 3.4.5, p3 | 97

Criteria	Weighting
Service Level Hierarchy (High, Med, Low)	50%
Risk rating: Social, political, environmental implications of failure	25%
Potential to reduce life cycle costs by replacement with a modern equivalent	25%
Total	100%

Table 6.2 Renewal Priority Ranking Criteria

As detailed in the risk section of this AMP, the pavement design and condition remain a risk until the testing results have been received. This may have a significant impact on the Renewal Program. Additionally, the localised impacts of climate change is not yet known upon the transport assets. This remains a risk until these impacts have been reviewed and an action plan implemented.

6.3 ACQUISITION PLAN

Acquisition are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of Holdfast Bay.

6.3.1 SELECTION CRITERIA

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs.

When Council commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability. This is outlined in City of Holdfast Bay's Asset Management Policy (Section 3.3.3):

The only Council approved forecast constructed acquisitions approved by council are the Holdfast Community Centre Car Park Ramp and Jetty Mainstreet Project Costs. The recently installed LED street lighting was added as a donated costs, which will require ongoing maintenance and operational funding. It is anticipated further upgrades and acquisitions will emerge from the Integrated Transport Strategy once actions have been finalised and approved.

6.4 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation Council Disposal of Assets Policy outlines this process.

Council has no upcoming disposals for transport assets. As such, there is no funding required or expected from the decommissioning of any assets at this point in time.

7. Financial Summary

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available with the introduction of a new strategic asset management modelling system in future AMPs, on desired levels of service and current and projected future asset performance.

A summary of all financials is provided in Appendix 2.

7.1 ASSET VALUATIONS

Valuations are undertaken in alignment with Australian Accounting Standard 'AASB13 Fair Value'. These valuations are required every three to five years, with an independent audit required every five years. Valuations are undertaken to satisfy the financial reporting requirements and to understand the cost to replace assets.

The valuation of Council's Transport assets is summarised in Table 7.1 and Figure 7.1.

Asset Category	Current Replacement Cost	Accumulated Depreciation
Bridges	\$13,090,627	\$4,159,948
Bus Shelters	\$813,953	\$322,896
Car Parks	\$8,050,663	\$2,207,669
Footpath	\$44,316,205	\$24,695,174
Kerb	\$63,185,546	\$27,817,465
Traffic Control	\$4,233,539	\$1,502,715
Roads	\$125,409,546	\$49,812,340
TOTAL	\$259,409,546	\$110,518,207

Table 7.1 Valuation of Transport Assets – by Asset Category

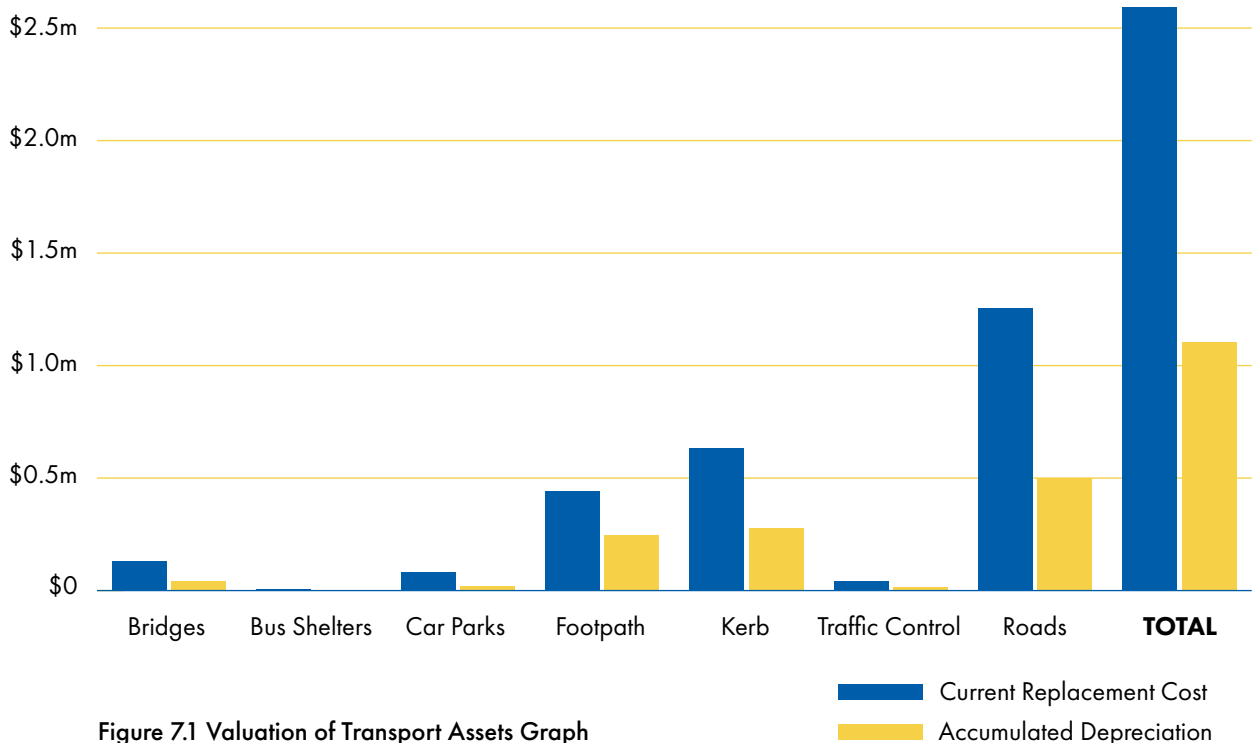


Figure 7.1 Valuation of Transport Assets Graph

7.2 MAINTENANCE AND OPERATIONS TRENDS AND FORECASTS

Figure 7.2.1 displays the maintenance and operational expenditure trend of City of Holdfast Bay's Transport assets.

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this asset management plan and service risks considered in the Infrastructure Risk Management Plan.

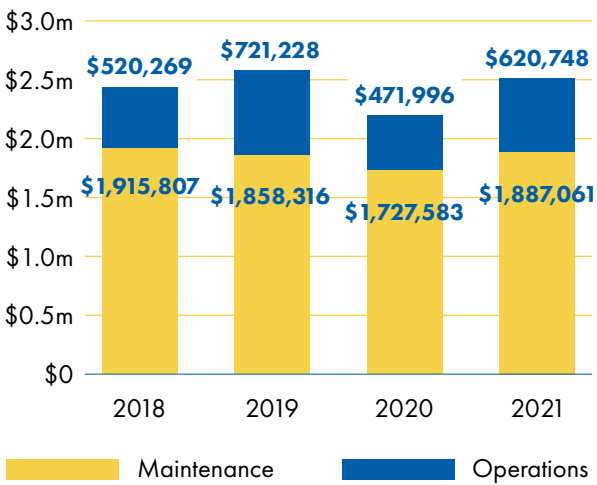


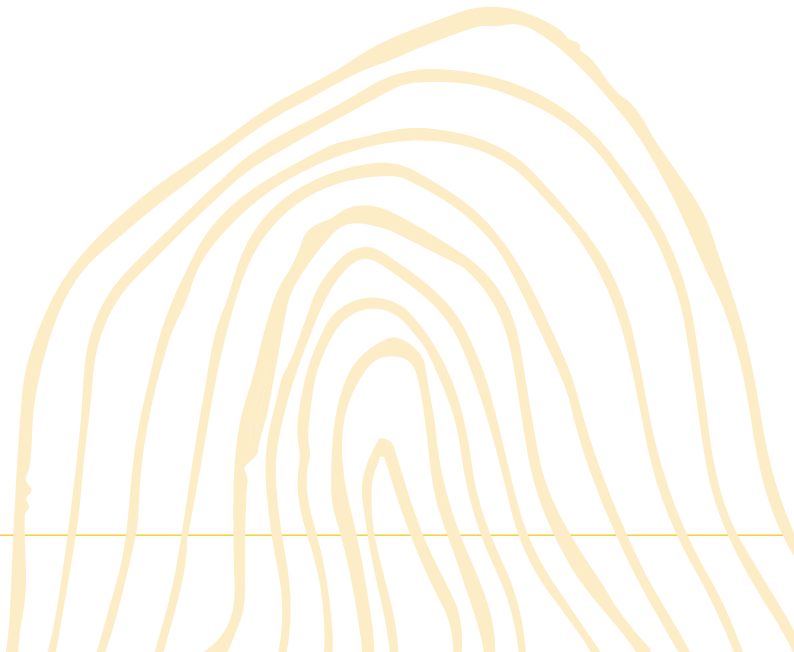
Figure 7.2.1 Transport Maintenance and Operations Expenditure Trend

7.3 FUTURE OPERATIONS AND MAINTENANCE FORECAST

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of, the forecast operation and maintenance costs are expected to decrease. Figure 7.3.1 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

The operation and maintenance costs on Council's Transport assets are forecast to (cumulatively) increase by approximately \$1,516,819 over the next 10 years:

- › Additional maintenance and operations cost of \$1,166,819 is required for newly acquired assets (included in LTFP Budget). This is largely the result of the Jetty Road Masterplan project, which has been fully allocated to the Transport Portfolio.
- › Additional \$350,000 of operational costs is required to action risks identified in the Risk Management Plan as well as improvement items outlined in the Improvement Plan (not included in LTFP budget). This include DBYD registration, streetscape design, and Roads Comprehensive Condition Data Collection and Optimized Treatment Strategy.



10 YEAR OPERATIONS & MAINTENANCE SUMMARY

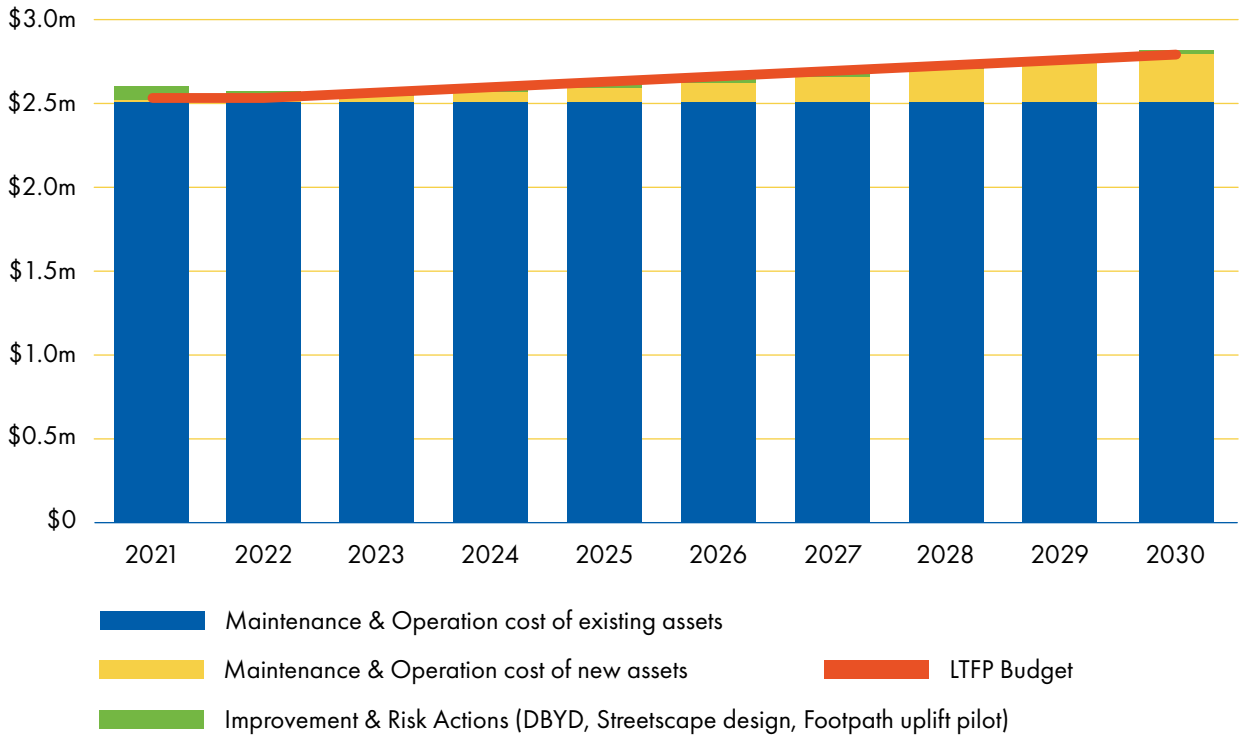


Figure 7.3.1 Operations and Maintenance Summary





7.4 FUTURE RENEWAL FORECAST

The forecast renewal costs are consistent with the planned renewal budget over the next 10 years. This is because Council has committed to adopting the renewals as detailed in the Asset Management Plan.

Council's LTFP renewal forecast for the next 10 years is \$31,140,007 and this projection is shown in Figure 7.4.1.

The total expenditure forecast for Transport Assets for the next 10 years is shown in Figure 7.5.1. The shortfall in funds (where the column exceeds the red LTFP Budget line) relates to the maintenance and operational costs that was explained earlier in section 7.2.1.

10 YEAR RENEWAL FORECAST

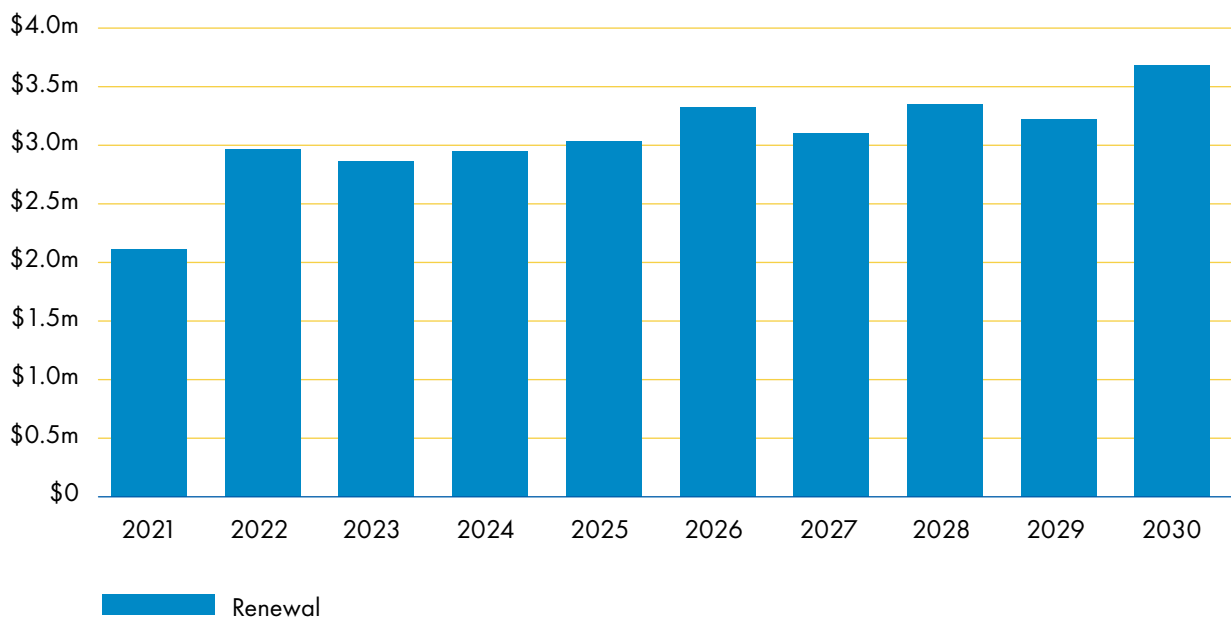


Figure 7.4.1 10 Year Renewal Forecast

7.5 FUTURE ACQUISITION FORECAST

Council’s acquisition forecast and LTFP budget for the next 10 years is displayed in Figure 7.5.1.

The majority of anticipated acquisition costs are from the Jetty Road Mainstreet Masterplan Project. There is also \$1 million allocation for additional costs associated with the Moseley Street Reconstruction planned for 2022–23.

7.6 ASSUMPTIONS

The following key assumptions were applied in this financial forecast:

- › Remaining life-based renewal program.
- › Annual refurbishment included (seal rejuvenation, deep lift patching, crack sealing).

- › Kerb replacement lines 40% current replacement cost to allow for reseal-based refurbishment, except for DPTI maintained roads with 100% current replacement cost.
- › Only major reconstruction required in the next 10 years is Moseley Street.

7.7 DATA CONFIDENCE

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified as ‘C – Uncertain’ based on the IPWEA data confidence scale. Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated +/-25%.

See Appendix 3 for data confidence grading system.

10 YEAR ACQUISITION FORECAST

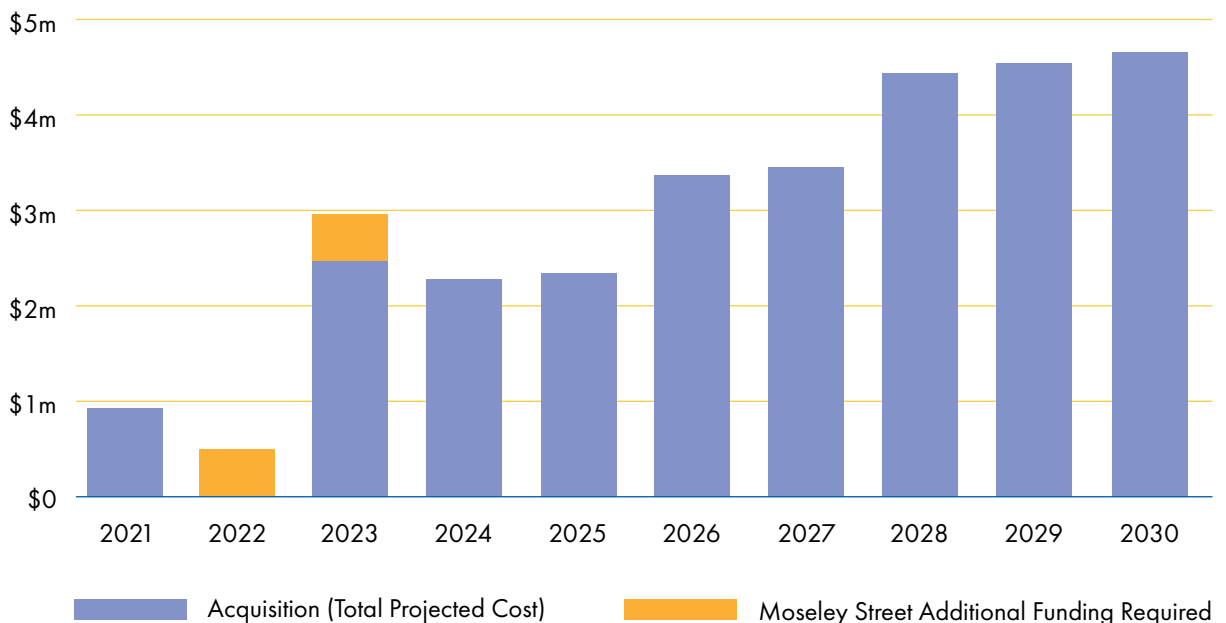


Figure 7.5.1 10 Year Acquisition Forecast



8. Risk Management

The objective of the risk management process with regards to transport assets is to ensure that:

- › All significant operational and organisational risks are understood and identified.
- › The highest risks that need to be addressed in the short to medium term are identified.
- › Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to Council. The risk assessment process identifies and assesses risks, develops a risk rating and develops a risk treatment plan for non-acceptable risks.

High and Very High Risks that have been identified are:

- › Whilst Council has begun the process of remediating footpath defects through an accelerated program, there remains a risk of an undulating surface due to the effects of tree roots and heat expansion. This will be mitigated with a Footpath Tree-lift Remediation Pilot, included in forecast maintenance and operations program.
- › There is a risk that Bus Shelters and Stops under care and control of council do not fully comply with current DDA requirements. Council is currently undertaking an audit to assess this, and a budget has been included in this AMP for remediation works.
- › A lack of coordination between Council and Third Parties, such as neighbouring councils and SA Water. This leads to a reduction in expected life due to patching and heavy vehicle use. A budget for DBYD vendor registration has been included in this asset plan to help mitigate this risk.
- › Economics – Council unable to fund required capital and maintenance.

A risk treatment action has been included in the forecast costs for this asset plan, and in some cases is already underway. For a full list of risks and treatment plans see Appendix 4.

9. Plan Improvement and Monitoring

9.1 MONITORING AND REVIEWING

The Transport Asset Management Plan is not a one-off document but part of the Council's business planning process. For this reason, it is necessary to review and update any key assumptions, strategic change or budget decision that may affect the planned service levels and future expenditure requirements. To keep this AMP current, council will schedule the plan review into its strategic and annual planning and budget processes. This asset management plan has a life of 4 years.

9.2 IMPROVEMENT PLAN

Improvement items that form a part of Council's ongoing business as usual improvements include:

- › Refine Asset Register – review useful lives and unit rates used for valuation purposes
- › Generate project based rolling works program spanning 3 to 5 years for seal/pavement and kerb based on detailed visual inspection.
- › Undertake Footpath inspection program to determine required renewals on a segment by segment basis
- › Undertake Carpark inspection program to determine required renewals on an individual basis
- › Undertake Bridge inspection program to determine required renewals on an individual basis.

Specific Business Improvement Actions that will be a focus for the next three years are listed in Appendix 5. Key items include:

- › Consider works for a whole street to improve service delivery and reduce overall costs
- › Undertake detailed inspections and investigations including geotechnical investigations to determine pavement solutions
- › Review unsealed laneways to determine whole of life cost if upgraded
- › Investigate wearing course approach to life cycle – rejuvenation vs reseal options
- › Further develop and implement transport service levels and review road hierarchy
- › Improve the data confidence level through cleansing and collection of new data.

All improvement actions have been included in the forecast costs for this asset plan, and in some cases are already underway. For a full list of improvement items see Appendix 5.

Appendix 1

Transport Service Levels

Asset Hierarchy Level	Purpose	Maintenance & Operations	Renewal Thresholds
High (Premium)	Premium service level assets cater for tourists, residents, and visitors at a metropolitan and Interstate level – For example Jetty Road (Gleneilg), Moseley Square	These transport assets are maintained at a high standard, with daily inspections and prioritisation of repairs. Response time with a week	<ul style="list-style-type: none"> › Overall Condition rating is 3.5 (poor) or higher › Safety is compromised › Functionality and amenity are below required levels
High	High service level transport assets cater for residents and visitors at a neighbourhood or metropolitan level. For example, Jetty Road (Brighton), Esplanade, Major Bus Routes	These transport assets are maintained at a high standard, with quarterly inspections and prioritisation of repairs. Maximum response time for repairs 90 days.	<ul style="list-style-type: none"> › Overall Condition rating is 3.5 (poor) or higher › Major Defects cover 25% of asset › Safety is compromised › Functionality is 3.5 (poor) or higher
Medium	For example, residential and industrial local roads.	These transport assets are maintained at a moderate standard, with quarterly inspections. Maximum response time for repairs 90 days.	<ul style="list-style-type: none"> › Overall Condition rating is 3.8 (poor) or higher › Major Defects cover 25% of asset › Safety is compromised › Functionality is 3.5 (poor) or higher
Low	For example, laneways and low volume roads.	These transport assets are maintained at a safe standard, with inspections annually. Maximum response time for repairs 90 days.	<ul style="list-style-type: none"> › Overall Condition rating is 4.2 (very poor) or higher › Major Defects cover >25% of asset › Safety is compromised



Appendix 2

Financial Summary

AMP 2020

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Acquisition (Total Project Cost)	\$926,000	\$0	\$2,464,415	\$2,280,078	\$2,337,080	\$3,372,191	\$3,456,295	\$4,432,285	\$4,542,217	\$4,656,072
Maintenance & Operation cost of existing assets	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809	\$2,507,809
Maintenance & Operation costs of new assets	\$9,260	\$0	\$24,644	\$22,801	\$23,371	\$33,722	\$34,563	\$44,323	\$45,422	\$46,561
Improvement & Risk Actions (DBYD, Streetscape design, Footpath uplift pilot)	\$86,000	\$56,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000
Moseley Street Additional Funding Required	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal	\$2,108,249	\$3,119,894	\$3,254,475	\$2,946,076	\$3,034,043	\$3,327,903	\$3,098,821	\$3,348,648	\$3,219,620	\$3,682,278
Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	\$5,637,318	\$6,183,703	\$8,777,343	\$7,782,764	\$7,928,303	\$9,267,625	\$9,123,488	\$10,359,065	\$10,341,068	\$10,918,720
External/Grant Funding Allocation	-\$920,000	\$0	-\$1,103,415	-\$760,078	-\$779,080	-\$1,124,191	-\$1,152,295	-\$1,477,285	-\$1,514,217	-\$1,552,072
COUNCIL FUNDING REQUIRED	\$4,717,318	\$6,183,703	\$7,673,928	\$7,022,686	\$7,149,223	\$8,143,434	\$7,971,193	\$8,881,780	\$8,826,851	\$9,366,648

Figures are in nominal (current Year) values.



Financial Summary (cont.)

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST)*

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Holdfast										
Community Centre	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Car Park Ramp										
LED Street Lighting Upgrade										
	\$920,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jetty Road Masterplan										
	\$0	\$0	\$2,464,415	\$2,280,078	\$2,337,080	\$3,372,191	\$3,456,295	\$4,432,285	\$4,542,217	\$4,656,072
TOTAL	\$926,000	\$0	\$2,464,415	\$2,280,078	\$2,337,080	\$3,372,191	\$3,456,295	\$4,432,285	\$4,542,217	\$4,656,072

* Upgrade component of project only. Replacement costs of existing is already included in renewal budget.

AMP 2020 EXTERNAL/GRANT FUNDING ALLOCATION *

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
LED Street Lighting Upgrade										
	-\$920,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jetty Road Masterplan										
	\$0	\$0	-\$1,103,415	-\$760,078	-\$779,080	-\$1,124,191	-\$1,152,295	-\$1,477,285	-\$1,514,217	-\$1,552,072
TOTAL	-\$920,000	\$0	-\$1,103,415	-\$760,078	-\$779,080	-\$1,124,191	-\$1,152,295	-\$1,477,285	-\$1,514,217	-\$1,552,072

* Upgrade component of project only. Replacement costs of existing is already included in renewal budget.

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Bridges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bus Shelters	\$30,000	\$30,000	\$28,075	\$30,000	\$30,000	\$30,000	\$30,075	\$30,150	\$30,225	\$30,300
Car Parks	\$57,564	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$253,050
Footpath	\$218,116	\$126,736	\$201,255	\$285,259	\$373,226	\$593,944	\$437,929	\$638,775	\$453,021	\$576,859
Kerb	\$763,827	\$1,153,956	\$1,123,379	\$1,091,819	\$1,091,819	\$1,091,819	\$1,091,819	\$1,091,819	\$1,091,819	\$1,091,819
Pavement*	\$40,000	\$142,593	\$254,092	\$40,000	\$40,000	\$72,742	\$40,000	\$88,906	\$99,357	\$215,852
Sealed	\$994,916	\$1,498,998	\$1,498,998	\$1,498,998	\$1,498,998	\$1,498,998	\$1,498,998	\$1,498,998	\$1,498,998	\$1,498,998
Spoon	\$0	\$37,600	\$0	\$0	\$0	\$40,400	\$0	\$0	\$46,200	\$15,400
Sub Base*	\$0	\$50,100	\$148,676	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Traffic Control	\$3,826	\$79,911	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unsealed	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,108,249	\$3,119,894	\$3,254,475	\$2,946,076	\$3,034,043	\$3,327,903	\$3,098,821	\$3,348,648	\$3,219,620	\$3,682,278

Appendix 3

Data Confidence Grading System

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate $\pm 2\%$.
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C - Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E – Unknown	None or very little data held.



Appendix 4

Transport Risks

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Roads	Unforeseen asset condition and maintenance requirements.	Moderate	Rolling 3 year program and regular inspections.	Asset Manager(s) and Staff	2022
Footpaths	Increased insurance claims due to substantial cracking and formation of undulating surface due to unforeseen effects of tree roots and heat expansion.	High	Trial new ways to address issue long term and implement appropriate solution based on risk.	Asset Manager(s) and Staff	2022
Transport	Congestion due to limited expansion of our Transport Network.	Moderate	Findings of the Integrated Transport Strategy.	CEO/ Senior Leadership Team	2030
Streetscape	Unsatisfied ratepayers as the existing streetscape is not maintained appropriately for visual aesthetics.	Moderate	Work with Council to develop and fund a strategy to improve streetscapes.	CEO/ Senior Leadership Team	2025
Bus Stops (including shelters where provided)	Not complying with DDA requirements.	Very High	Upgrade bus stops and replace non-compliant bus shelters based on risk.	Asset Manager(s) and Staff	2022
Kerb and Water Table	Increased insurance claims (trip hazards and flood) due to substantial cracking and formation of undulating surface due to effects of tree roots and heat expansion.	Moderate	Audit and accelerated remediation program if required.	Asset Manager(s) and Staff	2022
Kerb and Water Table	Pram Ramps not DDA Compliant.	High	Upgrade kerb ramps and replace non-compliant ramps based on risk.	Asset Manager(s) and Staff	2030

Transport Risks (cont.)

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Streetscape	Vegetation in the rail reserve are poorly maintained due to confusion on lease agreements.	Moderate	Confirm responsibility and maintenance and ensure all parties manage necessary works.	Asset Leadership Team	2022
Roads, Footpaths	Coordination between Council and Third Parties, such as DPTI and SA Water, with regard to capital works is currently poor. This leads to a reduction in expected life due to patching and heavy vehicle use.	High	<p>Explore proprietary works software.</p> <p>Where possible establish direct data share arrangement with 3rd parties.</p> <p>Become a DBYD vendor.</p> <p>Have a standard reinstatement detail for works and adequate resourcing to monitor and inspect works.</p>	Asset Manager(s) and Staff	2023
Poor quality data within asset management plan	Data consistency and accuracy.	Moderate	Improve the data confidence level through cleansing and collection of new data.	Asset Manager(s) and Staff	2025
All	Economics – Council unable to fund required capital and maintenance.	High	<p>Ensure business continuance strategy includes capital and maintenance works.</p> <p>Prioritise all capital and maintenance work i.e. essential or non-essential.</p> <p>Have an active model to demonstrate the impact of deferring works.</p>	Asset Leadership Team	2025

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
All	Climate Change – material useful life may reduce and early failure occur.	Moderate	Adopt IPWEA Practice Note 12.1.	Asset Leadership Team	2021
All	Loss of Key Staff.	High	Succession Planning and good record management.	CEO/Senior Leadership	2023
All	Political Changes – Change in Executive Staff or Council.	High	Documentation of procedures, policies, and workflows. Provide regular updates to elected members on asset management.	CEO/Senior Leadership	2023
All	AMP Modelling.	High	Independent review by specialists.	Asset Leadership Team	2023
All	Change in community service standards or expectations.	Moderate	Review community feedback through complaints or surveys.	Council	2025

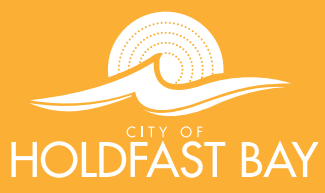
Appendix 5

Transport Improvement Plan

Task No	Task	Responsibility	Resources Required	Established	Due
1	Develop a rolling 3 year works program identifying assets to be renewed. Publish this for community information.	Asset Manager(s) and Staff	Medium	2020	2022
3	Implement the risk mitigation strategies identified in this plan	Asset Leadership Team	Medium	2020	2023
4	Establish Maintenance Standards and Plans	Asset Manager(s) and Staff	Low	2020	2022
5	Create budget lines to capture maintenance expenditures, and improve processes to allocate costs against budget	Asset Leadership Team	Low	2020	2022
7	Develop process to complete renewal projects on time and on budget, and to the required quality	Asset Leadership Team	Medium	2020	2022
9	Consider works for a whole street to improve service delivery and reduce overall costs	Asset Manager(s) and Staff	Low	2020	2022
10	Identify new technology for improved asset life and/or environmental benefit, or reduced whole of life cost	Asset Manager(s) and Staff	Low	2020	2022
11	Undertake detailed inspections and investigations including geotechnical investigations to determine pavement solutions	Asset Manager(s) and Staff	Medium	2020	2022
12	Review unsealed laneways to determine whole of life cost if upgraded	Asset Manager(s) and Staff	Low	2020	2022
13	Develop a pavement reinstatement standard for 3rd-party works and implement an agreement	Asset Manager(s) and Staff	Low	2020	2022
14	Investigate wearing course approach to life cycle – rejuvenation vs reseal options	Asset Leadership Team	Low	2020	2022

Task No	Task	Responsibility	Resources Required	Established	Due
15	Further develop and implement transport service levels and review road hierarchy	Asset Leadership Team	Low	2020	2022
16	Add street lighting fixtures to the transport asset register. Explore the option of a lighting and electrical specific AMP.	Asset Manager(s) and Staff	High	2020	2022
17	Improve the data confidence level through cleansing and collection of new data	Asset Manager(s) and Staff	High	2020	2025
18	Benchmark our asset condition data and renewal strategies against similar LGAs	Asset Manager(s) and Staff	Low	2020	2023
19	Allocate asset portfolios to managers and provide training and support	Asset Leadership Team	Low	2020	2021
20	Facilitate annual reviews and provide report to CEO	Asset Leadership Team	Low	2020	2022





Attachment 5





OPEN SPACE & COASTAL

ASSET MANAGEMENT PLAN 2020



Welcome



Amanda Wilson
Mayor
City of Holdfast Bay

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TRADITIONAL CUSTODIANS

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

Abbreviations

Asset Management Plan	AMP
Levels of Service	LoS
Long Term Financial Plan	LTFP

Executive Summary

The City of Holdfast Bay has over 100 open space and coastal areas, incorporating parks and reserves, streets, corridors and civic spaces, and coastal areas. The total value of City of Holdfast Bay's Open Space and Coastal portfolio is \$73 million. Examples of assets within these spaces include playgrounds, fencing, bins, benches, shelters, artwork, paths through reserves, access ramps, retaining walls, seawalls, and drinking fountains. The portfolio also includes marine structures, including the Patawalonga Lock and Glenelg Jetty. These range in condition and quality based on several factors including age and quality, its suitability to the physical environment (e.g. coastal or inland), usage, and asset maintenance program.

There is a hierarchy of open space areas outlined within the Open Space and Public Realm Strategy (2018–30) and the subsequent Playspace Action Plan (2019–29), both of which articulate a long term vision for the provision of high quality, distinctive and vibrant open spaces in the city. Parks and reserves that service a large number of residents and visitors experience higher wear and tear than smaller local parks. Additionally, exposure to the coastal environment further accelerates asset depreciation. These high profile areas require a higher provision of service, including frequency and type of maintenance, cleaning, as well as the frequency and quality of renewal.



There are increasing demands upon open space and coastal areas. Increasing infill residential development is resulting in reduced block sizes, and more importance placed on public reserves to provide quality open space for the residential population and broader community. The City of Holdfast Bay receives approximately 1.3 million visitors each year, many who are attracted to our public open spaces and associated amenities, particularly those along our foreshore

In response to these demands, Councils in metropolitan Adelaide are undertaking significant upgrades to public open spaces, particularly with regards to recreation hubs, sporting precincts and play spaces. Over the next three years a large number of upgrades are planned within City of Holdfast Bay, most notably the Wigley Playspace Upgrade, Jetty Mainstreet Upgrade (streetscape elements) and Glenelg Oval Upgrade projects. These projects will result in a rise to the forecast maintenance and operational costs over time, which needs to be considered in future budgets. Council will continue to partner with State and Federal Governments along with relevant industry associations to assist in project planning, funding and activation.

As community expectations continue to increase with regards to quality of open space, the need to meet and possibly exceed base level standards of amenity will be present. For instance, there is increasing call for an all access play space within our City meeting universal design principles for equipment and amenities. Councils draft Disability Access and Inclusion Policy highlights the need to plan for DDA compliance, all access public facilities, and as such, adherence to these principles will likely be needed and funded from upcoming budgets. To better understand the current and future needs of the community in regards to this, research needs to be undertaken to help inform this decision making process. This will include identifying the changing needs of the local community and evaluate these impacts on community open space provision.

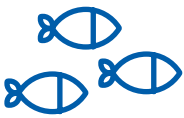
Council seeks to avoid ad hoc replacement of open space assets with mis-matched street furniture or amenities giving the impression of unplanned and reactive amenity provision, through the application of its style guide. However greater consideration needs to be given to affordability of the style guide, particularly in local and neighbourhood level open spaces. Where custom designed assets are required, as is the case of precinct upgrades and playspace enhancements, additional costs will be factored in to the project costs.

Coastal assets, for the purposes of this plan, include all assets west of the edge of kerb of the Coast Park pedestrian walkway. Where a pathway does not exist, the edge of property boundaries will be used. Council has a number of long life, high value, coastal assets including rock seawalls, retaining walls, Jetties, and coastal paths and access ramps. Due to their long life and fair condition, these do not appear in the 10 year window of this asset plan, but need to be considered long term due to their significant cost to council when refurbishment or renewal is required. The design life of these assets should also be reviewed in light of change climatic conditions.

Open Space & Coastal Asset Management Plan

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.

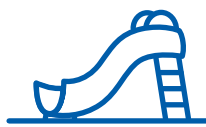
TOTAL VALUE OF ASSETS: \$73M



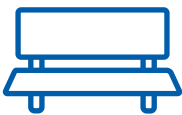
MARINE
\$12.7M



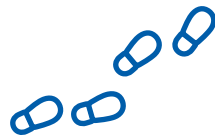
SERVICES
\$9.0M



PLAYGROUNDS
\$2.6M*



FITTINGS & FITOUTS
\$32.2M



FENCES & PATHWAYS
\$16.3M

* This is like for like replacement of existing and does not include upgraded amenities included in the Playspace Action Plan.

LEVELS OF SERVICE



COMMUNITY

- › Quality
- › Function/Capacity
- › Safety
- › Cost Effectiveness
- › Responsiveness



TECHNICAL

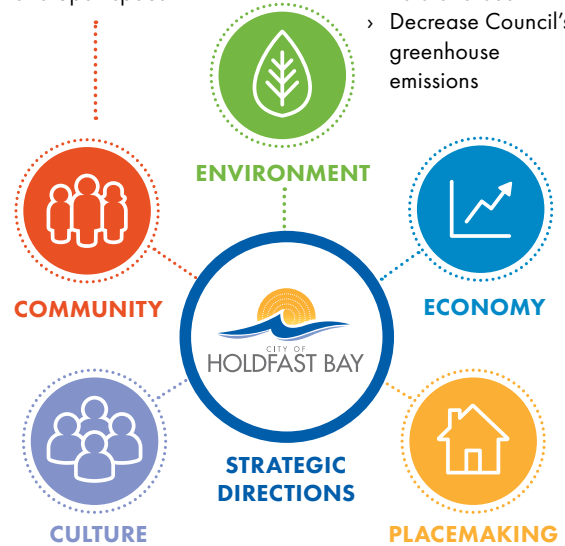
- › Condition
- › Function/Accessibility
- › Safety
- › Cost Effectiveness
- › Environmental

A healthy, creative, connected community

- › Increase resident wellbeing
- › Achieve a high level of community satisfaction with playgrounds and open space

A community connected to our natural environment

- › Increase native flora in natural areas
- › Increase native fauna habitats in natural areas
- › Decrease Council's greenhouse emissions



An effective customer-centred organisation

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

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

- › Achieve a high level of community satisfaction with walkability and access to open space

AMP FRAMEWORK



LEVELS OF SERVICE

- COMMUNITY
- TECHNICAL
- OPERATIONAL

ANNUAL BUDGET

- LONG TERM FINANCIAL PLAN



IMPROVEMENT PLAN

Improvement items identified in the previous AMP that form a part of Council's ongoing business as usual improvements include:

- › Continue to refine asset register – review useful lives and unit rates used for valuation purposes
- › Generate project based rolling works program spanning 3 to 5 years for Open Space and Coastal assets based on detailed visual inspection
- › Ensure Maintenance Standards and Plan align with agreed level of service
- › Ensure appropriate budget lines to capture maintenance expenditures
- › Continue regular inspections of Open Space and Coastal Assets.

Specific Business Improvement Actions that will be a focus for the next three years include:

- › Review the level of service for City of Holdfast Bay's Open Space and refine further, particularly costs associated with application of the style guide
- › Consider and account for Life Cycle Costs (%) for all New Capital Bids based on either forecast expenditure or actual expenditure (where known)
- › Review asset register, and include found assets such as seawalls and rock revetments.

All improvement actions have been included in the forecast costs for this asset plan, and in some cases are already underway. For a full list of improvement items see Appendix 5.

ASSET SUSTAINABILITY RATIO:

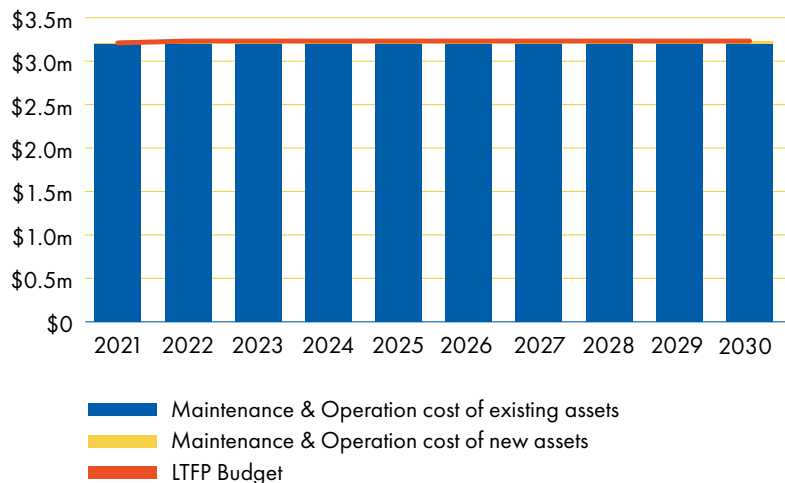
The Asset Sustainability Ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing service levels.

100%

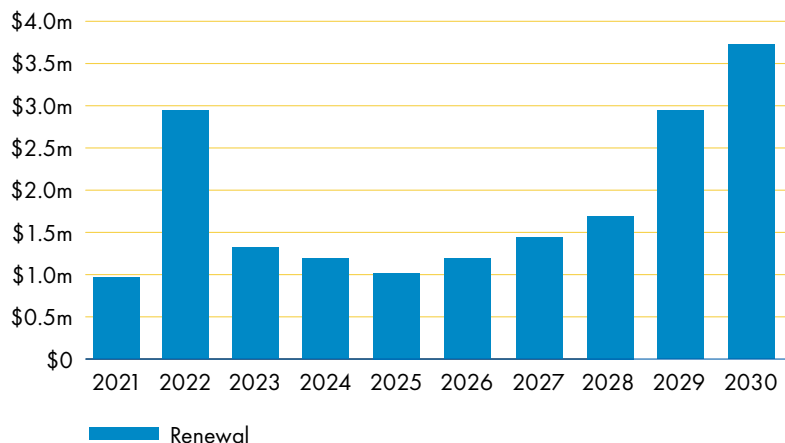
Over the next 10 years of forecasting, City of Holdfast Bay expects to have 100% of the funds required for the optimal renewal and replacement of its Open Space and Coastal assets.

COUNCIL TARGET:
90–110%
OVER 5 YEARS

10 YEAR OPERATIONS & MAINTENANCE EXPENDITURE FORECAST



10 YEAR RENEWAL EXPENDITURE FORECAST



1. Introduction



PLACEMAKING

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

In accordance with the *Local Government Act 1999* (the Act) and the Strategic Plan (*Our Place 2030*), the Council provides a range of community services to the members of the local community and visitors. The services include transport services, waste management services, environmental services, social and recreational services, open space services, stormwater drainage services, and coastal and beach management services.

Under the Act, Council is required to develop and adopt an infrastructure and asset management plan covering a period of at least 10 years. In addition, Council is required to adopt a long-term financial plan associated with such service plans also covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed within these plans. Variations to the scheduled works within the AMP and the LTFP may be adjusted as the need arises

The primary intent of asset management is to meet a required level of service in the most cost-effective way, through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets to provide for present and future community needs. The Open Space and Coastal Asset Management Plan will be a living document over the next 3 to 4 years complying to all legislative requirements, and to communicate funding required to provide the required levels of service over a 10-year planning period.

This plan also aims to align with ISO 55000 (international standard for asset management) but does not seek to become accredited as an ISO document or process. This document aims to align the delivery of asset management activities with the organisation’s goals and objectives; this process is known as the “line of sight” with asset management. The ISO framework also aims to create transparency and accountability through all aspects of asset management; this process ensures that all stakeholders understand their roles and responsibilities of achieving the intentions of the plan.

The Open Space and Coastal Asset Management Plan works in conjunction with the following Council’s plans and strategies (Table 1.1):

Plans, Strategies and Policies

<i>Asset Management Policy</i>	<i>Coastal Protection Infrastructure Assessment Report</i>
<i>Long Term Financial Plan</i>	<i>Quality of Life Report</i>
<i>Open Space and Public Realm Strategy 2018–2030</i>	<i>Playspace Action Plan 2019–29</i>
<i>Our Place 2030 Strategic Plan</i>	

Table 1.1 Plans, Strategies and Policies





DEFINITIONS

Asset: A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. This typically includes infrastructure, property, buildings, plant and equipment.

Infrastructure assets: Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths, cycle-ways, stormwater drainage, and buildings.

Level of service: The defined service quality for a particular service/activity against which service performance may be measured.

Operational: Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life. Includes cleaning and minor repairs, such as stormwater GPT cleaning, street sweeping, and pothole repairs. Includes overheads, such as wages and utility costs incurred during operational activities.

Renewal: Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

Acquisition: Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.



1.1 LEGISLATION AND RELEVANT ACTS

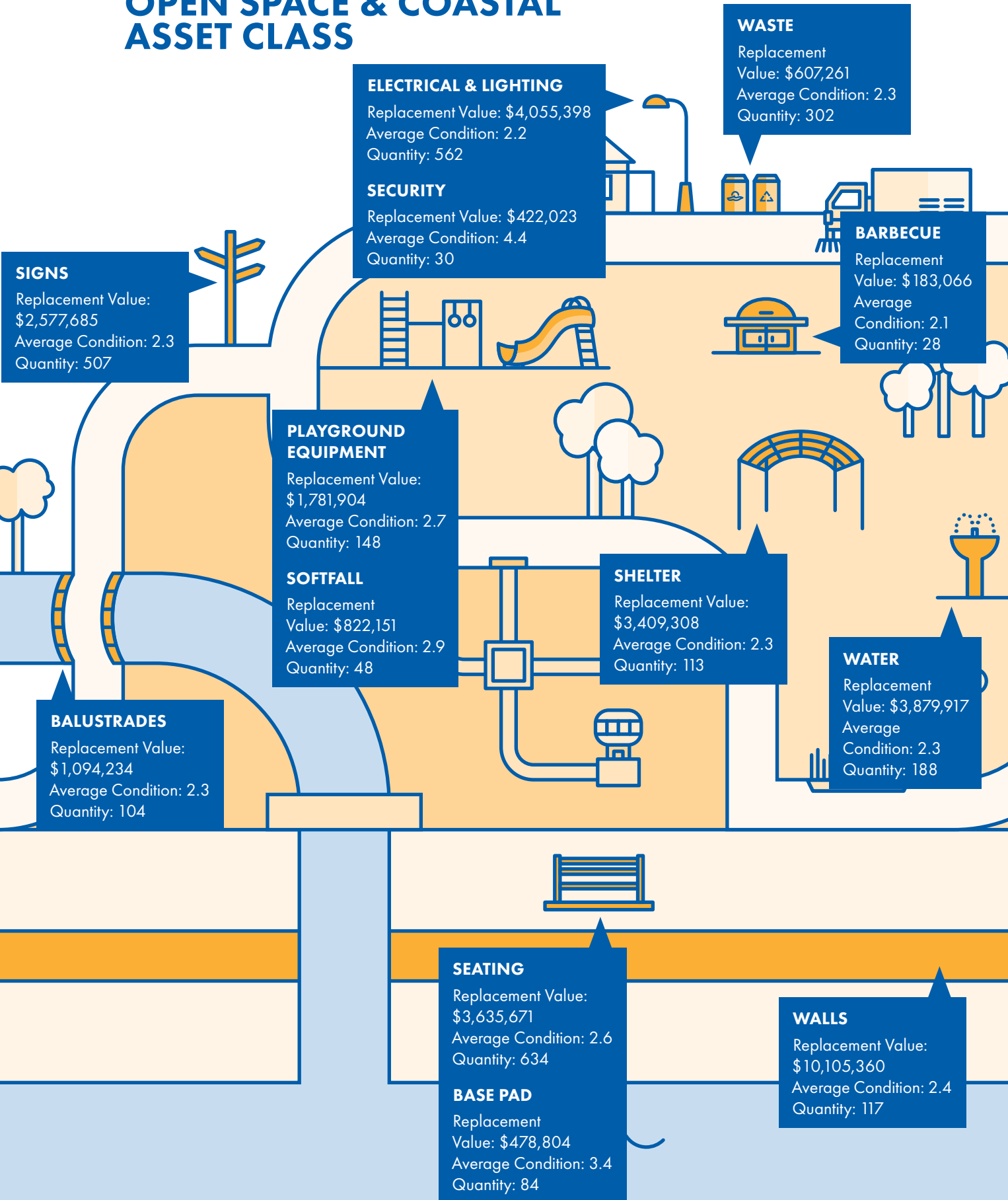
Council considers the following legislative framework in the management of its Open Space and Coastal assets (Table 1.1.1):

Legislation	Requirements
<i>Aboriginal Heritage Act 1988</i>	An Act to provide for the protection and preservation of the Aboriginal heritage; to repeal the Aboriginal and Historic Relics Preservation Act 1965 and the Aboriginal Heritage Act 1979; and for other purposes.
<i>Native Title Act (South Australia) 1994</i>	Consideration should be undertaken in the provision, development and management of open space.
<i>Local Government Act 1999</i>	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a LTFF supported by asset management plans for sustainable service delivery.
<i>Development Act 1993</i>	Regulates the use and managements of buildings including their design and construction, ongoing maintenance, and conservation.
<i>Disability Discrimination Act 1992</i>	To ensure persons with disabilities have access to the building and facilities.
<i>Work Health & Safety Act 2012</i>	Provide a safe work environment for workers on the site.
<i>Environment Protection Act 1993</i>	Responsibility not to cause environmental harm (e.g. noise pollution, contamination of water).
<i>SA Public Health Act 2011</i>	An Act to promote and to provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury and disability; and for other purposes.
<i>Planning Development and Infrastructure Act 2016</i>	An Act to provide for matters that are relevant to the use, development and management of land and buildings.
<i>Australian Accounting Standards</i>	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.

Table 1.1.1 Legislative Requirements – Open Space and Coastal Assets

2. Asset Class Information

OPEN SPACE & COASTAL ASSET CLASS





BOLLARDS

Replacement Value: \$223,067
Average Condition: 2
Quantity: 70



SPORTING SURFACE

Replacement Value: \$6,686,081
Average Condition: 2.3
Quantity: 166



SPORTING STRUCTURE

Replacement Value: \$1,021,021
Average Condition: 2.4
Quantity: 235



PATHWAYS

Replacement Value: \$11,944,183
Average Condition: 2.4
Quantity: 373



PLANTING STRUCTURES

Replacement Value: \$1,092,175
Average Condition: 2.4
Quantity: 108



FLAGPOLE

Replacement Value: \$32,230
Average Condition: 2
Quantity: 7



GATES

Replacement Value: \$205,055
Average Condition: 2.8
Quantity: 18

FENCES

Replacement Value: \$3,051,669
Average Condition: 2.6
Quantity: 235



ARTWORK

Replacement Value: \$2,768,748
Average Condition: 2.3
Quantity: 453



PATAWALONGA LOCK

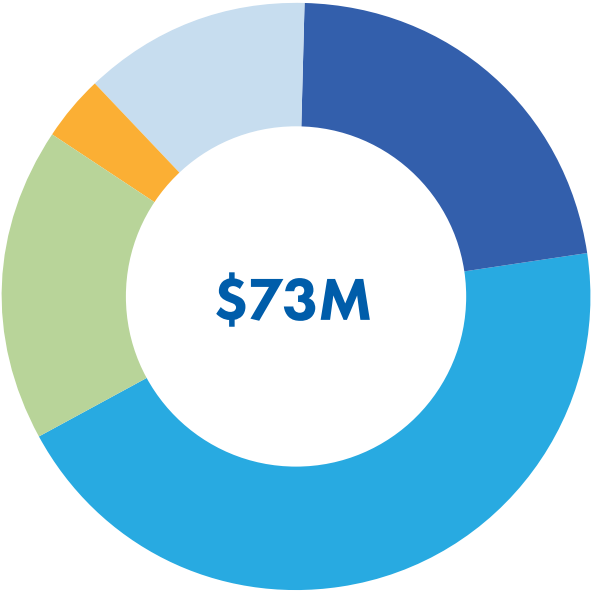
Replacement Value: \$6,574,390
Average Condition: 3.7
Quantity: 132



GLENELG JETTY

Replacement Value: \$6,117,824
Average Condition: 2.5
Quantity: 1

TOTAL CURRENT REPLACEMENT COST OF OPEN SPACE & COASTAL



Fittings & Fitouts	\$32,195,204	●
Fences & Pathways	\$16,313,153	●
Services	\$8,964,599	●
Playgrounds	\$2,604,055	●
Marine	\$12,692,214	●



CONDITION RATING





2.1 PHYSICAL PARAMETER

This AMP covers the class of Open Space and Coastal Assets for the City of Holdfast Bay. Coastal assets, for the purposes of this plan, include all assets west of the edge of kerb of the Coast Park pedestrian walkway. Where a pathway does not exist, the edge of property boundaries will be used. Council has a number of long life, high value, coastal assets including rock seawalls, retaining walls, jetties, and coastal paths and access ramps.

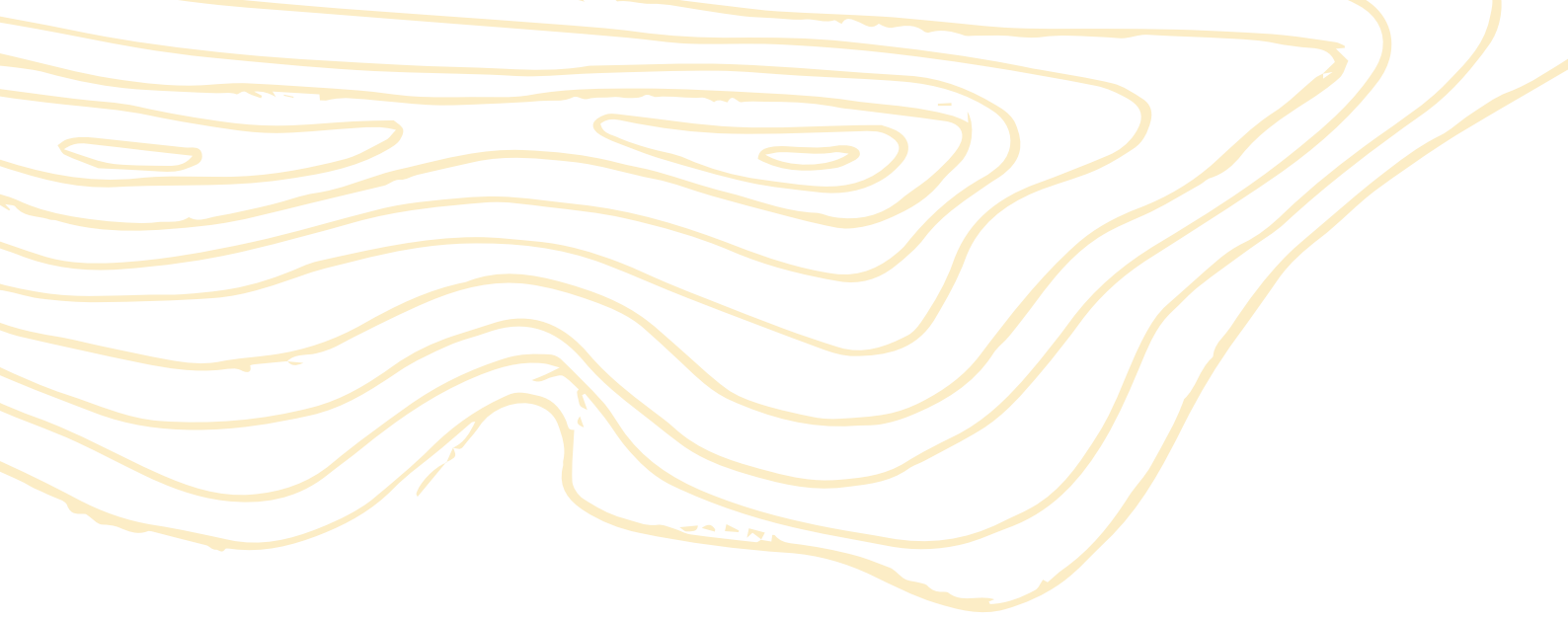
This Asset Management Plan does not include green assets, such as trees or plants. Only the portion of seawalls adjacent to the Glenelg Jetty, and located in the Glenelg Foreshore Precinct have been included.

Open Space and Coastal assets are divided into functional categories as they provide different roles within the network. There are 5 higher level categories:

- › Fences and pathways
- › Fittings and fitouts
- › Marine
- › Playground
- › Services

These are further classified into sub-categories as displayed in Section 2, Asset Class Information and Table 2.1.1.

Open Space and Coastal Asset Categories	Sub Categories	Number of Assets	Replacement Value	% of Useful Life Expired
Fences & Pathways	Bollards	70	\$223,067	44%
Fences & Pathways	Balustrades	104	\$1,094,234	45%
Fences & Pathways	Fences	235	\$3,051,669	51%
Fences & Pathways	Pathways	373	\$11,944,183	47%
Fittings & Fitouts	Flagpole	7	\$32,230	40%
Fittings & Fitouts	Gates	18	\$205,055	55%
Fittings & Fitouts	Barbecue	28	\$183,066	42%
Fittings & Fitouts	Base Pad	84	\$478,804	64%
Fittings & Fitouts	Sporting Structures	235	\$1,021,021	48%



Open Space and Coastal Asset Categories	Sub Categories	Number of Assets	Replacement Value	% of Useful Life Expired
Fittings & Fitouts	Planting Structures	108	\$1,092,175	48%
Fittings & Fitouts	Artwork	453	\$2,768,748	46%
Fittings & Fitouts	Signs	507	\$2,577,685	46%
Fittings & Fitouts	Seating	634	\$3,635,671	51%
Fittings & Fitouts	Shelter	113	\$3,409,308	46%
Fittings & Fitouts	Sporting Surfaces	166	\$6,686,081	47%
Fittings & Fitouts	Walls	117	\$10,105,360	48%
Marine	Jetty	1	\$6,117,824	50%
Marine	Patawalonga Lock	132	\$6,574,390	73%
Playground	Playground Equipment	148	\$1,781,904	53%
Playground	Softfall	48	\$822,151	58%
Services	Security	30	\$422,023	87%
Services	Waste	302	\$607,261	45%
Services	Water	188	\$3,879,917	45%
Services	Electrical & Lighting	562	\$4,055,398	44%
TOTAL			\$72,769,225	

Table 2.1.1 Open Space and Coastal Asset Categories

2.2 ASSET HIERARCHY

An asset hierarchy provides a framework for structuring data in an information system to assist in the collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The level of importance is then grouped into these hierarchical levels as defined in the *Open Space and Public Realm Strategy (2018–30)*:

Table 2.2.1 below summarises Council's service levels for each level of hierarchy:

Level	Description
State/Regional	Large scale facilities that offer a broad use of application. Capable of functioning for state level sports with appropriate amenities including public toilets and club rooms. To cater for high usage and have readily available off-street car parking. Facilities can be either organised or natural and will vary in user groups. All facilities should be able to cater for different users and a wider geographical catchment. For example, Wigley Reserve.
District	Mixed use facilities that are large in scale. They provide a mixture of facilities varying from play spaces to formal sports. Appropriate amenity facilities should be provided and off-street parking integrated dependent on the size of facility and use. Facilities are to function as 'destination parks' and cater for a wide geographical catchment. For example, John Miller Reserve.
Neighbourhood	Medium to large facilities with a focus towards social and recreational spaces. Facilities should cater for the local community and residents. Emphasis towards natural and informal spaces, with local facilities such as bbqs, junior sports and local art. For example, Alf Smedley and Mel Baker Reserve. Non-coastal natural spaces, such as gullies, have been included in this classification.
Local	Local parks cater for nearby and adjacent residents, small in scale they function as spaces for gathering, resting and relaxing by locals. Facilities can include single age playspaces and short term amenities. Emphasis is put towards natural spaces and a sense of community ownership. For example, Graymore Park.

Table 2.2.1 Asset Hierarchy

Each of the following sub groups supports the above hierarchical levels:

- › Parks and Recreation
- › Streets, corridors, and civic spaces
- › Coastal

A detailed list of the Open Space and Coastal Hierarchy is in Appendix 1.

2.3 ASSET EXPECTED LIFE

All assets are provided with a baseline straight line useful life value (blue line), used for the purposes of lifecycle cost planning and accounting for asset valuation and depreciation. This straight-line depreciation is used in Council’s financial reporting.

The service life of Open Space and Coastal assets differs from the standard design life and the useful life, as it also accounts for the ongoing maintenance and renewal of the asset to maintain a designated technical level of service (black line). The setting of service levels will be undertaken by council staff in consultation with the community and elected members, to optimise whole of life costs for the assets. Service lives also consider function and amenity, which may trigger renewal before the end of the physical life of the assets.

As upkeep of the asset is made through the capital renewal & maintenance budgets, the condition should be maintained at the desired level to ensure assets reach their potential service life (black line). If no regular maintenance occurs the potential asset life will not be reached (red line).



Figure 2.3.1 shows that the deterioration curves, red and black, show a true reflection on an assets aging profile, as it typically deteriorates faster towards the end of its life.

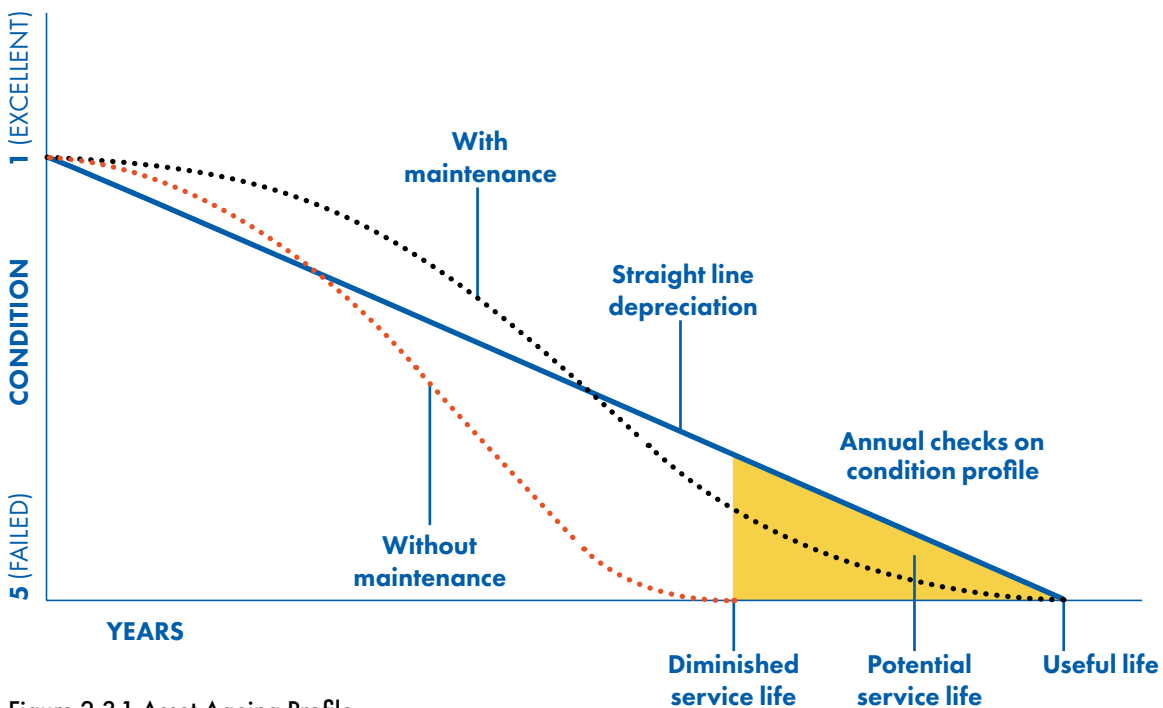


Figure 2.3.1 Asset Ageing Profile

2.4 ASSET QUALITY AND DISTRIBUTION

The City of Holdfast Bay has a responsibility to maintain the appropriate condition of its Open Space and Coastal assets as defined by the levels of service.

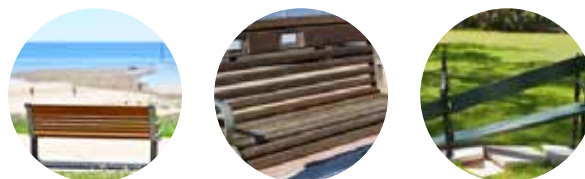
This includes:

- › Forward works planning – capital and maintenance program.
- › Overseeing works undertaken.
- › Organising of Open Space and Coastal condition audits.

Council seeks to avoid ad hoc replacement of open space assets with 'mis-matched' street furniture or amenities through the application of Council's style guide. This allows the Open Space network to be consistent and aesthetically appealing.

Open Space and Coastal assets incorporate a 1–5 condition rating score (Table 2.4.1) for each asset.

Condition Rating	Condition Description	Actions
1	Very Good	No action required
2	Good	Minor defects only
3	Fair	Maintenance required to return to accepted level of service
4	Poor	Consider renewal
5	Very Poor	Approaching unserviceable



CONDITION RATING



Table 2.4.1: Condition Assessment System (based on International Infrastructure Management Manual 2015, IIMM)

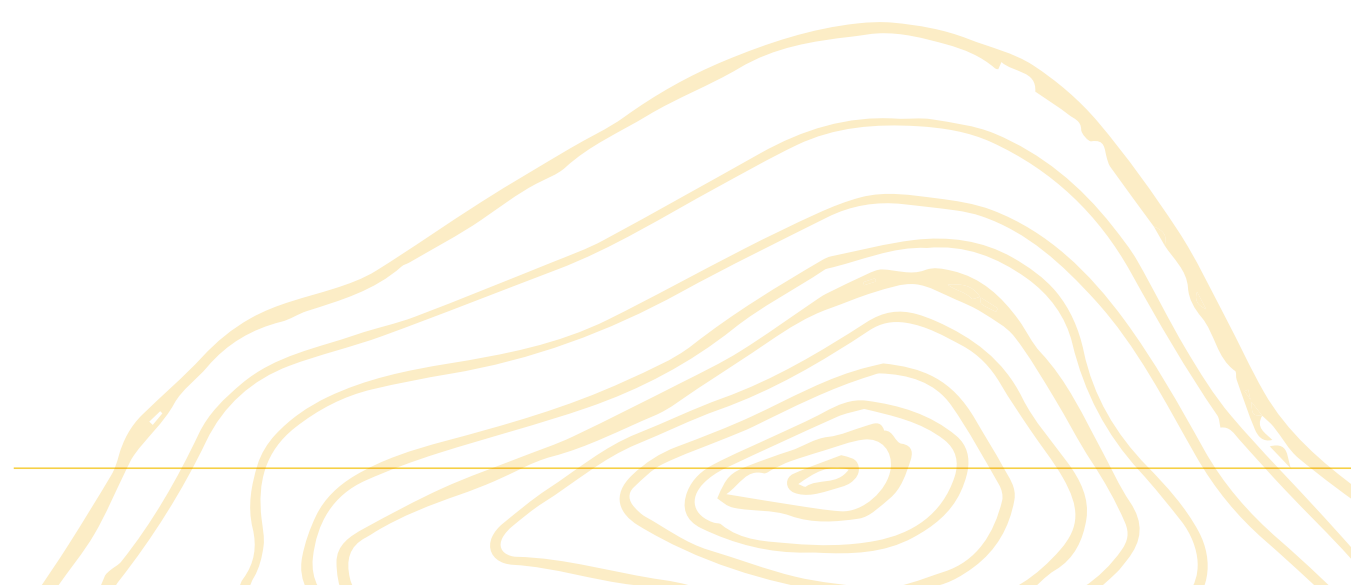




3. Stakeholders

Key stakeholders in the preparation and implementation of this Open Space and Coastal Asset Management Plan are shown in Table 3.1.

Key Stakeholders	Roles in Asset Management Plan
Residents and Ratepayers	<ul style="list-style-type: none"> › Ultimate beneficiaries of the AMP process › Feedback collected throughout the year › Annual satisfaction survey undertaken
Visitor / Tourists	<ul style="list-style-type: none"> › Regular satisfaction surveys undertaken, and feedback collected
Business Owners; Traders; Service Providers	<ul style="list-style-type: none"> › Play a significant role in providing services › Feedback is collected through regular consultation › Suppliers provide the goods and services to manage the assets and infrastructure
Elected Members, Stewardship	<ul style="list-style-type: none"> › To act as custodians of community assets › To set asset management policy and vision › Allocate resources to meet Council objectives in providing services while managing risks
Chief Executive Officer/ Senior Leadership Team	<ul style="list-style-type: none"> › To provide leadership and strategic direction › Review Asset Management Policy and Asset Management Strategies › To ensure that community needs and the outcomes of service reviews are incorporated into asset management planning and Long-Term Financial Plan › To ensure that training of Councillors and staff in financial and asset management practices is provided › To ensure that accurate and reliable information is presented to Council › To ensure appropriate delegations and approval processes are followed



Key Stakeholders Roles in Asset Management Plan

Asset Management Leadership Team	<ul style="list-style-type: none"> › Facilitate development of Asset Management Plans › To oversee the implementation of the Asset Management Policy and Asset Management Strategies › To oversee the ongoing development and review of service plans and asset management plans › To ensure that community needs and the outcomes of service reviews are incorporated into asset management plans › To promote and raise awareness of asset management within the organisation › To ensure relevant health and wellbeing, human rights and equity principles and strategies are taken into consideration › To develop and implement asset management improvement plan › To provide and manage the asset management information system(s) › Integrate asset management and financial plans and reporting
Asset Manager(s) and Staff	<ul style="list-style-type: none"> › To develop and implement maintenance, renewal and capital works programs in accordance with the Asset Management Policy, Strategy, Plans, as well as budget allocations › Develop Specific Management Plans (upgrade, renewal, maintenance, operations, disposal) › To deliver levels of service to agreed risk and cost standards and expectations › To report asset related risk and damage › To establish and monitor asset compliance and risk inspection regimes › To manage asset condition assessments › To provide technical expertise to Asset Management Leadership Team

Table 3.1 Open Space and Coastal Asset Management Plan Key Stakeholders

4. Current and Desired Levels of Service (LoS)

Levels of Service and the way these are benchmarked and measured annually and quarterly, are the single biggest point of difference between previous asset management plans and ISO 55000 standard plans. By its very definition ISO 55000 is measurable and definable outcome that typifies an outcomes-based paradigm.

The *International Infrastructure Management Manual* (IIMM) describes Levels of Service (LoS) as 'defined service quality for an activity or service area against which service performance may be measured'.

The City of Holdfast Bay have 2 defined levels of service:

- › Community Level of Service
- › Technical Level of Service

These Levels of Service are designed to support continued performance and function of the Open Space and Coastal assets (and all their components) to a reasonable standard. They are also intended to ensure the future economic sustainability of City of Holdfast Bay's Open Space and Coastal network is considered and unreasonable costs are not being placed on future Asset Management Plans.

Community Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Quality	Open Space and Coastal assets are damage free and clean.	Community Survey.	7 or above Community Satisfaction
Culture: Supporting excellent, efficient operations	Function	Provide opportunities for sports, recreation, and enjoyment.	Community Survey.	7 or above Community Satisfaction
Culture: Supporting excellent, efficient operations	Capacity	Community participation.	Community Survey.	7 or above Community Satisfaction
Placemaking: Creating lively and safe places	Safety	No preventable injuries to staff or members of public.	Number of injuries or accidents.	0



Technical Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Condition	Ensuring the physical state of the Open Space and Coastal assets are in serviceable condition.	Percentage of assets that are better than our service level targets (Appendix 1: Open Space and Coastal Service Levels).	Compliance above 90%
Placemaking: Creating lively and safe places Placemaking: Developing walkable, connected neighbourhoods	Function	Open Space and Coastal assets have the capacity to meet the service level needs.	Percentage of assets that are better than our service level targets (Appendix 1: Open Space and Coastal Service Levels).	Compliance above 90%
Placemaking: Creating lively and safe places Placemaking: Developing walkable, connected neighbourhoods	Capacity	Assets have the capacity to meet the community demand.	Parks and reserves are within in 400m of each property.	Compliance above 90%
Placemaking: Creating lively and safe places	Accessibility	Facilities are accessible to all.	DDA compliant.	All State/Regional Assets to be compliant
Placemaking: Creating lively and safe places	Safety	Open Space and Coastal facilities are safe and free of hazards.	Legislative compliance for play equipment, asbestos and EPA requirements.	100% Compliance

5. Future Demand

The community's demand for the services changes over time. The reason for change can be varied, some of the common drivers are environmental and technology. As service demand changes, the Council's assets may also need to change to meet the changing demand.

Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
<p>Population increase:</p> <ul style="list-style-type: none"> › Total estimated population: 36,520. 	<p>Planned to accommodate for 40,313 by 2031.</p>	<p>A growing population will lead to a gradual loss of private greenspace. This will place more demand on open space assets, requiring innovative new responses.</p>	<p>The <i>Open Space and Public Realm Strategy 2018–2030</i> identifies opportunities for better use of open space in its corridors and streets.</p>	<p>The <i>Open Space and Public Realm Strategy</i> put forward:</p> <ul style="list-style-type: none"> › Key project opportunities from 2018–2030 › Challenges Council may face in the years ahead. <p>More demand for maintenance.</p>
<p>Housing density:</p> <ul style="list-style-type: none"> › 51% of dwellings are medium to high density. 	<p>Increased higher density development.</p>	<p>With the increase in the aging population, there will be a strong demand for the accessibility on open space and coastal assets (e.g. better pathways to walk on, readily accessible beachfront).</p>	<p>Track community service level KPI for Functionality. Are we providing the correct assets to suit the changing needs of the community?</p>	<p>Higher costs associated with upgrades to existing assets to meet community demand.</p>
<p>Changing demographics:</p> <ul style="list-style-type: none"> › City of Holdfast Bay's Median Age is 46 years. 	<p>Growth in aging population.</p>	<p>Assets not reaching their stated useful lives due to lack of consideration of climate change.</p>	<p>Ensure safety issues are investigated, prioritised, and appropriately addressed as resources allow.</p>	<p>Higher costs associated with construction methods that are environmentally sustainable.</p>
<p>Climate/ Environmental Change:</p> <ul style="list-style-type: none"> › Increase trend in severe weather events including droughts, storms, and storm surges. 	<p>Exponential severe weather events to continue based on current trends.</p> <p>Greater environmental sustainability requirements placed on the construction industry.</p>	<p>Increasing management and maintenance demand associated with climate change adaptation.</p>	<p>The <i>Open Space and Public Realm Strategy 2018–2030</i> Strategy 3D: Ensure landscapes are adaptive to climate change (drought tolerant, sustainable) and water sensitive urban design principles are adopted.</p>	<p>Higher costs associated with construction methods that are environmentally sustainable.</p>





Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
<p>Legislative Requirements:</p> <ul style="list-style-type: none"> › The increasing level of DDA compliance on Open Space assets (e.g. Playground equipment) 	Higher standards of safety and improved Open Space assets.	Higher level of service may impact on the amount of maintenance and renewal able to be undertaken with allocated budget.	Disability Action Plan in development.	Redesigning networks and specific assets to meet legislative requirements.
<p>Technology change:</p> <ul style="list-style-type: none"> › Worldwide trend towards smart cities creating simplified services through smart technology. 	Public expectations to implement and/or improve digital services.	Operating and maintenance costs can be reduced with the application of smart technology. Reduced water, power and waste consumption will all be a direct benefit to the environment.	<i>The Open Space and Public Realm Strategy 2018–2030 Strategy 3D:</i> Ensure new technology is explored in design, including smart features.	Level of service improvements for parks will impact our maintenance and renewal programs.

Table 5.1 Future Demands



6. Life Cycle Planning/Strategies

The lifecycle management plan details how the City of Holdfast Bay plans to manage and operate the assets at the agreed levels of service while managing the assets life cycle.

The assets covered by this Open Space and Coastal Asset Management Plan is shown in section 2, Asset Class Information.

This section presents an analysis of Council’s available Open Space and Coastal assets information and the life cycle management plans covering the 4 key work activities to manage the assets:

- › **Routine Maintenance** – Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life.
- › **Capital Renewal/Replacement** – Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

- › **Decommission** – Any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Any costs or revenue gained from asset disposals is included in the long-term financial plan.
- › **Creation/Acquisition** – Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.

The major stages can be further divided into specific processes as listed in Figure 6.1. In each stage of the lifecycle, varying events will trigger the need to begin the next phase of the cycle. Further details on the processes of these lifecycle stages for Open Space and Coastal assets is provided in the following sections.

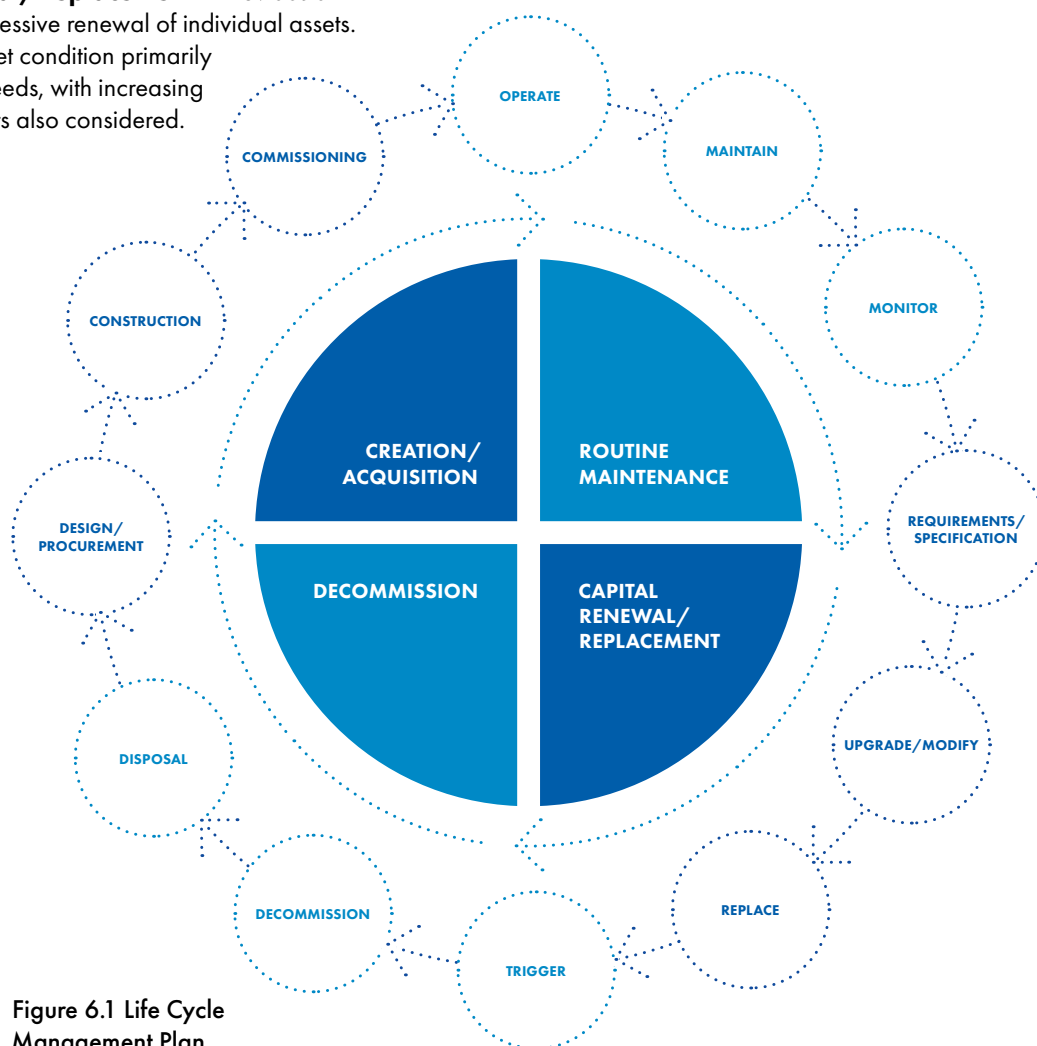


Figure 6.1 Life Cycle Management Plan

6.1 OPERATIONS & MAINTENANCE PLAN

Operations activities include regular activities to provide services such as volunteer management, safety, and amenity (e.g. cleaning, grass mowing, weeding, pest control).

Maintenance include all actions necessary for retaining an asset's condition and focuses on industry best practice, legislative requirements, and design specifications.

As the years progress, the maintenance budget is projected to increase due to inflation and an asset portfolio growing in size, complexity and age.

Maintenance is classified as:

› Reactive Maintenance

Reactive maintenance is unplanned repair work carried out in response to customer service requests and management decisions and are often carried out by Council field services. Such unplanned maintenance could include vandalism and any ad hoc requests from the community.

› Planned Maintenance

Planned Maintenance is identified and managed through an Asset Management System (AMS). AMS activities include inspection, routine mowing of grass in reserves and sportsground, condition assessment, priority of works and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

The City of Holdfast Bay will operate and maintain the Open Space and Coastal assets to provide the defined levels of service to approved budgets in the most cost-effective manner.

6.2 RENEWAL PLAN

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using the Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year).

6.2.1 RENEWAL RANKING CRITERIA

Asset renewal is typically undertaken to either:

- › Ensure the reliability of the existing infrastructure to deliver the service it was provided to facilitate, or
- › To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).¹

It is possible to prioritise renewals by identifying assets or asset groups that:

- › Have a high consequence of failure.
- › Have high use and subsequent impact on users would be significant.
- › Have higher than expected operational or maintenance costs.
- › Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

The ranking criteria used to determine priority of identified renewal proposals are detailed in Table 6.2.

Criteria	Weighting
Service Level Hierarchy (High, Med, Low)	40%
Risk rating: Social, political, environmental implications of failure	40%
Potential to reduce life cycle costs by replacement with a modern equivalent	20%
Total	100%

Table 6.2 Renewal Priority Ranking Criteria

Whilst not common practice, some assets in good condition are relocated from district and state/regional open spaces to neighbourhood and local open spaces.

1. IPWEA, 2015, IIMM Sec 3.4.4, p|91

6.3 ACQUISITION PLAN

Acquisition are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of Holdfast Bay.

6.3.1 SELECTION CRITERIA

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the entities needs.

When Council commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability. This is outlined in City of Holdfast Bay's Asset Management Policy (Section 3.3.3).

Major upgrade projects forecast in the next 10 years include:

- › Wigley Playground Upgrade
- › Glenelg Oval Redevelopment
- › Jetty Road Masterplan (streetscape elements).

The full table of projected acquisition projects for the next 10 years is displayed in Appendix 2.

6.4 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation Council Disposal of Assets Policy outlines this process.

Council has no upcoming disposals for Open Space and Coastal assets. As such, there is no funding required or expected from the decommissioning of any assets at this point in time.

Whilst not common practice, some assets in good condition are relocated from district and state/ regional open spaces to neighbourhood and local open spaces, rather than disposed. Where replacing existing, this is treated as a disposal proceed (residual). It has been identified as an improvement item to review this practice and the cost benefit to council.



7. Financial Summary

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available with the introduction of a new strategic asset management modelling system in future AMPs, on desired levels of service and current and projected future asset performance.

A summary of all financials is provided in Appendix 2.

7.1 ASSET VALUATIONS

Valuations are undertaken in alignment with Australian Accounting Standard 'AASB13 Fair Value'. These valuations are required every three to five years, with an independent audit required every five years. Valuations are undertaken to satisfy the financial reporting requirements and to understand the cost to replace assets.

The valuation of Council's Open Space and Coastal Assets is summarised in Table 7.1.1.

Asset Category	Current Replacement Cost	Accumulated Depreciation
Artwork	\$2,768,748	\$1,273,624.08
Balustrades	\$1,094,234	\$492,405.30
Barbecue	\$183,066	\$76,887.72
Base Pad	\$478,804	\$306,434.56
Bollards	\$223,067	\$98,149.48
Electrical & Lighting	\$4,055,398	\$1,784,375.12
Fences	\$3,051,669	\$1,556,351.19
Flagpole	\$32,230	\$12,892.00
Gates	\$205,055	\$112,780.25
Jetty	\$6,117,824	\$3,058,912.00
Patawalonga Lock	\$6,574,390	\$4,799,304.70
Pathway	\$11,944,183	\$5,613,766.01
Planting Structures	\$1,092,175	\$524,244.00
Playground Equipment	\$1,781,904	\$944,409.12
Seating	\$3,635,671	\$1,854,192.21
Security	\$422,023	\$367,160.01
Shelter	\$3,409,308	\$1,568,281.68
Signs	\$2,577,685	\$1,185,735.10
Sofffall	\$822,151	\$476,847.58
Sporting Structures	\$1,021,021	\$490,090.08
Sporting Surfaces	\$6,686,081	\$3,142,458.07
Walls	\$10,105,360	\$4,850,572.80
Waste (Bin Surrounds & Poles)	\$607,261	\$273,267.45
Water	\$3,879,917	\$1,745,962.65
Total	\$72,769,225	\$36,609,103.16

* May be a residual value associated with reuse of assets

Table 7.1.1 Open Space and Coastal Asset Valuation



7.2 MAINTENANCE AND OPERATIONS TRENDS AND FORECASTS

Figure 7.2.1 displays the maintenance and operational expenditure trend of City of Holdfast Bay’s Open Space and Coastal assets.

Maintenance and operations budget levels are considered to be adequate to meet historical service levels, which may be less than or equal to projected service levels outlined in this asset plan. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this asset management plan and service risks considered in the *Infrastructure Risk Management Plan*.

Overall, Council’s maintenance and operational budget will increase in the medium to long term as demand on assets increases, planned upgrades are completed, and high value coastal assets, such as rock revetments and jetties, require major maintenance. This forecast increase requires careful consideration. Particularly in regards to the follow on impact on levels of service in lower priority open space areas.

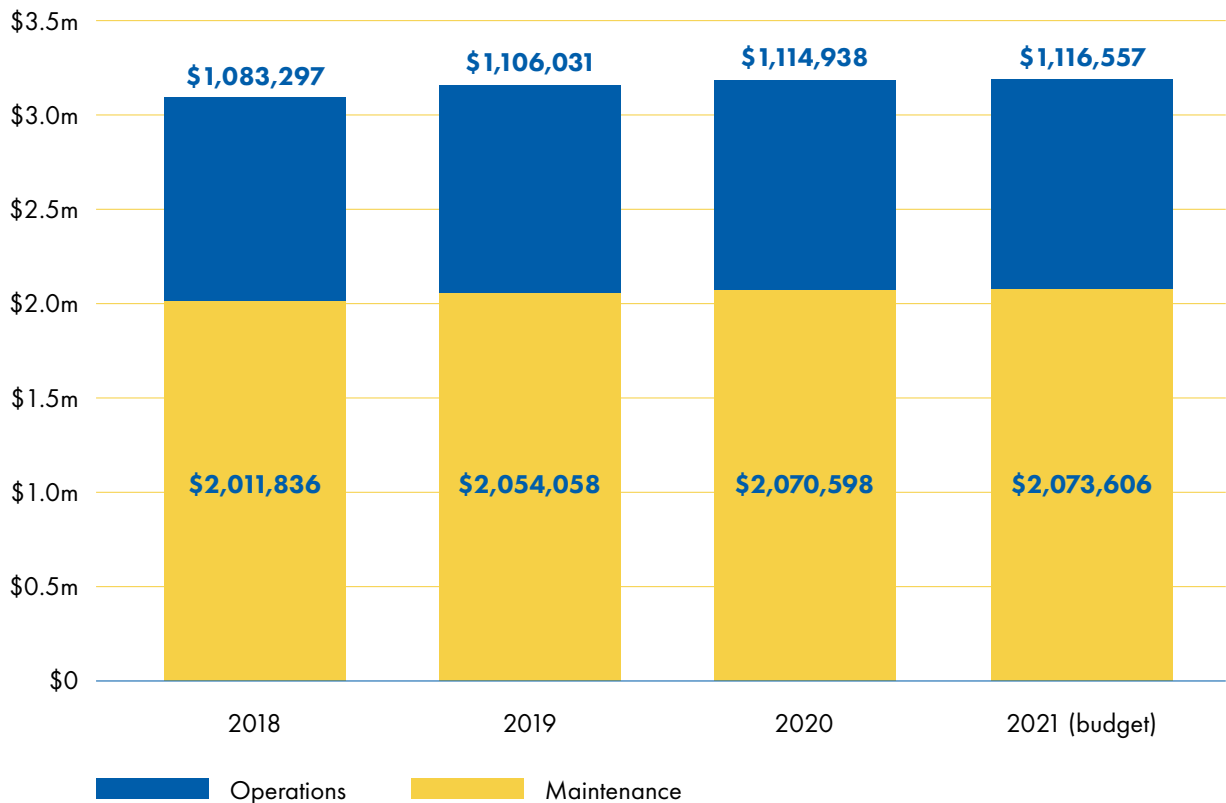


Figure 7.2.1 Open Space and Coastal Maintenance and Operations Expenditure Trend

7.3 FUTURE OPERATIONS AND MAINTENANCE FORECAST

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset portfolio. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 7.3.1 shows the forecast operations and maintenance costs exceeds the proposed operations and maintenance LTFP budget.

The operations and maintenance cost on Council's Open Space and Coastal assets are forecast to (Cumulatively) increase by \$397,530 over the next 10 years:

- › Additional operational cost of \$397,530 in maintenance and operations costs is required for newly acquired assets over the next 10 years (included in LTFP). This is largely as a result of the Brighton Oval and Wigley Reserve Playspace upgrade projects.

The additional costs will need to be addressed through the Improvement Plan for operational and maintenance planning efficiencies and processes in future years.

The 2020–21 financial year costs are the baseline costs used in the preparation of this asset management plan. No CPI increase have been added to subsequent years.

7.4 FUTURE RENEWAL FORECAST

The forecast renewal costs are considered adequate to meet the planned renewal works program over the next 10 years. In fact, there is a surplus of \$88,000 over the 10 years. However, in order for future renewal projects to have sufficient funds at any given year, the LTFP budget timing will need to be realigned.

Council's LTFP renewal forecast for the next 10 years is \$18,430,650 and this projection is shown in Figure 7.4.1.



10 YEAR MAINTENANCE & OPERATIONAL EXPENDITURE FORECAST

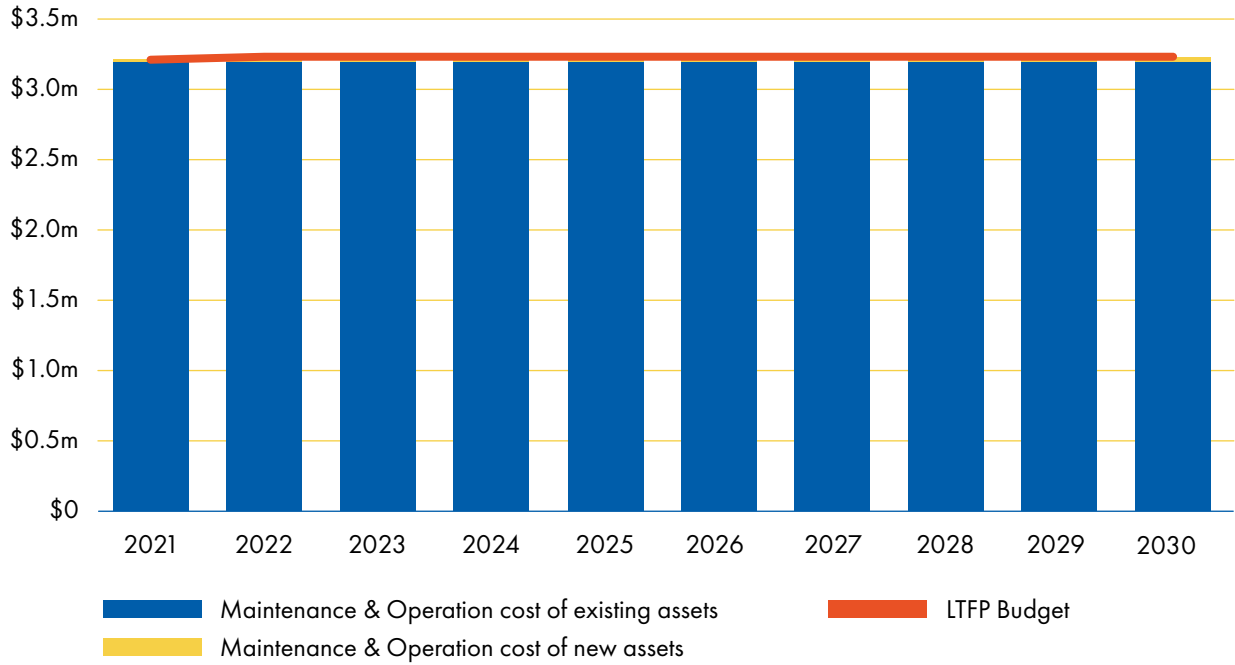


Figure 7.3.1 10 Year Maintenance and Operations Expenditure Forecast

10 YEAR RENEWAL EXPENDITURE FORECAST

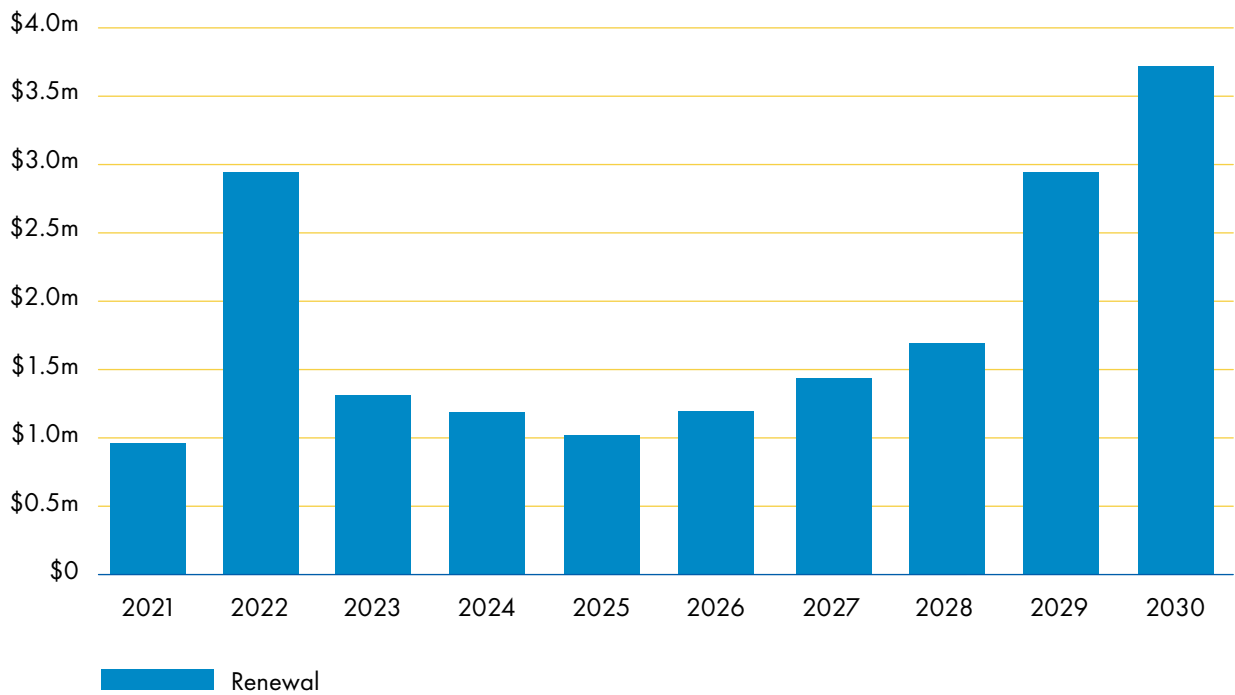


Figure 7.4.1 10 Year Renewal Forecast

7.5 FUTURE ACQUISITION FORECAST

There are increasing demands upon open space and coastal areas. Increasing infill residential development is resulting in reduced block sizes, and more importance placed on public reserves to provide quality open space for the residential population and broader community. The City of Holdfast Bay receives approximately 1.3 million visitors each year, many who are attracted to our public open spaces and associated amenities, particularly those along our foreshore

In response to these demands, Councils in metropolitan Adelaide are undertaking significant upgrades to public open spaces, particularly with regards to recreation hubs, sporting precincts and play spaces. Over the next three years a large number of upgrades are planned within City of Holdfast Bay, most notably the Wigley Playspace Upgrade and Glenelg Oval Upgrade projects. These projects will result in a rise to the forecast maintenance and operational costs over time, which needs to be considered in future budgets. Council will continue to partner with State and Federal Governments along with relevant industry associations to assist in project planning, funding and activation.

As community expectations continue to increase with regards to quality of open space, the need to meet and possibly exceed base level standards of amenity will be present. For instance, there is increasing call for an all access play space within our City meeting universal design principles for equipment and amenities. Councils draft Disability Access and Inclusion Policy highlights the need to plan for DDA compliance, all access public facilities, and as such, adherence to these principles will likely be needed and funded from upcoming budgets. To better understand the current and future needs of the community in regards to this, research needs to be undertaken to help inform this decision making process. This will include identifying the changing needs of the local community and evaluate these impacts on community open space provision.

The full table of projected acquisition projects for the next 10 years is displayed in Appendix 2. Only the upgrade portion of the project is included in the estimated amount.

The approved forecast lifecycle costs for open space and coastal assets, which has been applied in this plan, is 1%. however, based on historical spend, this should be closer to 2.79% in maintenance and 1.5% in operations. Further investigation into the cost of specific activities is required to reconcile this difference.

7.6 ASSUMPTIONS

The following key assumption(s) were applied in this financial forecast:

- › Condition based renewal program (remaining life calculated using condition data).
- › Acquisition costs added for projects approved by Council, including Jetty Mainstreet Upgrade
- › No decommissioning of existing assets.
- › Maintenance and operational budget fixed – average of previous 5 year actuals.

7.7 DATA CONFIDENCE

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. This Open Space and Coastal data confidence are classified as 'B – Reliable' based on the IPWEA data confidence scale (Appendix 3). Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Data set is complete and estimated to be accurate +/-10%.

See Appendix 3 for data confidence grading system.





8. Risk Management

The objective of the risk management process with regards to Open Space and Coastal assets is to ensure that:

- › All significant operational and organisational risks are understood and identified.
- › The highest risks that need to be addressed in the short to medium term are identified.
- › Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from Open Space and Coastal assets has identified the most critical risks to Council. The risk assessment process identifies and assesses risks, develops a risk rating, and develops a risk treatment plan for non-acceptable risks.

High and Very High Risks that have been identified are:

- › Unknown compliance with legislative and Australian Standards requirements. Unknown risks in emergency situations
- › No clear maintenance program due to unclear roles and responsibilities
- › Political Changes – Change in Executive Staff or Council
- › Unsuccessful external grant applications

A risk treatment action has been included in the forecast costs for this asset plan, and in some cases is already underway. For a full list of risks and treatment plans see Appendix 4.

9. Plan Improvement and Monitoring

9.1 MONITORING AND REVIEWING

The Open Space and Coastal Asset Management Plan is not a one-off document but part of the Council's business planning process. For this reason, it is necessary to review and update any key assumptions, strategic change or budget decision that may affect the planned service levels and future expenditure requirements. To keep this AMP current, council will schedule the plan review into its strategic and annual planning and budget processes. This asset management plan has a life of 4 years.

9.2 IMPROVEMENT PLAN

Improvement items that form a part of Council's ongoing business as usual improvements include:

- › Continue to refine asset register – review useful lives and unit rates used for valuation purposes
- › Generate project based rolling works program spanning 3 to 5 years for Open Space and Coastal assets based on detailed visual inspection.
- › Ensure Maintenance Standards and Plan align with agreed level of service
- › Ensure appropriate budget lines to capture maintenance expenditures
- › Continue regular inspections of Open Space and Coastal Assets.

Specific Business Improvement Actions that will be a focus for the next three years include:

- › Review the level of service for City of Holdfast Bay's Open Space and refine further, particularly costs associated with application of the style guide.
- › Consider and account for Life Cycle Costs (%) for all New Capital Bids based on either forecast expenditure or actual expenditure (where known)
- › Review asset register, and include found assets such as seawalls and rock revetments.

All improvement actions have been included in the forecast costs for this asset plan, and in some cases are already underway. For a full list of improvement items see Appendix 5.

Appendix 1

Open Space and Coastal Service Levels

Hierarchy	Purpose	Maintenance & operations	Renewal Thresholds	Replacement Type
State/Regional – Parks and recreation	Large scale facilities that offer a broad use of application. Capable of functioning for state level sports with appropriate amenities including public toilets and club rooms. To cater for high usage and have readily available off-street car parking. Facilities can be either organised or natural and will vary in user groups. All facilities should be able to cater for different users and a wider geographical catchment. For example, Wigley Reserve.	These assets are maintained at a high standard with fortnightly maintenance, weekly mowing, and quarterly playground inspections.	<ul style="list-style-type: none"> › Overall Condition rating is 3.5 (average) or higher › A refurbishment or replacement has been triggered › Safety is compromised › Functionality and amenity is below required levels 	Style Guide or custom designed
State/Regional – Streets, corridors and civic spaces		These assets are maintained at a high standard with weekly maintenance, weekly mowing.	<ul style="list-style-type: none"> › Overall Condition rating is 3.5 (average) or higher › A refurbishment or replacement has been triggered › Safety is compromised › Functionality and amenity is below required levels 	Style Guide or custom designed

Hierarchy	Purpose	Maintenance & operations	Renewal Thresholds	Replacement Type
State/Regional - Coast		These assets are maintained at a high standard with fortnightly maintenance, weekly mowing, and quarterly playground inspections.	<ul style="list-style-type: none"> › Overall Condition rating is 3.5 (average) or higher › A refurbishment or replacement has been triggered › Safety is compromised › Functionality and amenity is below required levels 	Style Guide or custom designed
District - Parks and recreation	<p>Mixed use facilities that are large in scale. They provide a mixture of facilities varying from play spaces to formal sports. Appropriate amenity facilities should be provided and off-street parking integrated dependent on the size of facility and use. Facilities are to function as 'destination parks' and cater for a wide geographical catchment.</p> <p>For example John Miller Reserve.</p>	These assets are maintained at a high standard with fortnightly maintenance, fortnightly mowing, and quarterly playground inspections.	<ul style="list-style-type: none"> › Overall Condition rating is 4 (poor) or higher › A refurbishment or replacement has been triggered › Safety is compromised › Functionality and amenity is below required levels 	Style Guide
District - Streets, corridors and civic spaces		These assets are maintained at a high standard with fortnightly maintenance.	<ul style="list-style-type: none"> › Overall Condition rating is 4 (poor) or higher › A refurbishment or replacement has been triggered › Safety is compromised › Functionality and amenity is below required levels 	Style Guide

Open Space and Coastal Service Levels (cont.)

Hierarchy	Purpose	Maintenance & operations	Renewal Thresholds	Replacement Type
District - Coast		These assets are maintained at a high standard with fortnightly maintenance, fortnightly mowing, and quarterly playground inspections.	<ul style="list-style-type: none"> › Overall Condition rating is 4 (poor) or higher › A refurbishment or replacement has been triggered › Safety is compromised › Functionality and amenity is below required levels 	Style Guide
Neighborhood - Parks and recreation	<p>Medium to large facilities with a focus towards social and recreational spaces. Facilities should cater for the local community and residents. Emphasis towards natural and informal spaces, with local facilities such as bbqs, junior sports and local art</p> <p>For example Alf Smedley and Mel Baker Reserve.</p>	These assets are maintained at a moderate standard with monthly maintenance, fortnightly mowing, and quarterly playground inspections.	<ul style="list-style-type: none"> › Overall Condition rating is 4 (poor) or higher › A refurbishment or replacement has been triggered › Safety is compromised › Functionality and amenity is below required levels 	Style Guide (if budget allows)
Neighborhood - Streets, corridors and civic spaces		These assets are maintained at a moderate standard with monthly maintenance.	<ul style="list-style-type: none"> › Overall Condition rating is 4 (poor) or higher › A refurbishment or replacement has been triggered › Safety is compromised › Functionality and amenity is below required levels 	Style Guide (if budget allows)

Hierarchy	Purpose	Maintenance & operations	Renewal Thresholds	Replacement Type
Neighborhood - Coast		These assets are maintained at a moderate standard with monthly maintenance, fortnightly mowing, and quarterly playground inspections.	<ul style="list-style-type: none"> › Overall Condition rating is 4 (poor) or higher › A refurbishment or replacement has been triggered › Safety is compromised › Functionality and amenity is below required levels 	Style Guide (if budget allows)
Local - Parks and recreation	Local parks cater for nearby and adjacent residents, small in scale they function as spaces for gathering, resting and relaxing by locals. Facilities can including single age playspaces and short term amenities. Emphasis is put towards natural spaces and a sense of community ownership. For example Graymore Park.	These assets are maintained at a safe standard with monthly maintenance, fortnightly mowing, and quarterly playground inspections.	<ul style="list-style-type: none"> › Overall Condition rating is 4.5 (very poor) or higher › A refurbishment or replacement has been triggered › Safety is compromised 	Style Guide (if budget allows) Consider repurposed or refurbished options
Local - Streets, corridors and civic spaces		These assets are maintained at a safe standard with monthly maintenance.	<ul style="list-style-type: none"> › Overall Condition rating is 4.5 (very poor) or higher › A refurbishment or replacement has been triggered › Safety is compromised 	Style Guide (if budget allows) Consider repurposed or refurbished options
Local - Coast		These assets are maintained at a safe standard with monthly maintenance, fortnightly mowing, and quarterly playground inspections.	<ul style="list-style-type: none"> › Overall Condition rating is 4.5 (very poor) or higher › A refurbishment or replacement has been triggered › Safety is compromised 	Style Guide (if budget allows) Consider repurposed or refurbished options



Appendix 2

Financial Summary

AMP 2020

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Acquisition (Total Project Cost)	\$2,182,014	\$1,941,000	\$58,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance & Operation cost of existing assets	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163	\$3,190,163
Maintenance & Operation costs of new assets	\$21,820.14	\$19,410.00	\$580.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Renewal	\$965,957	\$2,944,295	\$1,316,141	\$1,188,231	\$1,019,180	\$1,193,478	\$1,437,394	\$1,694,948	\$2,949,130	\$3,721,896
Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	\$6,359,954	\$8,094,868	\$4,564,884	\$4,378,394	\$4,209,343	\$4,383,641	\$4,627,557	\$4,885,111	\$6,139,293	\$6,912,059
External/Grant Funding Allocation	-\$484,601	-\$827,860	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COUNCIL FUNDING REQUIRED	\$5,875,353	\$7,267,008	\$4,564,884	\$4,378,394	\$4,209,343	\$4,383,641	\$4,627,557	\$4,885,111	\$6,139,293	\$6,912,059

Figures are in nominal (current Year) values.

AMP 2020 ACQUISITION WORKS (TOTAL PROJECT COST) *

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Coast Park and Kingston Park Masterplan	\$769,000	\$1,436,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Brighton Oval Redevelopment Additional Open Space Assets	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Brighton Oval Redevelopment New Playground	\$234,436	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Da Costa Playspace Upgrade	\$110,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Foreshore irrigation upgrade	\$53,000	\$55,000	\$58,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Install Three New Sand Groynes	\$230,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wigley Playground Upgrade	\$785,578	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	\$2,182,014	\$1,941,000	\$58,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

* Upgrade component of project only. Replacement costs of existing is already included in renewal budget.



Financial Summary (cont.)

AMP 2020 EXTERNAL/ GRANT FUNDING ALLOCATION*

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Coast Park and Kingston Park Masterplan	-\$484,601	-\$827,860	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	-\$484,601	-\$827,860	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

* Upgrade component of project only. Replacement costs of existing is already included in renewal budget.

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Artwork	\$22,823	\$68,469	\$45,646	\$45,646	\$35,045	\$32,365	\$136,947	\$134,541	\$139,164	\$111,285
Balustrades	\$0	\$9,823	\$0	\$0	\$6,080	\$5,969	\$0	\$0	\$0	\$13,755
Barbecue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,190	\$0	\$9,865
Base Pad	\$0	\$9,070	\$4,023	\$5,285	\$10,232	\$22,069	\$22,069	\$52,138	\$49,455	\$40,926
Bollards	\$0	\$2,541	\$1,029	\$756	\$112	\$3,360	\$1,288	\$1,897	\$4,026	\$1,964
Electrical & Lighting	\$45,000	\$57,653	\$21,066	\$44,037	\$24,900	\$21,080	\$65,022	\$21,066	\$37,137	\$284,540
Fences	\$36,000	\$92,939	\$76,963	\$76,027	\$80,135	\$58,575	\$108,367	\$101,640	\$75,927	\$56,474
Gates	\$0	\$0	\$827	\$0	\$7,490	\$41,718	\$0	\$6,338	\$0	\$22,470
Marine	\$4,000	\$869,390	\$114,000	\$132,000	\$63,000	\$0	\$255,390	\$0	\$92,000	\$1,584,000

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Pathway	\$190,000	\$491,283	\$549,873	\$365,168	\$486,983	\$279,134	\$190,000	\$322,238	\$223,869	\$203,030
Planting Structures	\$0	\$4,974	\$0	\$1,082	\$14,301	\$42,560	\$54,720	\$36,480	\$5,353	\$1,752
Playground Equipment	\$421,782	\$89,371	\$0	\$31,758	\$5,254	\$36,401	\$47,399	\$8,173	\$149,491	\$176,538
Seating	\$12,232	\$165,898	\$56,439	\$17,276	\$11,928	\$37,252	\$60,604	\$90,075	\$1,351,880	\$100,612
Security	\$90,200	\$231,567	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Shelter	\$0	\$101,136	\$40,656	\$98,546	\$31,656	\$40,373	\$12,419	\$37,829	\$61,338	\$140,696
Signs	\$31,821	\$47,202	\$14,664	\$46,784	\$0	\$20,599	\$49,894	\$212,117	\$12,153	\$97,949
Sofffall	\$22,344	\$141,651	\$145,894	\$45,600	\$0	\$26,940	\$109,001	\$145,894	\$45,600	\$97,447
Sporting Structures	\$2,531	\$36,536	\$39,808	\$17,834	\$4,358	\$39,132	\$55,743	\$50,361	\$94,569	\$45,161
Sporting Surfaces	\$27,000	\$293,072	\$29,988	\$154,143	\$104,958	\$40,638	\$48,626	\$212,052	\$63,239	\$29,988
Walls	\$7,000	\$33,385	\$49,710	\$3,000	\$0	\$0	\$13,596	\$49,710	\$352,477	\$446,064
Waste	\$1,224	\$46,019	\$43,275	\$41,964	\$80,748	\$79,813	\$131,336	\$119,399	\$56,139	\$39,980
Water	\$52,000	\$152,316	\$82,280	\$61,325	\$52,000	\$365,500	\$74,973	\$74,810	\$135,313	\$217,400
TOTAL COST	\$965,957	\$2,944,295	\$1,316,141	\$1,188,231	\$1,019,180	\$1,193,478	\$1,437,394	\$1,694,948	\$2,949,130	\$3,721,896

Appendix 3

Data Confidence Grading System

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate $\pm 2\%$.
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C - Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E – Unknown	None or very little data held.



Appendix 4

Open Space and Coastal Risk Plan

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
All	Unknown compliance with legislative and Australian Standards requirements. Unknown risks in emergency situations	High	Complete DDA compliance audit of all key Open Space and Coastal.	Asset Manager(s) and Staff	2025
All	Inconsistency in delivery of maintenance program due to unclear roles and responsibilities	High	Develop Operational Service Levels. Management plans for all complex and high risk sites.	Asset Manager(s) and Staff	2025
All	Loss of key staff	Moderate	Develop succession plans.	CEO/ Senior Leadership Team	2023
All	Economics – Council unable to fund required capital, maintenance, or operational expenditure	Moderate	Ensure business continuance strategy includes capital and maintenance works. Prioritise all capital and maintenance work i.e. essential or non-essential. Have an active model to demonstrate the impact of deferring works.	Asset Leadership Team	2025
All	Political Changes – Change in Executive Staff or Council	High	Documentation of procedures, policies, and workflows. Provide regular updates to elected members on asset management.	CEO/Senior Leadership	2023
All	AMP Modelling	Moderate	Independent review by specialists.	Asset Leadership Team	2023

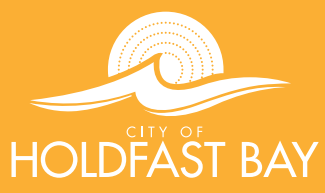
Open Space and Coastal Risk Plan (cont.)

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Coastal Assets	Sea level rise	Moderate	Review and implement findings of Coastal Protection Infrastructure Assessment 2020.	Asset Manager(s) and Staff	2050
All	Lack of alignment between strategic direction and open space renewal works leads to unnecessary expenditure	Moderate	Both asset management planning and strategic property decision making to use same service level framework. Asset leadership team to include staff responsible for both strategic planning and delivery of works.	Asset Leadership Team	2022
All	Unsuccessful external grant applications	High	Planned major open space upgrades dependent on some external (State Government) grant funding. Community expectations unable to be met and projects delayed or scaled down to fit available budget.	Asset Manager(s) and Staff	Ongoing
All	Climate change – material useful lives may reduce and early failure occurring	Moderate	Adopt IPWEA Practice Note 12.1. Undertake Climate Change Infrastructure Adaptation Study.	Asset Leadership Team	2023
Quality of data within Asset Management Plan	Data consistency and accuracy	Moderate	Improve the data confidence level through cleansing and collection of new data.	Asset Manager(s) and Staff	2025
All	Change in community service standards or expectations	Moderate	Review community feedback through complaints or surveys.	Council	2025

Appendix 5

Open Space and Coastal Improvement Plan

Task No	Task	Responsibility	Resources Required	Established	Due
1	Undertake annual safety inspection program on all playgrounds.	Asset Manager(s) and Staff	BAU	2020	2022
2	Establish a compliance register for DDA requirements.	Asset Manager(s) and Staff	Medium	2020	2024
3	Integrate open space and coastal maintenance into Technology One and link to customer requests.	Asset Leadership Team	Low	2020	2022
4	Model the localised impacts of climate change of City of Holdfast Bay's Open Space Assets and identify required actions.	Asset Leadership Team	Low	2020	2022
5	Review the level of service for City of Holdfast Bay's Open Space and refine.	Asset Manager(s) and Staff	BAU	2020	2022
6	Consider and account for Life Cycle Costs (%) for all New Capital Bids based on either forecast expenditure or actual expenditure (where known).	Chief Executive Officer/ Senior Leadership Team	BAU	2020	2022
7	Aligned works program to asset hierarchy service levels.	Asset Leadership Team	BAU	2020	2021
8	Works should be grouped into appropriate refurbishment and upgrade programs, to generate efficiencies of scale, and prevent disruption to stakeholders.	Asset Manager(s) and Staff	BAU	2020	2022
9	Audit functionality, safety and amenity for key spaces and integrate service levels and forecast works.	Asset Manager(s) and Staff	High	2020	2030
10	Review practice of reusing open space assets rather than disposing, and the cost benefit to Council.	Asset Manager(s) and Staff	BAU	2020	2022
11	Integrate findings of the Coastal Protection Infrastructure Assessment Report into maintenance, operations and renewals.	Asset Manager(s) and Staff	High	2020	2024
12	Develop Patawalonga Lock Maintenance, Operations and Renewals Plan. Review every 5 years.	Asset Manager(s) and Staff	Medium	2020	2022



Attachment 6





PLANT & EQUIPMENT

ASSET MANAGEMENT PLAN 2020



Welcome



Amanda Wilson
Mayor
City of Holdfast Bay

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TRADITIONAL CUSTODIANS

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

Abbreviations

Asset Management Plan	AMP
Levels of Service	LoS
Long Term Financial Plan	LTFP

Executive Summary

City of Holdfast Bay own, operate and maintain 190 pieces of plant and equipment with a replacement value of \$7.6 million. These assets support the delivery a number of services, including 31 car fleet as pool vehicles for administrative and depot staff, 37 heavy vehicles, 67 minor plant, and 55 major plant which deliver Field Service's civil, rapid response, and open space programs, as well as Community Wellbeing's home maintenance and bus programs.

Council's is committed to the maintenance, repair and replacement of its plant and equipment assets, to ensure they are able to operate safely and efficiently. Council has adopted a cyclical approach to plant and equipment replacement, ranging from 3 years for car fleet, to 10 years for major plant. The service life is timed to occur with the best return for investment for plant and equipment. It has been identified that the extended service life of high use heavy vehicles, such as road sweepers and community buses, has caused escalating maintenance costs and a disruption to critical services over the last four years. To address this, the service life of these vehicles has been shortened to five years in this asset management plan.

Council's Plant and Equipment portfolio is currently meeting the service level requirements of Council, and it is anticipated the cost to maintain council's plant and equipment will remain consistent. This is, however, dependent upon organisation structure and capacity. Council's projected expenditure necessary to provide the services covered by this Asset Management Plan (AMP) includes operational, maintenance, renewal and disposal of existing assets over the 10-year planning period is \$17.2 million or \$1.72 million on average per year. It is anticipated renewal costs will be partially offset by disposal proceeds (trade in) estimated at \$3.68 million.

The performance and function of the Plant and Equipment assets will be maintained at a safe standard at all times, through regular inspections and servicing that is compliant with legislative requirements and manufacturing specifications. Risk assessments are regularly completed on all plant and equipment.

As council replaces vehicles we will continue to embrace new and emerging technology and low emission options in support of our strategic plans (Environment Strategy, Strategic Plan). For example, a future improvement item identified in this asset plan is to work towards fully electric car fleet and executive vehicles, and hybrid options for heavy or utility vehicles, as well as advanced safety features. There may be a slight increase in forecast capital and acquisition expenditure over the medium term to allow for these improvements.





Plant & Equipment Asset Management Plan

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.

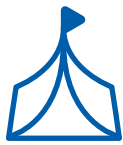
TOTAL VALUE OF ASSETS: \$7.6M



CAR FLEET
\$1.10M



HEAVY VEHICLE
\$4.15M



MAJOR PLANT
\$1.25M



MINOR PLANT
\$1.25M

LEVELS OF SERVICE



COMMUNITY

- › Quality
- › Function
- › Capacity
- › Safety



TECHNICAL

- › Condition
- › Function/Capacity
- › Safety

IMPROVEMENT PLAN

Review existing Plant & Equipment policies & procedures.

Undertake electric vehicle feasibility study.

Reduce useful life of high use vehicles.

Conduct risk assessment.

Improve disability access & safety of Community Bus Program.

A community connected to our natural environment

- › Using resources efficiently



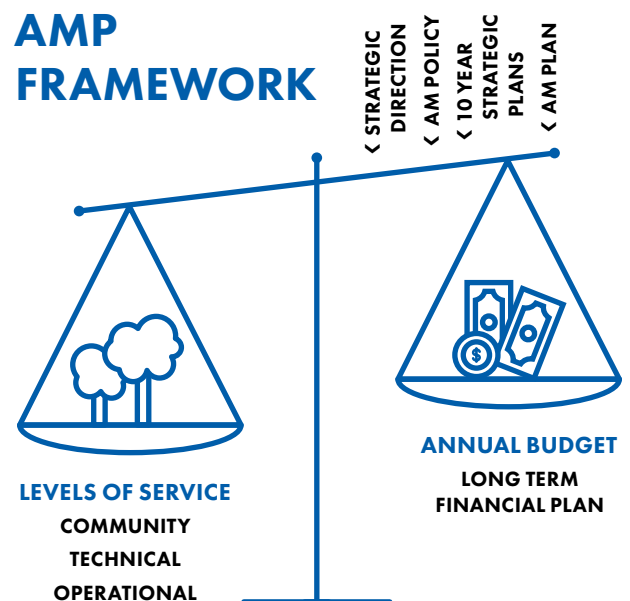
An effective customer-centred organisation

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

A healthy, creative, connected community

- › Building a healthy, active and resilient community
- › Providing welcoming, accessible facilities

AMP FRAMEWORK



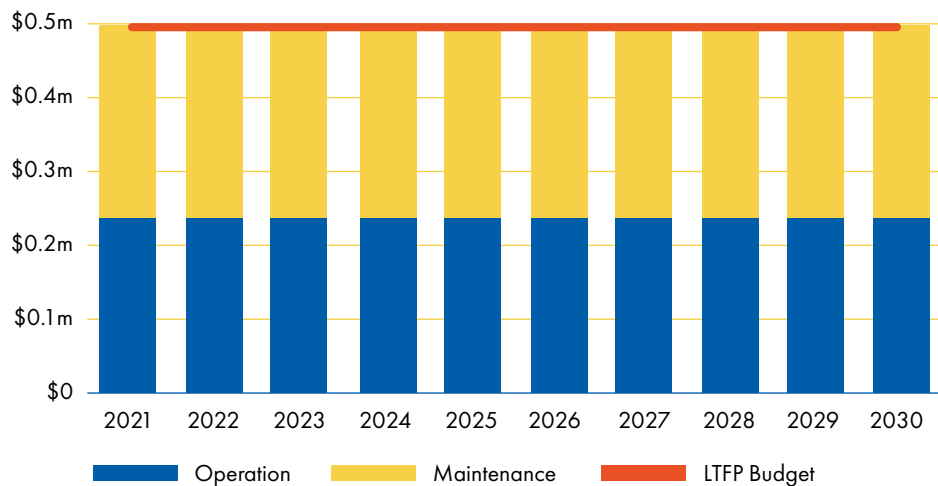
ASSET SUSTAINABILITY RATIO: 100%

The Asset Sustainability Ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing service levels.

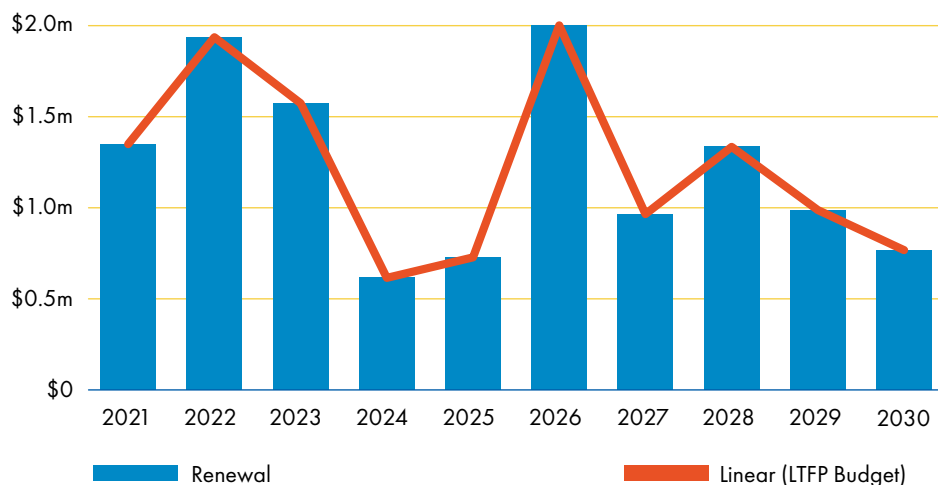
Over the next 10 years of forecasting, City of Holdfast Bay expects to have 100% of the funds required for the optimal renewal and replacement of Plant and Equipment assets.

COUNCIL TARGET:
90–110%
OVER 5 YEARS

10 YEAR OPERATIONS & MAINTENANCE EXPENDITURE FORECAST



10 YEAR RENEWAL EXPENDITURE FORECAST



1. Introduction



PLACEMAKING

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

In accordance with the *Local Government Act 1999* (the Act) and the Strategic Plan (*Our Place 2030*), the Council provides a range of community services to the members of the local community and visitors. The services include transport services, waste management services, environmental services, social and recreational services, open space services, stormwater drainage services, and coastal and beach management services.

Under the Act, Council is required to develop and adopt an infrastructure and asset management plan covering a period of at least 10 years. In addition, Council is required to adopt a long-term financial plan associated with such service plans also covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed within these plans. Variations to the scheduled works within the AMP and the LTFP may be adjusted as the need arises

The primary intent of asset management is to meet a required level of service in the most cost-effective way, through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets to provide for present and future community needs. The Plant and Equipment Asset Management Plan will be a living document over the next 3 to 4 years complying to all legislative requirements, and to communicate funding required to provide the required levels of service over a 10-year planning period.

This plan also aims to align with ISO 55000 (international standard for asset management) but does not seek to become accredited as an ISO document or process. This document aims to align the delivery of asset management activities with the organisation's goals and objectives; this process is known as the "line of sight" with asset management. The ISO framework also aims to create transparency and accountability through all aspects of asset management; this process ensures that all stakeholders understand their roles and responsibilities of achieving the intentions of the plan.

The Plant and Equipment Asset Management Plan works in conjunction with the following Council's plans and strategies (Table 1.1):

Plans, Strategies and Policies

Our Place 2030 Strategic Plan

The Annual Business Plan

Asset Management Policy

Long Term Financial Plan

Disposal Policy

Use of Vehicle Policy

Table 1.1 Plans, Strategies and Policies





DEFINITIONS

Asset: A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. This typically includes infrastructure, property, buildings, plant and equipment.

Infrastructure assets: Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths, cycle-ways, stormwater drainage, and buildings.

Level of service: The defined service quality for a particular service/activity against which service performance may be measured.

Operational: Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life. Includes cleaning and minor repairs, such as stormwater GPT cleaning, street sweeping, and pothole repairs. Includes overheads, such as wages and utility costs incurred during operational activities.

Renewal: Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

Acquisition: Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.



1.1 LEGISLATION AND RELEVANT ACTS

Council considers the following legislative framework in the management of its Plant and Equipment assets (Table 1.1.1):

Legislation	Requirements
<i>Australian Accounting Standards</i>	Standards applied in preparing financial statements, relating to the valuation, revaluation, and depreciation of Stormwater assets.
<i>Disability Discrimination Act 1992 and other relevant disability legislation</i>	To eliminate, as much as possible, discrimination against persons on the grounds of disability. Sets the standard for accessibility.
<i>Highway Act 1926</i>	Sets out the legislative framework for roads and road authorities in SA.
<i>Local Government Act 1999</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of Long-Term Financial Plan supported by asset management plans for sustainable service delivery.
<i>Local Government (Financial Management and Rating) Amendment Act 2005</i>	Impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan, and Long-Term Financial Plan.
<i>Motor Vehicles Standards Act 1989 (Australian Design Rules)</i>	National standards for vehicle safety, anti-theft, and emissions.
Relevant Australian Standards	Standards relating to requirements to inspect and certify cranes, elevated work platforms and lifting devices.
Relevant Heavy Vehicle National Law and Regulations	Laws and regulations related to heavy vehicles over 4.5 tonnes gross vehicle mass.
<i>Road Traffic Act 1961</i>	To provide for vehicle standards, mass and loading requirements and other safety measures in relation to light vehicles. Contains powers for Council to install and remove traffic control devices.
SafeWork SA relevant to fleet management	Registering relevant plant with Safework SA. Code of Practice – Managing risks of plant in the workplace.
<i>Work Health and Safety Act 2012</i>	An Act to provide for the health, safety, and welfare of persons at work; and for other purposes.

Table 1.1.1 Legislative Requirements – Plant and Equipment Assets

2. Asset Class Information

PLANT & EQUIPMENT ASSET CLASS

HEAVY VEHICLE

Total Replacement Value: \$3.97m

Average Useful Life: 8.24 years

Quantity: 37

- > Bus (2): \$293k
- > Beach Cleaner (1): \$93k
- > Chipper (2): \$148k
- > Construction Machinery (7): \$735k
- > Ride on Mower (2): \$50k
- > Street Sweeper (4): \$770k
- > Truck (19): \$1.88m

CAR FLEET

Total Replacement Value: \$1.13m

Average Useful Life: 3 years

Quantity: 31

- > Passenger Vehicle (17): \$536k
- > Light Commercial (14): \$592k

MAJOR PLANT

Total Replacement Value: \$1.29m
Average Useful Life: 10 years
Quantity: 55

- > Cleaning Machine (4): \$63k
- > Car Park Equipment (18): \$511k
- > Defibrillator (1): \$8k
- > Event Equipment (1): \$8k
- > Generator (1): \$3k
- > Construction Machinery (5): \$148k
- > Golf Buggy (2): \$19k
- > Parking Ticket Machine (5): \$210k
- > Motorcycle (1): \$5k
- > Trailer (5): \$46k
- > Parks & Garden Machinery (9): \$189k
- > Traffic Equipment (2): \$82k
- > Other (1): \$3k

MINOR PLANT

Total Replacement Value: \$1.24m
Average Useful Life: 5 years
Quantity: 67

- > Air Conditioner (3): \$38k
- > Audio System (7): \$34k
- > Depot Tools & Equipment (16): \$104k
- > Event Equipment (2): \$18k
- > Caravan Park Equipment (6): \$71k
- > IT Equipment (12): \$655k
- > Parks & Garden Machinery (11): \$131k
- > Security System (3): \$138k
- > Other Equipment (7): \$51k



2.1.1 PHYSICAL PARAMETER

This asset plan covers the class of Plant and Equipment Assets for the City of Holdfast Bay. These assets are classified into four major asset groups including:

- › **Heavy Vehicles** – For example trucks > 4.5 tonne GVM, etc
- › **Car Fleet** – For example sedans, wagons, utilities, etc
- › **Minor Plant** – For example push mowers, edgers, chainsaws, generators
- › **Major Plant** – For example ride on mowers, crane attachment, hydrovacuum

For a list of significant plant and equipment (replacement value >\$50k), see Appendix 1.



Figure 2.1.1: Example of Heavy Vehicle



Figure 2.1.2: Example of Car Fleet

2.2 ASSET HIERARCHY

An asset hierarchy provides a framework for structuring data in an information system to assist in the collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

At City of Holdfast Bay, Plant & Equipment Target Service Lives are based on several criteria:

- › Potential business interruption
- › Re-sale value
- › Escalating maintenance costs
- › Safety
- › Fit for purpose – able to undertake tasks required
- › Condition/Council's image

For example, those vehicles critical to the organisation, such as street sweepers, are replaced earlier in their life cycles to reduce the risk of unexpected asset failure and improve re-sale return, as well as ensuring they benefit from modern technological advancements.

Table 2.1 below summarises Council's service levels for each level of hierarchy:

Hierarchy Level	Criticality	Description
A	High	High usage, public facing, complex and/or expensive to repair, critical to the core operations of council, or failure would pose a hazard to the community.
B	Medium	Typical usage, not public facing, standard maintenance and servicing.

Table 2.1 Asset Hierarchy

This framework was produced internally, and as part of Council's Plant and Equipment Asset Improvement Plan, community consultation will be undertaken upon the next criticality framework review.

2.3 ASSET EXPECTED LIFE

All assets are provided with a baseline straight line 'useful life' value, used for the purposes of lifecycle cost planning and accounting for asset valuation and depreciation.

The 'service life' of plant and equipment assets differs from the standard design life and the useful life, as it also accounts for the ongoing maintenance and renewal of the asset to maintain a designated technical level of service, and also incorporates the most cost efficient point at which to replace the plant and equipment, as outlined above.

Plant and Equipment Category	Service Life (Years)
Car Fleet	3
Heavy Vehicles (High)	5
Heavy Vehicles (Medium)	9
Major Plant	10
Minor Plant	5

Figure 2.3.1 Service Life – Plant and Equipment by Categories and Types

2.4 ASSET QUALITY AND DISTRIBUTION

Council does not use condition assessment for its Plant and Equipment assets, unless the condition renders vehicle unsafe or unserviceable during an inspection or risk assessment. It instead uses the acquisition date-based approach where assets are replaced at the end of their service life.

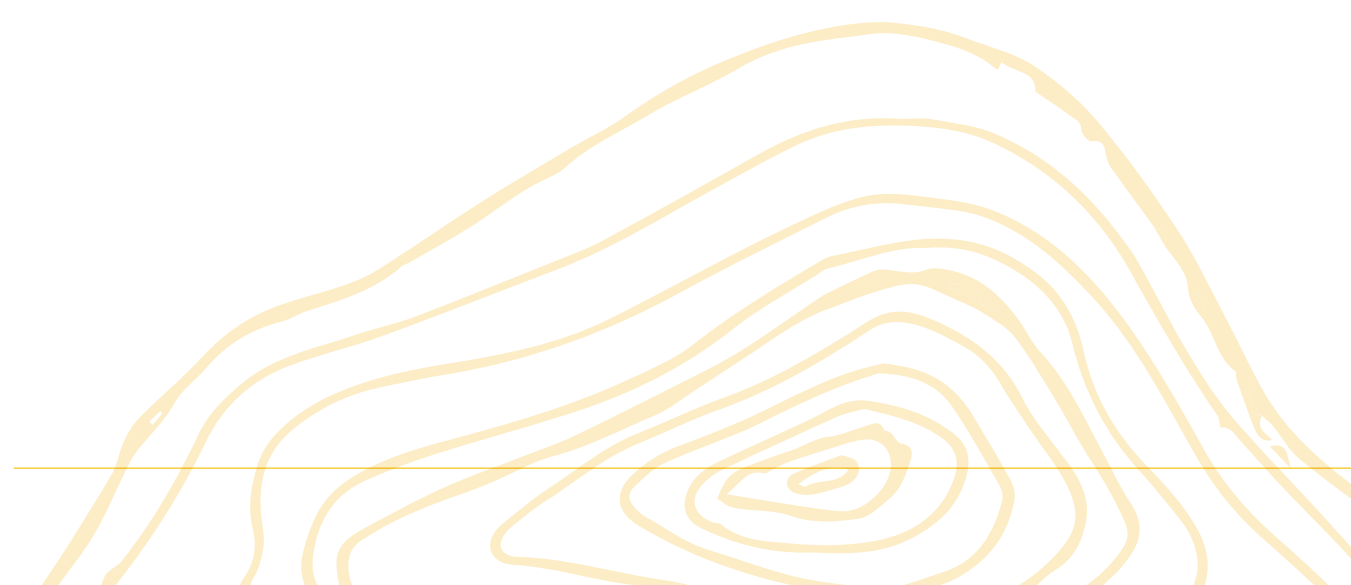
Given the acquisition date-based approach to Plant and Equipment asset renewal, it is therefore critical for Council to ensure its Plant and Equipment assets are inspected and maintained in accordance with design specifications and timeframes.

Risk assessments are regularly completed on all plant and equipment.



3. Stakeholders

Key Stakeholders	Roles in Asset Management Plan
Residents and Ratepayers	<ul style="list-style-type: none">› Ultimate beneficiaries of the AMP process› Feedback collected throughout the year› Annual satisfaction survey undertaken
Visitor / Tourists	<ul style="list-style-type: none">› Regular satisfaction surveys undertaken, and feedback collected
Business Owners; Traders; Service Providers	<ul style="list-style-type: none">› Play a significant role in providing services› Feedback is collected through regular consultation› Suppliers provide the goods and services to manage the assets and infrastructure
Council	<ul style="list-style-type: none">› To act as custodians of community assets› To set asset management policy and vision› Allocate resources to meet Council objectives in providing services while managing risks
Chief Executive Officer/Senior Leadership Team	<ul style="list-style-type: none">› To provide leadership and strategic direction› Review Asset Management Policy and Asset Management Strategies› To ensure that community needs and the outcomes of service reviews are incorporated into asset management planning and Long-Term Financial Plan› To ensure that training of Councillors and staff in financial and asset management practices is provided› To ensure that accurate and reliable information is presented to Council› To ensure appropriate delegations and approval processes are followed



Key Stakeholders Roles in Asset Management Plan

Asset Management Leadership Team	<ul style="list-style-type: none">› Facilitate development of Asset Management Plans› To oversee the implementation of the Asset Management Policy and Asset Management Strategies› To oversee the ongoing development and review of service plans and asset management plans› To ensure that community needs and the outcomes of service reviews are incorporated into asset management plans› To promote and raise awareness of asset management within the organisation› To ensure relevant health and wellbeing, human rights and equity principles and strategies are taken into consideration› To develop and implement asset management improvement plan› To provide and manage the asset management information system(s)› Integrate asset management and financial plans and reporting
Asset Manager(s) and Staff	<ul style="list-style-type: none">› To lead the development of the Asset Management Plans› To develop and implement maintenance, renewal and capital works programs in accordance with the Asset Management Policy, Strategy, Plans, as well as budget allocations.› Develop Specific Management Plans (upgrade, renewal, maintenance, operations, disposal)› To deliver levels of service to agreed risk and cost standards and expectations› To report asset related risk and damage› To establish and monitor asset compliance and risk inspection regimes› To manage asset condition assessments› To provide technical expertise to Asset Management Leadership Team

4. Current and Desired Levels of Service (LoS)

Levels of Service and the way these are benchmarked and measured annually and quarterly, are the single biggest point of difference between previous asset management plans and ISO 55000 standard plans. By its very definition ISO 55000 is measurable and definable outcome that typifies an outcomes-based paradigm.

The *International Infrastructure Management Manual* (IIMM) describes Levels of Service (LoS) as 'defined service quality for an activity or service area against which service performance may be measured'.

The City of Holdfast Bay have 2 defined levels of service for Plant and Equipment:

- › Community Level of Service
- › Technical Level of Service

The above defined Levels of Service are designed to support continued performance and function of the Plant and Equipment assets to a reasonable standard, where maintenance and servicing are compliant with legislative requirements and manufacturing specifications. They are also intended to ensure that the Plant and Equipment assets are appropriate to meet service levels set by Council's annual budgets.

Community Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Quality	Operations of the Plant and Equipment including passenger vehicles.	Internal Staff Survey.	7 or above – satisfaction
Culture: Supporting excellent, efficient operations	Function	Maintain all plant and equipment in good working order.	Breakdowns/down time reports.	0 per year
Culture: Supporting excellent, efficient operations	Capacity	Availability of appropriate Plant and Equipment.	Community and Internal Staff Survey.	7 or above – satisfaction
Placemaking: Creating lively and safe places	Safety	No preventable injuries to staff or members or public.	Number of injuries or accidents.	0
Placemaking: Creating lively and safe places	Safety	No preventable injuries to staff or members or public.	Up to date Risk Assessments for all Plant and Equipment.	100% compliance



Technical Level of Service

Strategic Goal(s)	Performance Measure	Level of Service Objective	Performance Measure	KPI
Culture: Supporting excellent, efficient operations	Condition	Ensuring the fleet is in good working condition and meet all industry standards.	Assets compliant with required turnover cycles.	95% compliance
Culture: Supporting excellent, efficient operations	Condition	Ensuring the fleet is in good working condition and meet all industry standards.	No lost time due to unavailable plant and equipment.	95% compliance
Placemaking: Creating lively and safe places Placemaking: Developing walkable, connected neighbourhoods	Function/Capacity	Plant and Equipment assets have the capacity to meet the service level needs.	Community and Internal Staff Survey. No lost time due to plant and equipment failure.	7 or above – satisfaction
Placemaking: Creating lively and safe places	Safety	Council fleet are inspected on an annual basis by a suitable trade qualified workshop.	Proactive maintenance program	100% compliance



5. Future Demand

The community's demand for the services changes over time. The reason for change can be varied, some of the common drivers are environmental and technology. As service demand changes, the Council's assets may also need to change to meet the changing demand.

Climate Change

Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
Council and the community are increasingly aware of our impact to the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting, and creating an environment that will sustain current and future generations. This goal is shared by our community and is a primary objective of most governments across the world.	We are committed to using fewer of our precious resources, reducing our carbon footprint, and looking for smarter ways to achieve this objective.	<ul style="list-style-type: none"> › Implement actions from the environmental strategy › Climate Adaptation Risk Assessment › Investigate alternative fuels on Council's car fleet, heavy vehicles, major and minor plant. 	<p>Higher costs associated with plant and equipment that are environmentally sustainable.</p> <p>Electric vehicles with reduce noise for sensitive areas and after hours.</p>

Technology Change

Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact on Assets
Testing new research and technologies being developed for plant and equipment, including a recent driverless bus trial.	Looking for efficient and effective ways to improve plant and equipment's delivery of services.	Taking advantage of opportunities through studies and grants to progress plant and equipment technology.	<p>Investigate new and emerging technologies during the procurement of new plant and equipment including:</p> <ul style="list-style-type: none"> › Driverless Vehicles › GPS Tracking › Advanced Safety Technology › Electric and Hybrid Options. 	Higher costs associated with plant and equipment that have advanced technological features.

6. Life Cycle Planning/Strategies

The lifecycle management plan details how the City of Holdfast Bay plans to manage and operate the assets at the agreed levels of service while managing life cycle.

The assets covered by this Plant and Equipment Asset Management Plan is shown in section 2, Asset Class Information.

This section presents an analysis of Council’s available Plant and Equipment assets information and the life cycle management plans covering the four key work activities to manage Plan and Equipment assets:

- › **Routine Maintenance** – Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life.
- › **Capital Renewal/Replacement** – Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs, with increasing maintenance costs also considered.

- › **Decommission** – Any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Any costs or revenue gained from asset disposals is included in the long-term financial plan.
- › **Creation/Acquisition** – Provides a program of works to create new assets or substantially upgrade existing assets. This is primarily driven by community, growth, social and/or environmental needs/desires.

The major stages can be further divided into specific processes as presented in the figure below. In each stage of the lifecycle, varying events will trigger the need to begin the next phase of the cycle. Further details on the processes of these lifecycle stages for Plant and Equipment assets is provided in the following sections.

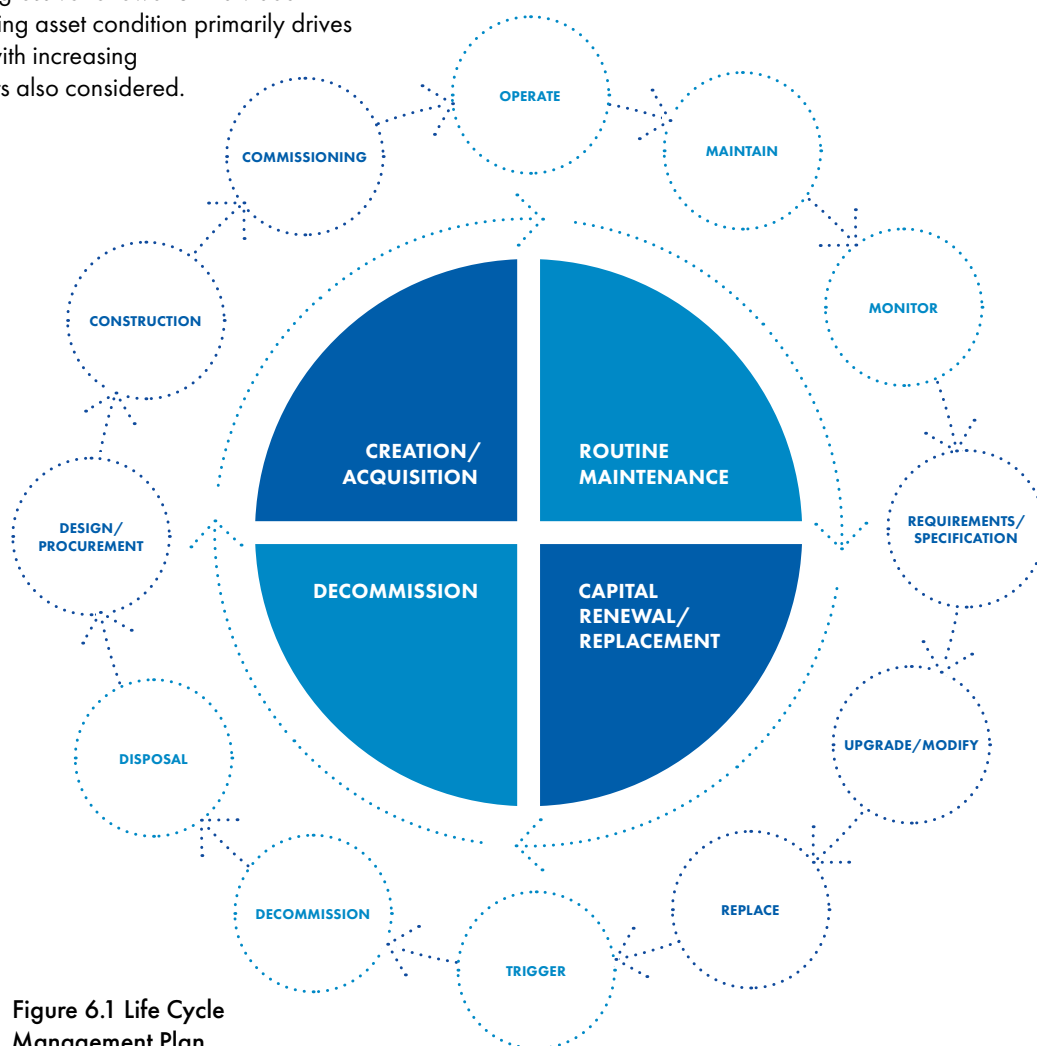


Figure 6.1 Life Cycle Management Plan

6.1 OPERATIONS & MAINTENANCE PLAN

Operations include regular activities to provide services. Examples of typical operational activities include cost of fuel, registration, insurance, vehicle batteries and tires.

Maintenance include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include servicing and repairs.

As the years progress, the maintenance budget is projected to increase due to inflation and an asset portfolio growing in technological complexity.

Maintenance can be further classified into:

› **Reactive Maintenance**

Reactive maintenance is unplanned repair work carried out in response to failure of the plant and equipment e.g. breakdown, accidental damage, safety repairs (non-scheduled servicing). Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement to minimise downtime.

› **Planned Maintenance**

Planned Maintenance is identified and managed through an Asset Management System (AMS). AMS activities include inspection, scheduled servicing, condition assessment against breakdown experience, priority of works and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

6.2 RENEWAL PLAN

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Renewal is the replacement¹ of an existing car fleet, heavy vehicle, major plant and minor plant. The decision for replacing these Plant and Equipment assets rely on Council's Plant and Equipment replacement program where:

- › Car fleets are replaced every 3 years
- › High Use Heavy Vehicles are replaced every 5 years
- › Medium Use Heavy Vehicles are replaced every 9 years
- › Minor Plant are replaced every 5 years
- › Major Plant are replaced every 10 years.

Renewal may occur prior then expected service life due to safety, capacity, or functionality concerns. For a full summary of forecast renewals (>50k) see Appendix 1.

1. AASB116 Property Plant and Equipment

6.3 ACQUISITION PLAN

Acquisition are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of Holdfast Bay.

We are planning upgrades to:

- › Improved disability access for the large community buses
- › Street Sweepers, to improve safety, efficiency and performance
- › Digital Scales on all Heavy Vehicles
- › New, upgraded Jetting Unit
- › Elevated Work Platform
- › Small Footpath Sweeper.

Additionally we are moving towards hybrid and electric vehicle options for all fleet vehicles, and heavy vehicles where possible.

6.4 DISPOSAL PLAN

Car fleet, heavy vehicle, major plant and minor plant assets are typically disposed of at end of life and are being replaced or identified as surplus to requirements. All assets disposed of are in accordance with Council's Disposal of Assets Policy.

Expected Disposal Proceeds are outlined in Table 7.4.1 Disposal Proceeds Estimate.



7. Financial Summary

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available with the introduction of a new strategic asset management modelling system in future asset plans, on desired levels of service and current and projected future asset performance.

7.1 ASSET VALUATIONS

Valuations are undertaken in alignment with Australian Accounting Standard 'AASB13 Fair Value', and 'AASB116 Property Plant and Equipment'. These valuations are required every three to five years, with an independent audit required every five years. Valuations are undertaken to satisfy the financial reporting requirements and to understand the cost to replace assets.

The valuation of Council's Plant and Equipment Assets is summarised in Table 7.1.1.

Asset Category	Replacement Cost	Accumulated Depreciation
Car Fleet	\$1,128,705	\$425,949
Heavy Vehicle	\$3,971,671	\$2,790,040
Major Plant	\$1,296,747	\$691,979
Minor Plant	\$1,242,199	\$931,753
Total	\$7,639,322	\$4,839,721

Table 7.1.1 Plant and Equipment Asset Valuation

7.2 MAINTENANCE AND OPERATIONS TRENDS AND FORECASTS

Figure 7.2.1 displays the maintenance and operational expenditure trend of City of Holdfast Bay's Plant and Equipment assets.

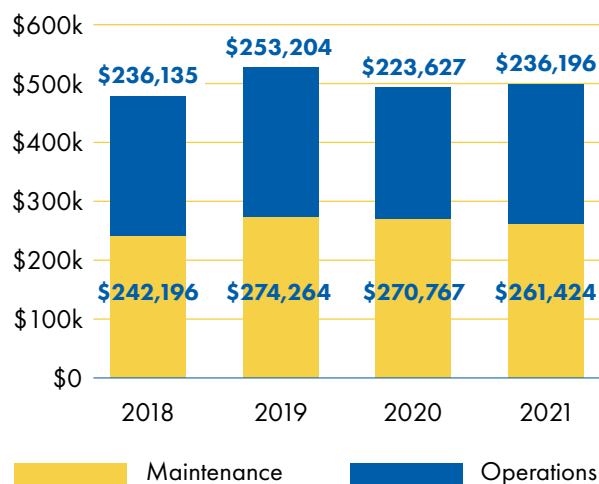


Figure 7.2.1 Maintenance and Operational Budget Trend Graph

7.3 FUTURE OPERATIONS AND MAINTENANCE FORECAST

The operation and maintenance costs on Council's Plant and Equipment assets are forecast to trend in line with the value of the asset stock shown in Figure 7.3.1 with an adopted 2020–21 financial year budget of \$497,620 (including fuel and maintenance costs). 2020–21 financial year costs are the baseline costs used in the preparation of this asset management plan. No CPI increase have been added to subsequent years.

Operational costs assume fuel and registration costs remains at current day prices (\$1.12/L Petrol and \$1.14/L Diesel).

As plant and equipment age, their maintenance costs will increase, but this will be offset by younger plant and equipment purchased through the cyclical program.

Whole of life cost will be considered for all new vehicles, including comparisons with the operational, maintenance, reliability, and capital costs of electric and hybrid vehicle options.

7.4 FUTURE RENEWAL FORECAST

Future Plant and Equipment renewal program identified in this asset plan are necessary to manage safety risks, operational requirements and maintain the Plant and Equipment assets at an acceptable level.

As shown in Figure 7.4.1, the forecast renewal costs are relatively consistent with the planned LTFP budget over the next 10 years. This assumes the plant and equipment are currently sufficient to deliver required service to the community and internal staff, and only minor upgrades, outlined in Section 6.3, are required over the 10 year period.

As services change, for example if additional street sweeping or tree watering is required, this may have a significant impact on the renewal forecast, due to the high capital, maintenance, and operating costs of specialist heavy machinery and vehicles.

It is anticipated that the two large community buses will require improved DDA access features during future renewal. Additional funds are outlined in Appendix 1: Financial Summary. As an upgrade, these will be requested through the new initiative process.

Year	Renewal Spend Budget	Disposal Proceeds Budget	Net Budget
2021	\$1,349,500	\$400,000	\$949,500
2022	\$1,936,436	\$580,000	\$1,356,436
2023	\$1,573,960	\$470,000	\$1,103,960
2024	\$615,181	\$180,000	\$435,181
2025	\$727,752	\$220,000	\$507,752
2026	\$2,001,553	\$600,000	\$1,401,553
2027	\$965,310	\$290,000	\$675,310
2028	\$1,334,402	\$400,000	\$934,402
2029	\$987,337	\$300,000	\$687,337
2030	\$767,466	\$230,000	\$537,466

Table 7.4.1 Disposal Proceeds Estimate

7.5 ASSUMPTIONS

The following key assumption(s) were applied in this financial forecast:

- › Acquisition date-based renewal program.
- › No CPI was added to subsequent years.
- › No acquisition of new assets.
- › No decommissioning of existing assets.
- › Current Operational and Maintenance Budget are sufficient to maintain level of service.

7.6 DATA CONFIDENCE

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. This Plant and Equipment data confidence is classified as 'B – Reliable' based on the IPWEA data confidence scale² (Appendix 2). Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and /or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate +/- 10%.

See Appendix 2 for data confidence grading system.

2. IPWEA, 2011, IIMM, Table 2.4.6 p2 | 59.

10 YEAR OPERATIONAL & MAINTENANCE EXPENDITURE FORECAST

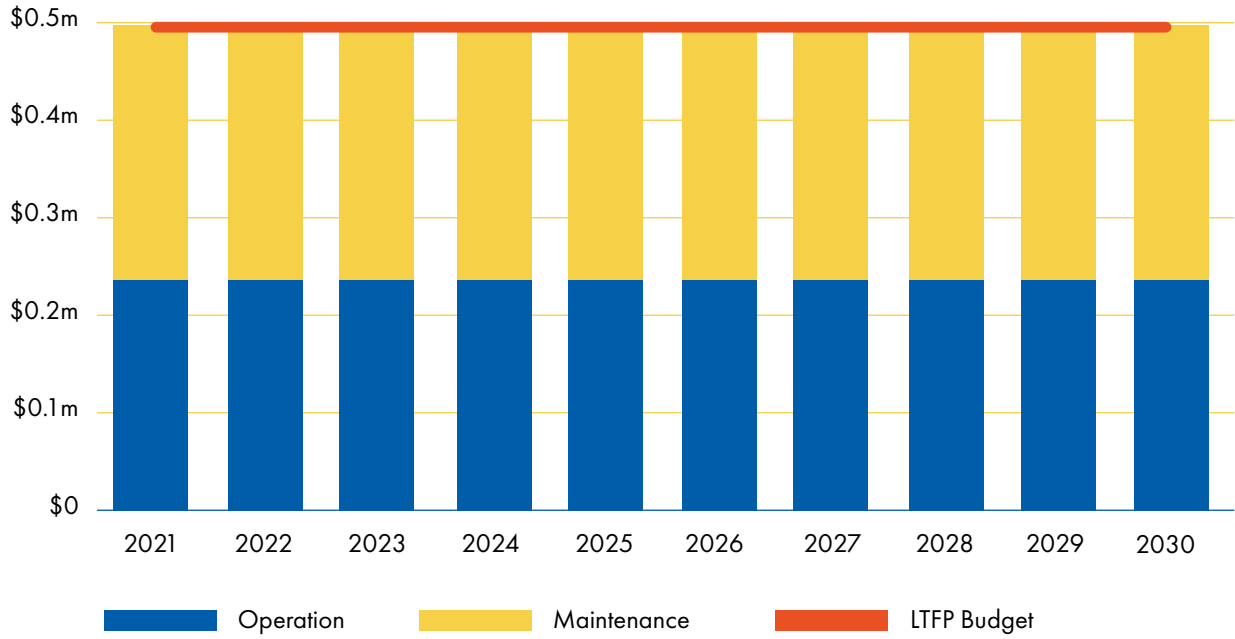


Figure 7.3.1 10 Year Operational & Maintenance Forecast

10 YEAR RENEWAL EXPENDITURE FORECAST

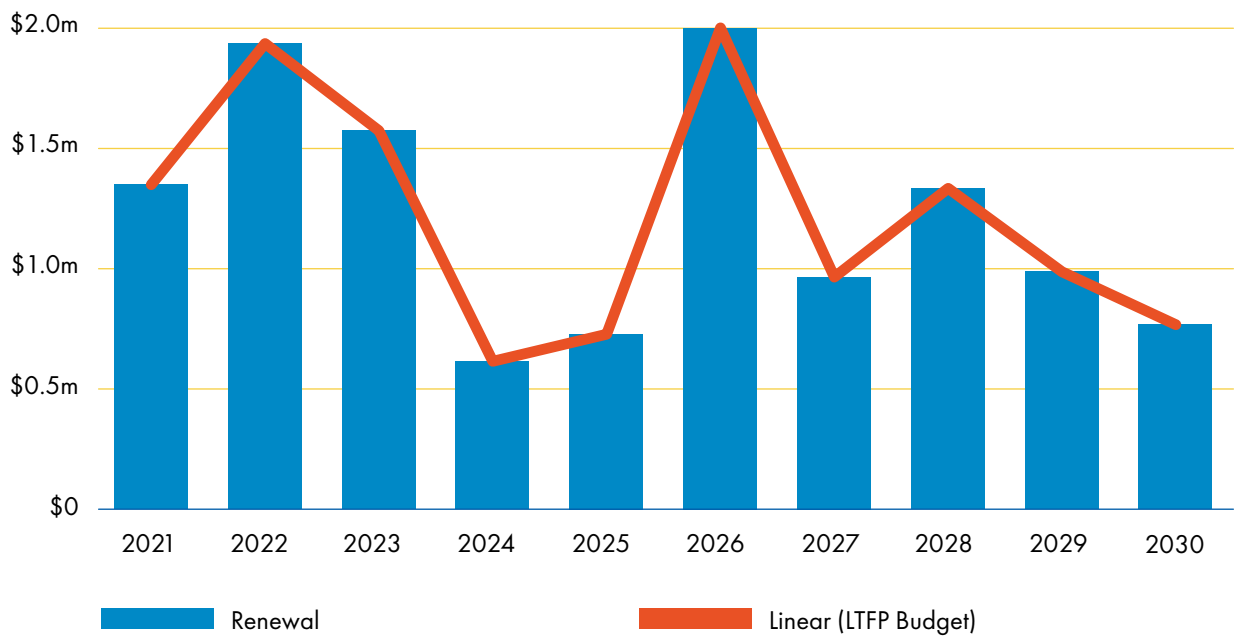


Figure 7.4.1 10 Year Renewal Forecast



8. Risk Management

The objective of the risk management process with regards to Plant and Equipment assets is to ensure that:

- › All significant operational and organisational risks are understood and identified
- › The highest risks that need to be addressed in the short to medium term are identified
- › Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from Plant and Equipment assets has identified the most critical risks to Council. The risk assessment process identifies and assesses risks, develops a risk rating, and develops a risk treatment plan for non-acceptable risks.

High and Very High Risks that have been identified are:

- › Long service life for high use machinery causes escalating maintenance costs and reduced reliability. This has been addressed in the asset replacement cycles of this asset plan
- › Disposal proceeds (trade in) are subject to the market and may vary
- › A lack of availability of specialist plant and equipment
- › Rise in fuel costs and tariffs will increase operational costs.

A risk treatment action has been included in the forecast costs for this asset plan, and in some cases is already underway. For a full list of risks and treatment plans see Appendix 3.

9. Plan Improvement and Monitoring

9.1 MONITORING AND REVIEWING

The Plant and Equipment Asset Management Plan is not a one-off document but part of the Council's business planning process. For this reason, it is necessary to review and update any key assumptions, strategic change or budget decision that may affect the planned service levels and future expenditure requirements. To keep this asset plan current, council will schedule the plan review into its strategic and annual planning and budget processes. This asset management plan has a life of 4 years.

9.2 IMPROVEMENT PLAN

Improvement items that form a part of Council's ongoing business as usual improvements include:

- › Continue to refine asset register - review useful lives and unit rates used for valuation purposes
- › Generate project based rolling works program spanning 3 to 5 years for Plant & Equipment assets based on detailed visual inspection.
- › Ensure Maintenance Standards and Plan align with agreed level of service
- › Ensure appropriate budget lines to capture maintenance expenditures
- › Implement regular internal inspections of Plant & Equipment.

Specific Business Improvement Actions that will be a focus for the next three years include:

- › Review plant currently beyond its service life, with a view to amending the remaining life or possible disposal without replacement
- › Update use of Vehicles Policy
- › Reduce the service life of high-use heavy vehicles, such as road sweepers, to address escalating maintenance costs
- › Improve the disability access and safety of City of Holdfast Bay's community bus program
- › Review alternate Plant and Equipment procurement including leasing or dry hire.

All improvement actions have been included in the forecast costs for this asset plan, and in some cases are already underway. For a full list of improvement items see Appendix 4.



Appendix 1

Financial Summary

AMP 2020

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Acquisition (Total Project Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance & Operation cost of existing assets	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620	\$497,620
Maintenance & Operation costs of new assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal	\$1,349,500	\$1,936,436	\$1,573,960	\$615,181	\$727,752	\$2,001,553	\$965,310	\$1,334,402	\$987,337	\$767,466
Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Improved Disability Access Community Bus	\$0	\$0	\$80,000		\$80,000	\$0	\$0	\$80,000	\$0	\$80,000
COUNCIL FUNDING REQUIRED	\$1,847,120	\$2,434,056	\$2,151,580	\$1,112,801	\$1,305,372	\$2,499,173	\$1,462,930	\$1,912,022	\$1,484,957	\$1,345,086

Figures are in nominal (current Year) values.

AMP 2020 RENEWAL WORKS

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Car Fleet	\$35,000	\$277,971	\$616,904	\$233,830	\$277,971	\$616,904	\$233,830	\$277,971	\$616,904	\$233,830
Heavy Vehicles	\$755,000	\$1,448,831	\$407,946	\$84,207	\$367,679	\$757,712	\$667,862	\$305,604	\$173,235	\$468,561
Major Plant	\$127,000	\$22,834	\$68,266	\$125,164	\$62,027	\$569,437	\$11,818	\$269,983	\$25,218	\$45,000
Minor Plant	\$57,500	\$51,800	\$480,844	\$171,980	\$20,075	\$57,500	\$51,800	\$480,844	\$171,980	\$20,075
Office Furniture and Equipment	\$375,000	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COST	\$1,349,500	\$1,936,436	\$1,573,960	\$615,181	\$727,752	\$2,001,553	\$965,310	\$1,334,402	\$987,337	\$767,466

Figures are in nominal (current Year) values.

DISPOSAL PROCEEDS ESTIMATE

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Renewal Spend Budget	\$1,349,500	\$1,936,436	\$1,573,960	\$615,181	\$727,752	\$2,001,553	\$965,310	\$1,334,402	\$987,337	\$767,466
Disposal Proceeds Budget	\$400,000.00	\$580,000.00	\$470,000	\$180,000	\$22,000	\$600,000	\$290,000	\$400,000	\$300,000	\$230,000
NET BUDGET	\$949,500	\$1,356,436	\$1,103,960	\$435,181	\$705,752	\$1,401,553	\$675,310	\$934,402	\$687,337	\$537,466

Figures are in nominal (current Year) values.



Financial Summary (cont.)

MAJOR PROJECTS (>50K)

Asset	Description	Type
102574.0	Car Fleet - S382BTF - Toyota Hiace Bus - White - Community Services	Car Fleet
102575.0	Car Fleet - S383BTF - Toyota Hiace Bus - White - Community Services	Car Fleet
102474.0	Car Fleet - TBA - Mitsubishi Canter 515 MWB	Heavy Vehicles
102583.0	Heavy Vehicles - SB41NC - Fuso Concrete Truck 1 2017 Model	Heavy Vehicles
102584.0	Heavy Vehicles - S342BMG - Fuso Canter 2T 2016 Model 6500kg GCM 3300kg GVM 3200kg KW	Heavy Vehicles
102585.0	Heavy Vehicles - SB45JU - Hino Paving 2T 2014 Model 1980kg KW	Heavy Vehicles
102586.0	Heavy Vehicles - SB94JN - Hino Paving 2T 2014 Model 1980kg KW	Heavy Vehicles
102587.0	Heavy Vehicles - SB27MZ - Fuso Cutting 4T 2017 Model	Heavy Vehicles
102589.0	Heavy Vehicles - S24SBY - Caterpillar Loader 2016 Model	Heavy Vehicles
102590.0	Heavy Vehicles - S16SVS - Case Backhoe 2012 Model	Heavy Vehicles
102591.0	Heavy Vehicles - SB26MZ - Fuso Tipper 6T 2017 Model	Heavy Vehicles
102594.0	Heavy Vehicles - S341BMG - Fuso Canter 2016 Model - Handy Man	Heavy Vehicles
102596.0	Heavy Vehicles - S724BDP - Hino Sign Truck 2014 Model	Heavy Vehicles
102597.0	Heavy Vehicles - SB90LP - Rosmech Scarab Roadsweeper 2016 Model	Heavy Vehicles

MAJOR PROJECTS (>50K)

Asset	Description	Type
102598.0	Heavy Vehicles - S23SCV - Asura Mathieu Sweeper 2016 Model	Heavy Vehicles
102599.0	Heavy Vehicles - SB26KO - Macdonald J Road Sweeper 2015 Model	Heavy Vehicles
102601.0	Heavy Vehicles - S67SER - Boss Beach Cleaner 2017 Model - Clean Team	Heavy Vehicles
102602.0	Heavy Vehicles - S70SER - Kubota Tractor 2017 DHC 70hp Model	Heavy Vehicles
102603.0	Heavy Vehicles - SB62KO - Hino Small Tree 2015 Model - Trees	Heavy Vehicles
102604.0	Heavy Vehicles - SB46ET - Mitsubishi Fighter Chipper 6T 2011 Model - Trees (City Trees)	Heavy Vehicles
102605.0	Heavy Vehicles - SSB44ET - Mitsubishi Water Truck 6T 2011 Model - Trees	Heavy Vehicles
102607.0	Heavy Vehicles - SB01GX - Hino EWP 2013 Model - Trees	Heavy Vehicles
102617.0	Heavy Vehicles - SB76LV - Hino Canter 2016 Model	Heavy Vehicles
102618.0	Heavy Vehicles - SB45ET - Mitsubishi Fighter 2011 Model	Heavy Vehicles
102619.0	Heavy Vehicles - S73SAI - Volvo Loader 2014 Model	Heavy Vehicles
102631.0	Heavy Vehicles - SB22HE - Hino 816 Graffiti Truck 2013 Model - Graffiti	Heavy Vehicles
102636.0	Heavy Vehicles - TBA - Toyota Coaster Bus 2020 Model – Community Services	Heavy Vehicles
102637.0	Heavy Vehicles - SB30DW - Toyota Coaster Bus No 1 2017 Model – Community Services	Heavy Vehicles
105818.0	Heavy Vehicles - XS13AQ - Mitsubishi Canter	Heavy Vehicles



Financial Summary (cont.)

MAJOR PROJECTS (>50K)

Asset	Description	Type
105819.0	Heavy Vehicles - XS66AO - Mitsubishi Fuso Fighter Tipper 7.5T 2018 Model	Heavy Vehicles
106256.0	Heavy Vehicles - S57SGK - John Deere Tractor 5085M with lawn edger - 2018 Model	Heavy Vehicles
106256.0	Heavy Vehicles - S57SGK - John Deere Tractor 5085M with lawn edger - 2018 Model - Reserves	Heavy Vehicles
111415.0	Heavy Vehicles - SX64CC - Mitsubishi Fuso with Flocon Unit 2019 Model	Heavy Vehicles
111009.0	Major Plant - Partridge St Car Park East - Automatic Pay Stations	Major Plant
111011.0	Major Plant - Partridge St Car Park East - Licence Plate Recognition System	Major Plant
111018.0	Major Plant - Partridge St Car Park West - Automatic Pay Stations	Major Plant
111020.0	Major Plant - Partridge St Car Park West - Licence Plate Recognition System	Major Plant
111027.0	Major Plant - Licence Plate Recognition Kit - Attached to Toyota Yaris	Major Plant
110977.0	Minor Plant - Fibre Link Connection Brighton Library	Minor Plant
110998.0	Minor Plant - RFID Collection Security System - Brighton Library	Minor Plant
110999.0	Minor Plant - RFID Collection Security System - Glenelg Library	Minor Plant

Appendix 2

Data Confidence Grading System

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate $\pm 2\%$.
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C - Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E – Unknown	None or very little data held.



Appendix 3

Plant and Equipment Risk Plan

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Heavy Vehicles, Plant and Equipment	Damage plant due to incorrect use	Moderate	<p>Ensure all plant and equipment has correct SWMS, SOPS, and Manuals.</p> <p>For new or complex machinery ensure training at handover and plant specific risk assessment has been completed.</p>	Asset Manager(s) and Staff	Ongoing
Heavy Vehicles	Injury to operators	Moderate	<p>Ensure all plant and equipment has correct SWMS, SOPS, and Manuals.</p> <p>Ensure all machinery has up to date risk assessments.</p>	Asset Manager(s) and Staff	Ongoing
Heavy Vehicles, Plant and Equipment	Breakdown causing downtime for operators and loss of service to the community	Low	<p>Turnover vehicles as per allocated service life.</p> <p>Regular maintenance and inspections.</p>	Asset Manager(s) and Staff	2022
Plant and Equipment	Unnecessary, and/or inefficient plant and equipment	Moderate	Review and assess utilization and capacity of plant and equipment every two years.	Asset Manager(s) and Staff	2022
Plant and Equipment	Long service life for high use machinery causes escalating maintenance costs	High	Reduce life of high use machinery.	Asset Management Leadership Team	2021



Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Plant and Equipment	Council may not have sufficient funds for required capital and maintenance	Moderate	Apply a criticality framework to vehicles to ensure essential services can be delivered. Ensure there is an option to lease or borrow vehicles from neighboring councils or private companies in case of extended disruption.	Asset Manager(s) and Staff	2023
Plant and Equipment	Loss of key staff and operators, leading to downtime of plant and equipment	Low	Develop succession plans.	Chief Executive Officer/ Senior Leadership Team	2023
Heavy Vehicles	Non-compliance with HV Laws	Moderate	Ensure all vehicles are compliant with HV Laws, including digital scales and correct dimensions.	Asset Manager(s) and Staff	2024
Car Fleet, Heavy Vehicles	Out of Date Use of Vehicles Policy causes confusion or incorrect use of vehicle	Medium	Update Use of Vehicles Policy.	Asset Manager(s) and Staff	2021
Specialist Plant and Equipment	Specialist plant and equipment unavailable	Medium	Maintenance for existing specialist equipment, and consider share arrangements with other councils or leasing options to reduce business disruption during long lead times.	Asset Manager(s) and Staff	2022

Plant and Equipment Risk Plan (cont.)

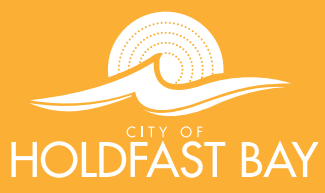
Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Responsibility	Completion Date
Plant and Equipment	Changes to disposal proceeds (trade in)	Medium	Update expected disposal proceeds regularly in line with market prices. Consider net cost when changing useful lives.	Asset Manager(s) and Staff	2023
Plant and Equipment	Rise in fuel costs and tariffs	Medium	Ensure sufficient budget to allow for expected rises in fuel costs and tariffs.	Asset Manager(s) and Staff	2023



Appendix 4

Plant and Equipment Improvement Plan

Task No	Task	Responsibility	Resources Required	Established	Due
1	Develop a rolling 3 year works program identifying assets to be renewed.	Asset Manager(s) and Staff	Medium	2020	2022
2	Implement the risk mitigation strategies identified in this plan.	Asset Leadership Team	Medium	2020	2023
3	Review plant currently beyond its service life, with a view to amending the remaining life or possible disposal without replacement.	Asset Manager(s) and Staff	BAU	2020	2022
4	Review Use of Vehicles Policy.	Asset Manager(s) and Staff	BAU	2020	2021
5	Undertake an Electric Vehicles Feasibility Study.	Asset Manager(s) and Staff	Medium	2020	2022
6	Reduce the service life of high-use heavy vehicles, such as road sweepers, to address escalating maintenance costs.	Asset Management Leadership Team	Medium	2020	2021
7	Improve the disability access and safety of City of Holdfast Bay's community bus program.	Asset Manager(s) and Staff	Medium	2020	2022
8	Develop continuity planning in case of failure of high criticality plant and equipment. Lease options or sharing arrangements with neighboring councils.	Asset Manager(s) and Staff	Medium	2020	2022
9	Review alternate Plant and Equipment procurement including leasing or dry hire.	Asset Manager(s) and Staff	BAU	2020	2022



Item No: **15.9**

Subject: **2020 NEW YEAR'S EVE DRY AREA - GLENELG**

Date: 27 October 2020

Written By: Team Leader, Development Administration

General Manager: City Assets and Services, Mr H Lacy

SUMMARY

Over the years, the extension of the Glenelg Dry Area on New Year's Eve has proven vital in assisting South Australian Police to regulate alcohol related anti-social behavior in the area.

Due to the mass gathering restrictions imposed due to COVID-19, the traditional New Year's Eve event hosted by the City of Holdfast Bay has been cancelled.

Administration seeks to temporarily extend the boundaries of the Glenelg Long-Term Dry Area for 2020 New Year's Eve to ensure adequate crowd control and prevention of alcohol related anti-social behavior is implemented in the absence of planned events.

RECOMMENDATION

- 1. That in accordance with Section 131 of the *Liquor Licensing Act 1997*, Council temporarily extends the boundaries of the Glenelg Dry Zone for 2020 New Year's Eve as outlined in Attachment 1 for the period 6:00pm Tuesday 31 December 2020 to 6:00am Wednesday 1 January 2021; and**
 - 2. That the associated boundaries and conditions of the 2020 extension remain the same as in 2019.**
-

COMMUNITY PLAN

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

COUNCIL POLICY

Liquor Licensing Policy (2018)

STATUTORY PROVISIONS

Liquor Licensing Act 1997 [s 131]

BACKGROUND

Previous Relevant Reports

- Council Report No.: 194/19, '2019 New Year's Eve Glenelg Temporary Dry Zone Extension', 28 May 2019 (Resolution No.: C280519/1499);
- Council Report No.: 185/18, '2018 New Year's Eve Glenelg Temporary Dry Zone Extension', 9 June 2018 (Resolution No.: C120618/1178);
- Council Report No.: 145/17, '2017 New Year's Eve Glenelg Temporary Dry Zone Extension', 9 May 2017 (Resolution No.: C090517/751);
- Council Report No.: 167/16, '2016 New Year's Eve Glenelg Temporary Dry Zone Extension', 12 July 2016 (Resolution No.: C120716/444);
- Council Report No.: 163/15, '2015 New Year's Eve Glenelg Temporary Dry Zone Extension', 26 May 2015 (Resolution No.: C260515/117);
- Council Report No.: 206/14, '2014 New Year's Eve Glenelg Temporary Dry Zone Extension', 8 July 2014 (Resolution No.: C080714/1165);
- Council Report No.: 84/14, 'Long-Term Dry Areas Review; 2014 Application for Renewal', 25 March 2014 (Resolution No.: C260314/1070);
- Council Report No.: 218/13, '2013 New Year's Eve Glenelg Temporary Dry Zone Extension', 9 July 2013 (Resolution No.: C090713/955);

REPORT

Each year Council submits an application to temporarily extend the boundaries of the Glenelg Dry Area for New Year's Eve. This is done in conjunction with South Australian Police (SAPol) to assist in the regulation of any anti-social behavior. As such, Administration once again intends to temporarily extend the boundaries of the Glenelg Dry Area for 31 December 2020.

Dry Zone Boundaries

As per previous years, the 2020 Glenelg Dry Area extension will include the area bounded by:

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

Refer Attachment 1

Operational Times

The extended area will be operational between **6:00pm Tuesday 31 December 2020** and **6:00am Wednesday 1 January 2021**.

Operational Conditions

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

Advising the Community

Members of the public will be notified about the extension through Council's website, and the media in the lead up to New Year's Eve 2020.

BUDGET

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

LIFE CYCLE COSTS

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

Attachment 1



EXTENDED DRY AREA

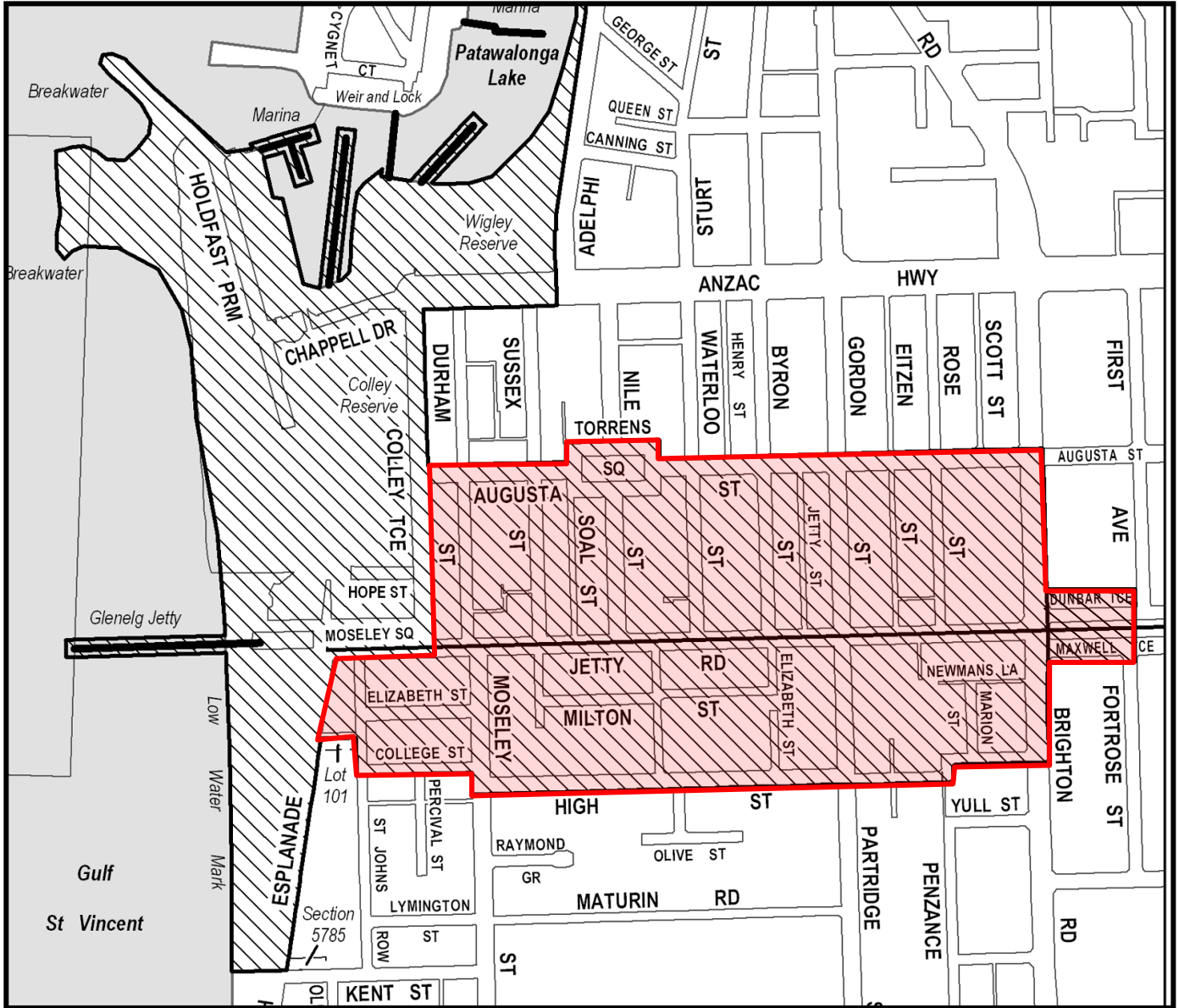
NEW YEARS EVE 31 DECEMBER 2020



Glenelg Dry Area



New Year's Eve Extended Area



Item No: **15.10**
Subject: **EVENTS UPDATE**
Date: 27 October 2020
Written By: Manager, City Activation
General Manager: Community Services, Ms M Lock

SUMMARY

The purpose of this report is to provide a brief summary on the 2020 - 2021 events season, the impact of COVID-19 on the program and the realignment of existing budget to continue to deliver events this summer.

RECOMMENDATION

That Council:

- 1. note the report; and**
 - 2. endorse the reinvestment of the existing 2020/21 events budget into new community event and activation opportunities, as outlined in the report.**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Community: Celebrating culture and diversity
Community: Fostering an engaged and contributing community
Economy: Supporting and growing local business
Economy: Making it easier to do business
Economy: Harnessing emerging technology
Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

Due to COVID-19 and the subsequent restrictions there has been significant changes to the events calendar for City of Holdfast Bay which impacts on the associated budgets within City Activation. As discussed through the Annual Business Plan process, the Quarterly Reviews will provide an opportunity to assess the existing program, including budgets, and adjust the Event program to meet current COVID-19 requirements. The Events team have developed, and continue to develop event proposals focussing on smaller community events that can be managed with the current restrictions.

REPORT

The below is an updated event listing for October 2020 – March 2021 currently funded in the 2020/21 City Activation budget.

Event	Location	Date
Bay City Rolling	Glenelg Foreshore	25 Sept – 12 Oct 2020
The Local	Glenelg Foreshore	17-18 Oct 2020
Fork on the Road	Various locations	6 Nov 2020 & 19 Feb 2021
Skyline Ferris Wheel	Moseley Square	Nov – Feb 2021
Moseley Beach Bar	Glenelg Beach	Dec – Mar 2021
Market concept	Arts, Tutti Arts Centre	20 Nov 2020
Christmas at the Bay	Glenelg	28-29 Nov 2020
Beach Concert	Glenelg Beach	14 Feb 2021
Sunset Markets	Glenelg	24-25 Oct 2020 13 Dec 2020 24 Jan 2021 14 Feb 2021 14 Mar 2021
TDU Street Party (format to be revisited with COVID restrictions)	Jetty Road, Glenelg	
TDU (awaiting SATC confirmation)	Jetty Road, Glenelg	
City to Bay	Jetty Road and Reserves, Glenelg	May 2021
Proclamation Day (format to be revisited with COVID restrictions)	Old Gum Tree	28 Dec 2020
Australia Day (format to be revisited with COVID restrictions)	Foreshore Reserve	26 Jan 2021
Beach Volleyball	Glenelg Foreshore	Nov 2020 – Apr 2021
Citizenship ceremonies (format to be revisited with COVID restrictions)	Brighton Secondary High School	
Remembrance Day (awaiting formal application)	Glenelg	11 Nov 2020
Hounds of Holdfast (format to be revisited with COVID restrictions)	TBA	Mar 2021

At a workshop on 7 July, Elected Members were presented with a list of activations that were planned at that time. Since that time the following events have been cancelled:

- Winter Wonderland (which was replaced by Bay City Rolling)
- October Street Party
- New Year's Eve

Additionally Meet the Machines, Music on Moseley, Markets (eco and kids) and December Beach Concert will not proceed under current COVID restrictions however may be delivered in the future.

As a result of changes to the program there is currently a \$150,000 savings across all events budgets. From the savings, \$50,000 has been identified to be retained as a contingency to respond to SAPOL safety measures for New Year's Eve, if required. It is recommended the remaining \$100,000 be reinvested into community events that can be managed under the current COVID-19 restrictions. The purpose of these events is to support local neighbourhoods, while attracting intrastate visitation and driving economic stimulus for local businesses.

The following community events are proposed:

Community Outdoor Cinema, cost \$ 29,000.

The Community Outdoor Cinema Sessions would be aimed at the City of Holdfast Bay community and residents. An outdoor inflatable cinema will be set up and taken down on the same day, to minimise impact on the local community.

- Dates: 12 December 2020; 7 January 2021; and 12 February 2021
- Locations: Old Gum Tree Reserve, Dover Square Reserve, Sandison Reserve
- Anticipated audience – 300 to 500 people for each session
- Free event

Seating will be BYO, with people encouraged to bring low seating only (i.e. picnic blankets, rugs, low chairs, bean bags, etc.). Movie selection is to be determined, but would be different for each session and target a wide demographic within the city. Movie selection would be carefully curated with family and popular favourites secured.

Community Event Support Fund, cost \$10,000.

To date, five car/motor shows have cancelled their events for 2020/21 due to their uncertainty in how to manage crowds' onsite to remain COVID-19 compliant. It is proposed that \$10,000 of the budget be reallocated to helping community events facing cancellation due to lack of expertise in their volunteer committees. Assistance provided would include fencing and staffing onsite during event delivery. Whilst this may not bring all the cancelled events back, it would go a long way to assisting those who are feeling uncertain.

European Style Market, cost \$24,000.

Artisanal produce market, to be held regularly on the weekends. It is intended to be a small scale community attended event with high quality produce which is to be curated by experienced providers.

Laneway/Side street Activations, cost \$10,000.

Due to October Street Party cancellation it is proposed that \$10,000 be reallocated to support businesses citywide activate side streets and laneway

It is intended that remaining \$27,000 be retained to provide support where appropriate and or feasible to develop additional community events as opportunities arise.

BUDGET

Note the reinvestment of \$100,000 from existing events budget into new community event and activation opportunities as outlined above.

LIFE CYCLE COSTS

Not applicable