



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 22 June 2021 at 7.00pm

A handwritten signature in black ink, appearing to read "Roberto Bria".

**Roberto Bria
CHIEF EXECUTIVE OFFICER**



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 – Councillor A Bradshaw

5.2 Absent – Councillor J Smedley and Councillor C Lindop.
Attendance at National General Assembly Conference as approved by Council.

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 8 June 2021 be taken as read and confirmed.

Moved Councillor _____, Seconded Councillor _____

Carried

9. PUBLIC PRESENTATIONS**9.1 Petitions**

- 9.1.1 Somerton Surf Lifesaving Club – Application to Lessor for approval to Sub Lease a Portion of its Clubhouse to Gambell and Sutton Pty Ltd (Report No: 205/21)

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 - Nil****13. ADJOURNED MATTERS - Nil****14. REPORTS OF MANAGEMENT COMMITTEES AND SUBSIDIARIES**

- 14.1 Draft Minutes – Alwyndor Management Committee – 27 May 2021 (Report No: 198/21)
- 14.2 Information Report – Southern Region Waste Resource Authority Board Meeting – 7 June 2021 (Report No: 200/21)
- 14.3 Minutes – Jetty Road Mainstreet Committee – 7 April, 5 May and 2 June 2021 (Report No: 206/21)

15. REPORTS BY OFFICERS

- 15.1 Items in Brief (Report No: 199/21)
- 15.2 2021-2022 Annual Business Plan (Report No: 201/21)
- 15.3 2021-2022 Budget Adoption (Report No: 202/21)
- 15.4 2021-2022 Rate Declaration (Report No: 204/21)
- 15.5 Monthly Financial Report – 31 May 2021 (Report No: 207/21)
- 15.6 Draft Rating and Asset Accounting Policies (Report No: 203/21)
- 15.7 Risk Management Framework Review (Report No: 131/21)
- 15.8 Customer Feedback and Complaints Policy Review (Report No: 189/21)
- 15.9 Draft Strategic Plan – Approval to Consult (Report No: 208/21)

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. CLOSURE

A handwritten signature in black ink, appearing to read 'R. Bria', is positioned above the printed name and title.

**ROBERTO BRIA
CHIEF EXECUTIVE OFFICER**

Item No: **9.1.1**

Subject: **PETITION – SOMERTON SURF LIFE SAVING CLUB - APPLICATION TO LESSOR FOR APPROVAL TO SUB LEASE A PORTION OF ITS CLUBHOUSE TO GAMBELL & SUTTON PTY LTD**

Date: 22 June 2021

Written By: Governance and Risk Officer

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

A petition has been received from Mr Davey Taylor of Apartment 114 Brighton Dunes. Mr Taylor lodged the petition on behalf of many residents at Brighton Dunes and members of the community who attended an event at the Somerton Surf Life Saving Club (SLSC). There are 216 signatories and the petition states:

"I enclose a petition from Brighton Dunes residents supporting the above application, of which I am the head petitioner. I ask that the petition be presented to Councillors with the other documentation relating to the application.

The purpose of the petition is to show that there is very strong support within Brighton Dunes for the club and its plans to sub-lease its upstairs bistro area. Each of the petitioners has been visited personally and has been provided with an explanation of why the club wants to enter into the sub-lease....."

"Finally I believe that there is very strong support within the wider community for the club and its plans for a sub-lease and I ask that the Council recognize that support and approve the application."

RECOMMENDATION

That Council note the petition from Mr Taylor regarding Somerton Surf Life Saving club and their application to Council (lessor), for approval to sub-lease a portion of its clubhouse to Gambell & Sutton Pty Ltd.

COMMUNITY PLAN

Culture: Providing customer-centred services

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

City of Holdfast Bay Code of Practice - Meeting Procedures

STATUTORY PROVISIONS

Local Government Act 1999

Local Government (Procedures at Meetings) Regulations 2013

BACKGROUND

On 9 June 2021, Administration received a petition relating to Somerton Surf Life Saving club and an application to Council (lessor), for approval to sub-lease a portion of its clubhouse to Gambell & Sutton Pty Ltd. The purpose of the application is to enable Somerton SLSC to run a bistro in the upstairs area of the building situated at Esplanade and Repton Road, Somerton Park.

A copy of the application has not been attached as per the above request from Mr Taylor. The document was not provided as part of the Petition and this Council document is confidential.

A confidential report will be presented to Council, also on 13 July 2021 for consideration and resolution in relation to the abovementioned item.

BUDGET

Not Applicable

LIFE CYCLE COSTS

Not Applicable

Item No: **14.1**

Subject: **DRAFT MINUTES – ALWYNDOR MANAGEMENT COMMITTEE – 27 May 2021**

Date: 22 June 2021

Written By: General Manager, Alwyndor, Ms B Davidson-Park

SUMMARY

The draft minutes of the Alwyndor Management Committee meeting held on 27 May 2021 are provided for information.

RECOMMENDATION

1. **That the draft minutes of the Alwyndor Management Committee meeting held on 27 May 2021 be noted.**

RETAIN IN CONFIDENCE - Section 91(7) Order

2. **That having considered Attachment 2 to Report No: 198/2021 Draft Minutes – Alwyndor Management Committee – 27 May 2021 in confidence under Section 90(2) and (3)(b) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of the Act orders that Attachment 1 and 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.**
-

COMMUNITY PLAN

Community: Building a healthy, active and resilient community

Community: Providing welcoming and accessible facilities

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

This report is presented following the Alwyndor Management Committee Meetings.

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

REPORT

The draft minutes of the meeting are attached for Members' information.

Refer Attachment 1 and 2

Attachment 1



CITY OF HOLDFAST BAY

Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held in the Boardroom, Alwyndor, 52 Dunrobin Road, Hove, and via virtual technology on Thursday 27 May 2021 at 6.30pm.

PRESENT**Elected Members**

Councillor Mikki Bouchee
Councillor Phillip Chabrel

Independent Members

Ms Julie Bonnici – Acting Chair
Prof Judy Searle
Prof Lorraine Sheppard
Ms Trudy Sutton
Mr Kevin Whitford

Staff

Chief Executive Officer – Mr Roberto Bria
General Manager Alwyndor – Ms Beth Davidson-Park
Manager Finance – Ms Leisa Humphrey
A/Residential Manager – Ms Natasha Stone
Manager, Community Connections – Ms Molly Salt
Manager, People and Culture – Mr Dan McCartney
Personal Assistant - Ms Marisa Dinham
General Manager, Community and Business, City of Holdfast Bay – Ms Marnie Lock

1. OPENING

The Chairperson declared the meeting open at 6.33pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chair stated:

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

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

3. APOLOGIES

3.1 For Absence - Mr Kim Cheater

3.2 Leave of Absence - Nil

4. DECLARATION OF INTEREST

Committee members were reminded to declare any interest before each item.

Nil interests declared.

5. CONFIRMATION OF MINUTES**Motion**

That the minutes of the Alwyndor Management Committee held on 29 April 2021 be taken as read and confirmed.

Moved by Prof L Searle, Seconded by Cr M Bouchee

Carried

Motion

That the confidential minutes of the Alwyndor Management Committee held on 29 April 2021 be taken as read and confirmed.

Moved by Cr P Chabrel, Seconded by Mr K Whitford

Carried

6. REVIEW OF ACTION ITEMS**6.1 Action Items**

Noted.

6.2 Confidential Action items

Noted

6.3 Annual Work Plan

CX (Customer Experience) to be in full – acronyms to be expanded for all members understanding.

7. GENERAL MANAGER REPORT**7.1 General Manager Report (Report No: 23/2021)**

7.1.1 Federal budget 2021/22 response to the Royal Commission into Aged Care Quality and Safety

The General Manager outlined key elements of the response and drew attention to the analysis by Stewart Brown. The Federal Government is developing a Work Plan to be administered through an Implementation Group, detail of membership is pending.

The Australian National Aged Care Classification (AN-ACC) will replace the current ACFI funding when it ceases. Alwyndor has been advised that AN-ACC will be here in October reviewing our residents ACFI and assessing the anticipated funding under AN-ACC.

7.1.2 COVID-19 Update

Item noted.

7.1.3 Policy and Procedure Framework

Item noted.

7.1.4 Fundraising initiative

Item noted.

Motion

That the Alwyndor Management Committee:

- 1. Note the update regarding the 2021/22 Federal budget response to the Royal Commission into Aged Care Quality and Safety.**
- 2. Note the COVID-19 update.**
- 3. Note the update regarding the development of a policy and procedure framework.**
- 4. Note the fundraising initiative.**

Moved by Ms T Sutton, Seconded by Cr M Bouchee

Carried

8. CONFIDENTIAL REPORTS

Leave of the Meeting

The Acting Chair sought leave of the meeting to discuss Confidential Item 8.5 followed by Confidential Items 8.1, 8.2, 8.3, 8.4.

Leave of the meeting was granted.

8.5 Strategic Plan Review – Growth, Marketing and Communications (Report No: 28/21)

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

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

General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No. 27/2021 in confidence.

2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 27/2021 on the following grounds:

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

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

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

Moved Cr M Bouchee, Seconded Prof J Searle

Carried

Mr R Bria left the meeting at 7.01pm

Mr R Bria and Ms M Lock entered the meeting at 7.04pm

8.1 General Manager Report – Confidential (Report No: 24/2021)

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

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No. 24/2021 in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 24/2021 on the following grounds:

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

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

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

Moved by Cr M Bouchee, Seconded by Prof J Searle

Carried

Ms N Stone and Ms M Salt left the meeting at 8.35pm.

8.2 Adjourned Report Alwyndor Corporate Risk Review: RA04 (Report No: 25/2021)

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

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report's and Attachments to Report No. 25/2021 in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No.: 25/2021 on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of

Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

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

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

Moved Cr M Bouchee, Seconded Prof J Searle

Carried

8.3 Draft Alwyndor Investment Strategy (Report No: 26/2021)

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

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No. 26/2021 in confidence.**
- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 26/2021 on the following grounds:**
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.**

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

information outweighs the benefit to it of disclosure of the information.

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

Moved Cr M Bouchee, Seconded Ms T Sutton

Carried

8.4 Monthly Finance Report – April 2021 (Report No: 27/21)

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

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No. 27/2021 in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 27/2021 on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

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

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

Moved Mr K Whitford, Seconded Cr M Bouchee

Carried

9. OTHER BUSINESS – Subject to the leave of the meeting

A potential change of date for the August meeting was discussed with consensus being that the Committee meeting to remain on the original date.

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Alwyndor Management Committee will be held on **Thursday 24 June 2021** in the Boardroom, Alwyndor, 52 Dunrobin Road, Hove.

11. CLOSURE

The meeting closed at 8.44pm.

CONFIRMED 27 May 2021

CHAIRPERSON

Item No: **14.2**

Subject: **INFORMATION REPORT – SOUTHERN REGION WASTE RESOURCE AUTHORITY BOARD MEETING – 7 JUNE 2021**

Date: 22 June 2021

Written By: Chief Executive Officer

Chief Executive Officer: Mr R Bria

SUMMARY

The information reports of the Southern Region Waste Resource Authority (SRWRA) Board meeting held on 7 June 2021 are attached and provided for information.

RECOMMENDATION

- 1. That the Information Reports of the Southern Region Waste Resource Authority Board meeting held on 7 June 2021 be noted.**

RETAIN IN CONFIDENCE – Section 91(7) Order

- 2. That having considered Attachment 2 to Report No: 200/21 Information Report – Southern Region Waste Resource Authority Board Meeting – 7 June 2021 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 7 June 2021 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: 7 June 2021

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
2.1	<p>Draft 2021 – 2022 Budget and Business Plan Summary - Draft Budget Review Three – July 2020 to March 2021 Finance Reports were presented at the Audit Committee meeting on 26 May 2021 for consideration and comment. A report was presented to the SRWRA Board for adoption.</p>
2.3	<p>Policy Review Summary – The Chief Executive Officer has performed the cyclical review of SRWRA Governance policies and presents the SRWRA Chairperson Allowance Review Policy – Review and Investment and Borrowings Policy - Review for adoption. SRWRA recognises the need to also establish a Treasury Management Policy. A preliminary draft Treasury Management Policy was presented for comment.</p>
2.4	<p>2021 – 2022 Draft Budget and Draft Business Plan Summary - The 2021-2022 Draft Budget has been prepared and was presented for adoption. This includes the 2021-2022 Draft Budget, Long-Term Financial Plan and Capital Works Program. The 2021-2022 Draft Business Plan has been prepared and was presented for adoption.</p>
2.5	<p>Chairperson Allowance 2021 – 2022 Summary – A review of the Chairpersons allowance is conducted at the first ordinary meeting of the Board after 31 May each year in line with the Chairperson Allowance Review Policy.</p>
3.2	<p>Risk Management Report Summary – Skytrust – SRWRA has recorded forty four incidents from 01 July 2020 to April 2021 with no incidents under investigation and all identified hazards addressed.</p>

EPA Licence Related Register shows two complaints received since the April Board Meeting.

WHS & IM Plan. The 2021 Plan programs are progressing.

Tailored Implementation Program (TIP) –A Traffic Management Plan has been adopted. SRWRA will apply for another TIP grant in the 2021 – 2022 financial year.

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.

Human Resources – SRWRA currently has no Workcover Claims in progress.

3.3

Operations Report

Summary –

Update on Western Sideliner Project

Extension of the western sideliner is a critical project requiring completion for SRWRA to continue to receive waste and maintain effective landfill practices.

The bituminous geomembrane (BGM) liner has been 100% installed at the end of May 2021, bringing the overall completion of the sideliner to 80%. A total of 10,000 square meters has been covered with BGM in the last two weeks of May from a total of 17,000 square meters of BGM liner installed since 2017. The project is expected to reach final completion by end of June 2021.

Landfill Management

Focus for the landfill has been in preparation for water management throughout winter and extending the active face into the newly approved sideliner zone 2A&B. The landfill team provided labour support and materials for the SMRF pad extension at the start of May, with some 4500 tonnes of material prepared and transferred to the pad works zone.

Safety focus has been vehicle impact on person to raise awareness of critical risk controls in route planning, work area management and segregation of heavy equipment from light vehicles and pedestrians. Good feedback was received from multiple construction teams across site.

Item No: **14.3**

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE –
7 APRIL, 5 MAY AND 2 JUNE 2021**

Date: 22 June 2021

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 April, 5 May and 2 June 2021 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 April, 5 May and 2 June 2021.

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 (JRMCC) 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 JRMCC held on 7 April, 5 May and 2 June 2021 are attached for member's information.

Refer Attachments 1, 2 and 3

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 April 2021 at 6:00pm

PRESENT

Elected Members:

Mayor A Wilson
Councillor R Abley
Councillor W Miller

Community Representatives:

Maios Group, Mr C Maios
Attitudes Boutique, Ms G Martin
Cibo Espresso, Mr T Beatrice
Ikos Holdings Trust, Mr A Fotopoulos
Beach Burrito, Mr A Warren
Daisy and Hen, Ms G Britton
Good Physio, Mr T Chai
The Royal Moody, Mr G Watson
The Jetty Bar, Mr D Elmes
GU Filmhouse, Mr S Robinson
Ottoman Grill, Mr O Soner

Staff:

Chief Executive Officer, Mr R Bria
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 6.03pm.

2. APOLOGIES

2.1 Apologies Received: Ms E Fassina

2.2 Absent: Ms L Boys

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 3 March 2021 be taken as read and confirmed.

Moved Councillor Abley, 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**

A Fotopoulos joined the meeting at 6.12pm

8. REPORTS/ITEMS OF BUSINESS

8.1 New Committee Welcome (Report No: 102/21)

This report provides information for the committee to note in regards to operating as the Jetty Road Mainstreet Committee (JRMCM). The JRMCM comprises of 11 members who are a mix of the Glenelg Tourism Precinct (Jetty Road, Glenelg) business owners, commercial property owners and Elected Members. The JRMCM is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*. The committee is established to advise Council on enhancing and promoting the Precinct as a vibrant shopping, leisure and recreation area with year round appeal to residents and visitors. A copy of the JRMCM Terms of Reference and City of Holdfast Bay Code of Practice Meeting Procedures has been provided to new committee members.

Motion

That the Jetty Road Mainstreet Committee note this briefing

Moved A Warren, Seconded Councillor Miller

Carried

8.2 Monthly Finance Report (Report no: 99/21)

The Jetty Road Mainstreet Committee December 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 T Beatrice, Seconded G Martin

Carried

8.3 Marketing Update

(Report No: 100/21)

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 report.**

Moved A Warren, Seconded G Martin

Carried

T Beatrice left meeting at 6.51pm

8.4 Jetty Road Events Update

(Report No: 101/21)

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 note this briefing**

Moved Councillor Miller, Seconded A Warren

Carried**9. URGENT BUSINESS**

9.1 Appointment of Chairperson and Deputy Chairperson of the Jetty Road Mainstreet Committee.

Motion**The Jetty Road Mainstreet Committee agreed to postpone voting of the Chairperson and Deputy Chairperson till the next JRMC meeting scheduled 5 May 2021.**

Moved A Fotopoulos, Seconded Councillor Abley

Carried

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 5 May 2021 at the Glenelg Town Hall.

11. CLOSURE

The meeting closed at 7.55pm.

CONFIRMED: Wednesday 5 May 2021

CHAIRMAN

Attachment 2



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 5 May 2021 at 6:00pm

PRESENT

Elected Members:

Councillor R Abley

Councillor W Miller

Community Representatives:

Maios Group, Mr C Maios

Attitudes Boutique, Ms G Martin

Cibo Espresso, Mr T Beatrice

Ikos Holdings Trust, Mr A Fotopoulos

Daisy and Hen, Ms G Britton

Good Physio, Mr T Chai

The Royal Moody, Mr G Watson

The Jetty Bar, Mr D Elmes

Staff:

Chief Executive Officer, Mr R Bria

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 6.01pm.

2. APOLOGIES

2.1 Apologies Received: Mayor Wilson

2.2 Absent: Mr A Warren

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 7 April 2021 be taken as read and confirmed.

Moved T Beatrice, Seconded Councillor Abley

Carried

5. QUESTIONS BY MEMBERS

5.1 Without Notice: Nil

5.2 With Notice:

6. MOTIONS ON NOTICE: Nil

7. PRESENTATION:

7.1 Events Update

Mr Sacha Sewell, Team Leader, Events, City of Holdfast Bay presented the Winter activations/events to be held at Glenelg that Jetty Road Mainstreet can provide financial support to.

A Fotopoulos joined the meeting at 6.30pm

7.2 Chapel Plaza Project Update

Ms Pam Jackson, General Manager, Strategy and Corporate, City of Holdfast Bay provided a progress update on the Chapel Plaza project.

8. URGENT BUSINESS

8.1 Appointment of Chairperson and Deputy Chairperson of the Jetty Road Mainstreet Committee.

Motion

Appoint Chairperson: Mr Con Maios for the current term till 31 March 2023.

Moved T Beatrice, Seconded Councillor Abley

Carried

Appoint Deputy Chairperson: Ms Gilia Martin for the current term till 31 March 2023.

Moved A Fotopoulos, Seconded T Chai

Carried

9. REPORTS/ITEMS OF BUSINESS

- 9.1 Monthly Finance Report (Report no: 139/21)

The Jetty Road Mainstreet Committee December 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 G Watson

Carried

- 9.2 Marketing Update (Report No: 140/21)

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 report and endorse the spend of \$22,000 as an equal co-contribution to re-wrap the tram for 12 months.

Moved T Beatrice, Seconded Councillor Miller

Carried

- 9.3 Jetty Road Events Update (Report No: 141/21)

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 note this briefing

Moved G Watson, Seconded T Chai

Carried

9.4 Jetty Road Scratch & Win (Report No: 142/21)

The Jetty Road Mainstreet Committee have been discussing ways to stimulate economic activity during the quieter months of May and June.

A proposal was submitted to the JRMC for discussion in the February 2021 meeting with a Jetty Road Scratch and Win promotion being fully endorsed in the March 2021 meeting.

This Jetty Road precinct promotion will run for a four week duration from 24 May to June 21 2021.

Motion

That the Jetty Road Mainstreet Committee note this briefing

Moved Councillor Abley, Seconded G Martin

Carried

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 2 June 2021 at the Glenelg Town Hall.

11. CLOSURE

The meeting closed at 8.20pm

CONFIRMED: Wednesday 2 June 2021

CHAIRMAN

Attachment 3



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, Moseley Square, Glenelg on Wednesday 2 June 2021 at 6.30 pm.

PRESENT

Elected Members

Councillor W Miller

Community Representatives

Maios Group, Mr C Maios
Attitudes Boutique, Ms G Martin
Beach Burrito Company, Mr A Warren
Ikos Holdings Trust, Mr A Fotopoulos
Good Physio, Mr T Chai
The Jetty Bar, Mr D Elmes

Staff

General Manager, Community Services, Ms M Lock
Jetty Road Development Coordinator, Ms L Breeding

1. OPENING

The Chairman declared the meeting open at 6.39 pm.

2. APOLOGIES

2.1 Apologies Received: Mayor A Wilson, Councillor R Abley, Mr G Watson, Ms G Britton, and Mr T Beatrice

2.2 Absent: Nil

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 5 May 2021 be taken as read and confirmed.

Moved by A Warren, Seconded by W Miller

Carried

5. QUESTIONS BY MEMBERS

5.1 **Without Notice - Nil**

5.2 **With Notice- Nil**

6. MOTIONS ON NOTICE - Nil

7. PRESENTATION

Chapel Plaza Update

Ms Cherie Armfield, Project Manager Public Realm & Urban Design, Strategy and Innovation, City of Holdfast Bay provided an update on the Chapel Plaza redevelopment.

Tourism Research

Ms Jaclyn Thorne, Director, McGregor Tan presented the 2019 Tourism Research for Jetty Road, Glenelg that was commissioned by City of Holdfast Bay.

Mr D Elmes left the meeting at 7.36 pm

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 7 July 2021 in the Mayor's Parlour, Glenelg Town Hall, Moseley Square, Glenelg.

13. CLOSURE

Meeting adjourned due to lack of quorum.
The meeting closed at 7.37 pm.

CONFIRMED Wednesday 7 July 2021

CHAIRMAN

Item No: **15.1**

Subject: **ITEMS IN BRIEF**

Date: 22 June 2021

Written By: Personal Assistant

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The following items were 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. Birdlife Australia, Draft Annual Business Plan 2020/21**
 - 2. Car Share Trial Report**
 - 3. Council Protection Board Grant – Seawall Investigation**
 - 4. Statutes Amendment (Local Government Review) Bill 2020**
 - 5. Council Meeting Action List**
-

COMMUNITY PLAN

Placemaking: Creating lively and safe places

Community: Building a healthy, active and resilient community

Community: Providing welcoming and accessible facilities

Community: Fostering an engaged and contributing community

Environment: Protecting Biodiversity

Environment: Building an environmentally resilient city

Environment: Fostering an environmentally connected community

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

REPORT**1. Birdlife Australia, Draft Annual Business Plan 2020/21**

Presented for the information of members is correspondence received from Birdlife Australia on 4 June 2021.

Refer Attachment 1

2. Car Share Trial Report

The car share trial in collaboration with the RAA and FlexiCar commenced on 30 March 2021. The RAA have provided a usage report, which is provided for information. Administration will be working with the RAA to increase awareness of the service in the coming weeks.

Refer Attachment 2

3. Coast Protection Board Grant – Seawall Investigation

Council was recently successful in gaining grant funding of \$54,400 from the Coast Protection Board. This funding will contribute to a project to investigate innovative options to improve the condition of our seawalls and reduce risk without full replacement of the seawalls. The project will consider both immediate issues and long-term sea level rise. Two segments of seawall that have been identified as being in poor condition will also get detailed designs. The project will also assist in informing future modelling required as part of Councils Coastal Adaptation Planning.

4. Statutes Amendment (Local Government Review) Bill 2020

The Statutes Amendment (Local Government Review) Bill 2020 (the Bill) was introduced into Parliament on 17 June 2020. After numerous amendments, the Bill passed the final stage on 10 June and has received the Governor's assent. The Minister for Planning and Local Government has written to the Mayor advising of the Bill's passing and providing information regarding the implementation of the reforms. A briefing regarding the implications of the final version of the Bill as passed by both Houses of Parliament will be provided at a future Council meeting, as soon as possible.

Refer Attachment 3

5. Council Meeting Action List

A list of outstanding Council Meeting Actions up to and including 17 June 2021, along with a brief explanation of their current status is provided. For brevity, completed actions have not been included.

Refer Attachment 4

Attachment 1



4th June 2021

Mayor Amanda Wilson
City of Holdfast Bay
mail@holdfast.sa.gov.au



RE: City of Holdfast Bay Draft Annual Business Plan 2020/21

Dear Mayor Wilson,

BirdLife Australia, Green Adelaide and volunteers very much appreciate City of Holdfast Bay's ongoing excellent support for the Hooded Plover program which is enabling the Hooded Plover pair at Seacliff to thrive and be successful. The compliance efforts have enabled the importance of the message of 'dogs on lead' around the breeding zone to be heard not just at Seacliff but further afield and is setting an example for others to follow.

BirdLife Australia welcomed the opportunity to comment on City of Holdfast Bay's Draft Annual Business Plan 2020/21. BirdLife Australia fully supports the following inclusion in the draft Business Plan. In our feedback we suggested it could be brought forward to include August as the Hooded Plovers have nested during that month at Seacliff:

Additional Community Safety Officer – Summer Season – \$40,000 From September to February, council has provided additional patrols to educate and enforce local laws to protect native wildlife (Hooded Plovers), improve responsible dog ownership and maintain general compliance. This allocation funds a third year of the increased service level.

BirdLife Australia also supports any actions that support the health and biodiversity of the coastal environment proposed in the plan.

Thank you again for the support for the Hooded Plover program and we very much look forward to working together in the next breeding season.

Kind regards,

A handwritten signature in black ink, appearing to read "Emma Stephens".

Emma Stephens
Sharing our Shores with Coastal Wildlife Coordinator
BirdLife Australia, supported by Green Adelaide
E: emma.stephens@birdlife.org.au Ph: 0457 333 177

BirdLife Australia
Suite 2-05
60 Leicester Street
Carlton VIC 3053
T 03 9347 0757
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info@birdlife.org.au
birdlife.org.au

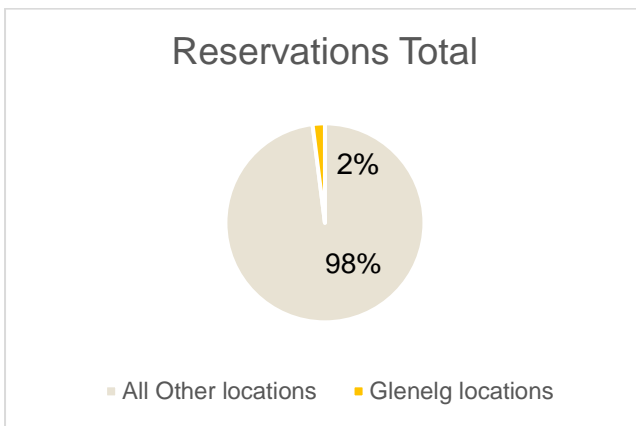
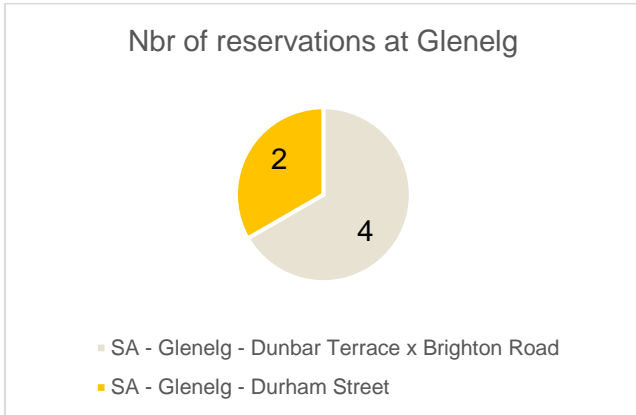
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Supporting the environment
100% Recycled paper

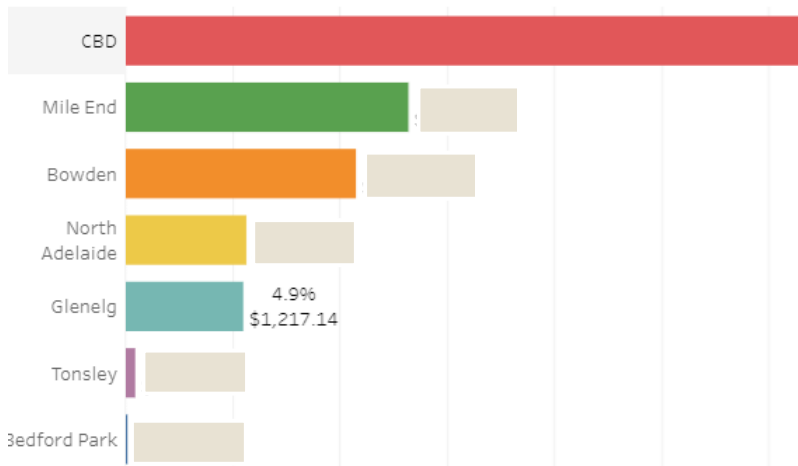
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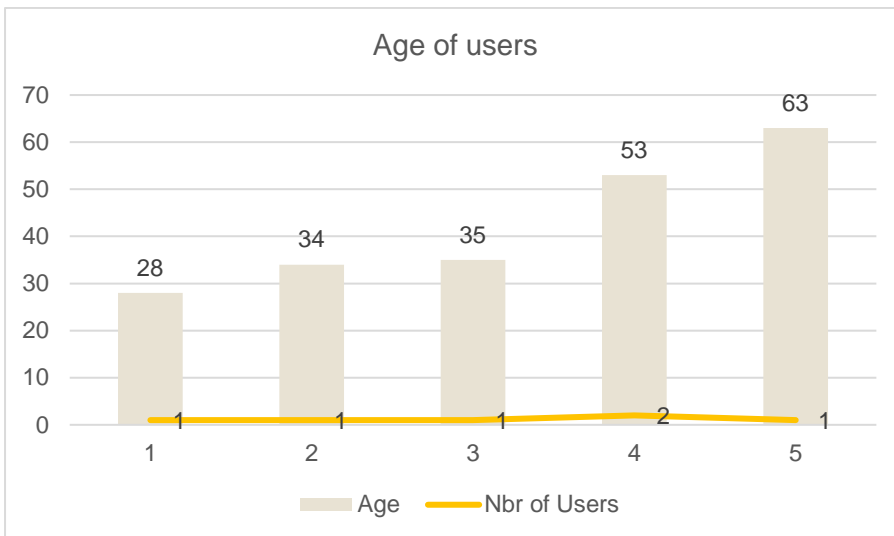
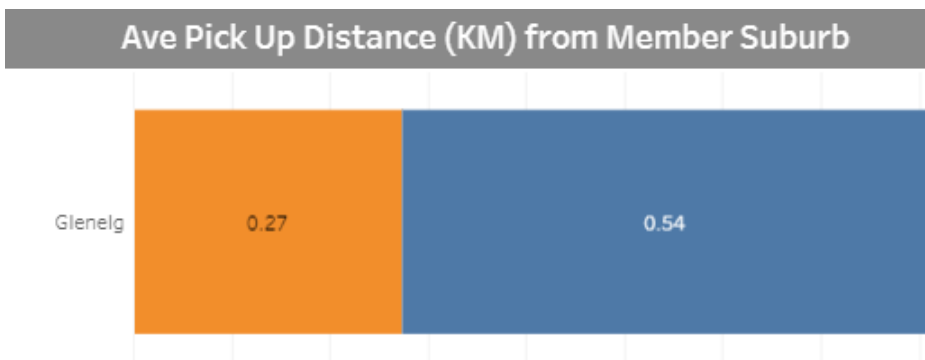
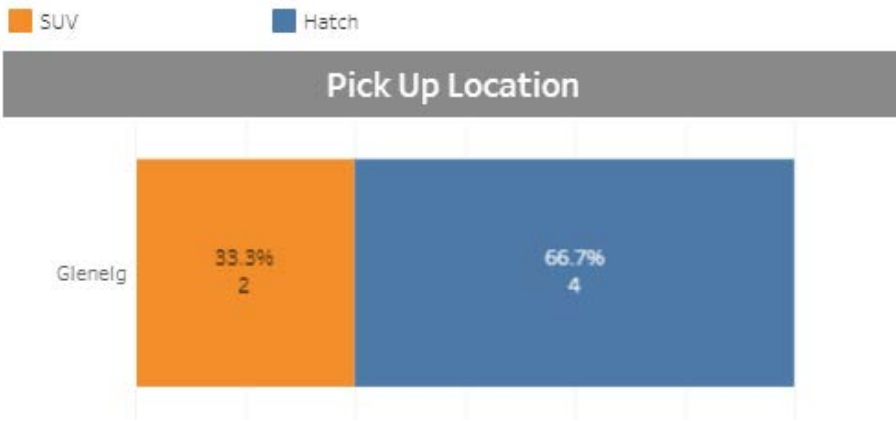
Glenelg - May 2021

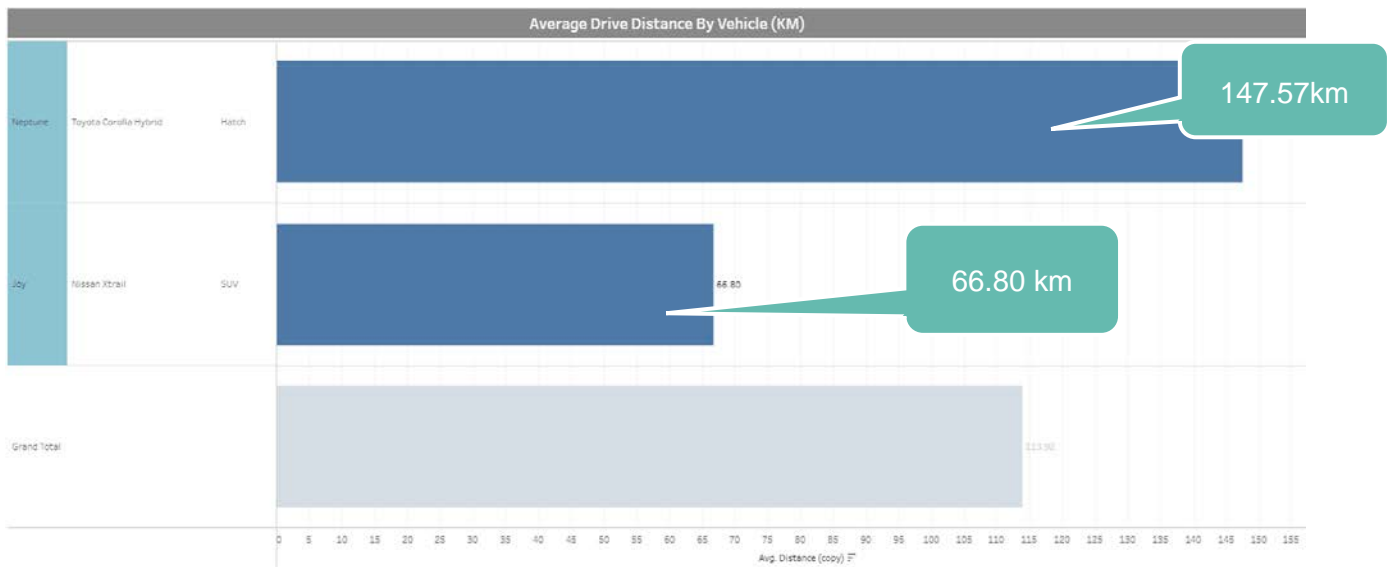
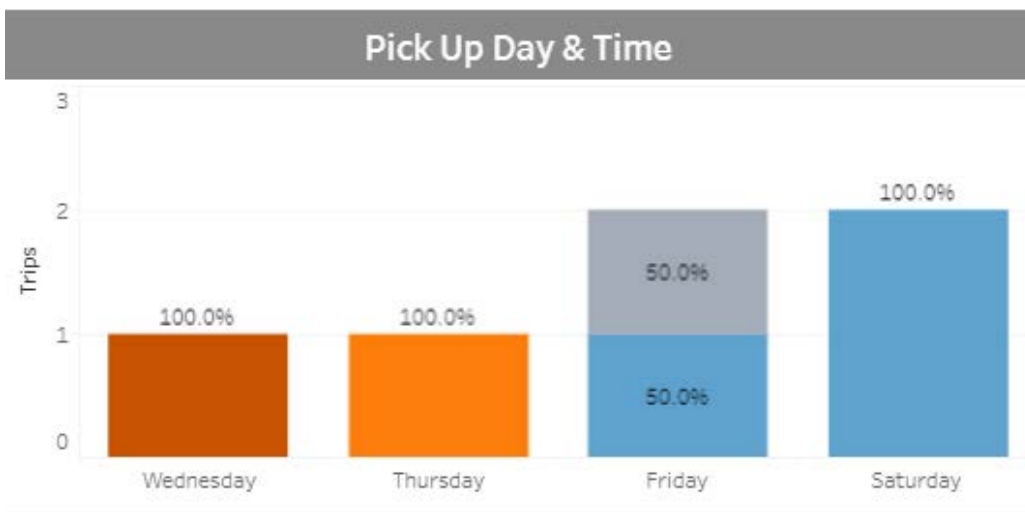
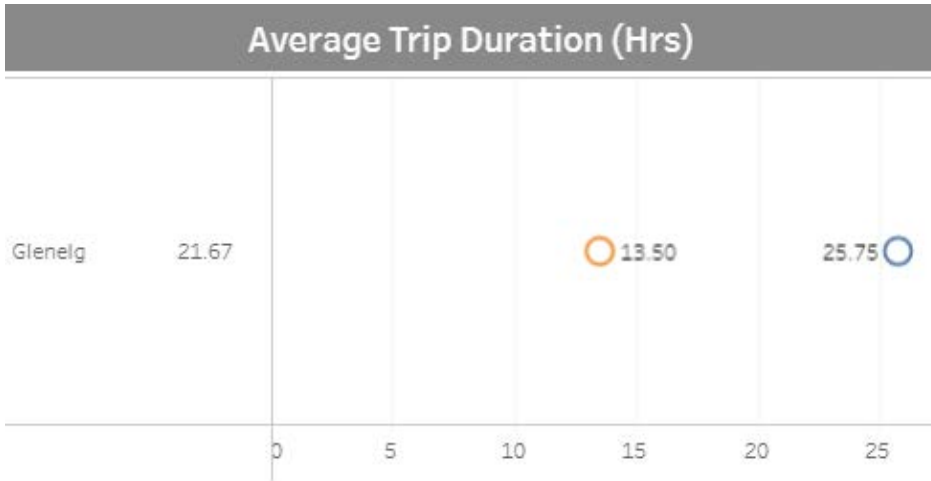


Revenue by Location



Utilisation			
Neptune	Toyota Corolla Hybrid	Hatch	10.7%
Joy	Nissan Xtrail	SUV	4.3%





Attachment 3



The Hon Vickie Chapman MP



OLG-81339

**Government
of South Australia**

Deputy Premier

Attorney-General

**Minister for Planning
and Local Government**

GPO Exchange
10 Franklin Street
Adelaide SA 5000

GPO Box 464
Adelaide SA 5001
DX 336

Tel 08 8207 1723
Fax 08 8207 1736

17 June 2021

Mayor Amanda Wilson
City of Holdfast Bay

By email: awilson@holdfast.sa.gov.au

Dear Mayor Wilson

As you may be aware, on 10 June 2021 the Statutes Amendment (Local Government Review) Bill 2020 (the Bill) passed both Houses of Parliament. The Governor assented to the *Statutes Amendment (Local Government Review) Act 2021* (the Amendment Act) on 17 June 2021.

I would like to thank all South Australian councils for the significant contribution the Local Government sector has made to the Amendment Act since work first began in 2019. This includes input on ideas for reform, submissions on the *Reforming Local Government in South Australia Discussion Paper*, negotiating amendments to the Bill, and engaging with extensive consultation throughout the reform program.

The Amendment Act contains the most significant reforms to the Local Government system in a single Bill since Parliament passed the *Local Government Act 1999* (the Act) at the end of the last century. It includes a range of improvements and simplifications to the Act and, more importantly, major reforms to improve the quality and level of oversight and support provided to councils and council members.

Proposed commencement of reforms

The Office of Local Government (OLG) will be working very closely with the Local Government Association of South Australia (LGA) to implement many reforms within the Amendment Act.

It is anticipated that the reforms will commence in stages to enable time for councils and other bodies to prepare for the changes.

Reforms that require minimal to moderate implementation tasks or supporting regulations will be commenced by a proclamation, which is anticipated to be made in early August.

The chief reforms at this first stage will be to the *Local Government (Elections) Act 1999* and related matters, with a proposed commencement date of mid November 2021. This commencement date has been proposed so that councils will not be required to hold supplementary elections in the 12 months preceding the next periodic elections, and to ensure that supplementary elections now underway can proceed under the current legislative provisions.

This first proclamation will also include a number of the 'simpler regulation' reforms, such as: changes to informal gatherings and improvements related to internal review of council decisions; the clarification of the roles of the principal member and members of council; and the requirement for qualified independent advice in council Chief Executive Officer (CEO) appointment, performance review and termination processes. It is anticipated these will commence on the day they are proclaimed.

I will shortly be consulting with the sector, through the LGA, on regulations that will be required to implement these reforms. A detailed list of the provisions of the Amendment Act to be commenced at this stage will also be provided during consultation.

For reforms that will require significant implementation tasks, consultation, and supporting subordinate instruments (for example, the new council member conduct framework, including the establishment of the Behavioural Standards Panel, and the new Community Engagement Charter) prior to commencement, I expect that OLG will work closely with the LGA and relevant statutory authorities to identify appropriate commencement dates, and to ensure that all needed tasks are completed in a timely manner.

This Amendment Act is important to councils and their communities. While it contains many changes to councils and their operations, it is at its core an opportunity to provide the most important people in our Local Government system—our ratepayers and communities—with a greater sense of trust and confidence in our councils through stronger support, greater consistency, accountability and transparency, and better value for money.

I look forward to continuing to work with the Local Government sector to implement these important reforms.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Vickie Chapman', with a long horizontal line extending to the left and a large loop at the end.

VICKIE CHAPMAN MP
DEPUTY PREMIER
MINISTER FOR PLANNING AND LOCAL GOVERNMENT

Attachment 4



Meeting Date	Item No	Report Title	Resolution Number	Resolution	Confidential	Status
13-Dec-2016	17.4	Motion on Notice - Glenelg Football Club and Cricket Club – Councillor Bouchee	C131216/625	That Administration prepares a report to Council outlining the potential for the Glenelg Football Club and Cricket Club site to employ cost saving environmental initiatives for solar panels and water retention etc. <input type="checkbox"/> Moved Councillor Bouchee, Seconded Councillor Donaldson Carried <input type="checkbox"/>	N	In progress- Cricket Club includes solar panels, Football Club clubroom design has capacity to bear solar panels but installation is outside the current project scope. To be revisited as part of Stage 5 of the Masterplan
25-Aug-2020	12.1	Motion on Notice – Anti-Discrimination and Social Inclusion Policy - Councillor Abley	C250820/2013	That Administration: <input type="checkbox"/> 1.bring back to Council a draft Anti-Discrimination and Social Inclusion Policy; and <input type="checkbox"/> 2.develop a framework for measuring diversity outcomes including, but not limited to, things such as diversity in our print media, education and training. <input type="checkbox"/> Moved Councillor Abley, Seconded Councillor Clancy Carried Unanimously	N	In progress - Draft is currently being developed
27-Oct-2020	18.4	Verge Management – Artificial Turf – Update	C271020/2109	Refer to Confidential Minutes	Y	In progress - Communications to relevant parties in progress
10-Nov-2020	12.4	Motion on Notice – Memorial to Recognise the Mental Health Impacts of War and Conflict on Service Personnel - Councillor Chabrel	C101120/2115	That Administration develop, along with the Veterans Shed and RSL, a proposal for a general memorial to service personnel returning from conflict with mental health trauma with the following considerations: <input type="checkbox"/> 1.such a memorial may be interactive and feature the stories of these service people; <input type="checkbox"/> 2.the memorial would seek to recognise the deep impact of conflict on mental health and contribute to de-stigmatising mental ill-health; <input type="checkbox"/> 3.the memorial would honour service, whilst providing a fuller picture of the impacts of that service and the sacrifice of the servicepersons and their families; and <input type="checkbox"/> 4.that the proposal be returned to Council for consideration in the 2021/22 budget.	N	In progress - Budget identified in existing financial year, the project was brought forward. Awaiting quote on 2 memorial plaques. Awaiting quote on works on local heroes memorial wall. Payment of funding for training to be finalised
08-Dec-2020	12.3	Motion on Notice – Use of Australia Post Vintage Post Box in front of Cibo, Moseley Square - Councillor Bouchee (Report No: 412/20)	C081220/2158	That the Chief Executive Officer (CEO) arrange for Australia Post to be approached in relation to the approvals and requirements needed for the use / signage of the vintage de-commissioned post box adjacent to Cibo in Moseley Square to be used as a “Santa Post Box” for 2021 season. <input type="checkbox"/> Moved Councillor Bouchee, Seconded Councillor Miller Carried Unanimously	N	In Progress
08-Dec-2020	12.5	Motion on Notice – Sturt Linear Park - Councillor Chabrel (Report No: 414/20)	C081220/2160	That: <input type="checkbox"/> 1.Administration investigates the development of a linear park along the southern side of the Sturt River within Holdfast Bay incorporating but not limited to the following elements; <input type="checkbox"/> 1.1A biodiversity corridor <input type="checkbox"/> 1.2A shared bicycle and pedestrian path <input type="checkbox"/> 2.joint funding be investigated with the State Government from their recent announcement of \$100 million funding under the Local Government Infrastructure Partnership Program and the State Government’s Open Space and Places for People Grants; and <input type="checkbox"/> 3.the December Quarterly Budget Review allocate \$20,000 to scope, engage, concept design and cost the linear park between Pine Ave and Warren St / Tapleys Hill Rd Glenelg North. <input type="checkbox"/> Moved Councillor Chabrel, Seconded Councillor LonieCarried Division called Her Worship the Mayor declared the motion <input type="checkbox"/> Carried <input type="checkbox"/>	N	In Progress- Administration has appointed consultants planners to undertake scoping study of the proposed area. A new initiative is included in the draft budget to undertake further concept development, engagement and design ready for construction the following year.
08-Dec-2020	15.5	Road Closure – Undeveloped Road Reserves – Lynton and Lynmouth Avenues, North Brighton (Report No: 394/20)	C081220/2167	Adjournment <input type="checkbox"/> <input type="checkbox"/> That the report and motion be adjourned to allow for additional information in regards to easements and updated valuation to be further investigated. <input type="checkbox"/> Moved Councillor Smedley, Seconded Councillor Bradshaw <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Carried	N	In Progress - Considering options
27-Jan-2021	18.2	Beach Activation Agreement	C270121/2205	Refer to Confidential Minutes	Y	In Progress

Meeting Date	Item No	Report Title	Resolution Number	Resolution	Confidential	Status
27-Jan-2021	15.2	Proposed Memorial to Honour Squadron Leader Robert Wilton Bungey	C270121/2185	That Council endorses: <ul style="list-style-type: none"> 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 Phillipps Street, Somerton Park; 2.funds of \$2,000 be allocated in the 2021/22 to undertake the project; and 3.that Council continue to liaise with the Bungey family and RSL SA to determine the appropriate wording for the plaque. Moved Councillor Patton, Seconded Councillor Bouchee Carried	N	In progress - Plaque to be unveiled at ceremony on 2 July at Partridge House. It will then be installed along the Esplanade on Monday 5 July.
23-Mar-2021	18.2	Proposed Land Purchase and License Agreement	C230321/2252	Refer to Confidential Minutes	Y	In Progress - In negotiations
13-Apr-2021	12.3	Motion on Notice – Dry Zone Signage – Councillor Miller	C130421/2261	That Administration: <ul style="list-style-type: none"> 1.undertake an audit of dry zone signage throughout Holdfast Bay to ensure they are only located where legislated (in Glenelg, Brighton, and Seacliff Dry Zone areas as permitted); and 2. determine whether any erroneous fines have been administered under misleading dry zone signage and rectify accordingly. Moved Councillor Miller, Seconded Councillor Fleming Carried Unanimously	N	In Progress - Part way through undertaking audit. Rolling review has not discovered any erroneous fines
13-Apr-2021	13.1	Adjourned Report – Commercial Road, Brighton – Traffic Investigation	C130421/2262	That Council: <ul style="list-style-type: none"> 1.approve the upgrade of Council owned “pram” ramps, and local line marking at and adjacent to the Brighton Railway Station and Tutti Arts building; and 2.approve additional funding within the 2020/21 Capital Works Program of \$30,000 to undertake the work. Moved Councillor Snewin, Seconded Councillor Fleming Carried Unanimously	N	In Progress - Kerb ramps being considered for installation this financial year and line marking to be installed weather permitting
13-Apr-2021	15.4	Glenelg Oval – New Change Room Facilities – Licence Agreements with Glenelg Football Club Incorporated and Glenelg District Cricket Club Incorporated	C130421/2267	That Council: <ul style="list-style-type: none"> 1. enters into a non-exclusive seasonal licence agreement with Glenelg Football Club Incorporated over that portion of Glenelg Oval comprising the New Facility to be constructed as part of Stage 2 of the Glenelg Oval Master Plan from 1 April to 30 September each year during the term commencing on the date of occupation and expiring on 30 September 2022 and otherwise on terms and conditions generally contained in the Sporting and Community Leasing Policy; 2. approves an annual licence fee of \$787.50 (plus GST) payable from the commencement date of the said licence which licence fee will be increased annually thereafter in accordance with the Consumer Price Index (Adelaide – All Groups); 3. enters into a non-exclusive seasonal licence agreement with Glenelg District Cricket Club Incorporated over that portion of Glenelg Oval comprising the New Facility to be constructed as part of Stage 2 of the Glenelg Oval Master Plan from 1 October to 31 March each year during the term commencing on the date of occupation and expiring on 30 September 2022 and otherwise on terms and conditions generally contained in the Sporting and Community Leasing Policy; 4. approves an annual licence fee of \$1,125 (plus GST) payable from the commencement date of the said licence which licence fee will be increased annually thereafter in accordance with the Consumer Price Index (Adelaide – All Groups); and 5. approves the Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to the said licence agreements. Moved Councillor Clancy, Seconded Councillor Abley Carried Unanimously	N	In progress- Finalising licence sign off
13-Apr-2021	12.2	Motion on Notice – Additional Heritage Benches (Partridge House) – Councillor Miller	C130421/2260	That Administration: <ul style="list-style-type: none"> 1. acquire and install two (2) additional standard benches into the courtyard area of Partridge House at a cost of \$3,000; and 2. relocate two (2) of the existing heritage benches from the courtyard area to be placed on the lawns directly west of Partridge House facing inward toward the grounds and reinstall the heritage bench being currently renovated adjacent to the sun dial at the Northwest of the grounds. Moved Councillor Miller, Seconded Councillor Bouchee Carried Unanimously	N	In Progress - New steel ends being fabricated

Meeting Date	Item No	Report Title	Resolution Number	Resolution	Confidential	Status
27-Apr-2021	15.5	Art Deco Heritage Review	C270421/2278	That: <ul style="list-style-type: none"> 1. Administration commission a review from a suitably accredited and qualified Architect, to identify and document any outstanding Art Deco Heritage within the City of Holdfast Bay; and 2. \$30,000 be included in the 2021-2022 draft Annual Business Plan as a new initiative for the purpose of commissioning the review. <p>Moved Councillor Miller, Seconded Councillor Bouchee Carried Unanimously</p>	N	In Progress - Tender process to commence next financial year
11-May-2021	13.1	Adjourned Report – Holder Road Traffic Investigation	C110521/2288	That Administration: <ul style="list-style-type: none"> 1. initiate a local area traffic count and speed count for the precincts surrounding and including Holder Rd Hove; and 2. that the outcomes of this data collection be included in a report to be brought back to council in six months time with recommendations. <p>Moved Councillor Fleming, Seconded Councillor Snewin Carried</p>	N	In Progress - Traffic counters scheduled for use
08-Jun-2021	10.2.2	Beach Erosion – Glenelg North Beach Cygnet Court Breakwater to Margaret Street – Councillor Smedley	QON - N/a	QON - Administration will write to the Coast Protection Board to request a formal response to the questions raised and will provide a response once a reply from the Board has been received.	N	In Progress
08-Jun-2021	15.3	Implementation of Smoke Free Areas at Community Facilities	C080621/2309	That Council endorse Administration continue working with sporting clubs and accreditation programs to encourage and promote safe and welcoming clubs and facilities which includes establishing smoke free plans and policies.	N	In Progress
08-Jun-2021	15.5	Draft 2021-22 Annual Business Plan Consultation Outcomes	C080621/2311	That Council note the submissions received during the Draft 2021-22 Annual Business Plan engagement and the answers that will be provided.	N	In Progress - Responses to be sent out to engagement respondents once Council has endorsed the business plan
08-Jun-2021	17.1	Glenelg Women's Football Team	C080621/2312	That Council acknowledge Glenelg Women's Football Teams' first Statewide Super Women's League Premiership and agreed to present them with the keys to the City.	N	In Progress
08-Jun-2021	18.1	Kauri Community and Sporting Complex – Management Review and New EOI Tender	C080621/2314	Refer to Confidential Minutes	Y	In Progress
08-Jun-2021	15.2	Heritage Contributory Items – Transition Development Plan Amendment	C080621/2308	That Council endorse the attached Development Plan Amendment with the inclusion of twenty-seven (27) places for recommendation to the Minister for Planning and that these be formally assigned Local Heritage Place status.	N	In Progress

Item No: **15.2**

Subject: **2021 - 2022 Annual Business Plan**

Date: 22 June 2021

Written By: Corporate Planning Officer

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The 2021-22 Annual Business Plan is presented for consideration and adoption by Council following community consultation on its Draft Annual Business Plan.

RECOMMENDATION

- 1. That Council adopts the 2021-2022 Annual Business Plan, subject to final design and minor alterations.**
-

COMMUNITY PLAN

Culture: Being financially accountable

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Section 123 of the *Local Government Act 1999*.

BACKGROUND

Section 123 of the *Local Government Act 1999* requires Council to have an Annual Business Plan which must:

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

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

The Draft 2021-2022 Annual Business Plan was endorsed by Council for community consultation at its meeting of 27 April 2021 (Report No. 135/21). The consultation period ran from 30 April to 20 May 2021. All submissions received during the consultation period and responses were reported to and considered by Council at its Informal Gathering on 1 June 2021 and at its meeting on 8 June 2021 (Report No 196/21).

REPORT

The Annual Business Plan proposed for adoption is the same as the Draft 2021-22 Annual Business Plan released for community consultation with the following amendments and presented as Attachment 1:

- An additional \$20,000 in operating expenditure for Alwyndor
- To reflect Council's consideration of the apportioning of rates, and rate rebates
- The removal of all references to "Draft" and the invitation to community consultation.
- Correct minor typographical matters.
- The production of final graphic design.

The result of these amendments will see a consolidated operating deficit of \$185,730 consisting of an operating deficit for Alwyndor of \$293,192 and municipal operations of \$107,452.

The document includes rate and property information (pages 55 to 57) consistent with the rate declaration report which is being considered as part of this current agenda. (*Item No: 15.4 2021-2022 Rate Declaration Report No: 203/21*)

The revised 2021-2022 Annual Business Plan is provided as Attachment 1.

Refer Attachment 1

BUDGET

The adoption of the 2021-2022 Annual Business Plan informs the 2021-2022 Budget.

LIFE CYCLE COSTS

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

Attachment 1



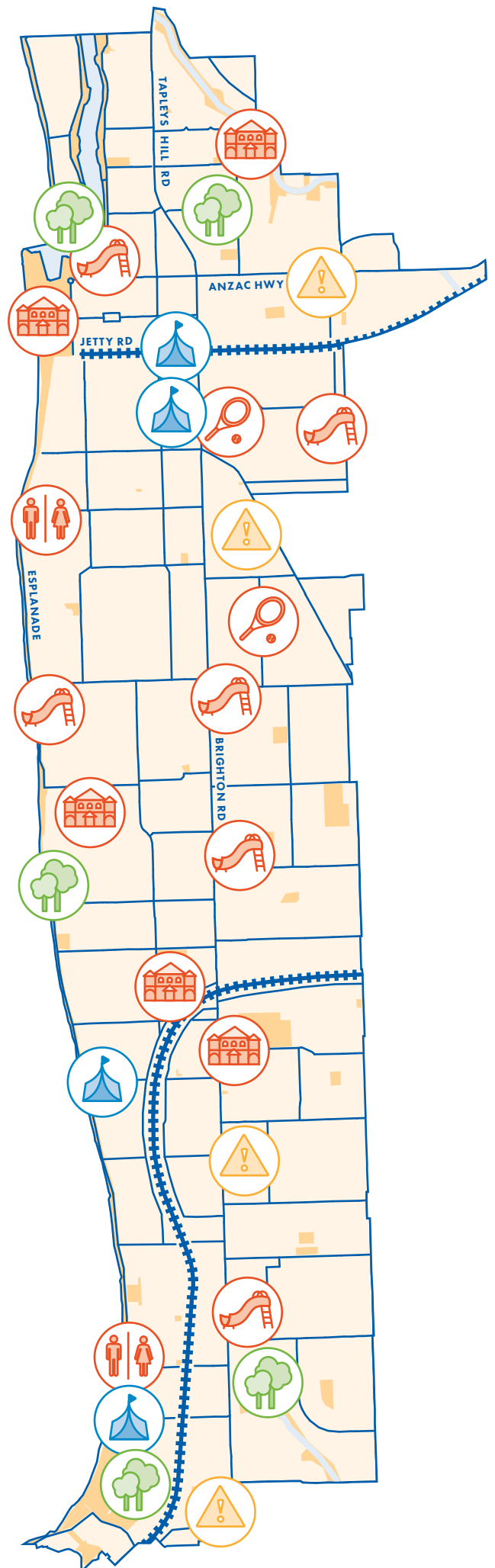
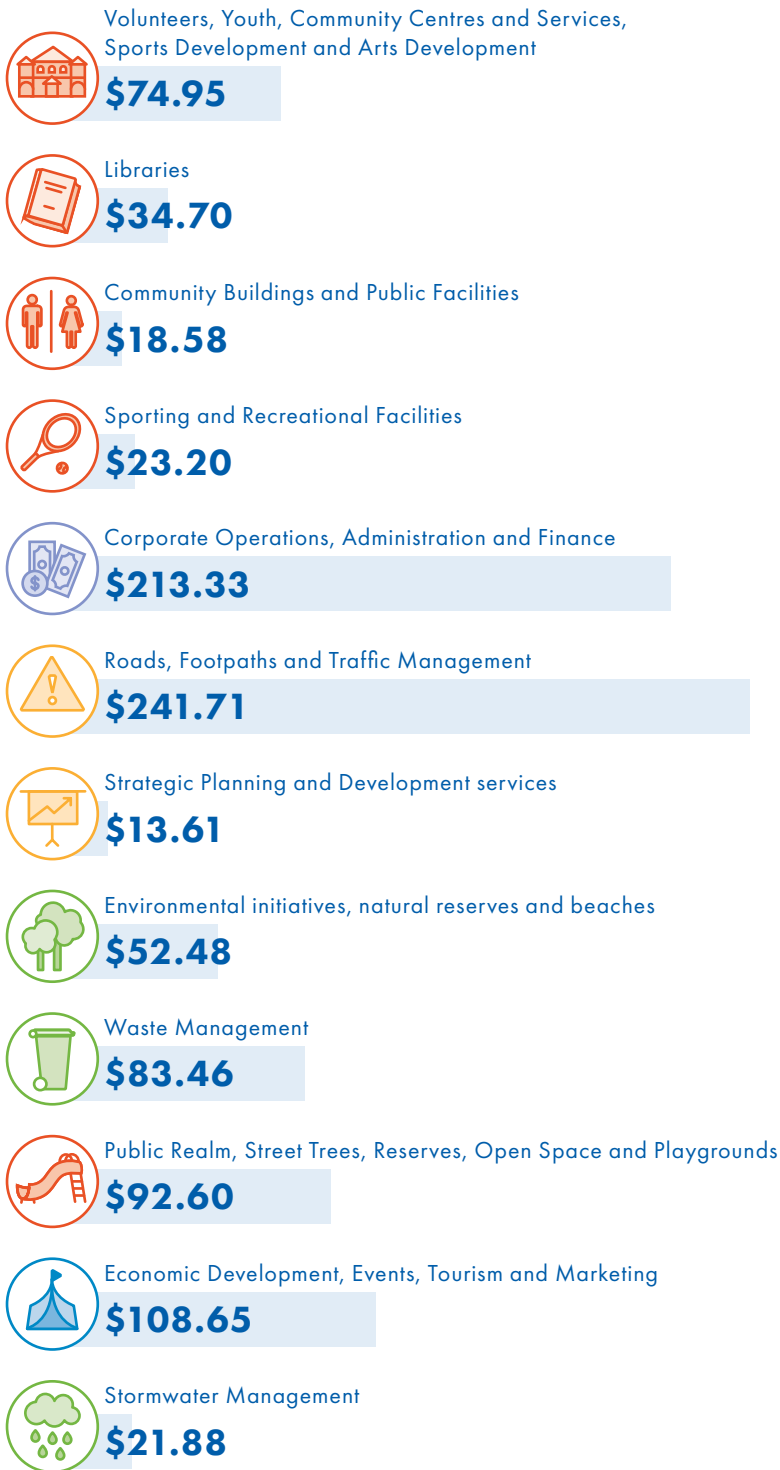
OUR PLAN FOR OUR PLACE



**ANNUAL BUSINESS PLAN
2021-22**

THIS YEAR'S BUDGET

For every \$1,000 of municipal funds spent we will allocate approximately:



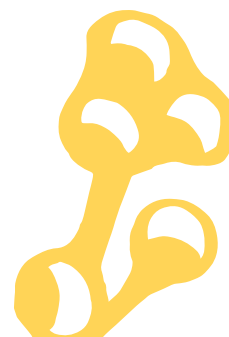
This map includes just a few of the many projects, programs and services we deliver. Further detail on these projects and services is included in this Plan.

CONTENTS

WELCOME	4	CAPITAL PROJECTS	34
OUR VISION	5	NEW PROJECTS	34
OUR CITY	6	ECONOMY	36
OUR COMMUNITY	6	ACHIEVEMENTS	37
QUALITY OF LIFE SURVEY RESULTS	8	PRIORITIES	37
HIGHLIGHTS	9	SERVICE DELIVERY	38
MUNICIPAL FINANCIAL SUMMARY	11	NEW PROJECTS	39
2021–22 REVENUE	12	ECONOMIC ACTIVATION PLAN	41
2021–22 OPERATIONAL EXPENDITURE	14	PLACEMAKING	42
2021–22 CAPITAL PROGRAM	16	ACHIEVEMENTS	43
OUR FINANCIAL GOVERNANCE	18	PRIORITIES	43
ENSURING FINANCIAL SUSTAINABILITY	19	SERVICE DELIVERY	43
FINANCIAL PRINCIPLES	19	CAPITAL PROJECTS	44
SIGNIFICANT INFLUENCES	20	NEW PROJECTS	45
BROAD TRENDS AND EMERGING ISSUES	20	CULTURE	46
THE 2021–22 OPERATING ENVIRONMENT	21	ACHIEVEMENTS	47
ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY	23	SERVICE DELIVERY	47
ALWYNDOR AGED CARE	24	CAPITAL PROJECTS	49
COMMUNITY	26	NEW PROJECTS	49
ACHIEVEMENTS	27	DEVELOPING OUR ORGANISATION	50
PRIORITIES	27	FUNDING OUR CITY	52
SERVICE DELIVERY	28	OPERATING RESULT	52
CAPITAL PROJECTS	31	OUR FINANCIAL STATEMENTS	52
NEW PROJECTS	31	FINANCIAL MANAGEMENT	52
ENVIRONMENT	32	FINANCIAL TARGETS	58
ACHIEVEMENTS	33	MEASURING OUR PERFORMANCE	60
PRIORITIES	33	FINANCIAL STATEMENTS – MUNICIPAL	64
SERVICE DELIVERY	33	FINANCIAL STATEMENTS – ALWYNDOR	70

TRADITIONAL CUSTODIANS

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



WELCOME

On behalf of the City of Holdfast Bay, I present the 2021–22 Annual Business Plan, outlining our proposed program and budget for the 2021–22 financial year.

We are fortunate to live, work and play in Holdfast Bay for so many reasons—our environment and our natural assets from the coastline to our nature reserves and gullies, our buoyant economy and proud, local business operators and our strong tourism appeal.

As a community we have weathered the storm that was the height of the COVID-19 pandemic in Australia, and have come out the other side with a focussed approach to boost our tourism sector, which will in turn, have flow on effects for our economy.

Our *Tourism Recovery Plan* is now in place and aims to reinvigorate tourism in our region and help businesses and tourism operators recover economically from the impacts of the COVID pandemic.

We want our community and visitors to Holdfast Bay to enjoy our natural assets of which we have so many— from our 91 hectares of coastal land, our three gullies, Minda Dunes and the Kingston Cliff Face which is home to more than 70 native plant species alone.

Protecting both our coastline and nature reserves are among the priorities listed in our new *Environment Strategy*—a detailed roadmap of initiatives, which will guide our decision making until 2025 and beyond.

The document sets out the practical and meaningful actions council will undertake, leading to many positive outcomes for our community and environment.

A number of projects and initiatives from the *Environment Strategy* are included in this Annual Business Plan, including:

- › Stormwater management – \$1 million
- › Implementing the three Gullies Masterplans – \$300,000 (additional grant funding sought)
- › Holdfast Bay Urban Forest Tree Audit – \$80,000

- › Development of a Carbon Neutral Plan for the organisation – \$60,000
- › Weekly household green bin collections as part of the FOGO pilot phase 2 – \$99,760 (including 50% grant funding which has been secured)

Additional resources will be provided to ensure that we can deliver these new and important environmental initiatives.

In addition to our environmental initiatives, there are several major infrastructure projects which are detailed in this 2021–22 Annual Business Plan including:

- › Glenelg Oval redevelopment Stage 3 and 4 – \$2.8 million over three years (including 50% grant funding which has been secured)
- › Kingston Park Kiosk – \$500,000
- › Seacliff Plaza upgrade Stage 1 (subject to grant funding) – an additional \$1.07 million
- › Old Buffalo replica site detailed design (grant funding confirmed) – \$200,000
- › Brighton Beachfront Holiday Park redevelopment Stage 2 – \$1.2 million
- › Implementation of the Jetty Road Brighton Lighting Masterplan – \$160,000
- › Continuing to implement the Jetty Road Glenelg Masterplan – \$400,000

To fund these projects and the high quality of services we provide across the city we are proposing a rate rise of 2.4%. Based on the median house value of \$590,000 in Holdfast Bay, this equates to an increase of \$48 for the year.



Amanda Wilson

Mayor
City of Holdfast Bay

OUR VISION

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

Our Place: 2030 Strategic Plan

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



COMMUNITY
A healthy, creative,
connected community

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



ENVIRONMENT
A community connected
to our natural environment

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



ECONOMY
A diverse and resilient
local economy

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



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

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



CULTURE
An effective, customer-centred
organisation

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

At the time of publishing, council is undertaking a review of its strategic plan.

OUR CITY

Kaurna people lived sustainably and nurtured the land and waters for some 60,000 years as one of the world's longest living cultures.

The coastal environment with its fresh water lagoons and abundant food sources was used for millennia as a meeting place for cultural celebrations, ceremony and trade by Kaurna people, and continues to be a place of significant Kaurna cultural heritage.

In 1836, Colonel William Light arrived on the Rapid on a mission to survey the South Australian coast in search of a place for settlement. While the Rapid stood off-shore near the mouth of the Patawalonga, a storm blew in and the anchor held. Colonel Light consequently named the bay 'Holdfast Bay'.

The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. Wituwartingga became the municipality of Brighton in 1858.

The City of Holdfast Bay was formed in 1997 through the amalgamation of the City Councils of Glenelg and Brighton.

Located just 11 kilometres from the Adelaide city centre and five minutes from Adelaide Airport, our City is now home to more than 37,000 people and one of the most celebrated places to live, work and visit in the Adelaide metropolitan area. It boasts a beautiful natural environment, high quality recreation and community facilities, superior health and education, health options, a vibrant tourism sector, thriving retail precincts and a small light industrial area.

OUR COMMUNITY

TOTAL POPULATION



37,435

52.5% females
47.5% males

MEDIAN AGE

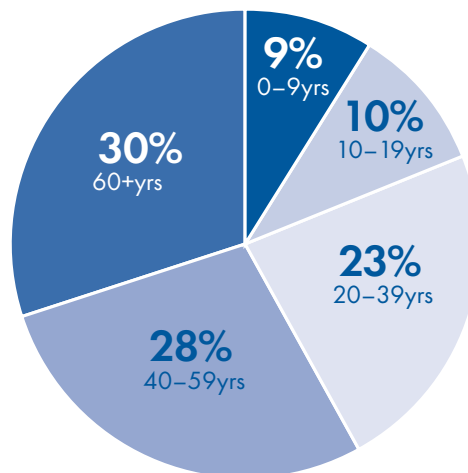


NEW RESIDENTS

1785 since 2009

5%

AGE SEGMENTATION



Source: City of Holdfast Bay Remplan



SNAPSHOT



HIGH

- Average Income
- Education
- Housing Mortgages



LOW

- Unemployment

CULTURAL DIVERSITY

28% of residents were born overseas

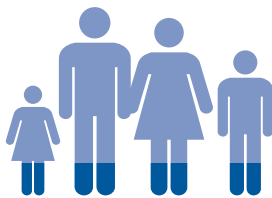


VEHICLE USAGE

Private car is the most common travel method for journeys to work (82%). Public transport accounts for 11% and active travel (walking and cycling) 5%

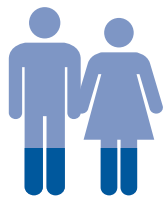


HOUSEHOLD TYPES



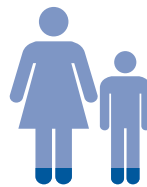
Couples with children

30%



Couples without children

24.8%



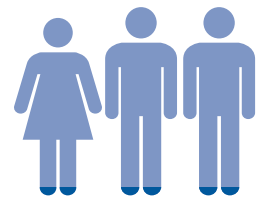
One parent families

10%



Lone person households

23%



Group households

4%

Source: ABS 2016

QUALITY OF LIFE SURVEY RESULTS (2020–21)

HOW YOU RATED YOUR COUNCIL OUT OF 10

COMMUNITY



8.7

Providing library services



8.2

Providing sporting facilities



7.7

Delivering services for the elderly and people with a disability



8.0

Providing programs and services that encourage an active lifestyle



7.4

Providing arts & cultural experiences

PLACEMAKING



7.2

Maintaining roads and kerbing



7.3

Maintaining cycle networks



8.9

Access to shops, services and open space

ENVIRONMENT



8.1

Maintaining beaches and coastal areas



8.3

Providing adequate waste management services



Overall rating of Holdfast Bay as a place to live

ECONOMY



8.1

Encouraging a diverse range of businesses and services in the area



7.6

Supporting and promoting tourism and events

CULTURE



6.75

Council provides good financial management and value for rates



7.1

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



8.3

Maintaining well laid out parks and reserves



7.8

Providing programs that foster social interaction and community wellbeing



8.45

Providing a sense of safety in neighbourhoods

Council would like to express their appreciation and thanks to those who participated in this survey.



HIGHLIGHTS

Major projects

In 2021–22, council will fund and undertake a number of major projects to support the vision and objectives outlined in its strategic plan, Our Place 2030.

These include:

Implementation of the Environment Strategy

Projects for this year include:

- › Stormwater Management – \$1 million
- › Implementation of the three Gullies Masterplans – \$300,000
- › Holdfast Bay Urban Forest Tree Audit – \$80,000
- › Development of a Carbon Neutral Plan – \$60,000
- › Weekly FOGO pilot phase 2 – \$99,760 (including 50% grant funding which has been secured)
- › An environment officer will be funded to allow the new projects to be implemented – \$107,000.

Detailed information on these projects is provided on page 34.

Glenelg Oval redevelopment Stage 3 and 4 – \$2.8 million over three years including 50% grant funding (confirmed)

In 2021 we will design and commence construction of stages 3 and 4 of the Glenelg Oval redevelopment to relocate and install new cricket club training nets, build a caretakers shed and a new football scoreboard. Council will install a new playspace and rejuvenate Margaret Messenger Reserve, including upgrades to the irrigation, public toilets and landscaping. Car parking along Williams Avenue will be improved. With new amenities being constructed in 2020–21, the old visitor change rooms will be demolished.

Kingston Park Kiosk – \$500,000

Council will consider construction of a kiosk in Kingston Park to service residents, Beachfront Holiday Park customers and coastal path users. \$300,000 was allocated to this project in the 2020–21 budget, in addition to the proposed \$500,000 project budget for 2021–22.

Seacliff Plaza upgrade Stage 1 (subject to grant funding) – an additional \$1.07 million

Subject to grant funding we will construct a new amenities block and develop a detailed design of an upgrade to Seacliff Plaza which includes landscaping, new traffic controls and improved pedestrian access.

Old Buffalo replica site detailed design (grant funding secured) – \$200,000

Having completed a concept design and community engagement for the old Buffalo replica site in 2020, council will work in partnership with traditional owners and community representatives to develop a detailed design for this important heritage area.

Brighton Beachfront Holiday Park redevelopment Stage 2 – \$1.2 million

As a key income-generating enterprise, the Beachfront Holiday Park helps to offset the rate burden on residents and businesses. This project will replace timeworn facilities with new sites, cabins and an administration building. The upgrades will improve visitor appeal, grow the park's commercial revenue, and enhance the city's tourism offering.



FINANCIAL OVERVIEW

Projections for the 2021–22 financial year indicate that council will be working with:

- › A consolidated operating deficit of \$185,730 (Alwyndor¹ deficit of (\$293,192) and municipal operations surplus of \$107,462)
- › A consolidated operating income of \$71.83 million to cover operating expenditure of \$72.02 million

In the 2021–22 financial year we will invest \$62.6 in municipal operations to provide services, implement programs and build and maintain essential assets. Our main areas of investment include:

- › \$47.2 million to provide services to our community.
- › \$8.5 million to maintain community assets.
- › \$6.9 million for new capital infrastructure and service improvements.

1. Alwyndor is a self funding operation of the City of Holdfast Bay. For more information about Alwyndor see page 24.

MUNICIPAL FINANCIAL SUMMARY



2021 – 22 REVENUE \$47.77 MILLION

Council will receive \$47.77 million (excluding Alwyndor) to provide services and infrastructure to the community.

OPERATING REVENUE

Rate Revenue

Rates: General	\$37.05 million
Rates: Jetty Road Mainstreet Separate Rate	\$0.60 million
Rates: Patawalonga Marina Separate Rate	\$0.07 million
Rates: Regional Landscape Levy (previously NRM Levy) ²	\$1.32 million
Total Rate Revenue	\$39.04 million

Operational Revenue

Statutory Charges	\$2.21 million
User Charges (including but not limited to revenue from commercial operations)	\$3.15 million
Investment Income	\$0.036 million
Reimbursements	\$0.60 million
Other	\$0.54 million
Total Operational Revenue	\$6.54 million

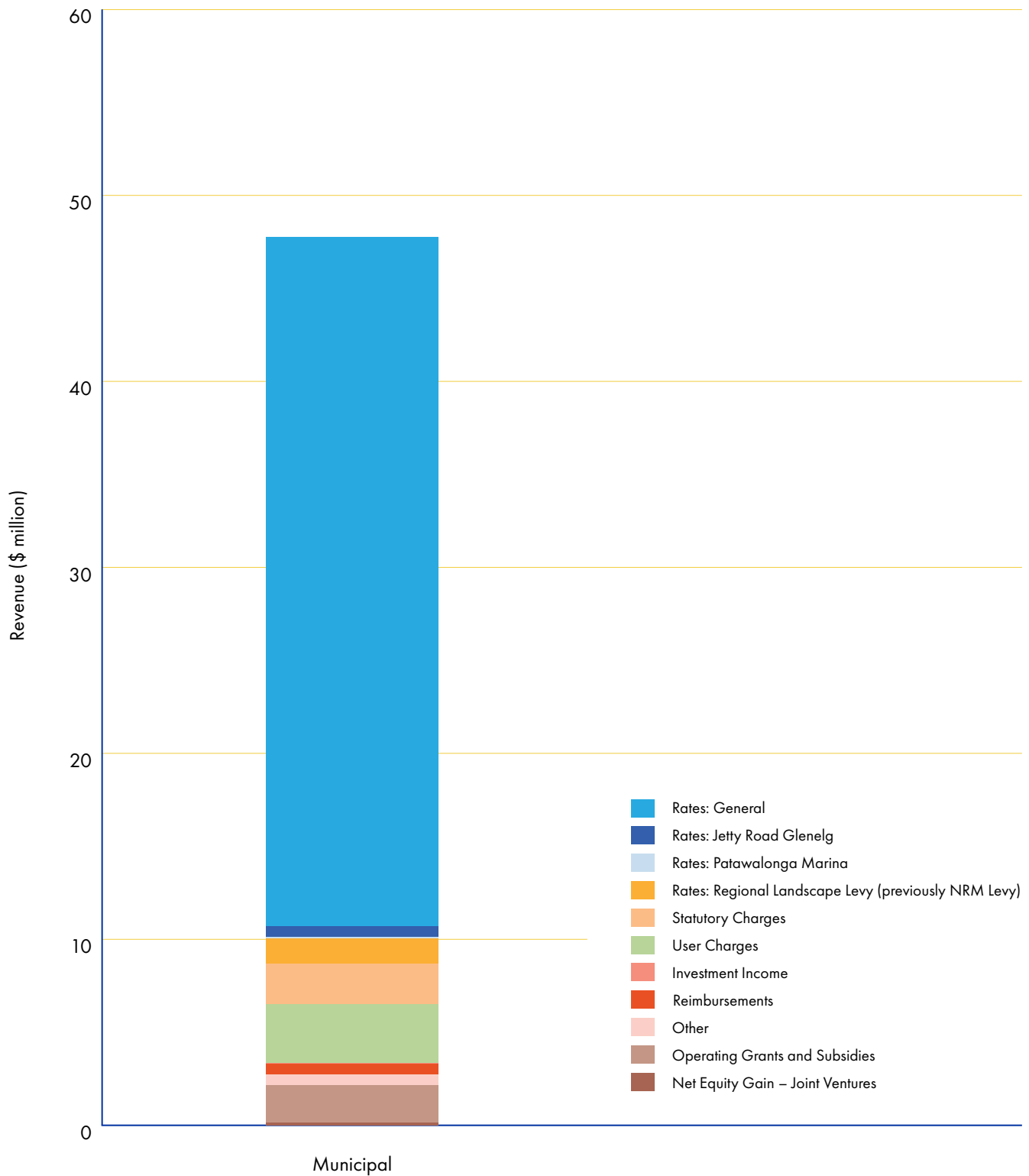
External revenue

Operating Grants and Subsidies	\$2.03 million
Net Equity Gain – Joint Ventures	\$0.16 million
Total External Revenue	\$2.19 million

TOTAL MUNICIPAL REVENUE **\$47.77 million**

- From 1 July 2020, the *Landscape South Australia Act 2019* replaced the *Natural Resources Management Act 2004*. The *Landscape Levy* is a State Government tax imposed under the *Landscape South Australia Act 2019*. Local Governments are required under this legislation to collect the *Landscape Levy* and provide it directly to State Government who fund the activities of *Green Adelaide* and other regional Landscape Boards.

2021-22 REVENUE



2021 – 22 OPERATIONAL EXPENDITURE \$47.63 MILLION

Council will spend \$47.63 million (excluding Alwyndor) to deliver services to the community.

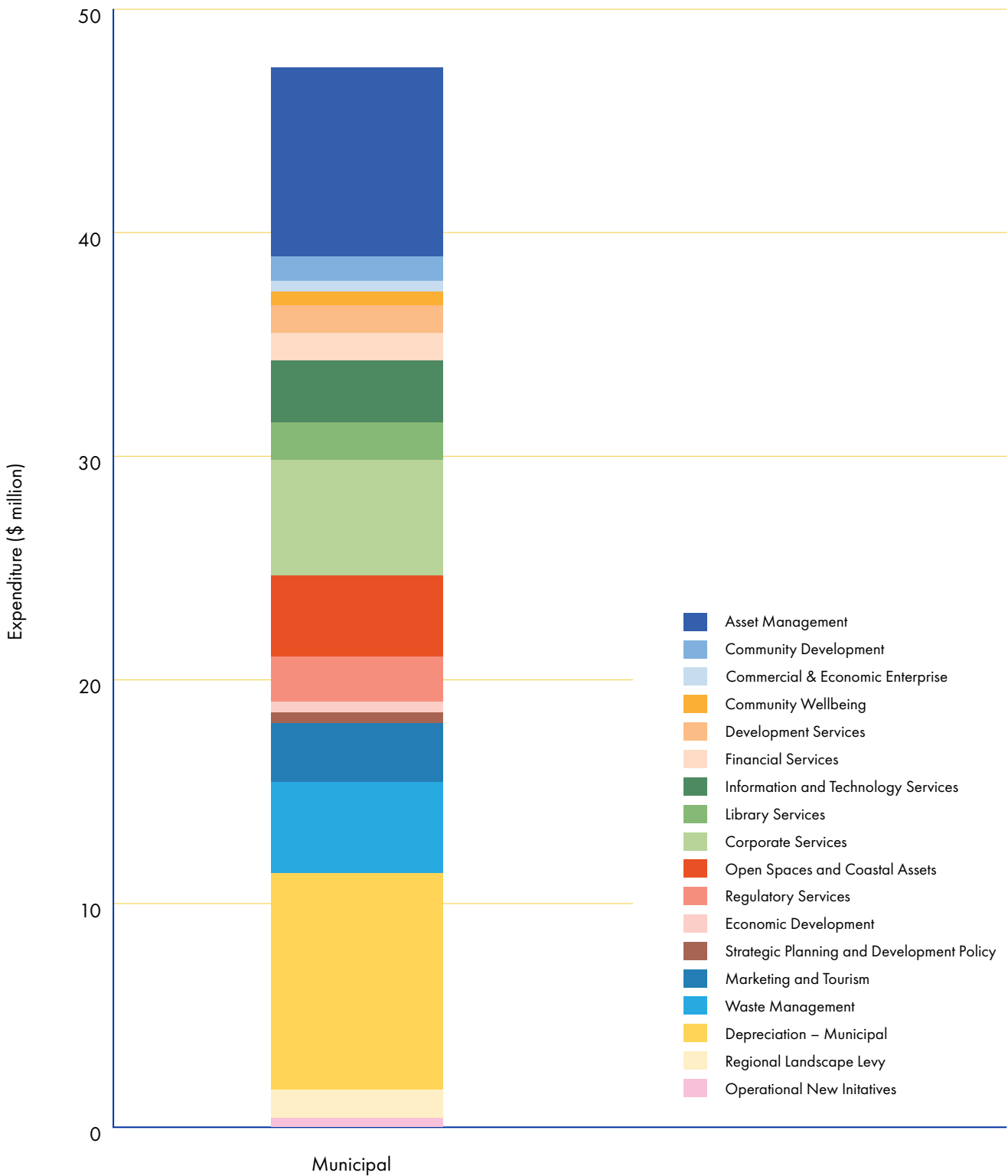
MUNICIPAL OPERATIONAL EXPENDITURE

Services

Asset Management	\$8.47 million
Community Development	\$1.11 million
Commercial & Economic Enterprises	\$0.48 million
Community Wellbeing	\$0.6 million
Development Services	\$1.25 million
Financial Services	\$1.25 million
Information and Technology Services	\$2.78 million
Library Services	\$1.66 million
Corporate Services	\$5.22 million
Open Space and Coastal Assets	\$3.61 million
Regulatory Services	\$2.03 million
Economic Development	\$0.51 million
Strategic Planning and Development Policy	\$0.48 million
Marketing and Tourism	\$2.62 million
Waste Management	\$4.09 million
Total expenditure on services	\$36.2 million
Other Operational Expenditure	
Depreciation – Municipal	\$9.74 million
Regional Landscape Levy	\$1.26 million
Operational New Initiatives	\$0.46 million
Total expenditure on other operational	\$11.43 million
TOTAL MUNICIPAL OPERATIONAL EXPENDITURE	\$47.66 million



2021–22 MUNICIPAL OPERATIONAL EXPENDITURE



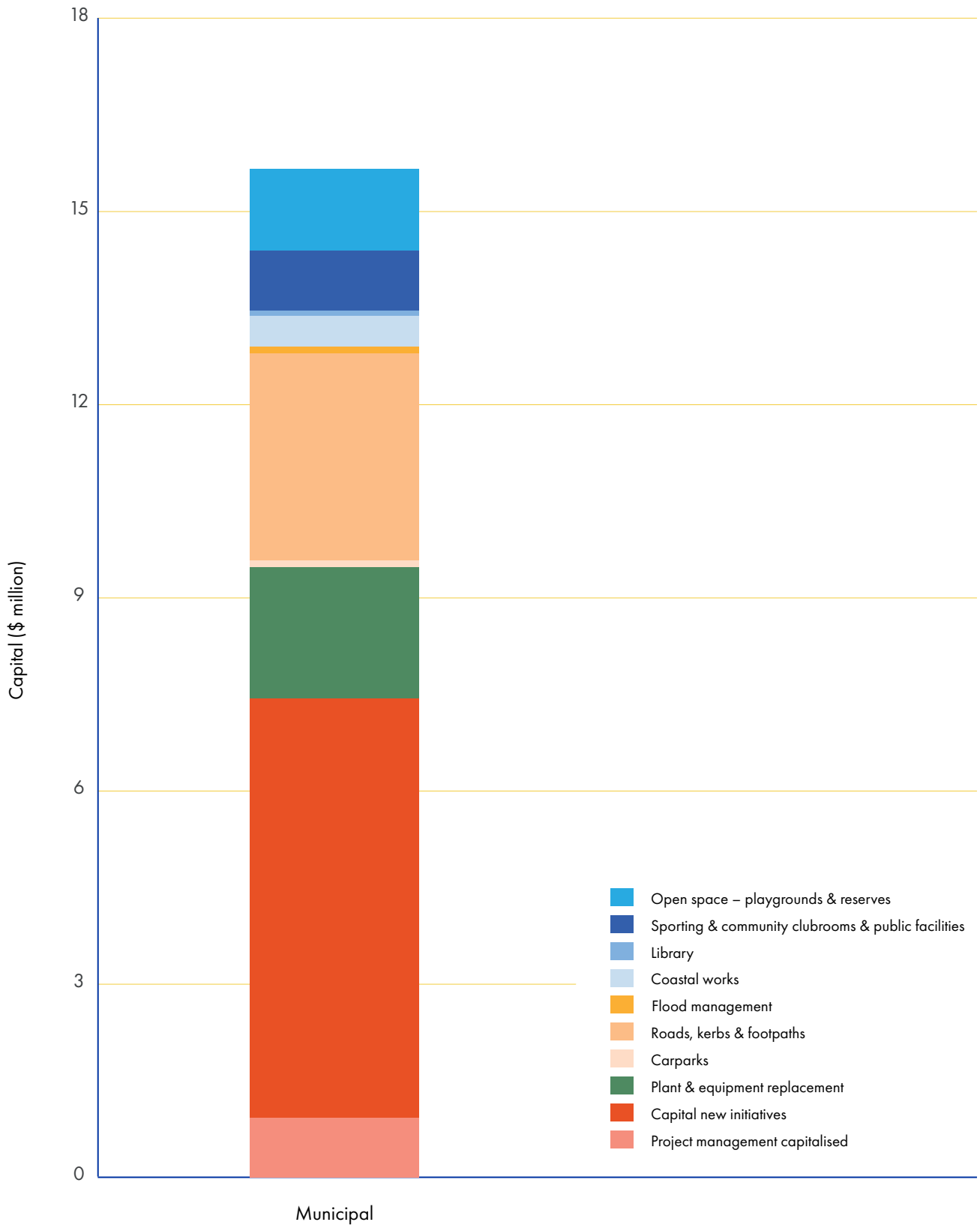
2021 – 22 CAPITAL PROGRAM \$15.93 MILLION

Council will spend \$15.93 million (excluding Alwyndor) on a capital program to update and maintain community assets in 2021 – 22.

MUNICIPAL CAPITAL PROGRAM

Open space – playgrounds & reserves	\$1.39 million
Sporting & community clubrooms & public facilities	\$0.93 million
Library	\$0.09 million
Coastal works	\$0.48 million
Stormwater management	\$0.1 million
Roads, kerbs & footpaths	\$3.29 million
Carparks	\$0.18 million
Plant and equipment replacement	\$2.04 million
Capital new initiatives	\$6.43 million
Project management capitalised	\$0.93 million
TOTAL MUNICIPAL CAPITAL EXPENDITURE	\$15.83 million

2021–22 MUNICIPAL CAPITAL PROGRAM



OUR FINANCIAL GOVERNANCE

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

**CITY OF HOLDFAST BAY
LONG-TERM FINANCIAL PLAN**



ENSURING FINANCIAL SUSTAINABILITY

Policies and practices

Council adopts prudent financial governance policies and practices to enable the consistent delivery of cost-effective services to our community. Our policies and practices are based on three goals:

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

FINANCIAL PRINCIPLES

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

- › **Presenting a balanced budget**
We aim to fully fund the cost of services, including the depreciation of infrastructure and assets (ie wear and tear), in order to share the costs of services fairly between current and future users. This is based on the understanding that insufficient funding would shift the costs burden of today's services on to future users in the form of higher rates or reduced services.
- › **Maintaining infrastructure and managing assets**
We aim to maintain infrastructure (eg, buildings and bridges) and assets (eg, roads, kerbs, paving, machinery, trees, irrigation systems and playground equipment) to ensure the continued delivery of services to agreed standards. This involves developing and using long-term infrastructure and asset management plans to manage our asset portfolio efficiently, and continuing to invest in renewing and replacing our assets as they wear out.
- › **Providing predictable rates**
We aim to provide our community with a reasonable degree of predictability for rates over the medium term. We will keep rate payers fully informed about future rates and the corresponding services provided.
- › **Prudent debt management**
We aim to keep our debt as low as practicable. We borrow funds to invest in new long-term assets or to replace and renew existing assets and thereby spread that cost over the longer term, consistent with the typical long lives of assets.

SIGNIFICANT INFLUENCES

BROAD TRENDS AND EMERGING ISSUES

A range of global, national and state trends was considered when developing the 2021–22 Annual Business Plan.

Economic Vitality

Following a marked decrease in Australia's Gross Domestic Product (GDP) in 2020–21, GDP is forecast to grow by 4.7 per cent in 2021–22, with pent up demand and the easing of restrictions on tourism, hospitality and retail likely to support growth. The creation of 'travel bubble' arrangements with nations free of COVID-19, such as New Zealand, will assist the recovery of the tourism market.

Strong monetary and fiscal stimulus by state and federal governments is also expected to support a rebound in economic activity. The projected increase in state government capital expenditure, particularly through projects to expand transport infrastructure, will also support the economy.

In the second quarter to December 2020, South Australia experienced the first signs of a turn-around, with strong economic and population growth and retail trade increasing by 8.1 per cent.

Locally, visitor spend in the City experienced a 14.3% improvement in December 2020 compared to the same time in the previous year.

Council continues to invest in our city's economic vitality by implementing the Economic Activation Plan, which sets out a range of measures to support and grow local businesses, make it easier to do business, boost our visitor economy and harness emerging technology. However, we face some new challenges as a result of the pandemic.

Tourism – one of the most severely affected sectors – is the second-largest employer and the third-largest contributor to our City's gross regional product, contributing \$302.4 million in 2018–19 according to ABS data. Across Holdfast Bay 982 jobs were lost and 1,247 jobs compensated by JobKeeper payments, predominantly in retail trade, accommodation and food services.

A total of 3,832 tourism bookings were cancelled in the Apr–Jun quarter of 2020, equating to an estimated drop of 40,000 guest arrivals, 90,000 room nights

and \$9 million in accommodation revenue. With the recovery of the international market expected to take two to four years, the sector's income is forecast to reduce by 70–80 per cent, representing an annual loss of \$39.5 million to the Holdfast Bay economy.

In response, council has developed the Tourism Recovery Plan 2023 as a rebuilding strategy for our local economy. Together with the Economic Activation Plan 2023, it aims to reinvigorate the tourism industry in our region, providing a focus and action plan to ensure the City of Holdfast Bay emerges as a thriving and more resilient destination.

Waste Management

The Australian Government's ban on the export of waste plastic, paper, glass and tyres came into force on 1 July 2020. While the full extent of the impact is still unfolding, it is likely to drive up the cost of recycling glass, tyres, paper and plastics.

COVID-19 impacted Holdfast Bay's landfill diversion rate, perhaps due to the increase in single use plastic wrapping under COVID Safe measures. Whilst the State Government's ban on single use plastic was intended to commence in March 2020, the ban was delayed until March 2021.

During the 2019–20 financial year, 8,155 tonnes were diverted from landfill, and there were also increases in our other waste streams leading to overall domestic diversion rate decrease from 59 to 56 per cent.

Scheduled to commence operations in July 2021, the new Southern Materials Recovery Facility (SMRF), based at Seaford Heights, will be able to process up to 60,000 tonnes of yellow bin recyclables each year. This will allow the facility, Southern Region Waste Resource Authority (SRWRA) to service other regional councils and commercial businesses from the surrounding area, and help to create a more resilient recycling sector for all of South Australia. The new facility was made possible thanks to a \$5.35 million funding boost from the Australian Government, through the Community Development Grant Programme, and a \$3.5 million funding boost from the State Government.

The SMRF is a joint venture of Australian recycling and resource recovery specialist, Re.Group, and the Southern Region Waste Resource Authority (SRWRA), a joint subsidiary of three South Australian local councils – the City of Holdfast Bay, the City of Onkaparinga and the City of Marion.

THE 2021–22 OPERATING ENVIRONMENT

Council has been phasing-in a range of additional initiatives to reduce the amount of organic waste going to landfill, including providing compostable bags to residents and supermarkets, and kitchen benchtop organics bins.

Almost 800 households in Seacliff, Kingston Park and Somerton Park took part in a trial of a weekly food organics and garden organics (FOGO) bin and fortnightly landfill bin collection, supported by Green Industries. The trial received overwhelmingly positive feedback from the community. November waste from the trial area showed an approximate diversion rate of 86.7 per cent—an improvement of approximately 30 per cent.

In addition, Council continues to provide free waste education sessions to schools and community groups to increase resident’s understanding of recycling and use of the three-bin system.

Health, Wellbeing and Ageing

Contemporary society creates a range of lifestyle challenges for individuals, including an increasingly sedentary lifestyle, longer working hours and higher obesity rates which are associated with several chronic health conditions and increasing social isolation. South Australia has a higher proportion of people aged over 55 than the rest of Australia. The median age of City of Holdfast Bay residents is 46, which is significantly older than surrounding council areas. As time passes, the proportion of people aged over 65 will increase. To address these trends, council provides facilities and services that promote healthy, active lifestyles, community wellbeing, social engagement opportunities, and healthy ageing.

Environmental Sustainability

In response to climate change, council is taking steps to protect the natural environment, focusing on biodiversity and protecting our unique coastal environs. We are reducing our reliance on fossil fuels by replacing council vehicles with electric and hybrid vehicles where possible and introducing renewable energy solutions in council buildings. We are continuing our water sensitive urban design projects, remediating three gullies and maintaining the City’s prized beaches. In this financial year, council commenced implementation of its *Environment Strategy* to improve our resilience to climate change. See page 34 for more information.

Operating and Utility Costs

Just like households, councils are subject to a range of costs over which they have limited control. We use the Local Government Price Index (LGPI) as a benchmark for monitoring the cost of services we provide. This is similar to the Consumer Price Index (CPI) but monitors price changes in goods and materials specifically relevant to local government. The forecast LGPI for 2021–22 is 1.1 per cent. For the purposes of this annual business plan, the rates have been raised by 2.4 per cent to provide for new strategic operating initiatives and a modest operating surplus.

With the completion of several major new projects, depreciation on new assets has increased by \$300,000. This increase in depreciation is counterbalanced by the benefits that new and improved facilities provide to the community.

Housing Industry

The housing industry remained buoyant in 2020–21, and further growth of between three and five per cent is projected in 2021–22. This will be driven by federal government stimulus measures, low interest rates, strong consumer sentiment and State Government-led planning reforms that create greater opportunities for unlocking investment potential.

Local Government Reform

The Statutes Amendment (Local Government Review) Bill 2020 was introduced into Parliament in June 2020. The Bill proposes amendments to many aspects of the *Local Government Act 1999* and other legislation, including changes to the number and roles of elected members, changes to code of conduct for both elected members and staff, and the introduction of an external authority to provide advice on councils draft annual business plans. The legislation has not been passed at the time of publication.

Planning System Reforms

The State Government has now introduced the new planning reforms that transformed the previous planning system into one centralised system with one Planning and Design Code for the whole of South Australia. The introduction of the *Planning, Development and Infrastructure Act 2016* (PDI Act) also includes a centralised lodgement and mapping system.

The final version of the Planning and Design Code was released to Council, and the general public in on the same day the PDI Act went live, in March 2021. While the impact of the reforms will take several years to measure, some of the significant changes include:

- › reduction of minimum allotment sizes with frontages reduced by 25 per cent in the General Neighbourhood Zone
- › requirements for an expanded building and planning inspection program
- › changes to the notification process that require a sign to be placed on the site of the development, and the ability for anyone to make a representation on any notifiable development
- › improvements to information technology systems and shifting to service via a central online planning portal and e-planning system.

Council will continue to monitor the impact of the planning reforms as we gain greater understanding of the overall changes and the impact it will have on the built form in the City.

Aged Care Industry Transformation

On 1 March 2021, the Australian Government released the final report of the Royal Commission into Aged Care, Quality and Safety. The report *Care, Dignity and Respect* is seen as a catalyst to drive structural and financial reform in care, quality and safety, workforce design, technology and information and operational alignment.

The 148 recommendations are wide-ranging and make the need for transformational change clear. Implementation now awaits response from the Australian Government, the initial response, intent and investment will be a part of the 2021–22 budget announcements and it is expected this will inform the speed, direction and extent of reform and enable aged care providers to commence the transformation needed to realise the vision of the Royal Commission.

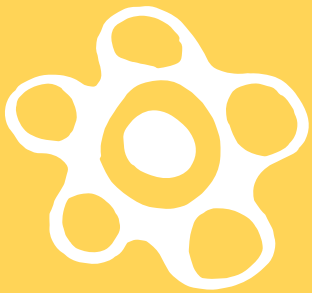
Digital Transformation

As technology evolves and plays an increasing role in people's lives, service expectations change. Council must respond while protecting residents' privacy and security and meeting their expectations for personalisation, ease, convenience and multi-channel service delivery. To this end, council is implementing a multi-year, user-centred digital transformation program that will transform both the customer experience and our business processes.

External Funding Sources

Council's 2021–22 budget relies heavily on property rate revenue, forecasting rates to comprise 82 per cent of revenue, excluding Alwyndor and the Landscape Levy. While the City of Holdfast Bay is a leader in South Australia for non-rate revenue, council continues to pursue options to reduce the community's rate burden by increasing revenue from other sources. This includes rent from commercial leases, off-street car parking fees, income from the Brighton Beachfront Holiday Park and Partridge House and grant funding from the Australian Government and State Government.

ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY

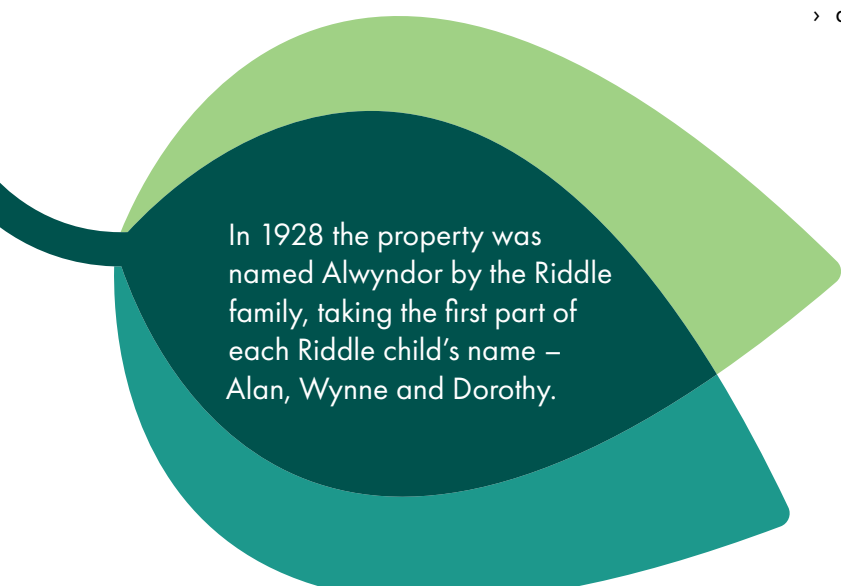


ALWYNDOR AGED CARE \$24.97 MILLION*

ALWYNDOR AND THE CITY OF HOLDFAST BAY

Alwyndor began as the family home of the Riddles built on Dunrobin Rd, Hove in 1901. Dorothy Cheater (nee Riddle), the youngest Riddle child, cared for her parents at Alwyndor until their deaths in 1942 and then converted Alwyndor into a convalescent and rest home for returning World War II servicemen and the aged. Dorothy married Stephen Cheater who created a beautiful garden for her at Alwyndor. In 1976 the then Brighton Council purchased part of the land holding to build a hostel, nursing home and rehabilitation centre. Dorothy later donated the remaining land and created the Dorothy Cheater Trust. The Trust binds the council to the ongoing provision of aged care accommodation and services in perpetuity on the parcel of land.

Alwyndor is a financially self-sustaining organisation which does not draw on any City of Holdfast Bay funds in the management of its business.



In 1928 the property was named Alwyndor by the Riddle family, taking the first part of each Riddle child's name – Alan, Wynne and Dorothy.

ACHIEVEMENTS 2020–21

In 2020–21 Alwyndor delivered many achievements and introduced initiatives including:

- › continued in home services throughout the challenges of COVID-19 and developed online in home classes and one on one consultations with our therapists, iPads are loaned to customer for these sessions
- › found new ways of engaging residents during COVID-19 and 'enabled window visits' and e-communications with families and friends, introduced correspondence with local schools linking residents with local children and e-activity packs
- › expanded wellness classes to include yoga, fit ball drumming, pilates in addition to gym circuit and weights classes as well as one on one personal fitness
- › installation of solar panels to meet our energy needs and contribute to the council's *Environmental Strategy*
- › extended café hours to complement Saturday opening (new café management)
- › a day respite service commenced in June 2020.

*Alwyndor is a self funding operation of the City of Holdfast Bay.

SERVICE DELIVERY

Alwyndor Aged Care – \$24.34 million

Alwyndor provides integrated care and wellness services—offering a continuum of care in an inclusive and vibrant community. It has 134 residential care beds for permanent care and 10 beds for respite and transitional care. Services at Dunrobin Road include a café, hairdresser and gym as well as access to a range of health and wellness services including yoga, weights, circuit, podiatry, speech therapy, occupational therapy and physiotherapy—these services are available for all residents as well as community clients and any community members.

The Support at Home team works with people in their own homes, offering a range of services including gardening, maintenance, cleaning, shopping and laundry through to complex personal and clinical care.

Alwyndor is funded through a variety of sources in addition to individual private funds including:

- › Commonwealth Home Support Program
- › Home Care Packages
- › Department of Veterans Affairs
- › Private health refunds
- › Medicare bulk billing (via GP referral for service packages)
- › National Disability Insurance Scheme
- › SA Health

In 2021–22, Alwyndor will continue to promote and enable independence, health and wellbeing for older people in the City of Holdfast Bay and surrounding areas.

Alwyndor Asset Renewal and Replacement – \$632,500

Alwyndor will allocate \$632,500 to fund asset renewal and replacement works, including plant and equipment replacement.





COMMUNITY

A healthy, creative, connected community.

In 2021–22, council will allocate \$8.9 million to building a healthy, active and resilient community; celebrating culture and diversity; providing welcoming, accessible facilities; and fostering an engaged, contributing community.



ACHIEVEMENTS

In 2020–21 a broad range of projects and services were delivered that supported the goal of building a strong community. Achievements included:

- › Progressing the Glenelg Oval Masterplan with four new unisex change rooms, umpire change rooms and medical rooms.
- › Renovations to the Glenelg District Cricket Club changerooms making them unisex compliant.
- › Completing the upgrade of the Wigley playspace and fitness hub.
- › Continuing restoration work at the Glenelg Town Hall.
- › Continuing to implement the Disability Access and Inclusion Strategy with audits of council facilities in line with the *Disability Discrimination Act 1992*.
- › Installing new Christmas decorations in Glenelg and Brighton.

During the height of the COVID-19 pandemic, council provided additional services to keep the community safe and support vulnerable residents, including:

- › Expanded library services such as contactless and home-delivered library resources.
- › Additional cleaning by field services staff and contractors.
- › Support for customer-facing local businesses to understand and implement COVID-19 requirements.
- › Support for vulnerable residents, including regular welfare checks, a contactless shopping service, and development and delivery of over 8,000 activity packs containing various quizzes, puzzles, brain training, physical exercise, historical facts, armchair travel and arts and crafts.

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

PRIORITIES

In 2021–22, we will continue to deliver projects that build a healthy, creative, connected community, including:

- › Glenelg Oval redevelopment stage 3 and 4 (Year 1 of 3) (grant funding secured)
- › Reserve improvements program for north east Brighton
- › Maintaining our open spaces, playgrounds and community buildings.

SERVICE DELIVERY

\$5.4 MILLION

Community Wellbeing – \$0.6 million

In addition to the services delivered by Alwyndor's Support at home team, our organisation provides activities that promote wellbeing and resilience and enable people to remain at home with an enhanced quality of life, including social support and a kerb to kerb community transport service.

Community Development – \$1.13 million

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

- › Sports and recreation, including local sporting clubs and recreational and open space planning and development.
- › Community development programs, including community gardens and community and youth sponsorship grants.
- › Arts, youth and cultural activities.
- › Volunteer services.
- › Community centres, including the Holdfast Bay Community Centre, Glenelg Community Centre, Glenelg North Community Centre and Brighton Community Centre.
- › Aboriginal reconciliation through partnerships and engagement.

Library Services – \$1.66 million

The City of Holdfast Bay provides accessible and progressive library services that meet our community's information and recreational reading needs while fostering a love of lifelong learning. In 2021–22, we will continue to deliver events, programs, services and activities through our two branches at Brighton and Glenelg.

Regulatory Services – \$2.03 million

Council recognises that the community's health and safety are affected by many fields of regulatory activity. We will use contemporary approaches to respond to public health and safety threats to deal with a range of existing and emerging issues, including:

- › Supporting our community to minimise their environmental and local nuisance impacts.
- › Encouraging responsible dog and cat ownership.
- › Supporting food businesses to achieve high standards of food safety and hygiene.
- › Working collaboratively with supported residential care facilities to ensure that they meet the required standards of care and accommodation and that residents' rights are protected.
- › Effective delivery of an immunisation program.
- › Responding to and mitigating public health risks.
- › Delivering education and compliance activities and responding to customer requests.
- › Encouraging and supporting businesses to provide outdoor dining and display goods to support the economy and improve the ambience of our streetscapes.
- › Monitoring public safety and security to ensure that our community can safely move around the city's public places and spaces.
- › Improving road safety and access to adequate parking for residents and visitors.





CAPITAL PROJECTS

\$2.56 MILLION

Open Space, Playground and Infrastructure Renewal – \$1.39 million

\$1.39 million has been provided for infrastructure in our open spaces including Bowker Street Oval Playspace, Dover Square, Fordham Reserve, John Miller Reserve and Seaforth Park, as well as a range of park and picnic benches, pathways, planters and signage across the City.

Community Buildings – \$0.9 million

In 2021–22, council will repair and maintain the Glenelg Community Centre, the Holdfast Bay Community Centre, Kingston House and St Jude’s Cemetery, the Vets Shed, the Brighton Oval Rotary Club Shed, the Brighton Surf Club, Glenelg Oval toilets, Sutherland Reserve, the Broadway toilets and Ringwood House.

Council will also continue renewal works at the Glenelg Town Hall and Brighton Civic Centre.

Car Parking – \$0.18 million

An allocation has been provided to maintain and renew car parking infrastructure and traffic control devices.

Library Collection and Improvements – \$0.09 million

In 2021–22, \$0.09 million has been allocated to maintain our library collection to ensure that materials are current, accessible, and meet the community’s cultural and informational needs.

NEW PROJECTS

\$0.93 MILLION

Glenelg Oval Stage 3 and 4 (includes grant funding already received) – \$866,666

In 2021 we will design and construct stages 3 and 4 of the Glenelg Oval redevelopment to relocate and install new cricket club training nets, build a caretakers shed and a new football scoreboard. Council will install a new playspace and rejuvenate Margaret Messenger Reserve, including upgrades to the irrigation, public toilets, and enhance spectator viewing areas. Car parking along Williams Avenue will be improved. With new amenities being constructed in 2020–21, the old visitor change rooms will be demolished.

Reserve improvements program for north east Brighton – \$64,500

This project includes amenity improvements to complement renewal works in the reserves within the north east part of Brighton.



ENVIRONMENT

A community connected to our natural environment.

In 2021–22, council will allocate \$9.97 million to protecting biodiversity; building an environmentally resilient city; using resources efficiently; and fostering an environmentally connected community.



ACHIEVEMENTS

In 2020–21, council delivered projects and services that supported the goal of creating a place that values its natural environment and manages its environmental impacts. Activities included:

- › Endorsement of a holistic Environment Strategy.
- › Continued improvement and conservation of our natural gullies.
- › Further upgrades of stormwater infrastructure, including key sites at Hove, Somerton Park and Glenelg.
- › Commencement of the food organics/green organics (FOGO) weekly trial with 800 households.

PRIORITIES

In 2021–22, we will continue to foster a community connected to our natural environment by implementing our ambitious *Environment Strategy*. Details of this year's projects are included on the following page.

SERVICE DELIVERY \$7.7 MILLION

Environment and Coastal Assets – \$3.61 million

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

We will achieve this by:

- › Planning and implementing environmental management programs.
- › Planting and caring for trees in our streets and reserves.
- › Cleaning our streets and foreshore.
- › Managing and maintaining our coastal zones and foreshore.
- › Maintaining gross pollutant traps to ensure that pollutants do not enter our waterways.

Waste Management – \$4.09 million

Council partners with the City of Marion and the City of Onkaparinga to provide waste management services through the Southern Regional Waste Authority. In addition to these services, council supplies food organics and garden organics kitchen caddies, including biodegradable bags, to residents. Council also provides free presentations and workshops to promote recycling and ethical waste management practices for residents, community groups and schools.

CAPITAL PROJECTS

\$0.58 million

Stormwater – \$100,000

Maintaining the city's stormwater drainage improves our capacity to protect against flooding. In 2021–22, we have allocated \$100,000 to renew stormwater infrastructure in line with our Stormwater Management Plan. Major stormwater management projects are listed under new projects.

Coastal Works – \$476,000

To ensure a premium coastal experience, we are replacing showers, fencing, drinking fountains and dog bowls along the coast. We will also renew essential infrastructure at the Patawalonga.

NEW PROJECTS

\$1.69 million

In 2020, council endorsed an Environment Strategy as a critical focus for our community. Implementation of this strategy commenced in 2020 and continues in 2021–22 with the following projects:

Environment Strategy Implementation – \$107,000

The Environment Strategy identified a large number of priority actions. Resources will be provided to implement these, focussing on climate change, coastal management and biodiversity projects.

Holdfast Bay Urban Forest – Tree Audit (Year 1 of 2) – \$80,000

This two-year project is a city-wide audit, capturing data from 16,000+ trees and plantable spaces. The information gathered will inform the development of a comprehensive tree management strategy to help us achieve increased planting and canopy coverage.

Carbon Neutral Plan – \$60,000

Council has committed to becoming carbon neutral by 2030. To reach that target in the next nine years, council needs a carbon neutral implementation plan. The carbon neutral plan will identify emission sources, detail opportunities to reduce them, provide indicative costs and impacts, and provide a timeline.

Gullies Masterplans – Implementation (Year 4 of 5) – \$300,000 (further grant funding being sought)

Work continues on implementing the masterplans for Gilbertson, Pine and Barton Gullies to re-establish these small gullies as examples of local remnant vegetation with high biodiversity value. Several local friends groups are involved, providing valuable leadership and assistance in managing the gullies.

Weekly FOGO Pilot – Phase 2 – \$99,760 (includes grant funding already secured)

In 2020, council commenced a pilot program to test a weekly collection of food organic/green organic (FOGO) waste and a fortnightly collection of mixed waste. The second phase of this pilot will be implemented in 2021–22.

Stormwater Management – \$1 million

We will continue work in line with our Stormwater Implementation Plan, including water sensitive urban design improvements, College Avenue flood management, stormwater works in the gullies, and other minor projects to reduce flooding and stormwater runoff and improve water quality.

Additional Community Safety Officer – Summer Season – \$40,000

From August to February, council has provided additional patrols to educate and enforce local laws to protect native wildlife (Hooded Plovers), improve responsible dog ownership and maintain general compliance. This allocation funds a third year of the increased service level.





ECONOMY

A diverse and resilient local economy.

In 2021–2022, council will allocate \$5.46 million to supporting and growing local business; making it easier to do business; harnessing emerging technology; and boosting our visitor economy.



ACHIEVEMENTS

In 2020–21, council delivered projects and services that supported the goal of delivering economic prosperity—creating a place to do business, that welcomes visitors and provides value for money. Activities included:

- › The establishment of an Economic Recovery Taskforce and a COVID-19 Economic Stimulus Fund. The Taskforce included notable business representatives from across the City to advise Council on where best to invest the Fund to support local businesses. The Taskforce recommended a number of initiatives, including the highly successful Spend and Win campaign, which contributed to attracting an additional 14.3% in local spending, compared to the December spend in the previous year.
- › Businesses initiatives such as a business concierge, small business advisory service and the development of an online business directory.
- › Progression of the Economic Activation Plan to support economic development and encourage investment in future growth industries.
- › Provision of digital training and support to small businesses.
- › Installing What's on Down the Bay signage.
- › Continuing the Brighton Beachfront Holiday Park upgrade.
- › Staging events that attracted over 380,000 attendees, contributing approximately \$38 million to the economy.

PRIORITIES

In 2021–22, we will continue implementing the *Economic Activation Plan 2018–2023* to support the Holdfast Bay economy, welcome tourism and attract a variety of events to our city. Our focus for the coming financial year includes:

- › Continuing the business start-up support scheme, which provides support to small businesses and start-ups to locate or expand in our city, to increase job opportunities or invest in export opportunities.
- › Continuing to offer a business concierge service supporting local businesses with a single point of contact for Council services; as well as an ongoing commitment to reducing red tape for business.
- › Stage two of the Brighton Beachfront Holiday Park redevelopment.
- › Increasing occupancy and income from the Brighton Beachfront Holiday Park to offset the rate burden for our community.
- › Increasing weddings and events at Partridge House.
- › Hosting events as such as COVID-Safe requirements allow in order to attract attendees to the City.
- › Ensuring continued access to mentoring through the Southern Adelaide Business Advisory Service.
- › Implementing recommendations from the circular economy program.
- › Implementing the Jetty Road Brighton lighting masterplan.
- › Continuing to support and facilitate the Jetty Road Glenelg Management Committee.
- › Implementing the Tourism Recovery Plan to help regenerate the local tourism economy.

SERVICE DELIVERY

\$3.6 MILLION

Ensuring a diverse and resilient local economy is a core pillar of council's strategic plan, Our Place 2030.

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

- › **Business capacity building**
- › **Investment attraction and growth**
- › **Innovation and digital evolution**
- › **Regional collaboration**
- › **Adelaide's premier seaside destination**

Tourism and Business Marketing Services – \$2.61 million

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

- › Planning, implementing and supporting a wide range of community events to increase visitation and length of stay.
- › Consulting and communicating with our community through our community engagement program.
- › Preserving and stabilising the Holdfast history collection while developing opportunities to make it more accessible to the community.
- › Providing targeted tourism and marketing services aligned with the community's desires and needs.
- › Providing a voice for business and property owners in the Glenelg precinct through the Jetty Road Mainstreet Committee.

Commercial and Economic Enterprises – \$484,000

We ensure that our commercial activities, commercial leases, and the Brighton Beachfront Holiday Park provide the best possible return on the community's investment.

Economic Development – \$507,000

As well as a business concierge service, the economic development program delivers services that facilitate business capacity building, investment attraction and growth, innovation and digital evolution, and regional collaboration.

NEW PROJECTS

\$1.86 MILLION

Implementation of the Jetty Road Brighton Lighting Masterplan – \$160,000

To improve visual amenity and pedestrian safety, we will install solar bollards and bespoke hanging tree lights and upgrade pedestrian and street lighting along Jetty Road, Brighton.

Brighton Beachfront Holiday Park – Stage 2 Redevelopment (Year 2 of 2) – \$1.2 million

As a key income-generating enterprise, the Beachfront Holiday Park helps to offset the rate burden on residents and businesses. This project will replace timeworn facilities with new sites, cabins and administration building. The upgrades will improve visitor appeal, grow the park's commercial revenue, and enhance the city's tourism offering.

Kingston Park Kiosk – \$500,000

Council will consider construction of a kiosk in Kingston Park to service residents, holiday park customers and coastal path users.





STAY AND PLAY

JETTY ROAD BRIGHTON

ARCH OF REMEMBRANCE

1939

1945

1989

ECONOMIC ACTIVATION PLAN 2018–2023

Progress 2018–2020:



75%

of all businesses are now transacting online – an increase of 40% from 2017



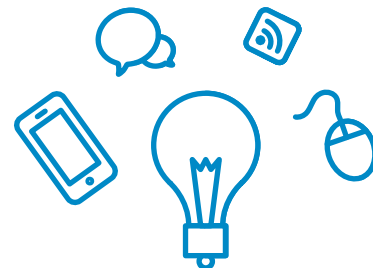
800

local businesses are registered in the Holdfast Bay business directory



58%

of businesses are using a webstore to complement their shopfront – increased from 44% in 2017



85%

of businesses are staying informed through face-to-face and e-communication



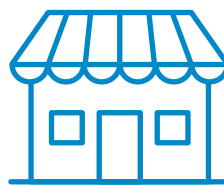
87

products made in Somerton Park have experienced strong five year growth in global demand

SHOPFRONT GRANTS

\$73,670

in shopfront grants stimulating improvements of around \$240,000



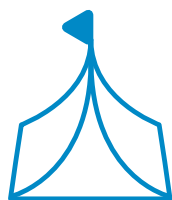
In 2019, Brighton Jetty Road precinct became one of the first

single use plastic free precincts



827,000

visitors to Holdfast Bay in 2020



384,000

people attended Holdfast Bay events in 2020–21





PLACEMAKING

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

In 2021–22, \$15.7 million will be allocated to create vibrant and safe places; developing walkable, connected neighbourhoods; building character and celebrating history; and housing a diverse population.



ACHIEVEMENTS

In 2020–21, a broad range of products and services were delivered to support the goal of enhancing city design and function, creating a place that is well planned, providing choice and enhancing life. Activities included:

- › Commencing construction of the Jetty Road Glenelg and Environs Masterplan with the construction of Chapel Street Plaza and Hindmarsh Lane. The state government contributed \$1.77million in funding for this project.
- › Developing a concept design for the Buffalo site.
- › Continuing the accelerated footpath improvement and *Disability Discrimination Act* (DDA) compliant kerbing programs.
- › Continuing the development of an Integrated Transport Strategy.

PRIORITIES

In 2021–22, we will continue to build a well-planned, accessible and safe City with priorities including:

- › Continue to repair and replace the City's roads, footpaths and kerbs in accordance with our *Asset Management Plan*
- › Accelerate our bus stop and kerb ramp improvement program in accordance with *Disability Discrimination Act* (DDA) standards
- › Develop a detailed design for Seacliff Plaza (subject to grant funding) and construct an improved amenities block
- › Investigate options to reduce the effect of powerlines on our street trees and improve amenity
- › Investigate a 40kph precinct west of Brighton Rd
- › Continue the Jetty Road Glenelg Masterplan with detailed designs for the Coast section
- › Develop a detailed design for the Old Buffalo replica site (grant funding secured).

SERVICE DELIVERY

\$10.2 MILLION

Asset Management – \$9.39 million

We will manage and maintain community assets and infrastructure in an environmentally and financially sustainable way. This includes maintaining our street furniture, street lighting, footpaths, roads, kerbs and buildings, controlling traffic and implementing Roads to Recovery projects.

Development Services – \$1.25 million

Council's development assessment, development advice and building compliance services work to recognise opportunities while protecting the character and amenity of our suburbs. We provide advice and make decisions about achieving an attractive and sustainable environment through well-planned buildings and places that reflect how residents like to live. This includes support for heritage property owners through our Heritage and Shopfront Character Grant Scheme to assist with maintenance and restoration.

Strategic Planning and Policy – \$481,000

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



CAPITAL PROJECTS \$3.42 MILLION

Roads, kerbs and footpaths – \$3.3 million

Council's Asset Management Plan allows for the systematic repair and replacement of the city's streets, kerbs and water table. In 2021–22, we have allocated \$3.3 million to renew and upgrade roads and kerbs. We have included additional funding to accelerate the *Disability Discrimination Act* (DDA) compliant kerbing outlined in the new projects below.

CCTV – \$65,750

A budget is required for the ongoing maintenance of the city's CCTV equipment.

Lighting – \$45,000

We will continue to maintain road and reserve lighting infrastructure.

NEW PROJECTS

\$1.94 MILLION

Old Buffalo Replica Site Rejuvenation – Detailed Design – \$200,000 (includes grant funding already secured)

Having completed a concept design and community engagement for the old Buffalo replica site in 2020, a detailed design will be developed in partnership with community representatives for this important heritage area.

Jimmy Melrose Park – Artwork – \$30,000

A new artwork for installation along the Jimmy Melrose Reserve, Glenelg. The artwork will commemorate James (Jimmy) Melrose who was one of Australia's first celebrities, best known for his aviation exploits.

Disability Discrimination Act (DDA) Bus Stop and Kerb Ramp Improvements (DAIP initiative – Year 2 of 5) – \$70,000

Our Disability Access and Inclusion Plan (DAIP) identified pedestrian access as a priority issue. Councils must also upgrade bus stops to meet *Disability Discrimination Act* (DDA) standards. This work commenced in 2020 with an audit and upgrades of priority bus stops based on condition and patronage. This year, work will continue to improve kerb ramps and bus stops for improved disability and pram access.

Seacliff Plaza Upgrade Stage 1 (grant funding will be sought) – an additional \$1.07 million

Subject to grant funding we will construct a new amenities block and develop a detailed design of an upgrade to Seacliff Plaza which includes landscaping, new traffic controls and improved pedestrian access.

Sturt Creek Linear Park Design (Year 1 of 2) – \$50,000

A detailed design will be developed for the final section of the proposed shared use path. This incorporates the biodiversity corridor between Pine Ave, Glenelg North and Tapley's Hill Rd.

Art Deco Heritage Review – \$30,000

A review to identify any undocumented or unprotected Art Deco style heritage buildings within the City of Holdfast Bay.

Power Line Undergrounding and Aerial Bundled Cable Investigations – \$30,000

This project investigates priorities for undergrounding the overhead power lines or converting to them aerial bundled cables. Both options improve visual amenity and will reduce the need for street tree trimming by SA Power Networks.

Integrated Transport Strategy Priorities – \$90,000

The adoption of the Integrated Transport Strategy will require the progressive implementation of a range of initiatives.

Jetty Road Stage 2 Detailed Design – \$400,000

A detailed design will be prepared for Stage 2 of the Jetty Road Glenelg Masterplan—the Coast Zone, including Moseley Square, Moseley and Durham Street intersections and the Colley Terrace connection.

Beach Access Signage (Year 2 of 3) – \$50,000

Beach access signage will be upgraded to satisfy the recommendations provided by Surf Life Saving SA.

Traffic safety improvements (Year 1 of 3) – \$50,000

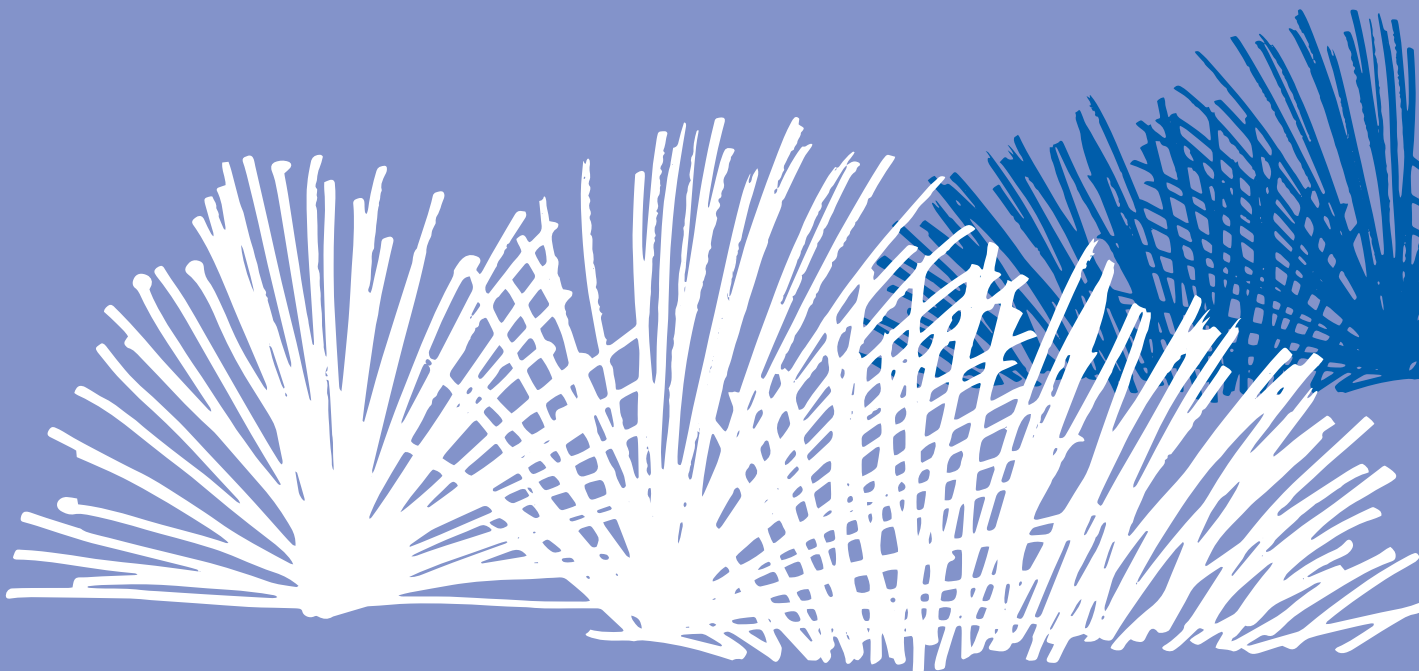
Traffic safety improvements including as kerb protuberances, line marking, signage improvements and/or relocation of pedestrian ramps.



CULTURE

An effective, customer-centred organisation.

In 2021–22, council will allocate \$12.2 million to providing customer-centred services; being financially accountable; enabling high performance; and supporting excellent, efficient operations.



ACHIEVEMENTS

In 2020–21 we continued to implement our multi-year business transformation program to improve service delivery to the community by making it easier to access information, interact with council and lodge requests and documents. In 2020–21, we completed the implementation of document management system and the development of a request management system to improve the efficiency of service delivery.

- › As part of a multi year business transformation we are implementing digital solutions to improve the efficiency, governance and cyber security of the organisation.
- › Undertaking a representation review, to consider council's composition and the division of the council area into wards, in consultation with the community and in accordance with the *Local Government Act 1999*.
- › A review of council's strategic plan in consultation with the community and in accordance with the *Local Government Act 1999*.

SERVICE DELIVERY \$9.7 MILLION

Corporate Services – \$5.6 million

Council delivers services to the community in a responsible, transparent way that meets legislative requirements and provides the best value for money. The broad business areas providing corporate services include:

- › Customer service
- › Governance and policy
- › Human resources
- › Risk management
- › Work health and safety
- › Elected member and CEO support
- › Records management
- › Corporate communications

Financial and Rating Services – \$1.3 million

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

Information and Technology Services – \$2.9 million

Up-to-date information and technology services enable the delivery of effective and efficient services to the community and provide a range of easy options for customers to contact and do business with council.



TOWN HALL.

CAPITAL PROJECTS \$2.0 MILLION

Plant and Equipment Replacement – \$1.5 million

To meet our operational needs and enable the safe, effective delivery of services, we have allocated \$1.5 million to maintain and replace major plant and equipment. We will replace one car with an electric vehicle as a part of our efforts to reduce the organisation's carbon footprint.

Information Technology Equipment Replacement – \$0.5 million

An allocation of \$0.5 million will be used to replace back-up infrastructure and continue our transition to a mobile workforce.

NEW PROJECTS \$0.5 MILLION

City of Holdfast Bay Enterprise Technology Roadmap Implementation – \$0.5 million

We will continue implementing our Enterprise Technology Roadmap, which identifies projects to deliver people, process and technology improvements to enable the realisation of key business objectives for council.



DEVELOPING OUR ORGANISATION

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

**CITY OF HOLDFAST BAY
LONG-TERM FINANCIAL PLAN**





ARISE

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

Council is committed to a set of core values (ARISE):

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

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

Finance

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

Assets

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

People

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

Systems and Processes

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

Service Delivery

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

FUNDING OUR CITY

OPERATING RESULT

In 2021–22, an extensive program of services and projects is proposed. To achieve this, we expect to raise \$47.8 million in operating income and spend \$47.7 million in operating expenditure (excluding Alwyndor). The funds come from a variety of sources. While our income is predominantly from rates, it also includes grants from the state and Commonwealth governments and income from statutory and user charges. In 2021–22, 82 per cent of the revenue to fund municipal operations will come from rates.

Council has budgeted for a consolidated operating deficit of \$185,730 composed of an operating deficit for Alwyndor of \$293,192 and an operating surplus of \$107,462 for municipal operations.

Alwyndor is a self funded operation of the City of Holdfast Bay.

OUR FINANCIAL STATEMENTS

We have included a summary of our projected financial statements for the 2021–22 financial year in this document. The consolidated financial statements incorporate our municipal operations and Alwyndor Aged Care—a self-funded component of our service delivery.

A net sum of \$37.7 million (excluding the Landscape Levy) will be raised from rates in 2021–22.

Council owns infrastructure and assets (such as roads, drains, footpaths and buildings) with a current value of approximately \$362 million (excluding land). These assets deteriorate over time through wear and tear and must be replaced or renewed at appropriate intervals to prolong their useful lives and continue delivering services to the community. We are mindful of the impact on ratepayers and committed to developing options that ease the rate burden by increasing other revenue sources.

FINANCIAL MANAGEMENT

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

The Holdfast Bay community has high service expectations because of its coastal proximity and tourism focus, amongst other factors. The 2021–22 Annual Business Plan forecasts a projected borrowing requirement of \$5.5 million to finance the proposed program of capital works and projects. The current financial environment allows borrowing at low, fixed, long-term interest rates. We believe it is prudent to borrow to renew and replace infrastructure and assets for the community's benefit as outlined in our Long-Term Financial Plan and Asset Management Plan, which aim to deliver high service levels at low overall life-cycle cost. Running down the value of assets or not replacing them is short-sighted and can lead to a lack of community and business confidence and increased expenditure in future years.

Council's risk management framework and audit committee provide strategic and operational risk management guidance. This is done holistically, having regard for all aspects of financial and risk management. Guided by our Long-Term Financial Plan, our financial management takes a long-term view that ensures we maintain a sustainable financial and asset management position.

Rate Comparisons

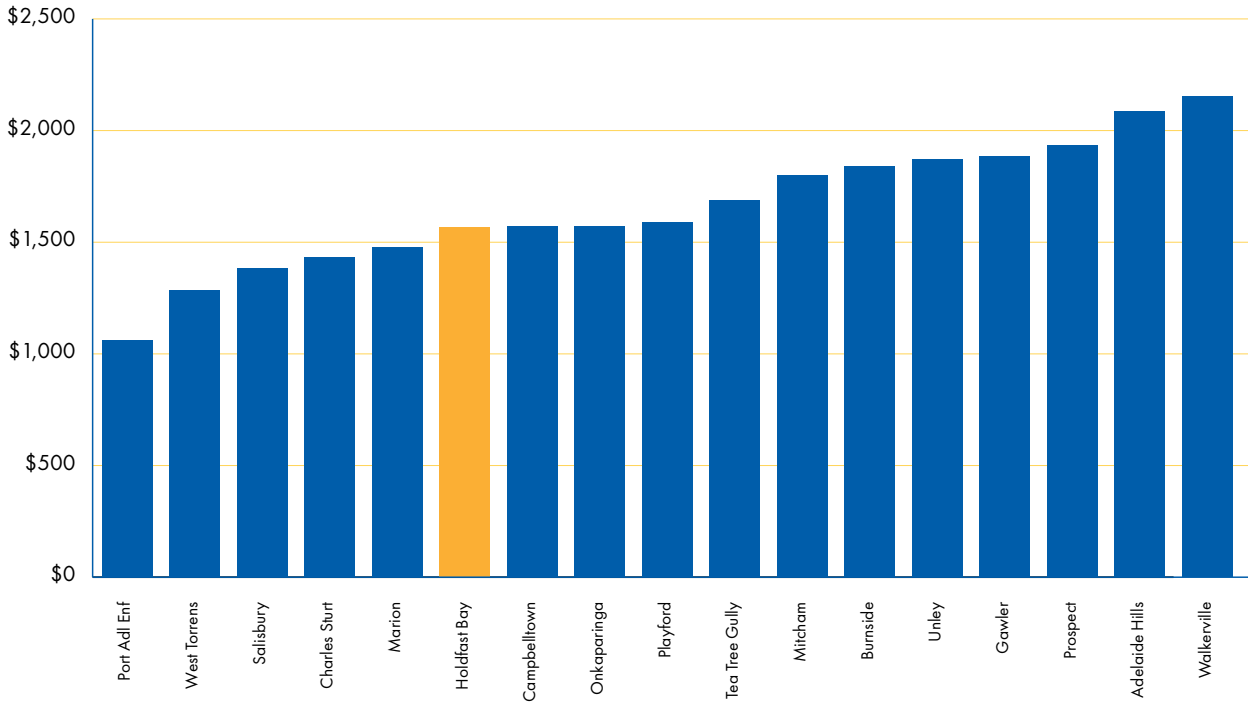
Comparing our rates with those of other councils is a complex issue. Each council has different characteristics (such as size, demographics, residential base and growth) and provides either different services or similar services at different standards. Councils provide a broad range and level of services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

The amount of rates that property owners pay is determined by multiplying a property's value by the rate in the dollar. For example, if the property value is \$500,000, and the rate in the dollar is 0.002448 cents, the rates payable will be \$1,224.

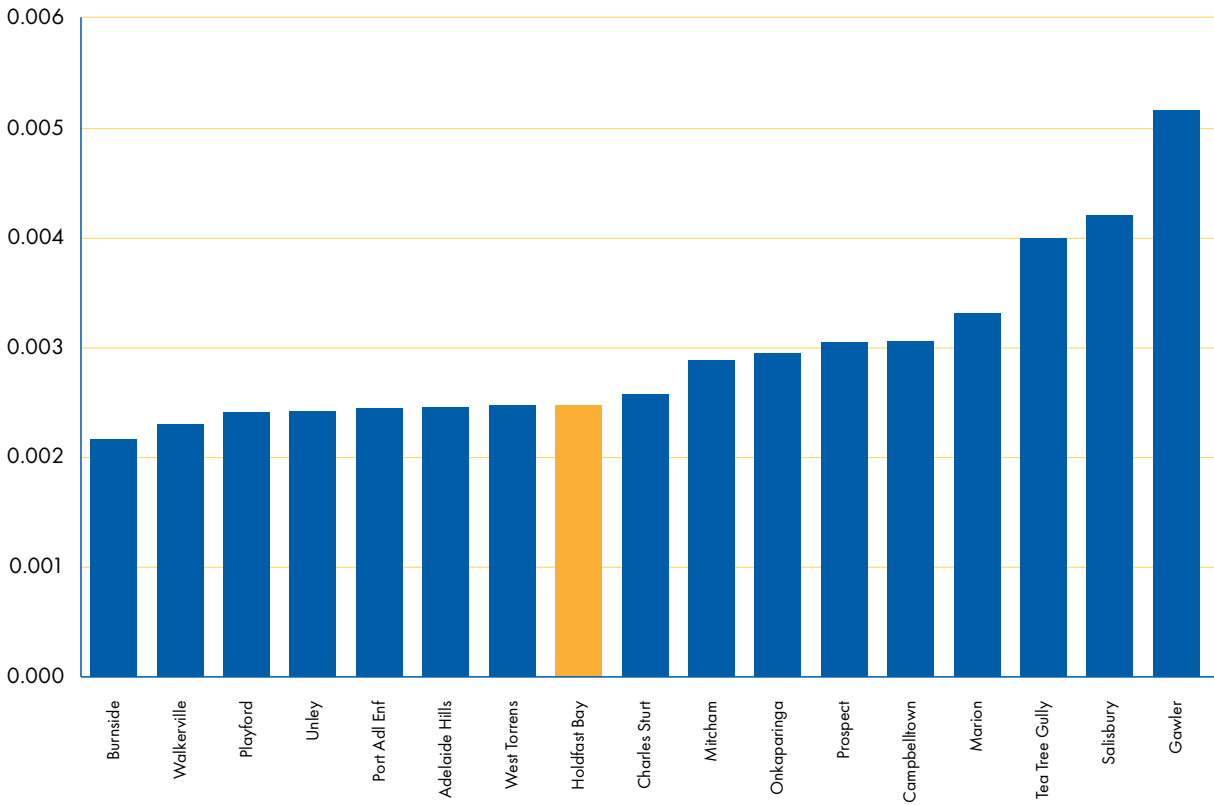
The charts on the following page show a comparison of the average residential rate for Adelaide metropolitan councils for 2020–21. The average (mean) residential rate for the City of Holdfast Bay in 2020–21 was \$1,565. This represented a rate of 0.002475 cents in the dollar. We delivered the program of services and projects outlined in the 2020–21 Annual Business Plan, with a residential rate that compared favourably to other South Australian council areas.



2020–21 Average (mean) residential rate comparison (\$)



2020–21 Residential rate-in-the-dollar comparison (cents)



What Will You Pay in Rates?

The amount you pay is determined by your property's valuation and how we apportion rates across the community. We endeavour to apportion rates across the community in an equitable fashion. Based on the median 2021–22 residential property value, the rate increase for the median residential premises will be approximately \$48 or \$12 per quarter. This is 92 cents per week.

Rating Policy

Section 147 of the *Local Government Act 1999* provides council with the power to rate all land within the City of Holdfast Bay—except for land specifically exempted, such as Crown land and land occupied by council. We continually review our rating policy to ensure that it is fair and equitable. Our current rating policy, adopted in July 2020, is available at the Brighton Civic Centre and can be downloaded at holdfast.sa.gov.au

Land Valuation Method

Recently the Valuer-General of South Australia undertook a project called the Revaluation Initiative, undertaken to improve the accuracy of the General Valuation. The General Valuation is used by the Council as the basis for valuing land and calculating rates. The outcomes of Revaluation Initiative come into force in our City with the 2021–22 rates. The valuation for many residential and commercial properties has increased. If you are dissatisfied with your valuation, you can object to the State Valuation Office in writing within 60 days of receiving the notice of valuation, explaining why you object. The Valuer General may extend the 60-day objection period where it is shown there is reasonable cause to do so.

The residential rate cap will continue to be 6 per cent. In addition, Council has introduced a one-off discretionary rebate to commercial and industrial properties if an increase in their annual rate bill is in excess of 6 per cent. This is in response to substantial valuation changes due to the Valuer-General's initiative to improve valuation data accuracy.

Residential Rates

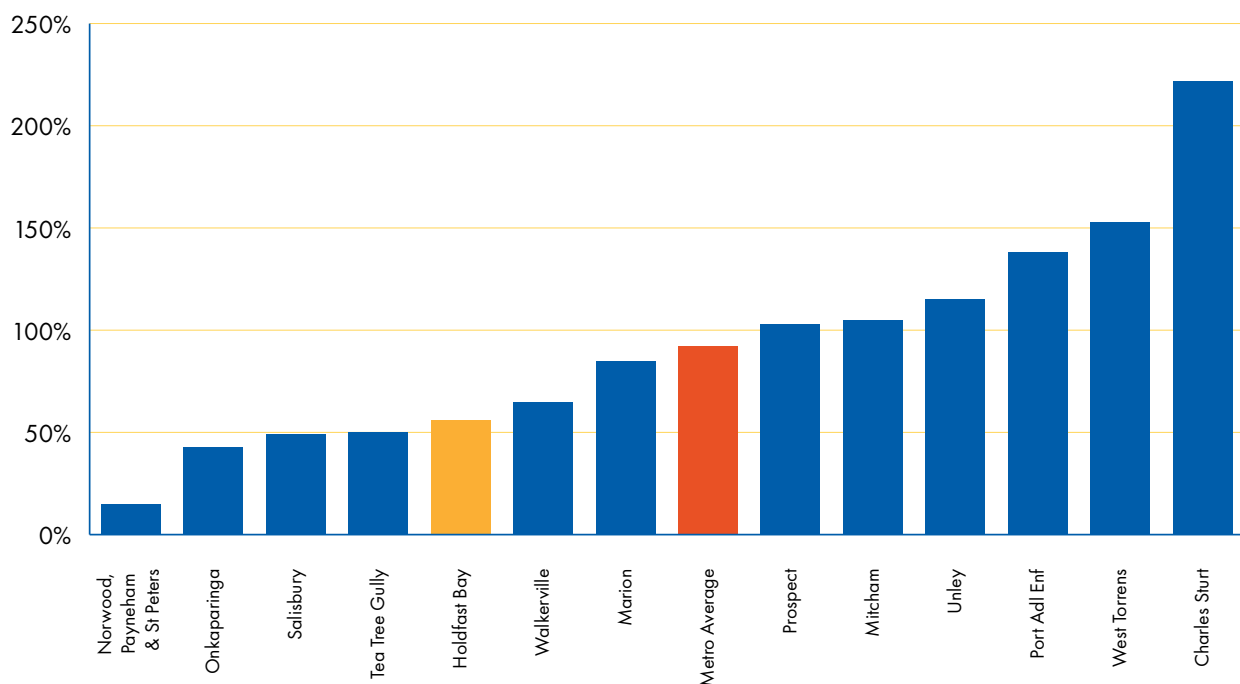
Our 2021–22 Annual Business Plan and financial statements are based on a rate revenue increase of 2.4 per cent, excluding new building construction and separate rates. The median value of residential properties in the City of Holdfast Bay in 2021–22 is \$590,000, with a median rate of \$1,434.

Industrial, Commercial Property and Vacant Land Rates

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

In 2021–22 a differential premium of 63 per cent above the residential rate has been applied, equating to 13.1 per cent of total rate revenue (\$4.98 million) being paid by this sector. This premium compares favourably with the 2020–21 metropolitan average of 92 per cent, as shown on the following page.

2020–21 Metropolitan differential rate premium comparison



Separate Rate

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

1. The Jetty Road Mainstreet Separate Rate is applied to properties within the Jetty Road Mainstreet precinct to promote and enhance business viability and trade. Revenue from this separate rate is expected to raise \$598,480 in 2021–22, representing an increase of 2.4 per cent on the rate levied in 2020–21.
2. The Patawalonga Marina Separate Rate is applied to properties within the basin of the Patawalonga, bounded by the high-water mark and comprised of marina berths. This separate rate provides funding for the ongoing maintenance of the Patawalonga lock. Because the lock is also widely used by the general public, this rate is adjusted by 50 per cent. The Patawalonga Marina Separate Rate for 2021–22 is expected to raise \$74,750. We will continue to calculate this rate using this method, adjusting slightly to account for the actual maintenance costs incurred each year because it offers the greatest level of certainty for ratepayers.

3.

Landscape Levy

Formerly called the Natural Resource Management (NRM) Levy, councils are required under the *Landscape South Australia Act 2019* to collect the Landscape Levy on behalf of the state government. For 2021–22 the Levy for properties in the City of Holdfast Bay has increased by 1 per cent to \$1.3 million.

Rebates

Council is required to provide mandatory rebates under Sections 160 to 165 of the *Local Government Act 1999* for properties:

- › Predominantly used for service delivery or administration by a hospital or health centre (section 160).
- › Predominantly used for service delivery or administration by a community service organisation (section 161).
- › Containing a church or other building used for public worship or used solely for religious purposes (section 162).
- › Being used for the purpose of a public cemetery (section 163).
- › Occupied by a government school under a lease or licence or a non-government school being used for educational purposes (section 165).

In addition, council may provide discretionary rebates under Section 166 where:

- › The rebate is desirable for the purpose of securing the proper development of the area or assisting or supporting a business.
- › The land is being used for educational purposes, agricultural, horticultural or floricultural exhibitions, a hospital or health centre, to provide facilities or services for children or young people, to provide accommodation for the aged or disabled, for a residential aged care facility or a day therapy centre, or by an organisation which, in the opinion of council, provides a benefit or service to the local community.
- › The rebate relates to common property or land vested in a community corporation over which the public has a free and unrestricted right of access and enjoyment.

- › The rebate is considered by council to be appropriate to provide relief against what would otherwise amount to a substantial charge in rates payable due to a change in the basis of valuation.

Minimum rate

We impose a minimum amount payable by way of rates. In 2021–22 the minimum rate is \$1,046 which is an increase of \$25.

Rate relief

Support is available for people experiencing difficulty in paying their rates. For further information, please contact our Customer Service team on 8229 9999. A residential rate cap is applied to provide relief to ratepayers who own properties that have been subject to increases in valuations that are deemed excessive. In 2020–21, council determined that residential ratepayers could apply for a reduction in their rates where they could demonstrate an increase in their annual rate bill in excess of 6 per cent. It is anticipated that the residential rate cap will continue to be 6 per cent. In addition, a one-off discretionary rebate is being applied to commercial and industrial properties where the increase in their annual rate bill is in excess of 6 per cent. This is in response to substantial valuation changes due to the SA Valuer-Generals initiative to improve valuation data accuracy. Council offers a range of hardship provisions. Visit holdfast.sa.gov.au or contact us on 8229 9999 to find out more.

FINANCIAL TARGETS

1. **To achieve an operating ratio of 0–10 per cent over a five-year period.**
2. **To achieve a net financial liabilities ratio of less than 75 per cent.**
3. **To improve Council’s asset sustainability ratio to be within the range of 90–110 per cent over a five-year period.**

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

In 2021–22, council will raise \$37.7 million in rate revenue (including separate rates but excluding the Landscape Levy), and this will yield an operating surplus ratio of 0.22 per cent. Currently, our operating ratio measure over the five years from 2015–2016 to mid-2020 is 3 per cent. The operating ratio is the operating result expressed as a percentage of total operating revenue. The operating result is the difference between recurrent income and recurrent operating expenditure.

Recurrent income is made up of revenue received each year in the ordinary course of activities, such as rate revenue, user and statutory charges and operating grants, but excluding capital grants. Recurrent operating expenditure is incurred in the ordinary course of providing services, including a charge for depreciation of infrastructure and assets. Depreciation can be regarded as the cost of wear and tear. The operating result is expressed as a surplus (where income exceeds expenditure) or a deficit (where expenditure exceeds income).

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

future. As a result, we continue to review our revenue and expenditure to supply services that are efficient and effective in meeting the needs of the community.

Council is committed to a balanced budget or modest operating surplus. To achieve this, we continuously review the services provided to the community and our business processes to provide the most cost-effective and efficient service delivery. In 2021–22, we will continue to monitor and review council’s operations to ensure that we can continue to meet the community’s expectations in a financially sustainable way.

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

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

However, it is acceptable to exceed this ceiling from time to time, particularly when low interest rates offer the opportunity to develop infrastructure and facilities that will provide long-term benefit to the community. In 2021–22, the net financial liabilities ratio is forecast to increase from 65 per cent to 75 per cent (excluding Alwyndor Aged Care). The ratio is expected to decline in the short term before increasing in the mid to long term in order to fund future new capital initiatives.

An additional, and arguably more relevant, indicator of council’s ability to manage and service debt is its interest cover ratio which is measured by calculating our net financial interest as a percentage of the overall operating revenue. Council has set a ceiling of five per cent for this ratio. A ratio of five per cent indicates that, for every \$100 of revenue, \$5 is spent on net interest payments. In 2021–22, our interest cover ratio is forecast to be 1.7 per cent (excluding Alwyndor Aged Care). Our net financial liabilities and interest cover ratio indicate that council remains in a strong and sustainable financial position to manage its debt levels.



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

The asset sustainability ratio measures the level of capital expenditure on the renewal and replacement of existing infrastructure and assets. It is measured against the level proposed in the Asset Management Plan. For 2021–22 this is forecast to be 100 per cent.

MEASURING OUR PERFORMANCE

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

Performance is measured using:

- › A range of financial reports, including monthly financial statements, budget updates, four annual comprehensive budget reviews and the presentation of audited financial statements as required under the *Local Government Act 1999*.
- › Strategic plan measures, which gauge how we are working towards achieving the strategic objectives outlined in Our Place 2030. *Note council's strategic plan is currently under review.
- › Corporate measures, which track internal operations that aim to improve the way we deliver services.

STRATEGIC PLAN MEASURES

In addition to outlining council's vision and direction, Our Place 2030 identifies the measures used to monitor and assess performance. These measures are expressed as key performance indicators. This underlines our obligation to be accountable, assuring our community that we are properly managing steady progress towards achieving the objectives defined in Our Place 2030, and building a high level of trust that we will deliver these objectives. *Note council's strategic plan is currently under review.

CORPORATE MEASURES

Corporate measures are reported on a quarterly basis to track the health of the organisation and its fitness and ability to deliver the objectives expressed in Our Place 2030. These include:

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

REPORTING CURRENT PERFORMANCE

Council will report on progress towards the objectives outlined in our strategic plan in our 2020–21 Annual Report.

Note: at the time of publication, council is undertaking a review of its strategic plan.

Table of measures and targets



COMMUNITY

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



ENVIRONMENT

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



ECONOMY

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

Note: at the time of publication, council is undertaking a review of its strategic plan.





PLACEMAKING

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



CULTURE

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

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

FINANCIAL STATEMENTS – MUNICIPAL

CITY OF HOLDFAST BAY
BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2021/22</u> <u>BUDGET</u>
\$		\$
36,016,000	Rates - General	37,049,400
584,450	Rates - Jetty Road Glenelg	598,480
73,000	Rates - Patawalonga Marina	74,750
1,308,600	Rates - Regional landscape levy (previously NRM Levy)	1,321,600
2,021,930	Statutory Charges	2,210,235
3,732,712	User Charges	3,150,444
2,859,564	Operating Grants & Subsidies	2,029,238
84,400	Investment Income	35,800
677,670	Reimbursements	598,970
606,642	Other	542,407
124,000	Net Equity Gain - Joint Ventures	160,000
<u>48,088,968</u>	Operating Revenue	<u>47,771,324</u>
18,654,485	Employee Costs	18,437,099
20,322,909	Materials, contracts and other expenses	19,111,960
866,750	Finance Charges	839,520
9,437,000	Depreciation	9,743,000
(909,463)	Less full cost attribution - % admin costs capitalised	(928,097)
377,500	New Initiatives - Operating	460,380
<u>48,749,181</u>	Less Operating Expenditure	<u>47,663,862</u>
<u>(660,213)</u>	= Operating Surplus/(Deficit)	<u>107,462</u>
9,437,000	Depreciation	9,743,000
133,000	Other non-cash provisions	102,374
<u>9,570,000</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>9,845,374</u>
<u>8,909,787</u>	= Funds Generated from Operating Activities	<u>9,952,836</u>
-	Capital (External Contributions)	878,828
294,400	Proceeds from disposal of assets	528,000
<u>294,400</u>	Plus funds sourced from Capital Activities	<u>1,406,828</u>
(5,752,900)	Capital Expenditure-Asset Renewal and Replacement	(8,493,810)
(909,463)	Capital Expenditure-Full Cost Attribution	(928,097)
(7,050,900)	New Initiatives - Capital (Gross Expenditure)	(6,431,166)
<u>(13,713,263)</u>	Less total capital expenditure	<u>(15,853,073)</u>
212,300	Plus: Repayments of loan principal by sporting groups	247,000
<u>212,300</u>	Plus/(less) funds provided (used) by Investing Activities	<u>247,000</u>
<u>(4,296,776)</u>	= FUNDING SURPLUS/(REQUIREMENT)	<u>(4,246,409)</u>
	Funded by:	
(5,439,576)	Less: Proceeds from new borrowings	(5,584,449)
1,142,800	Plus: Principal repayments of borrowings	1,338,040
<u>(4,296,776)</u>		<u>(4,246,409)</u>

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$	REVENUES	\$
36,016,000	Rates - General	37,049,400
584,450	Rates - Jetty Road Glenelg	598,480
73,000	Rates - Patawalonga Marina	74,750
1,308,600	Rates - NRM Levy	1,321,600
2,021,930	Statutory Charges	2,210,235
3,732,712	User Charges	3,150,444
2,859,564	Operating Grants & Subsidies	2,029,238
84,400	Investment Income	35,800
677,670	Reimbursements	598,970
606,642	Other	542,407
124,000	Net Equity Gain - Joint Ventures	160,000
48,088,968	TOTAL REVENUES	47,771,324
	EXPENSES	
18,654,485	Employee Costs	18,437,099
20,322,909	Materials, contracts and other expenses	19,111,960
866,750	Finance Charges	839,520
9,437,000	Depreciation	9,743,000
(909,463)	Less full cost attribution	(928,097)
377,500	New Initiatives - Operating	460,380
48,749,181	TOTAL EXPENSES	47,663,862
(660,213)	Operating Surplus/(Deficit) - Before Capital Revenue	107,462
	- Amounts specifically for new or upgraded assets	878,828
(660,213)	NET SURPLUS/(DEFICIT)	986,290



CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
629,701	Cash and cash equivalents	865,000
2,281,000	Trade and Other Receivables	3,039,000
9,000	Inventory	10,000
<u>2,919,701</u>	TOTAL CURRENT ASSETS	<u>3,914,000</u>
	NON-CURRENT ASSETS	
885,734	Financial Assets	706,700
3,069,000	Equity accounted investments-Council businesses	3,387,000
706,543,086	Land, Infrastructure, Property, Plant & Equipment	708,858,814
<u>710,497,820</u>	TOTAL NON-CURRENT ASSETS	<u>712,952,514</u>
<u>713,417,521</u>	TOTAL ASSETS	<u>716,866,514</u>
	CURRENT LIABILITIES	
3,709,000	Trade and Other Payables	5,431,374
1,142,800	Borrowings	1,338,040
2,836,185	Short-term Provisions	3,134,000
<u>7,687,985</u>	TOTAL CURRENT LIABILITIES	<u>9,903,414</u>
	NON-CURRENT LIABILITIES	
27,879,853	Long-term Borrowings	30,316,534
310,000	Long-term Provisions	313,000
<u>28,189,853</u>	TOTAL NON-CURRENT LIABILITIES	<u>30,629,534</u>
<u>35,877,838</u>	TOTAL LIABILITIES	<u>40,532,948</u>
<u>677,539,683</u>	NET ASSETS	<u>676,333,566</u>
	EQUITY	
181,726,683	Accumulated Surplus	181,330,566
495,713,000	Asset Revaluation Reserve	495,003,000
<u>677,439,683</u>	TOTAL EQUITY	<u>676,333,566</u>

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
182,386,896	Balance at beginning of period	180,344,276
(660,213)	Net Surplus/(Deficit)	986,290
<u>181,726,683</u>	Balance at end of period	<u>181,330,566</u>
495,713,000	ASSET REVALUATION RESERVE	495,003,000
<u>495,713,000</u>	TOTAL RESERVES CLOSING BALANCE	<u>495,003,000</u>
<u>677,439,683</u>	TOTAL EQUITY	<u>676,333,566</u>

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
47,967,858	Operating Receipts	47,611,324
	<u>Payments</u>	
(38,191,321)	Operating payments to suppliers and employees	(36,818,968)
(866,750)	Finance Payments	(839,520)
8,909,787	NET CASH PROVIDED BY OPERATING ACTIVITIES	9,952,836
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
-	Grants specifically for new or upgraded assets	878,828
294,400	Sale of replaced assets	528,000
-	Sale of surplus assets	-
212,300	Repayments of loans (principal) by community groups	247,000
	<u>Payments</u>	
(6,662,363)	Expenditure on renewal/replacement of assets	(9,421,907)
(7,050,900)	Expenditure on new/upgraded assets	(6,431,166)
(13,206,563)	NET CASH (USED IN) INVESTING ACTIVITIES	(14,199,245)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
5,439,576	Proceeds from Borrowings - External	5,584,449
	<u>Payments</u>	
(1,142,800)	Repayments of Borrowings - External	(1,338,040)
4,296,776	NET CASH PROVIDED BY FINANCING ACTIVITIES	4,246,409
	- NET INCREASE (DECREASE) IN CASH HELD	-
629,701	CASH AND CASH EQUIVALENTS AT BEGINNING OF	865,000
	REPORTING PERIOD	
	CASH AND CASH EQUIVALENTS AT END OF	
629,701	REPORTING PERIOD	865,000

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2022

(660,213)	SURPLUS FROM INCOME STATEMENT	986,290
	NON-CASH ITEMS IN INCOME STATEMENT	
9,437,000	Depreciation	9,743,000
133,000	Movements in provisions	102,374
9,570,000	TOTAL NON-CASH ITEMS	9,845,374
	CASH ITEMS NOT IN INCOME STATEMENT	
(13,713,263)	Capital Expenditure	(15,853,073)
(1,142,800)	Loan Repayments - External	(1,338,040)
5,439,576	Proceeds from Borrowings - External	5,584,449
212,300	Repayments of loans (principal) by community groups	247,000
294,400	Proceeds from Disposal of Assets	528,000
(8,909,787)	TOTAL CASH ITEMS	(10,831,664)
	NET INCREASE/(DECREASE)	
-	IN CASH AND CASH EQUIVALENTS	-



CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>	<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$	\$
48,088,968 Operating Revenues	47,771,324
(48,749,181) less Operating Expenses	(47,663,862)
(660,213) Operating Surplus/(Deficit) before Capital Amounts	107,462
Less net outlays on Existing Assets	
6,662,363 Capital Expenditure on renewal & replacement of existing assets	9,421,907
(9,437,000) Less Depreciation	(9,743,000)
(2,774,637)	(321,093)
Less outlays on New and Upgraded Assets	
7,050,900 Capital Expenditure on new & upgraded assets	6,431,166
- Less amounts received for for new & upgraded assets	(878,828)
7,050,900	5,552,338
(4,936,476) Net lending/(borrowing) for financial year	(5,123,783)

PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>	<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$	\$
(\$660,213) OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	\$107,462
OPERATING SURPLUS RATIO (Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
-1.4%	0.22%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$32,081,403	\$35,922,248
NET FINANCIAL LIABILITIES RATIO (Total liabilities less financial assets as % of total operating revenue)	
67%	75%
INTEREST COVER RATIO (Net interest expense as % of total operating revenue less investment income)	
1.6%	1.7%
ASSET SUSTAINABILITY RATIO (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
100%	100%



**FINANCIAL STATEMENTS
– ALWYNDOR**

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

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
5,107,000	User Charges	5,434,677
10,968,000	Operating Grants & Subsidies	12,471,644
178,000	Investment Income	165,389
3,508,000	Reimbursements	3,268,337
3,007,000	Other	2,722,190
22,768,000	Operating Revenue	24,062,237
15,738,000	Employee Costs - Salaries & Wages	16,551,105
6,077,000	Materials, contracts and other expenses	6,512,201
90,000	Finance Charges	60,000
1,242,000	Depreciation	1,232,123
23,147,000	Less Operating Expenditure	24,355,429
(379,000)	= Operating Surplus/(Deficit)	(293,192)
1,242,000	Depreciation	1,232,123
166,000	Other non-cash provisions	170,739
1,408,000	Plus Non-Cash items in Operating Surplus/Deficit	1,402,862
1,029,000	= Funds Generated from Operating Activities	1,109,670
(586,000)	Capital Expenditure-Asset Renewal and Replacement	(632,500)
(586,000)	Less total capital expenditure	(632,500)
443,000	= FUNDING SURPLUS	477,170
	Funded by:	
443,000	Increase/(Decrease) in cash and cash equivalents	477,170
443,000		477,170

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
5,107,000	REVENUES User Charges	5,434,677
10,968,000	Operating Grants & Subsidies	12,471,644
178,000	Investment Income	165,389
3,508,000	Reimbursements	3,268,337
3,007,000	Other	2,722,190
22,768,000	TOTAL REVENUES	24,062,237
15,738,000	EXPENSES Employee Costs	16,551,105
6,077,000	Materials, contracts and other expenses	6,512,201
90,000	Finance Charges	60,000
1,242,000	Depreciation	1,232,123
23,147,000	TOTAL EXPENSES	24,355,429
(379,000)	Operating Surplus/(Deficit) - Before Capital Revenue	(293,192)
(379,000)	NET SURPLUS/(DEFICIT)	(293,192)

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
20,233,175	Cash and cash equivalents	3,000,000
962,876	Trade and Other Receivables	1,437,425
-	Other Financial Assets	12,786
21,196,051	TOTAL CURRENT ASSETS	4,450,211
	NON-CURRENT ASSETS	
-	Financial Assets	19,650,508
38,437,254	Land, Infrastructure, Property, Plant & Equipment	37,645,528
38,437,254	TOTAL NON-CURRENT ASSETS	57,296,036
59,633,305	TOTAL ASSETS	61,746,248
	CURRENT LIABILITIES	
34,458,517	Trade and Other Payables	37,680,492
1,704,419	Short-term Provisions	1,641,089
36,162,936	TOTAL CURRENT LIABILITIES	39,321,581
	NON-CURRENT LIABILITIES	
121,912	Long-term Provisions	131,911
121,912	TOTAL NON-CURRENT LIABILITIES	131,911
36,284,848	TOTAL LIABILITIES	39,453,492
23,348,457	NET ASSETS	22,292,756
	EQUITY	
7,863,446	Accumulated Surplus	6,807,745
9,070,657	Asset Revaluation Reserve	9,070,657
6,414,354	Other Reserves	6,414,354
23,348,457	TOTAL EQUITY	22,292,756

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
8,242,446	Balance at beginning of period	7,100,937
(379,000)	Net Surplus/(Deficit)	(293,192)
-	Transfers from reserves	-
7,863,446	Balance at end of period	6,807,745
9,070,657	ASSET REVALUATION RESERVE	9,070,657
6,414,354	ALWYNDOR RESERVES	6,414,354
15,485,011	TOTAL RESERVES CLOSING BALANCE	15,485,011
23,348,457	TOTAL EQUITY	22,292,756



CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)	<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u> \$ (OUTFLOWS)
CASH FLOWS FROM OPERATING ACTIVITIES	
<u>Receipts</u>	
22,768,000	24,043,397
<u>Payments</u>	
(21,649,000)	(22,971,059)
(90,000)	(60,000)
1,029,000	1,012,338
CASH FLOWS FROM INVESTING ACTIVITIES	
<u>Receipts</u>	
-	(17,304,284)
<u>Payments</u>	
(568,000)	(480,000)
-	(152,500)
(568,000)	(17,936,784)
CASH FLOWS FROM FINANCING ACTIVITIES	
<u>Receipts</u>	
-	1,223,774
-	1,223,774
443,000	(15,700,672)
19,790,175	18,700,672
20,233,175	3,000,000

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2022

(379,000)	(293,192)
NON-CASH ITEMS IN INCOME STATEMENT	
1,242,000	1,232,123
166,000	73,407
1,408,000	1,305,530
CASH ITEMS NOT IN INCOME STATEMENT	
(586,000)	(632,500)
-	1,223,774
-	(17,304,284)
(586,000)	(16,713,010)
NET INCREASE/(DECREASE)	
443,000	(15,700,672)

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
22,768,000	Operating Revenues	24,062,237
(23,147,000)	less Operating Expenses	(24,355,429)
(379,000)	Operating Surplus/(Deficit) before Capital Amounts	(293,192)
Less net outlays on Existing Assets		
586,000	Capital Expenditure on renewal & replacement of existing assets	480,000
(1,242,000)	Less Depreciation	(1,232,123)
(656,000)		(752,123)
Less outlays on New and Upgraded Assets		
-	Capital Expenditure on new & upgraded assets	152,500
277,000	Net lending/(borrowing) for financial year	306,431

PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
(\$379,000)		(\$293,192)
OPERATING SURPLUS RATIO		
(Operating surplus/(deficit) before capital amounts as % of general revenue)		
-1.7%		-1.2%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)		
\$15,088,797		\$15,365,559
NET FINANCIAL LIABILITIES RATIO		
(Total liabilities less financial assets as % of total operating revenue)		
66%		64%
INTEREST COVER RATIO		
(Net interest expense as % of total operating revenue less investment income)		
0.4%		0.3%
ASSET SUSTAINABILITY RATIO		
(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)		
47%		39%





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Item No: **15.3**

Subject: **2021-2022 BUDGET ADOPTION**

Date: 22 June 2021

Written By: Manager Financial Services

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The 2021-2022 Budget is presented for adoption following adoption of the Annual Business Plan.

RECOMMENDATION

That in respect of the financial year ended 30 June 2022:

- 1. The 2021-2022 Budget which consists of:**
 - (a) the Budgeted Income Statement;**
 - (b) the Budgeted Balance Sheet;**
 - (c) the Budgeted Statement of Changes in Equity;**
 - (d) the Budgeted Statement of Cash Flow;**
 - (e) the Budgeted Uniform Presentation of Finances; and**
 - (f) the Budgeted Financial Indicators**

be adopted subject to the following amendments.

Any budget changes arising from Council's consideration of the 2021-2022 Annual Business Plan be included in the budgeted financial statements and relevant documents.

- 2. The fees and charges incorporated in the Annual Business Plan (*Attachment 2*) be adopted and that the relevant policies be updated accordingly.**
 - 3. That Council approves new loan borrowings of up to \$ 5.58 million in accordance with Council's treasury policy to meet the funding requirements of the 2021-2022 budget.**
-

COMMUNITY PLAN

A Place that Provides Value for Money

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Government Act 1999, Section 123.

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

BACKGROUND

This report has been prepared to enable the adoption of the 2021-2022 Budget.

Council has received and considered various reports in relation to the Budget for 2021-2022 including:

23 Feb. 2021	Report No: 59/21 Audit Committee – Minutes of meeting 10 February 2021
23 March 2021	Report No: 88/21 Jetty Road Mainstreet Committee – Minutes of meeting 3 March 2021
27 April 2021	Report No: 129/21 Audit Committee - Minutes of meeting 21 April 2021
27 April 2021	Report No: 135/21 Draft 2021-22 Annual Business Plan
11 May 2021	Report No: 146/21 Alywndor Management Committee (AMC) – Minutes of meeting 29 April 2021
8 June 2021	Report No: 195/21 Audit Committee – Minutes of meeting 2 June 2021
8 June 2021	Report No: 196/21 Draft 2021-22 Annual Business Plan Consultation Outcomes
22 June 2021	Report No: 201/21 Annual Business Plan

REPORT

The Audit Committee received an update report on the 2021-2022 Annual Business Plan and Budget and consultation outcomes at its meeting on 2 June 2021. The Audit Committee noted that the draft 2021-2022 Annual Business Plan and Budget satisfies Council's financial sustainability and performance measures and supported its presentation to Council for adoption.

There were no material changes to the 2021-22 draft municipal budgeted statements after the consultation period. A minor \$20,000 amendment has been made to the Alwyndor operational expenditure to agree with the final AMC endorsed budget.

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

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

Refer Attachment 1

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

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

Refer Attachment 2

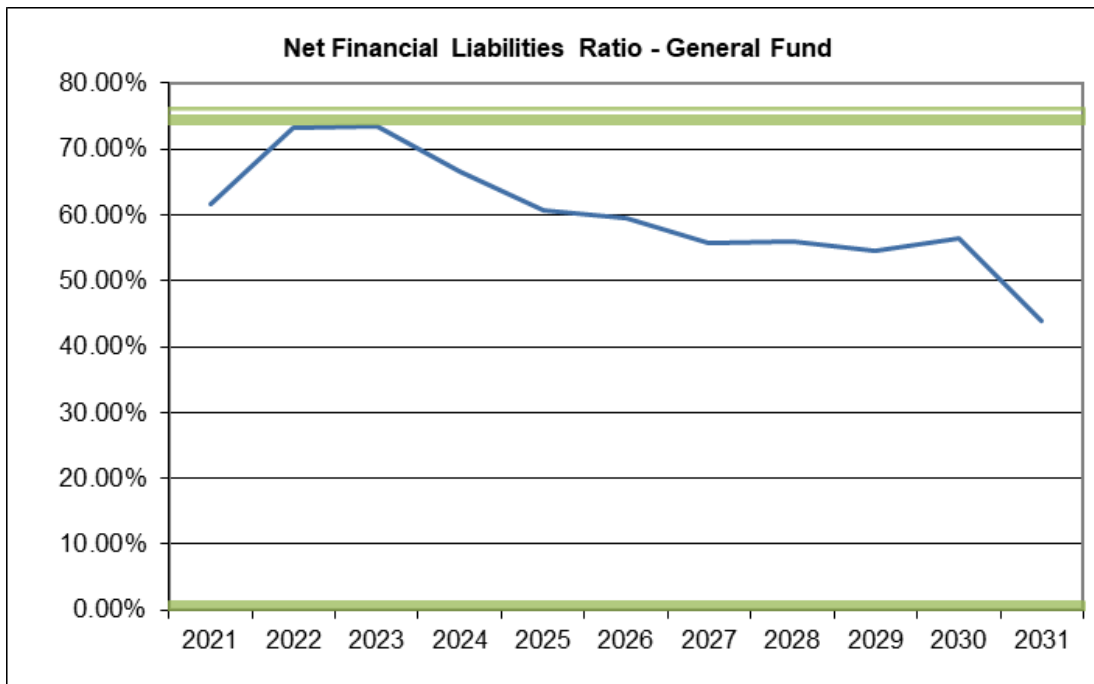
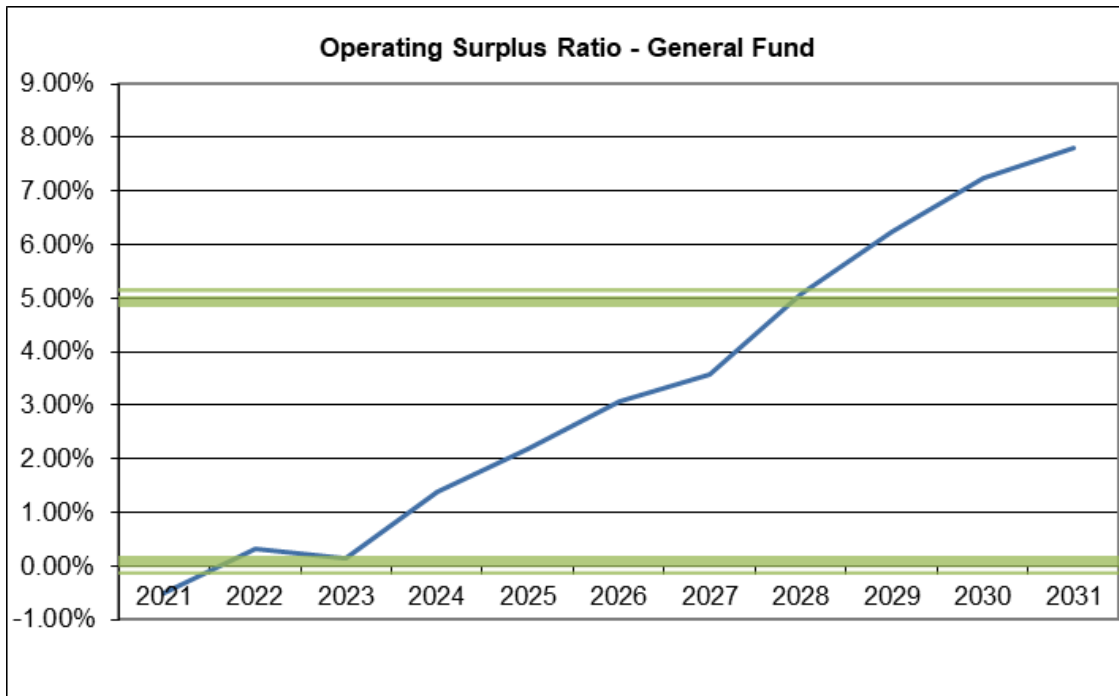
Additional budget statements are attached for Jetty Road Mainstreet and the Southern Region Waste Resource Authority (SRWRA).

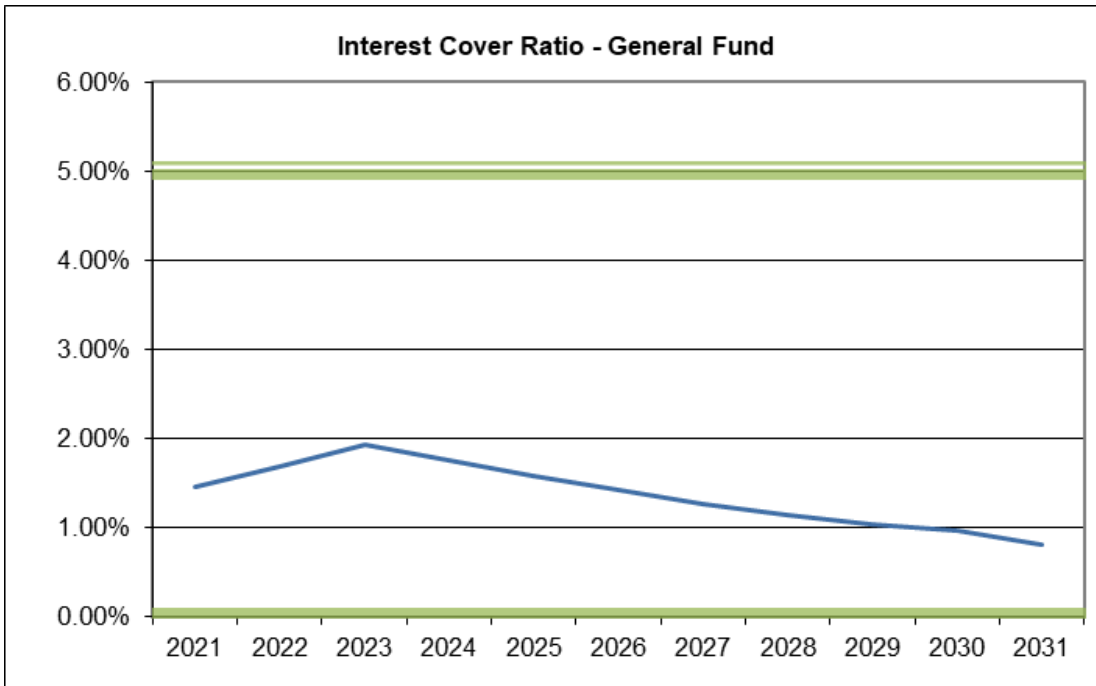
Refer Attachments 3 and 4

Long Term Financial Plan (LTFP)

The Municipal LTFP was updated and presented to the Audit Committee on 10 February 2021 (report 54/21). Further alternate long term financial plans were modelled and presented at subsequent Council budget workshops. The LTFP was then updated for the final draft 2021-2022 Budget and presented at a Council workshop on 1 June 2021 and the Audit Committee meeting on 2 June 2021.

The forecast results are reflected in the following charts:





The LTFP indicates that Council is financially sustainable while meeting its performance measures. The LTFP includes forecast asset renewals as per the current asset management plans. Additional comparative LTFP modelling has been presented at Council workshops and to the Audit Committee including potential long-term major capital projects. The modelling indicates that Council would need to source additional finance from 2028-2029 impacting the long-term net financial liabilities ratio.

BUDGET

This report adopts the 2021-2022 budget and fees and charges.

LIFE CYCLE COSTS

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

Attachment 1a



CITY OF HOLDFAST BAY
BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2021/22</u> <u>BUDGET</u>
\$		\$
36,016,000	Rates - General	37,049,400
584,450	Rates - Jetty Road Glenelg	598,480
73,000	Rates - Patawalonga Marina	74,750
1,308,600	Rates - Regional landscape levy (previously NRM Levy)	1,321,600
2,021,930	Statutory Charges	2,210,235
3,732,712	User Charges	3,150,444
2,859,564	Operating Grants & Subsidies	2,029,238
84,400	Investment Income	35,800
677,670	Reimbursements	598,970
606,642	Other	542,407
124,000	Net Equity Gain - Joint Ventures	160,000
48,088,968	Operating Revenue	47,771,324
18,654,485	Employee Costs	18,437,099
20,322,909	Materials, contracts and other expenses	19,111,960
866,750	Finance Charges	839,520
9,437,000	Depreciation	9,743,000
(909,463)	Less full cost attribution - % admin costs capitalised	(928,097)
377,500	New Initiatives - Operating	460,380
48,749,181	Less Operating Expenditure	47,663,862
(660,213)	= Operating Surplus/(Deficit)	107,462
9,437,000	Depreciation	9,743,000
133,000	Other non-cash provisions	102,374
9,570,000	Plus Non-Cash items in Operating Surplus/Deficit	9,845,374
8,909,787	= Funds Generated from Operating Activities	9,952,836
-	Capital (External Contributions)	878,828
294,400	Proceeds from disposal of assets	528,000
294,400	Plus funds sourced from Capital Activities	1,406,828
(5,752,900)	Capital Expenditure-Asset Renewal and Replacement	(8,493,810)
(909,463)	Capital Expenditure-Full Cost Attribution	(928,097)
(7,050,900)	New Initiatives - Capital (Gross Expenditure)	(6,431,166)
(13,713,263)	Less total capital expenditure	(15,853,073)
212,300	Plus: Repayments of loan principal by sporting groups	247,000
212,300	Plus/(less) funds provided (used) by Investing Activities	247,000
(4,296,776)	= FUNDING SURPLUS/(REQUIREMENT)	(4,246,409)
Funded by:		
(5,439,576)	Less: Proceeds from new borrowings	(5,584,449)
1,142,800	Plus: Principal repayments of borrowings	1,338,040
(4,296,776)		(4,246,409)

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$	REVENUES	\$
36,016,000	Rates - General	37,049,400
584,450	Rates - Jetty Road Glenelg	598,480
73,000	Rates - Patawalonga Marina	74,750
1,308,600	Rates - NRM Levy	1,321,600
2,021,930	Statutory Charges	2,210,235
3,732,712	User Charges	3,150,444
2,859,564	Operating Grants & Subsidies	2,029,238
84,400	Investment Income	35,800
677,670	Reimbursements	598,970
606,642	Other	542,407
124,000	Net Equity Gain - Joint Ventures	160,000
48,088,968	TOTAL REVENUES	47,771,324
	EXPENSES	
18,654,485	Employee Costs	18,437,099
20,322,909	Materials, contracts and other expenses	19,111,960
866,750	Finance Charges	839,520
9,437,000	Depreciation	9,743,000
(909,463)	Less full cost attribution	(928,097)
377,500	New Initiatives - Operating	460,380
48,749,181	TOTAL EXPENSES	47,663,862
(660,213)	Operating Surplus/(Deficit) - Before Capital Revenue	107,462
	- Amounts specifically for new or upgraded assets	878,828
(660,213)	NET SURPLUS/(DEFICIT)	986,290

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
629,701	Cash and cash equivalents	865,000
2,281,000	Trade and Other Receivables	3,039,000
9,000	Inventory	10,000
2,919,701	TOTAL CURRENT ASSETS	3,914,000
	NON-CURRENT ASSETS	
885,734	Financial Assets	706,700
3,069,000	Equity accounted investments-Council businesses	3,387,000
706,543,086	Land, Infrastructure, Property, Plant & Equipment	708,858,814
710,497,820	TOTAL NON-CURRENT ASSETS	712,952,514
713,417,521	TOTAL ASSETS	716,866,514
	CURRENT LIABILITIES	
3,709,000	Trade and Other Payables	5,431,374
1,142,800	Borrowings	1,338,040
2,836,185	Short-term Provisions	3,134,000
7,687,985	TOTAL CURRENT LIABILITIES	9,903,414
	NON-CURRENT LIABILITIES	
27,879,853	Long-term Borrowings	30,316,534
310,000	Long-term Provisions	313,000
28,189,853	TOTAL NON-CURRENT LIABILITIES	30,629,534
35,877,838	TOTAL LIABILITIES	40,532,948
677,539,683	NET ASSETS	676,333,566
	EQUITY	
181,726,683	Accumulated Surplus	181,330,566
495,713,000	Asset Revaluation Reserve	495,003,000
677,439,683	TOTAL EQUITY	676,333,566

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
182,386,896	Balance at beginning of period	180,344,276
(660,213)	Net Surplus/(Deficit)	986,290
181,726,683	Balance at end of period	181,330,566
495,713,000	ASSET REVALUATION RESERVE	495,003,000
495,713,000	TOTAL RESERVES CLOSING BALANCE	495,003,000
677,439,683	TOTAL EQUITY	676,333,566

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u> \$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
47,967,858	Operating Receipts	47,611,324
	<u>Payments</u>	
(38,191,321)	Operating payments to suppliers and employees	(36,818,968)
(866,750)	Finance Payments	(839,520)
8,909,787	NET CASH PROVIDED BY OPERATING ACTIVITIES	9,952,836
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
	- Grants specifically for new or upgraded assets	878,828
294,400	Sale of replaced assets	528,000
	- Sale of surplus assets	-
212,300	Repayments of loans (principal) by community groups	247,000
	<u>Payments</u>	
(6,662,363)	Expenditure on renewal/replacement of assets	(9,421,907)
(7,050,900)	Expenditure on new/upgraded assets	(6,431,166)
(13,206,563)	NET CASH (USED IN) INVESTING ACTIVITIES	(14,199,245)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
5,439,576	Proceeds from Borrowings - External	5,584,449
	<u>Payments</u>	
(1,142,800)	Repayments of Borrowings - External	(1,338,040)
4,296,776	NET CASH PROVIDED BY FINANCING ACTIVITIES	4,246,409
	- NET INCREASE (DECREASE) IN CASH HELD	-
629,701	CASH AND CASH EQUIVALENTS AT BEGINNING OF	865,000
	REPORTING PERIOD	
	CASH AND CASH EQUIVALENTS AT END OF	
629,701	REPORTING PERIOD	865,000

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2022

(660,213)	SURPLUS FROM INCOME STATEMENT	986,290
	NON-CASH ITEMS IN INCOME STATEMENT	
9,437,000	Depreciation	9,743,000
133,000	Movements in provisions	102,374
9,570,000	TOTAL NON-CASH ITEMS	9,845,374
	CASH ITEMS NOT IN INCOME STATEMENT	
(13,713,263)	Capital Expenditure	(15,853,073)
(1,142,800)	Loan Repayments - External	(1,338,040)
5,439,576	Proceeds from Borrowings - External	5,584,449
212,300	Repayments of loans (principal) by community groups	247,000
294,400	Proceeds from Disposal of Assets	528,000
(8,909,787)	TOTAL CASH ITEMS	(10,831,664)
	NET INCREASE/(DECREASE)	
-	IN CASH AND CASH EQUIVALENTS	-

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
48,088,968	Operating Revenues	47,771,324
(48,749,181)	less Operating Expenses	(47,663,862)
(660,213)	Operating Surplus/(Deficit) before Capital Amounts	107,462
Less net outlays on Existing Assets		
6,662,363	Capital Expenditure on renewal & replacement of existing assets	9,421,907
(9,437,000)	Less Depreciation	(9,743,000)
(2,774,637)		(321,093)
Less outlays on New and Upgraded Assets		
7,050,900	Capital Expenditure on new & upgraded assets	6,431,166
-	Less amounts received for for new & upgraded assets	(878,828)
7,050,900		5,552,338
(4,936,476)	Net lending/(borrowing) for financial year	(5,123,783)

PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
(\$660,213)		\$107,462
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
-1.4%		0.22%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$32,081,403		\$35,922,248
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
67%		75%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
1.6%		1.7%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
100%		100%

Attachment 1b



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

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u> \$
5,107,000	User Charges	5,434,677
10,968,000	Operating Grants & Subsidies	12,471,644
178,000	Investment Income	165,389
3,508,000	Reimbursements	3,268,337
3,007,000	Other	2,722,190
22,768,000	Operating Revenue	24,062,237
15,738,000	Employee Costs - Salaries & Wages	16,551,105
6,077,000	Materials, contracts and other expenses	6,512,201
90,000	Finance Charges	60,000
1,242,000	Depreciation	1,232,123
23,147,000	Less Operating Expenditure	24,355,429
(379,000)	= Operating Surplus/(Deficit)	(293,192)
1,242,000	Depreciation	1,232,123
166,000	Other non-cash provisions	170,739
1,408,000	Plus Non-Cash items in Operating Surplus/Deficit	1,402,862
1,029,000	= Funds Generated from Operating Activities	1,109,670
(586,000)	Capital Expenditure-Asset Renewal and Replacement	(632,500)
(586,000)	Less total capital expenditure	(632,500)
443,000	= FUNDING SURPLUS	477,170
	Funded by:	
443,000	Increase/(Decrease) in cash and cash equivalents	477,170
443,000		477,170

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u> \$	REVENUES	<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u> \$
5,107,000	User Charges	5,434,677
10,968,000	Operating Grants & Subsidies	12,471,644
178,000	Investment Income	165,389
3,508,000	Reimbursements	3,268,337
3,007,000	Other	2,722,190
22,768,000	TOTAL REVENUES	24,062,237
	EXPENSES	
15,738,000	Employee Costs	16,551,105
6,077,000	Materials, contracts and other expenses	6,512,201
90,000	Finance Charges	60,000
1,242,000	Depreciation	1,232,123
23,147,000	TOTAL EXPENSES	24,355,429
(379,000)	Operating Surplus/(Deficit) - Before Capital Revenue	(293,192)
(379,000)	NET SURPLUS/(DEFICIT)	(293,192)

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
20,233,175	Cash and cash equivalents	3,000,000
962,876	Trade and Other Receivables	1,437,425
-	Other Financial Assets	12,786
21,196,051	TOTAL CURRENT ASSETS	4,450,211
	NON-CURRENT ASSETS	
-	Financial Assets	19,650,508
38,437,254	Land, Infrastructure, Property, Plant & Equipment	37,645,528
38,437,254	TOTAL NON-CURRENT ASSETS	57,296,036
59,633,305	TOTAL ASSETS	61,746,248
	CURRENT LIABILITIES	
34,458,517	Trade and Other Payables	37,680,492
1,704,419	Short-term Provisions	1,641,089
36,162,936	TOTAL CURRENT LIABILITIES	39,321,581
	NON-CURRENT LIABILITIES	
121,912	Long-term Provisions	131,911
121,912	TOTAL NON-CURRENT LIABILITIES	131,911
36,284,848	TOTAL LIABILITIES	39,453,492
23,348,457	NET ASSETS	22,292,756
	EQUITY	
7,863,446	Accumulated Surplus	6,807,745
9,070,657	Asset Revaluation Reserve	9,070,657
6,414,354	Other Reserves	6,414,354
23,348,457	TOTAL EQUITY	22,292,756

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
8,242,446	Balance at beginning of period	7,100,937
(379,000)	Net Surplus/(Deficit)	(293,192)
-	Transfers from reserves	-
7,863,446	Balance at end of period	6,807,745
9,070,657	ASSET REVALUATION RESERVE	9,070,657
6,414,354	ALWYNDOR RESERVES	6,414,354
15,485,011	TOTAL RESERVES CLOSING BALANCE	15,485,011
23,348,457	TOTAL EQUITY	22,292,756

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)	<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u> \$ (OUTFLOWS)	
CASH FLOWS FROM OPERATING ACTIVITIES		
<u>Receipts</u>		
22,768,000	Operating Receipts	24,043,397
<u>Payments</u>		
(21,649,000)	Operating payments to suppliers and employees	(22,971,059)
(90,000)	Finance Payments	(60,000)
1,029,000	NET CASH PROVIDED BY OPERATING ACTIVITIES	1,012,338
CASH FLOWS FROM INVESTING ACTIVITIES		
<u>Receipts</u>		
-	Net Purchase of Investment Securities	(17,304,284)
<u>Payments</u>		
(568,000)	Expenditure on renewal/replacement of assets	(480,000)
-	Expenditure on new/upgraded assets	(152,500)
(568,000)	NET CASH (USED IN) INVESTING ACTIVITIES	(17,936,784)
CASH FLOWS FROM FINANCING ACTIVITIES		
<u>Receipts</u>		
-	Proceeds from Aged Care Facility Deposits	1,223,774
-	NET CASH PROVIDED BY FINANCING ACTIVITIES	1,223,774
443,000	NET INCREASE (DECREASE) IN CASH HELD	(15,700,672)
	CASH AND CASH EQUIVALENTS AT BEGINNING OF	
19,790,175	REPORTING PERIOD	18,700,672
	CASH AND CASH EQUIVALENTS AT END OF	
20,233,175	REPORTING PERIOD	3,000,000

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2022

(379,000)	SURPLUS/(DEFICIT) FROM INCOME STATEMENT	(293,192)
	NON-CASH ITEMS IN INCOME STATEMENT	
1,242,000	Depreciation	1,232,123
166,000	Increase (decrease) in provisions - nett	73,407
1,408,000	TOTAL NON-CASH ITEMS	1,305,530
CASH ITEMS NOT IN INCOME STATEMENT		
(586,000)	Capital Expenditure	(632,500)
-	Proceeds from Borrowings - External	1,223,774
-	Repayments of loans (principal) by community groups	(17,304,284)
(586,000)	TOTAL CASH ITEMS	(16,713,010)
	NET INCREASE/(DECREASE)	
443,000	IN CASH AND CASH EQUIVALENTS	(15,700,672)

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
22,768,000	Operating Revenues	24,062,237
(23,147,000)	less Operating Expenses	(24,355,429)
(379,000)	Operating Surplus/(Deficit) before Capital Amounts	(293,192)
	Less net outlays on Existing Assets	
586,000	Capital Expenditure on renewal & replacement of existing assets	480,000
(1,242,000)	Less Depreciation	(1,232,123)
(656,000)		(752,123)
	Less outlays on New and Upgraded Assets	
-	Capital Expenditure on new & upgraded assets	152,500
277,000	Net lending/(borrowing) for financial year	306,431

PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2022

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
(\$379,000)		(\$293,192)
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of general revenue)	
-1.7%		-1.2%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$15,088,797		\$15,365,559
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
66%		64%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
0.4%		0.3%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
47%		39%

Attachment 2





Fees and Charges

2020-21 2021-22

EVENT HIRE FEES	2020-21	2021-22
Minimum fee to cover administration costs - includes GST	\$275.00	\$278.00
<i>Vehicle Display</i>		
- Bond	\$509.00	\$514.00
- Hire - includes GST	\$509.00	\$514.00
<i>Small recreational events - (ie 50-200 core participants)</i>		
- Bond	\$667.00	\$674.00
- Hire - includes GST	\$667.00	\$674.00
<i>Large Events</i>		
- Bond	\$1,764.00	\$1,782.00
- Hire - includes GST	\$1,929.00	\$1,948.00
<i>Commercial Events</i>		
- Bond	\$1,764.00	\$1,782.00
- Hire - includes GST	\$2,604.00	\$2,630.00
<i>Promotional Activities</i>		
4 hours - Bond	\$621.00	\$627.00
- Hire - includes GST	\$732.00	\$739.00
Full Day - Bond	\$1,764.00	\$1,782.00
- Hire - includes GST	\$1,764.00	\$1,782.00
<i>Hire of Jetty</i>		
4 hours - Bond	\$621.00	\$627.00
- Hire - includes GST	\$732.00	\$739.00
Full Day - Bond	\$1,764.00	\$1,782.00
- Hire - includes GST	\$1,764.00	\$1,782.00
<i>Filming</i>		
- Bond	\$339.00	\$342.00
- Hire - includes GST	\$510.00	\$515.00
<i>Multi Day Events</i>		
- Bond	Subject to event	Subject to event
Low Impact Events - Hire includes GST	from \$2,800 per week, or part thereof	from \$2,800 per week, or part thereof
High Impact Events - Hire includes GST	from \$3,500 per week, or part thereof	from \$3,500 per week, or part thereof
<i>Annual Food Permits</i>		
Fee per stall	\$218.00	\$220.00
<i>Road Closures</i>	Subject to event	Subject to event
<i>Grass remediation levy</i>	Subject to event	Subject to event
<i>Event Bins</i>	\$11.00	\$11.00
<i>Note: Hire and Bond fees may change without notice - costs may vary depending on event requirements</i>		
ADMINISTRATIVE FEES		
Copy of Previous Year's Rates Notice (per rateable property, per quarter)	\$12.00	\$12.00
<i>Assessment Record Extract</i>	\$12.00	\$12.00
<i>Photocopies – A4 Size (per side)</i>	\$1.00	\$1.00
<i>Photocopies – A3 Size (per side)</i>	\$1.00	\$1.00
<i>Voters Roll (copy of)</i>	\$110.00	\$110.00
<i>Agenda – Complete Council and Committee</i>	Available on website	Available on website
<i>Council Minutes and Reports</i>	Available on website	Available on website
<i>Freedom of Information *</i>	(Legislated Fee to be advised 1 July 2020)	(Legislated Fee to be advised 1 July 2021)
<i>Policy Manual</i>	Available on website	Available on website
<i>Council By-Laws</i>	Available on website	Available on website
<i>Strategic/Corporate Plan</i>	Available on website	Available on website
<i>Annual Business Plan and Budget</i>	Available on website	Available on website
<i>Annual Financial Statements</i>	Available on website	Available on website
<i>Quarterly Financial Reviews</i>	Available on website	Available on website
<i>Delegation Manual</i>	Available on website	Available on website
<i>*MPs only charged for FOI access if costs exceed \$1000</i>		
OUTDOOR DINING		
<i>Location (per m2 per annum)</i>		
South Esplanade (Broadway Kiosk)	\$330.00	\$330.00
Moseley Square - Exposed	\$119.00	\$119.00
Moseley Square - Enclosed	\$330.00	\$330.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$216.00	\$216.00
Jetty Road, Brighton	\$102.00	\$102.00
Colley Terrace	\$119.00	\$119.00
Other locations	\$75.00	\$75.00
Foreshore (Glenelg)	\$102.00	\$102.00



Fees and Charges

2020-21

2021-22

	2020-21	2021-22
GOODS ON FOOTPATH		
<i>Location (per m2 per annum)</i>	\$202.00	\$202.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$117.00	\$117.00
Jetty Road, Brighton	\$58.00	\$58.00
Foreshore (Glenelg)	\$98.00	\$98.00
Other locations	\$51.00	\$51.00
SUPPORTED RESIDENTIAL FACILITIES (Subject to gazetted schedule)		
Fees - Application	As per Schedule 1 of the regulations	As per Schedule 1 of the regulations
- Licence	As per Schedule 1 of the regulations	As per Schedule 1 of the regulations
DEVELOPMENT AREA		
Advertising	\$560.00	\$400.00
DPA's (copies of) average fee	*	*
EIS (copies of)	*	*
Plan Search Fee	\$77.00	\$80.00
Photocopying (per page) - Admin photocopying fees	Refer admin fees	Refer admin fees
* Fees to be determined on individual item basis.		
Development Application fees are set under the Development Act and are not subject to Council discretion.		
STREET TRADING PERMITS (GST Exempt)		
Per event	\$166.00	\$166.00
ROAD AND PROPERTY RELATED CHARGES		
Invert / Crossover Construction		
Owner / Builder (application fee only)	\$105.00	\$45.00
Stormwater Construction		
Owner / Builder (application fee only)	\$105.00	\$45.00
Underground Electrical		
Application fee	\$105.00	\$45.00
Verges		
Verge application	\$65.00	\$45.00
Verge maintenance	\$295.00	\$295.00
Hard Waste Collection		
Second hard waste collection fee	\$54.00	N/A
Second hard waste collection fee - pension discount	\$29.00	N/A
Street Tree		
Minimum Removal Cost	\$275.00	\$275.00
Removal cost (per metre over 2 metres in height)	\$76.00	\$76.00
Street Tree Replacement (2x advanced stock)	\$396.00	\$396.00
Street Tree Replacement (3x advanced stock)		\$594.00
Tree development assessment	\$88.00	\$88.00
HOARDING		
Application fee	\$61.00	\$62.00
Fee - (per m2 per week or part thereof) (on road)	\$6.50	\$6.60
Footpath Closure (per m2 per week or part thereof)	\$6.50	\$6.60
Road Closure with hoarding (per week or part thereof)	\$279.50	\$282.00
Traffic Management Plan Assessment Private Works	\$123.50	\$125.00
Community Directional Sign	\$136.00	\$137.00
Fees for paid car park use or closure (per day)	\$93.00	\$94.00
Fees for free or permit parking use or closure (per day, based on marked space of 6.5 linear metre of kerb)	\$53.00	\$54.00
Bulk bin licence		
Application fee	\$67.50	\$68.00
Additional fees (per day)	\$27.00	\$27.50
LIBRARY CHARGES (Includes GST)		
Photocopies		
- A4 Sheets	\$0.20	\$0.20
- A3 Sheets	\$0.30	\$0.30
Printing - Word Processing/CD ROM		
- per A4 Sheet (Black & White)	\$0.20	\$0.20
- per A4 Sheet (Colour)	\$1.00	\$1.00
Sale of library materials		
- Magazines		\$0.50
- Books, AV, Jigsaws		\$1.00



Fees and Charges

2020-21

2021-22

	2020-21	2021-22
CEMETERY CHARGES		
Interment rights inperpetuity	\$21,160.00	\$22,218.00
New or Renewal Lease		
- 25 year lease	\$2,365.00	\$2,483.00
- 5 year lease	\$526.00	\$552.00
Digging of Grave (Burials) – either new ground or a re-open of existing lease		
Baby Grave 4'6" x 3'	\$673.00	\$707.00
Child under 10 years (child depth)	\$849.00	\$891.00
Single Depth/Standard Grave Size	\$1,808.00	\$1,898.00
Double Depth/Standard Grave Size	\$2,004.00	\$2,104.00
Triple Depth/Standard Grave Size	\$2,297.00	\$2,412.00
Exhumations	POA	POA
Remove and Replace Ledger	\$624.00	\$655.00
Remove Concrete only	\$541.00	\$568.00
Remove and Replace Concrete	\$1,095.00	\$1,150.00
Lift and Deepen	\$966.00	\$1,014.00
Vault Preparation and Sealing	\$1,656.00	\$1,739.00
Saturday Surcharge	\$606.00	\$636.00
Late Fee after 3pm Monday to Thursday	\$315.00	\$331.00
Late Fee after 3pm Friday	\$469.00	\$492.00
Excess Soil Removal	\$104.00	\$109.00
Gravesite Search (each additional search thereafter)	\$36.00	\$38.00
Late Notice (<48 hours notice)	\$242.00	\$254.00
Interment of Cremated Remains (into Grave Site)	\$426.00	\$447.00
Columbarium Wall Charges		
Memorial rights inperpetuity (Columbarium Wall Charges only)	\$13,434.00	\$14,106.00
North Brighton Wall	\$1,601.00	\$1,681.00
King George Avenue Wall	\$1,601.00	\$1,681.00
St Judes Wall	\$1,601.00	\$1,681.00
Standard 8 line computer set plaque	\$464.00	\$487.00
North Brighton MAS System Memorials		
Memorial rights inperpetuity (North Brighton MAS Blocks only)	\$8,710.00	\$9,146.00
Site Fee - lease 50 years	\$1,960.00	\$2,058.00
Plaque	\$474.00	\$498.00
Monumental Work Application Fees		
New Monument	\$150.00	\$158.00
Addition to Existing	\$78.00	\$82.00
Lease of Memorial Seats (10 Years)		
Memorial seats along the foreshore	\$4,000.00	\$4,000.00
Memorial seats on Council parks and reserves	\$2,700.00	\$2,700.00
Gleneil/Brighton Seaside Memorials		
Engraving	\$1,700.00	\$1,700.00
ANIMALS		
Dog Registration Fees		
Non-standard	\$95.00	\$95.00
Microchipped	\$80.00	\$80.00
Trained	\$73.00	\$73.00
Desexed	\$64.00	\$64.00
Microchipped and trained	\$49.00	\$49.00
Non-standard with concession	\$48.00	\$48.00
Microchipped and desexed	\$48.00	\$48.00
Microchipped, desexed and trained	\$41.00	\$41.00
Microchipped with concession	\$37.00	\$37.00
Trained with concession	\$36.00	\$36.00
Desexed with concession	\$32.00	\$32.00
Business registration	\$30.00	\$30.00
Microchipped and trained with concession	\$24.00	\$24.00
Microchipped and desexed with concession	\$24.00	\$24.00
Microchipped, desexed and trained with concession	\$20.00	\$20.00
Assistance dogs	\$0.00	\$0.00
Cat Trap hire	\$15/week + deposit	




Fees and Charges

2020-21

2021-22

OTHER	2020-21	2021-22
Damage to Council Property (including removal of posters) - \$45 minimum (\$45 per ½ hour or part thereof).	\$37/half-hour	\$45/half-hour
Remove overgrown vegetation - \$180 minimum (\$45 per ½ hour or part thereof, minimum charge 2 hours).	\$37/half-hour	\$45/half-hour
Domestic Bin Impoundment fee	\$94.00	\$95.00
Impoundment (other than dogs, domestic bins or cars) per item.	As charged by provider	As charged by provider
Personal Training Permits:		
Category A - 12 months	\$84.00	\$85.00
Category A - 3 months	\$37.00	\$38.00
Category B - 12 months	\$157.00	\$160.00
Category B - 3 months	\$74.00	\$75.00
Category C - 12 months	\$209.00	\$215.00
Category C - 3 months	\$94.00	\$95.00
Administrative Fee for Changes	\$15.00	\$17.00
Immunisation	\$15 service fee + cost recovery	\$15 service fee + cost recovery
High risk manufactured water systems	As per statutory regulations	As per statutory regulations
Legionella Water Sampling	\$80.00	\$81.00
Food Inspections as per Food Act 2001 regulated fees	Maximum allowed as per legislation	Maximum allowed as per legislation
Food Auditing per Hour	\$170.00	\$172.00
Desk Top Food Audit per Hour	\$84.00	\$85.00
Food Truck Permits per Month	\$200.00	\$200.00
Food Truck Permits per Year	\$2,000.00	\$2,000.00
OFF-STREET CAR PARKING (Hourly Rate includes GST, Permits are exempt)		
Ticket Parking Fees (per hour)		
Elizabeth Street	\$3/hour	\$3/hour
Buffalo Car Park	\$2/hour	\$2/hour
Cowper Street Glenelg Cinema - Partridge Street		
First two hours	free	free
Third hour	\$2.50	\$2.50
Fourth hour	\$3.50	\$3.50
Subsequent hours	\$5.50/Hour	\$5.50/Hour
Maximum fee	\$30	\$30
Staff business permits	\$4/day	\$4/day
Cinema Patrons		
First four hours	free	free
Subsequent hours	\$5.50/hour	\$5.50/hour
Maximum fee	\$30	\$30
Council Car park Permit - Elizabeth Street (per month)	\$193.00	\$193.00
Temporary Parking Controls (per day based on marked space of 6.5 linear metre of kerb \$50)	\$53	\$53
ON-STREET CAR PARKING (GST Exempt)		
Ticket Parking Fees (per hour) - Moseley Street	\$3.00	\$3.00
Ticket Parking Fees (per hour) - Colley Terrace/Anzac Highway	\$3.00	\$3.00
Ticket Parking Fees (per hour) - New Locations	\$3.00	\$3.00
Residential Parking Permits (per annum)	\$146.00	\$147.00
3P Parking (per annum)	\$146.00	\$147.00

Partridge House

 Hire Options	20/21 Fees			21/22 Fees		
	Private/Corporate Bookings <small>(for weddings, children's birthday parties and memorial services please refer to our packages section)</small>		Not For Profit & Community Benefit Events	Private/Corporate Bookings <small>(for weddings, children's birthday parties and memorial services please refer to our packages section)</small>		Not For Profit & Community Benefit Events
	Mon - Thu MIN 2 HOURS	Fri, Sat, Sun, Public Holiday <small>(minimum hire charge: 3 hours)</small>	Mon-Thu Only UP TO 3 HOURS	Mon - Thu MIN 2 HOURS	Fri, Sat, Sun, Public Holiday <small>(minimum hire charge: 3 hours)</small>	Mon-Thu Only UP TO 3 HOURS
Venue Only <small>(hirer responsible for all set up/pack down and clean up)</small>						
House						
Partridge Room/Kitchen (Rm 1)	\$120 - \$175 per hour	\$170 - \$220 per hour	\$80 - \$150 for up to 3 hrs	\$120 - \$175 per hour	\$170 - \$220 per hour	\$80 - \$150 for up to 3 hrs
Courtyard Room/Kitchen (Rm 3)	\$120 - \$175 per hour	\$170 - \$220 per hour	\$80 - \$150 for up to 3 hrs	\$120 - \$175 per hour	\$170 - \$220 per hour	\$80 - \$150 for up to 3 hrs
Library Room (Rm 4)	\$65 - \$85 per hour	\$80 - \$110 per hour	\$60 - \$90 for up to 3 hours	\$65 - \$85 per hour	\$80 - \$110 per hour	\$60 - \$90 for up to 3 hours
Meeting Room (Rm 5)	NA	NA	NA	NA	NA	NA
Mayoresses Parlour	\$100 - \$140 per hour	\$100 - \$150 per hour	\$70 - \$150 for up to 3 hours	\$100 - \$140 per hour	\$100 - \$150 per hour	\$70 - \$150 for up to 3 hours
Garden Room incl. Kitchen (Rm 8)	\$100 - \$160 per hour	\$120 - \$180 per hour	\$80 - \$150 for up to 3 hours	\$100 - \$160 per hour	\$120 - \$180 per hour	\$80 - \$150 for up to 3 hours
Partridge Room, Courtyard Room, Library, Kitchen	\$220 - \$370 per hour	\$280 - \$380 per hour	\$170 - \$320 for up to 3 hours	\$220 - \$370 per hour	\$280 - \$380 per hour	\$170 - \$320 for up to 3 hours
Entire House/Exclusive Use	\$270 - \$430 per hour	\$370 - \$570 ph Max \$3,000	\$310 - \$515 for up to 3 hours	\$270 - \$430 per hour	\$370 - \$570 ph Max \$3,000	\$310 - \$515 for up to 3 hours
Grounds						
Elm Tree Courtyard	\$80 - \$120 per hour	\$105 - \$210 per hour	\$60 - \$150 for up to 3 hours	\$80 - \$120 per hour	\$105 - \$210 per hour	\$60 - \$150 for up to 3 hours
Pond Lawn	\$80 - \$120 per hour	\$105 - \$210 per hour	\$60 - \$150 for up to 3 hours	\$80 - \$120 per hour	\$105 - \$210 per hour	\$60 - \$150 for up to 3 hours
House Lawn	\$80 - \$120 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours	\$80 - \$120 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours
Sun Dial Lawn	\$80 - \$120 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours	\$80 - \$120 per hour	\$100 - \$200 per hour	\$60 - \$150 for up to 3 hours
All reservable grounds areas <small>[Rate = Elm Tree + Sun Dial Lawn]</small>	\$180 - \$330 ph max	\$320 - \$520 ph max \$3,000	\$155 - \$310 for up to 3 hours	\$180 - \$330 ph max	\$320 - \$520 ph max \$3,000	\$155 - \$310 for up to 3 hours
Additional hire time						
Additional Options						
Staff assistance (set up / pack down furniture)	\$70-\$100 per hour	\$110- \$150 per hour	\$80	\$70-\$100 per hour	\$110- \$150 per hour	\$80
Cleaning	\$70	\$110	\$80	\$70	\$110	\$80
Wifi internet access	On application	On application	On application	On application	On application	On application
Data projector (flat rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Screen (flate rate)	\$80	\$80	Inc if available	\$80	\$80	Inc if available
Sound equipment incl. microphone & CD player (flate rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Lecturn (flat rate)	\$50	\$50	Inc if available	\$50	\$50	Inc if available
Wedding ceremony chairs (per chair)	\$5	\$5	\$5	\$5	\$5	\$5
Cocktail Table	\$25	\$25	\$25	\$25	\$25	\$25
Flower pedestal (per item)	\$10	\$10	Inc if available	\$10	\$10	Inc if available
Table linen (per item)	\$25 per cloth	\$25 per cloth	\$25 per cloth	\$25 per cloth	\$25 per cloth	\$25 per cloth
Arch	\$100	\$100	\$100	\$100	\$100	\$100
Smart TV Screen	\$200	\$300	\$300	\$200	\$300	\$300

Note:

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


Partridge House - Packages

Partridge House Packages	Inclusions	20/21 Venue Hire Fees			21/22 Venue Hire Fees		
		Mon - Thu	Fri, Sat & Sun	Public Holiday	Mon - Thu	Fri, Sat & Sun	Public Holiday
Weddings							
Ceremony only	2 hours exclusive use of reservable space in grounds or entire house, 24 chairs for guests, signing table and 2 chairs, photography permit, 3 reserved parking spaces, set up, pack down and clean up. 1 hour rehearsal prior to wedding day	\$900	\$1,100	\$1,300	\$900	\$1,100	\$1,300
Ceremony and refreshment table	2.25 hours exclusive use of reservable space in grounds or entire house, 24 chairs for guests, signing table and 2 chairs, photography permit, 3 reserved parking spaces, set up, pack down and clean up. 1 hour rehearsal prior to wedding day. Drinks table with white cloth and silver tubs and ice set up for clients own drinks to be supplied for refreshments after the service. Glassware additional cost. POA	\$1,000	\$1,200	\$1,400	\$1,000	\$1,200	\$1,400
Reception only	6 hours exclusive use of entire house or reservable space in grounds, chairs and tables for up to 100 guests, photography permit, 3 reserved parking spaces, set up, pack down and clean up. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)	\$1,200	\$1,500 - \$1,700	\$1,500 - \$1,700	\$1,200	\$1,500 - \$1,700	\$1,500 - \$1,700
Ceremony + reception	8 hours exclusive use of reservable space in grounds or entire house, 20 guest chairs, signing table and chairs for ceremony, photography permit, chairs and tables for up to 100 guests, 3 reserved parking spaces, set up, pack down and clean up. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)	\$1,800 - \$2,000	\$2,000 - \$2,500	\$2,500	\$1,800 - \$2,000	\$2,000 - \$2,500	\$2,500
Children's Birthday Parties <i>Valid only for bookings made within 3 months of the event date</i>	3 hours exclusive use of Kitchen, Garden Room and side lawn, 20 chairs, 2 trestle tables	\$350	\$450 - \$550	\$550	\$350	\$450 - \$550	\$550
Private Events							
Day time event (before 5pm) <i>Valid only for bookings made within 3 months of the event date</i>	Up to 4 hours exclusive use of Partridge Room, Courtyard Room, Kitchen and front lawn, chairs and tables for up to 100 guests (indoor only)	\$550 - \$1,000	\$900 - \$1,400	\$900 - \$1,400	\$550 - \$1,000	\$900 - \$1,400	\$900 - \$1,400
Evening event (after 5pm) <i>Valid only for bookings made within 3 months of the event date</i>	Up to 6.5 hours exclusive use of Partridge Room, Courtyard Room, Kitchen and front lawn, chairs and tables for up to 100 guests (indoor only).	\$600 - \$1,300	\$1,000 - \$1,450	\$1,000 - \$1,450	\$600 - \$1,300	\$1,000 - \$1,450	\$1,000 - \$1,450
Memorial Service							
Service only	2.5 hours exclusive use of entire house, 20 chairs for guests, audio visual equipment, lecturn, flower pedestals, 3 reserved parking spaces.	\$400 - \$600	\$700 - \$1,100	\$700 - \$1,100			
Set up & pack down for Memorial Service	Partridge House standard service set up and pack away	\$80 - \$150	\$100 - \$200	\$150 - \$250			
Service & refreshments	4 hours exclusive use of entire house, chairs and tables for up to 100 guests, water, tea, coffee, biscuits, 3 reserved parking spaces, set up, pack down and clean up for catering. Note: additional catering can be provided - please refer to functions brochure for options and pricing	\$500	\$500	poa			
up to 50 guests		\$600	\$600				
up to 75 guests		\$700	\$700				
50 to 100 guests		\$200	\$200	\$200			
TV Screen Hire							
Memorial Service							
Inside Partridge House							
Service only	2 hours including audio visual equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.				\$580	\$880	\$880
Service & refreshments	2.5 hours including refreshments for up to 50, audio visual equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.				\$780	\$1,080	\$1,080
Outside Under Elm Tree							
Service only	2.5 hours including audio equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.				\$780	\$1,080	\$1,080
Service & refreshments	3 hours including refreshments for up to 50, audio equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.				\$980	\$1,280	\$1,280

Note:

1. Bookings may be for future financial years
2. City of Holdfast Bay Ratepayers receive a 10% discount on venue hire for private bookings. Evidence required to receive ratepayer discount - event must be for the ratepayer or an immediate family member

Kauri Community and Sports Centre

 Hire Options Kauri Community & Sports Centre	20/21 Fees			21/22 Fees		
	Private/Corporate Bookings		Not For Profit & Community Benefit Events	Private/Corporate Bookings		Not For Profit & Community Benefit Events
	Monday-Friday Between 9am–5pm 10% surcharge after 5pm	Weekend 9am-5pm Or Public holiday 10% surcharge after 5pm	Monday-Friday 9am–5pm 10% surcharge after 5pm	Monday-Friday Between 9am–5pm 10% surcharge after 5pm	Weekend 9am-5pm Or Public holiday 10% surcharge after 5pm	Monday-Friday 9am–5pm 10% surcharge after 5pm
Venue Only <i>(hirer responsible for all set up/pack down and clean up)</i>						
Function Room	\$250/day or \$150/4hrs	\$350/day or \$200/4hrs	\$200/day or \$120/4hrs or \$35/hr	\$250/day or \$150/4hrs	\$350/day or \$200/4hrs	\$220/day or \$130/4hrs or \$40/hr
Meeting Room	\$120/day or \$70/half day or \$25/hr	\$160/day or \$100/half day or \$35/hr	\$80/day or \$50/half day or \$20/hr	\$120/day or \$70/half day or \$25/hr	\$160/day or \$100/half day or \$35/hr	\$100/day or \$60/half day or \$20/hr
Additional Options						
Staff assistance (set up / pack down furniture)	\$35/hr	\$50/hr	\$35/hr	\$40/hr	\$60/hr	\$40/hr
Cleaning	\$60/hr	\$100/hr	\$60/hr	\$60/hr	\$100/hr	\$60/hr
Wifi internet access, Data projector, sound equipment including microphone & CD player	On application	On application	On application	On application	On application	On application
Lecturn (flat rate)	\$20	\$20	included if available	\$20	\$20	included if available
Chairs (per chair)	\$2	\$2	\$2	\$2	\$2	\$2
Tables (per table)	\$20	\$20	\$20	\$20	\$20	\$20
Table with linen	\$35	\$35	\$35	\$35	\$35	\$35

Note:

1. The actual price for each booking will be quoted on application.
2. Minimum \$50 charge/booking for function room
3. Private & Corporate booking charge capped \$2500 for up to 10 hours hire
4. Prices for not for profit or small business bookings on a Weekend or Public Holiday on application.
5. Additional Fees will be charged to the hirer if the venue is not left clean and tidy
6. All bookings need to include time for set up/pack down and clean up
7. Use of basic crockery, cutlery & glass ware included in venue charges
8. Additional charges apply for catering
9. Pricing is reviewed annually with increases, if any, applied on 1st July

COMMUNITY WELLBEING FEES & CHARGES 2021/2022

Service	Subsidised Fees	Private Fees	General Information
COMMUNITY TRANSPORT			
Travel Card	\$55 - 28 trips (save \$15)	\$85 – 28 trips (save \$13)	Save by buying your community bus trips in bulk.
Community Bus – single trip (One Way)	\$2.50	\$3.50	Per one way trip to local destinations
Personal Transport – one way trip WITHIN council boundaries – whether by a VOLUNTEER DRIVER or a TAXI	\$5.00	\$10.00	Cost per one way trip Council volunteer or Taxi company with which Council has an agreement delivers the service
Personal Transport in a TAXI – OUTSIDE council boundaries (within a 10km radius) – whether by a VOLUNTEER DRIVER or a TAXI	\$10.00	\$20.00	Cost per one way trip Council volunteer or Taxi company with which Council has an agreement delivers the service
Personal Transport in a TAXI – OUTSIDE council boundaries (within a 20km radius) – whether by a VOLUNTEER DRIVER or a TAXI	\$15.00	\$30.00	Cost per one way trip Council volunteer or Taxi company with which Council has an agreement delivers the service
COMMUNITY PARTICIPATION (does not include transport fees)			
Group Activity Card	\$85 (20 visits)	\$145 (20 visits)	Save by paying for your social groups in bulk.
Group activities at a centre	\$5.00	\$8.00	Art, exercise groups, recreational fishing, water aerobics and more – see website for details
Bus trips and outings	TBC	TBC	Costs may vary dependent upon destination and inclusions
Let's Eat Lunch/Dinner	\$12	\$20	A two course meal and a beverage at a community venue
Lifestyle Courses	TBC	TBC	A range of courses that build resilience and self-confidence
ADMINISTRATION FEES			
Invoice Fee	\$1.50	\$1.50	Per invoice if not paying at time of service

Attachment 3



2021/22 Jetty Road Mainstreet Summary Budget

2020/21 Budget	Revenue	2021/22 Budget
584,446	General Rates Raised	598,480
4,000	Other Income	20,000
96,500	Winter Wonderland Revenue	-
684,946		618,480
	Expenses	
200,872	Employee Costs	206,153
5,800	Sponsorships	26,500
6,000	Professional Services	-
28,000	Event Management	39,500
-	Christmas Decorations	10,000
196,524	Marketing	284,577
20,000	Retail Strategy Implementation	10,000
3,250	Food & Drink	3,500
1,500	Repairs and Maintenance	-
2,500	Directory Board	2,500
-	Donations	2,500
-	COVID-19 Related Expenditure	20,000
-	Other Expenditure	5,000
140,500	Winter Activation	40,000
50,000	Tour Down Under	30,000
30,000	Spring Street Party	30,000
-	Gin Festival	50,000
20,000	Christmas Pageant	-
75,000	Masterplan Initiatives (street lighting & art project)	-
(95,000)	2019/20 Carry Forward Budget	(141,750)
684,946		618,480
-	Net Profit/(Loss)	-

Attachment 4





Adopted Budget & Business Plan

2021-2022

Vision (what we aspire to be)	We are leaders in delivering innovative and sustainable waste management solutions for the benefit of our southern Adelaide communities and the environment			
Mission (what we do)	We accept and process waste at a price point that balances cost, environmental outcomes and community expectations; provide information and market intelligence to assist our Constituent Councils in their waste management strategies; and respond to our Constituent Council's requests for assessment of waste management methods and/or services			
Purpose (why we exist)	To maintain an effective, cost efficient and environmentally responsible waste management service for our Constituent Councils and their communities by maximising the use of the SRWRA landfill site, assets and infrastructure			
Our Strategy	To improve and increase the diversity of materials accepted at SRWRA and maximise waste avoidance, re-use, recycling and recovery opportunities prior to landfill disposal. We do this by building effective relationships with our joint venture partners, stakeholders and customers, capitalising on and promoting the circular environmental economy, being an incubator for compatible industries and operating a financially sustainable, well managed and appropriately governed enterprise			
Our Overarching Principles	Governance – we provide good governance and accountability to our Constituent Councils	Financial Sustainability – we are financially viable	Safety and environmental compliance - we care for our people and our environment	Community - we are a responsible part of our community and achieve great outcomes for them
Strategic Plan 2019-26 - Timeframes	Business improvement (Stage One: 2019-2022) - immediate actions that maintain effective and commercially viable waste management operations and establish ground-work for future directions	Developing new ventures (Stage Two: 2019-2026) – research, modelling and testing of initiatives that will position SRWRA as an environmental hub that drives broader environmental outcomes and generates strong revenues	Benefiting from new directions (Stage Three: 2025-2030) – deliver SRWRA's long-term aspirations for a commercially sustainable site that capitalises on emerging opportunities in waste collection, transfer, re-use and sale – as well as complementary industries	
Business Plan 2021-2022 Key Focus Areas	Resource Recovery – we deliver solutions that divert waste from landfill	Stakeholder Relationships – we support a community of shared responsibility		Operational excellence – we have a business model that supports the delivery of long-term sustainable waste solutions
Business Plan 2021-2022 Objectives (how we are going to achieve our Key Focus Areas)	<ol style="list-style-type: none"> Commence operation of the Material Recovery Facility and support the associated Joint Venture Solar Farm Review the first 12 months of performance of the Solar Farm Identify and assess the feasibility of advanced waste treatments opportunities as they arise Explore options to treat organics and greens Identify potential markets/business opportunities for recovered resources 	<ol style="list-style-type: none"> Establish and maintain consistent communication with stakeholders and communities to ensure SRWRA's role and capabilities are understood Provide information to Constituent Councils to support them with waste avoidance and positive waste behaviours and initiatives Identify industry initiatives and outcomes that are locally relevant and provide to Constituent Councils Hold Joint Venture Committee meetings in accordance with agreed schedule. 	<ol style="list-style-type: none"> EPA licence is renewed by 31 July 2021 Review LEMP to reflect new EPA Licence Review and Update SRWRA Charter Review and update Governance Manual Review and update Policies and Procedures Implement and complete 2021 Risk Evaluation Action Plan (WHS&IM) Implementation and review of Risk Management Registers Future landfill rehabilitation and capping is assessed and funded over the lifetime of the site Deliver operating surplus Review fill plan and program supercell construction Establish strategic and operational KPIs 	
Key Measures	<ol style="list-style-type: none"> Diversion of incoming waste material from landfill >31% to increase by 1% per year Future landfill airspace = 30 years Carbon emission offset >100,000 tonnes pa Deliver agreed projects on time and on budget 	<ol style="list-style-type: none"> One presentation to Elected Members in each Constituent Council per annum Bi-monthly communication with Constituent Councils Power produced from Site is >22K MWh per annum? 	<ol style="list-style-type: none"> Maintain EPA Licence Reduction in the number of lost time injuries from the previous year Achieve or surpass operating surplus budget 	

Southern Region Waste Resource Authority (SRWRA)

Budgeted Uniform Presentation of Finances

	2020/21 \$'000 Approved BR3	2021/22 \$'000 Adopted Budget
Operating Revenues	15,103	13,688
less Operating Expenses	(14,986)	(12,834)
Operating Surplus/(Deficit)	117	854
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(509)	(55)
Depreciation, Amortisation, Impairment	1,040	1,188
Proceeds from Sales of Replaced Assets	23	-
	554	1,133
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(6,208)	(869)
Amounts received specifically for New and Upgraded Assets	-	-
Proceeds from Sales of Surplus Assets	-	-
	(6,208)	(869)
Net Lending/(Borrowing) for Financial Year	(5,537)	1,118

Southern Region Waste Resource Authority (SRWRA)

Budgeted Statement of Comprehensive Income

2019/20 Audited Actual \$'000		2020/21 Approved BR3 \$'000	2021/22 Adopted Budget \$'000
	Income		
10,746	User Charges	11,979	10,689
501	Investment Income	393	677
-	Reimbursements	1,500	-
493	Other	535	810
745	Net gain - equity accounted Joint Venture	696	1,512
12,485	Total Income	15,103	13,688
	Expenses		
1,248	Employee Costs	1,074	1,302
9,719	Materials, Contracts & Other Expenses	12,872	10,344
860	Depreciation, Amortisation & Impairment	1,040	1,188
11,827	Total Expenses	14,986	12,834
658	Operating Surplus / (Deficit)	117	854
-	Net Gain/(Loss) on Disposal of Assets	130	-
-	Amounts received specifically for new or upgraded assets	-	-
658	Net Surplus / (Deficit)	247	854
1,222	Other Comprehensive Income	-	-
1,880	Total Comprehensive Income	247	854

Southern Region Waste Resource Authority (SRWRA)

Budgeted Statement of Cash Flows

2019/20 Audited Actual \$'000		2020/21 Approved BR3 \$'000	2021/22 Adopted Budget \$'000
	Cash Flows from Operating Activities		
	Receipts		
11,743	Operating Receipts	12,514	12,999
501	Investment Receipts	393	677
	Payments		
(11,886)	Operating Payments to Suppliers and Employees	(13,962)	(11,880)
358	Net Operating Cash Flows	(1,055)	1,796
	Cash Flows from Investing Activities		
	Receipts		
-	Sale of Surplus Assets	23	-
900	Distribution received from equity accounted Joint Venture	600	3,042
	Payments		
(759)	Expenditure on Renewal/Replacement Assets	(509)	(55)
(2,490)	Expenditure on New/Upgraded Assets	(6,208)	(869)
-	Capital Contributed to Equity Accounted Joint Venture	(6,647)	(1,817)
(2,349)	Net Cash Flows Investing Activities	(12,741)	301
	Cash Flows from Financing Activities		
	Payments		
-	Distribution to Constituent Councils	-	-
-	Net Cash Flows from Financing Activities	-	-
(1,991)	Net Increase / (Decrease) in Cash Held	(13,796)	2,097
17,497	Cash & Cash Equivalents at start of period	15,506	1,710
15,506	Cash & Cash Equivalents at end of period	1,710	3,807

Southern Region Waste Resource Authority (SRWRA)

Budgeted Statement of Financial Position

2019/20 Audited Actual \$'000		2020/21 Approved BR3 \$'000	2021/22 Adopted Budget \$'000
	Current Assets		
15,506	Cash & Cash Equivalents	1,710	3,807
2,230	Trade & Other Receivables	3,730	2,230
17,736	Total Current Assets	5,440	6,037
	Non-Current Assets		
677	Equity Accounted Joint Venture	7,420	7,707
19,319	Property, Plant & Equipment	25,453	25,331
19,996	Total Non-Current Assets	32,873	33,038
37,732	Total Assets	38,313	39,075
	Current Liabilities		
2,339	Trade & Other Payables	2,339	2,339
-	Borrowings	-	-
145	Provisions	145	145
2,484	Total Current Liabilities	2,484	2,484
	Non-Current Liabilities		
13,735	Provisions	14,069	13,977
-	Borrowings	-	-
-	Other Non-Current Liabilities	-	-
13,735	Total Non-Current Liabilities	14,069	13,977
16,219	Total Liabilities	16,553	16,461
21,513	Net Assets	21,760	22,614
	Equity		
20,291	Accumulated Surplus	20,538	21,392
1,222	Asset Revaluation Reserve	1,222	1,222
21,513	Total Equity	21,760	22,614

Southern Region Waste Resource Authority (SRWRA)

Budgeted Statement of Changes in Equity

2019/20 Audited Actual \$'000		2020/21 Approved BR3 \$'000	2021/22 Adopted Budget \$'000
	Accumulated Surplus		
19,633	Balance at beginning of period	20,291	20,538
658	Net Surplus/(Deficit)	247	854
-	Transfers from reserves	-	-
-	Transfers to reserves	-	-
-	Distribution to Councils	-	-
<u>20,291</u>	Balance at end of period	<u>20,538</u>	<u>21,392</u>
	Asset Revaluation Reserve		
-	Balance at beginning of period	1,222	1,222
1,222	Gain on Revaluation of Property, Plant & Equipment	-	-
-	Transfers from reserve	-	-
<u>1,222</u>	Balance at end of period	<u>1,222</u>	<u>1,222</u>
<u><u>21,513</u></u>	Total Equity	<u><u>21,760</u></u>	<u><u>22,614</u></u>

Item No: **15.4**

Subject: **2021-2022 RATE DECLARATION**

Date: 22 June 2021

Written By: Rates Administrator

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

General, differential and separate rates have been identified to fund Council's activities, together with the Regional Landscape Levy, as contained within the approved 2021-2022 budget document. Council is now in a position to formally declare the rates for the 2021-2022 financial year.

RECOMMENDATION

1. Adoption of Valuations

That the total capital value of land within Council's area of \$14,477,737,300, as provided by the State Valuation Office, be adopted for rating purposes for the 2021-2022 financial year.

2. Declaration of Differential General Rates

In order to raise a total net amount of \$37,049,400 from the differential general rate:

- (a) in respect of rateable land with a land use of Commercial-Shop (Category 2), Commercial-Office (Category 3), Commercial-Other (Category 4), Industrial-Light (Category 5), Industrial-Other (Category 6), and Vacant Land (Category 8) , a Differential General Rate of 0.396404 cents in the dollar is declared on the capital value of such land;**
- (b) in respect of rateable land with a land use of Residential (Category 1) and Other Land (Category 9) uses, a Differential General Rate of 0.243117 cents in the dollar is declared on the capital value of such land;**

- (c) pursuant to Section 158 of the *Local Government Act 1999*, a minimum amount payable by way of the General Rate is fixed at \$1,045;
- (d) pursuant to Section 153(3) and (4) of the *Local Government Act 1999*, a maximum increase of 6% (of the general rate declared for the same property for the 2021/2022 financial year) is fixed in the general rate charged on rateable land that is used for residential purposes and constitutes the principal place of residence of a principal ratepayer. Any amount exceeding the 6% increase will be remitted in full on application. The cap on an increase in general rates under this Section will not apply where property values have increased as a result of the following events: new building work and/or development activity greater than \$5,000; changes in land use wholly or partially; changes in zoning; the ownership of the rateable property has changed since 1 July of the previous year; the property is no longer the principal place of residence; and;
- (e) Council grant a one-off discretionary rebate for 2021-2022 in accordance with Section 166(l)(ii) of the *Local Government Act 1999* to land use categories of commercial and industrial due to a substantial and rapid change in valuations for the 2021-2022 financial year applicable to those assessments whereby the increase in rates is greater than 6% based on the 2020-2021 financial year.

3. Declaration of Separate Rates

Jetty Road Mainstreet

- (a) In exercise of the powers contained in Section 154 of the *Local Government Act 1999* and in order to support and improve the activity of promoting and enhancing business viability, profitability and trade, commerce and industry in Jetty Road Glenelg, a Differential Separate Rate of 0.131985 cents in the dollar is declared on the capital value of all rateable land:
 - with a frontage to Jetty Road or Moseley Square;
 - within the side streets that intersect with Jetty Road between High Street and Augusta Street;
 - the entire site referred to as the Holdfast Shores 2B Entertainment Centre; and
 - that has a land use of Category 2 (Commercial – Shop), Category 3 (Commercial – Office) and Category 4 (Commercial –Other).

Patawalonga Marina

- (b) (i) In exercise of the powers contained in Section 154 of the *Local Government Act 1999* and in order to carry out the activity of the maintenance and upkeep of the Boat Lock in the Patawalonga basin, a Separate Rate of 0.986446 cents in the dollar of the capital value of land, is declared on all rateable land within the Patawalonga basin bounded by the high water mark; and
- (ii) in exercise of the powers contained in Section 158(1)(b) of the *Local Government Act 1999* the amount that would otherwise be payable by way of rates in respect of this separate rate is altered by fixing the maximum amount of the separate rate payable for assessments within the area to which this separate rate applies where the capital values of which exceed \$83,634 at \$825.

4. Imposition of Regional Landscape Levy

In exercise of the powers contained in Section 69 of the *Landscape South Australia Act 2019* and Section 154 of the *Local Government Act 1999*, in order to reimburse the Council for the amount contributed to the Green Adelaide Board, being \$1,301,758, the Council declares a separate rate of 0.00936015 cents in the dollar of the capital value of all rateable land in the Council area.

5. Payment

That:

- (a) in accordance with Section 181(1) of the *Local Government Act 1999*, all rates are payable in four equal (or approximately equal) instalments, the due dates being:

1 September 2021
1 December 2021;
1 March 2022; and
1 June 2022.

Provided that in cases where the initial account requiring payment of rates is not sent by the time set by the *Local Government Act 1999* (the "Act"), or an amended account is required to be sent, the Chief Executive Officer is authorised to fix the date by which rates must be paid in respect of those assessments affected; and

- (b) pursuant to Section 181 (4)(b) of the *Local Government Act 1999*, the Chief Executive Officer is authorised to enter into agreements with ratepayers relating to the payment of rates in any case of hardship or financial difficulty, or where it is considered in the best interests of Council so to do (as determined by the Chief Executive Officer).

6. The current Rating Policy be updated to reflect Council's decision.

COMMUNITY PLAN

Culture: Being Financially Accountable

COUNCIL POLICY

Rating Policy

STATUTORY PROVISIONS

Local Government Act 1999, Section 44 and Chapter 10.
Local Government (General) Regulations 1999, Regulation 10. *Landscape South Australia Act 2019*, Section 69.

BACKGROUND

This report has been prepared to enable the declaration of the 2021-2022 rates.

Council has received and considered various reports and minutes in relation to the Budget and Rating for 2021-2022 including:

23 Feb 2021	Report No: 59/21 Audit Committee – Minutes of meeting 10 February 2021
23 March 2021	Report No: 88/21 Jetty Road Mainstreet Committee – Minutes of meeting 3 March 2021
27 April 2021	Report No: 129/21 Audit Committee – Minutes of meeting 21 April 2021
27 April 2021	Report No: 135/21 Draft 2021-22 Annual Business Plan
11 May 2021	Report No: 146/21 Alwyndor Management Committee – Minutes of meeting April 2021
8 June 2021	Report No: 195/21 Audit Committee – Minutes of meeting 2 June 2021
8 June 2021	Report No: 196/21 Draft 2021-22 Annual Business Plan Consultation Outcomes

22 June 2021
22 June 2021

Report No: 201/21 Annual Business Plan
Report No: 202/21 2021-2022 Budget Adoption

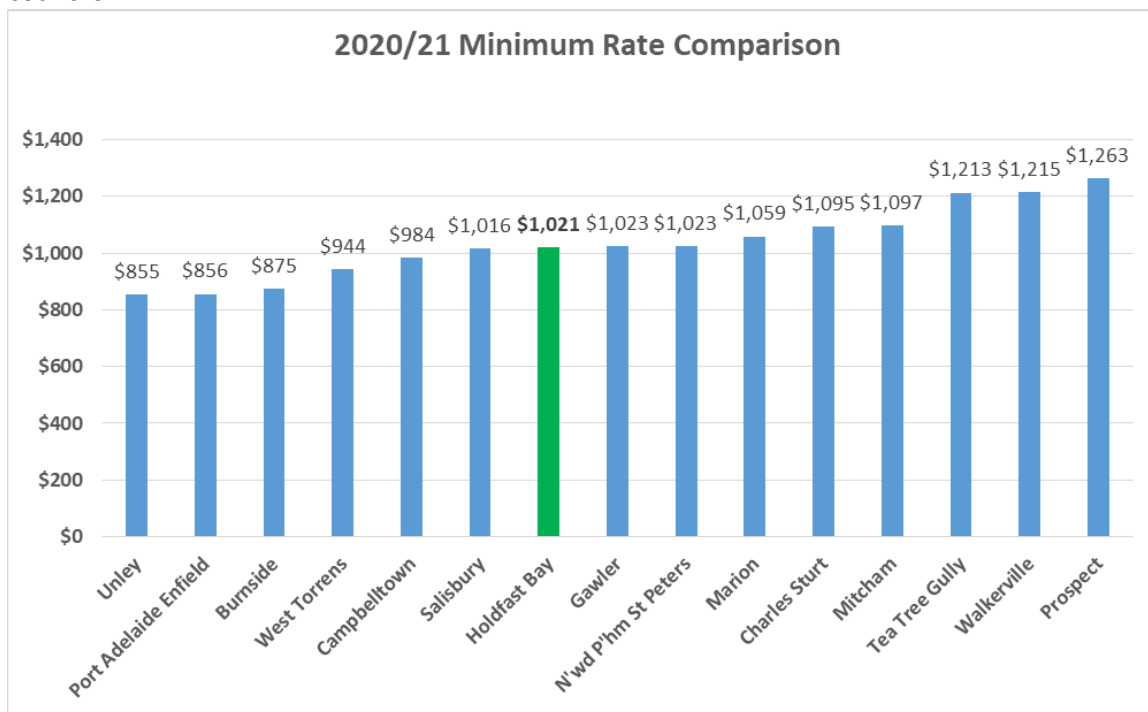
REPORT

Minimum Rate

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

For 2020-2021, the minimum rate was \$1,021 and applied to 26.25% of all rateable properties which includes residential, commercial, industrial, vacant and other type properties.

The average minimum rate for councils in metropolitan Adelaide that applied a minimum rate in 2020-2021 was \$1,036. The following chart shows how Holdfast Bay currently compares to other councils.



The 2021/2022 budget has provided for a 2.4% overall rate revenue increase exclusive of new development growth. It is recommended that a 2.4% increase be applied to the minimum rate equating to an increase of \$24 to \$1,045. This ensures the number of properties on the minimum rate remain at 26%.

General Rates

The proposed rates are based on the Supplementary Valuation Reports issued by the State Valuation Office, up to and including supplementary report dated 5 June 2021.

Overall general rate revenue for 2021-2022 will increase 2.4%, excluding new developments, and the State Government Regional Landscape Levy. The budget includes the net amount of \$37,049,400 (allowing for rate capping and all rebates) for differential general rate revenue that will be raised through a differential general rate of 0.243117 cents in the dollar (0.247456 cents in 2020-2021) and a minimum rate of \$1,045 (\$1,021 in 2020-2021).

The increase in rates payable for a median residential rateable property value is \$48. This is based on a median residential property value of \$590,000 (increase of \$30,000 from 2020-2021) with the amount payable is \$1,434 (\$1,386 in 2020-2021).

Differential General Rates

The *Local Government Act 1999* allows councils to differentiate rates based on land use. Council currently applies a 63% higher rate-in-the-dollar for commercial, industrial and vacant land purposes. Vacant land is included in the differential general rate to encourage development. Research with other councils indicates that Holdfast Bay has a comparatively low proportion of commercial and industrial properties.

The overall amount of differential rates generated in 2020-2021 was \$4,813,380, representing approximately 13.2% of Council's overall general rates raised. Increasing the differential to 63% results in an amount of \$4,980,828 being raised equating to 13.2% of the overall rates raised.

The differential general rate in the dollar to be applied to Commercial, Industrial and Vacant Land in 2021-2022 is set at 0.396404 cents, (compared with 0.384961 cents in 2020-2021).

Valuation Data and Residential Rate Capping

The Valuer-General has performed a comprehensive review of all valuation data for all properties in SA. The latest property data is based on the property market as 1 January 2021 and effective for the 2021-2022 rating year. In assessing the impact of the review on the valuation of properties in the City of Holdfast Bay it was identified that substantial and rapid changes in valuations had occurred and that consideration should be given to providing rate relief.

Council's existing Rating Policy includes a rate cap to provide relief to ratepayers who own residential properties that have been subject to a significant increase in valuation. For the 2019-2020 year ratepayers could apply for a reduction if their annual rates bill increased in excess of 6%. Rate capping excludes any concessions or previous concessions granted, Regional Landscape Levy and separate rates.

Rate capping is based on the residential rate levied only. It is recommended to leave the cap at the current rate of 6%. It is difficult to forecast the number of ratepayers that could potentially benefit from rate capping. To be eligible a number of requirements including the exclusion of

building improvements in excess of \$5,000 are taken into account. The number of successful applicants in past years has been relatively small, however it is anticipated that this could increase in 2021-2022 due to the comprehensive valuation review.

Discretionary Rebate of Rates for Commercial/Industrial Properties

Rate-capping provides rate relief for substantial valuation changes affecting residential ratepayers, however it cannot apply to ratepayers with non-residential properties. To overcome this Council can grant a discretionary rebate in accordance with section 166(l)(ii) of the *Local Government Act 1999*.

It is therefore recommended that a one-off discretionary rebate be granted under this section of the Act and be set at 6% based on the rates paid for the 2020-2021 financial year. It is further recommended that this rate relief be applicable to the land use categories of commercial and industrial on the basis of one-off substantial and rapid change in valuations.

Separate Rates

Jetty Road Mainstreet

Details of the recommended 2021-2022 budget from the Jetty Road Mainstreet Management Committee have been incorporated into Council's budget comprising a separate rate amounting to \$598,480 (\$584,450 for 2020-2021), which equates to a 2.4% increase in the separate rate.

The separate rate will be imposed on all rateable land:

- with a frontage to Jetty Road or Moseley Square; and
- within the side streets that intersect with Jetty Road between High Street and Augusta Street; and
- the entire site referred to as the Holdfast Shores 2B Entertainment Centre; and • with a land use category 2 (Commercial - Shop), 3 (Commercial – Office), and 4 (Commercial – Other).

The valuation of the 385 properties totals \$453,443,772 for which a separate rate of 0.131985 cents in the dollar of Capital Value will return the required amount (compared with 0.126719 cents for 2020-2021).

Patawalonga Marina

In addition to general rates being levied against berth owners within the Patawalonga Marina, a separate rate will be levied for the purpose of lock maintenance. This separate rate will be applied to 170 properties within the high water mark of the Patawalonga basin and generate a nett revenue of \$74,750.

The valuation of the 170 properties totals \$43,550,000 for which a separate rate of .986446 cents in the dollar of Capital Value would return the required amount. There are 9 properties along Cygnet Court that contribute to the Patawalonga Marina separate rate which include a land component and consequently the total capital value of these properties is substantially more than the capital value of their individual marina berth. To ensure that these properties do not contribute substantially more to the Patawalonga Marina rate than the other berth owners, a maximum rate of \$825 (\$806 in 2020-2021), equating to a Capital Value of \$83,634 is proposed.

Regional Landscape Levy

Under Section 69 of the *Landscape South Australia Act 2019*, Council is required to pay a sum of \$1,301,758 (2020-2021 \$1,286,635) to the Green Adelaide Board. The total amount to be raised, including a provision for rebates, is \$1,326,758.

A Separate Rate is required to be levied across the total City to recoup \$1,301,758 plus a provision of \$25,000 for applicable rebates. The valuation of such properties amount to \$14,179,976,109 for which a separate rate of 0.00936015 cents in the dollar of Capital Value would return the required amount.

BUDGET

This report declares the amount and distribution of rates as adopted in the 2021-2022 budget.

Rate description	Amount (Adopted 2021-2022 Budget)
General Rates	\$32,819,400
General Differential Rates	\$4,959,800
New Development/Growth	\$159,300
Patawalonga Lock Rates	\$74,750
Landscape Levy	\$1,301,758
Jetty Road Mainstreet	\$598,480
Fines/Legal Fees	\$75,000
Rate Capping/Valuation Objections	(\$80,000)
Rebates – LG Act and Council	(\$884,100)

LIFE CYCLE COSTS

Not applicable to this report.

Item No: **15.5**

Subject: **MONTHLY FINANCIAL REPORT – 31 MAY 2021**

Date: 22 June 2021

Written By: Management Accountant

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

Attached are financial reports as at 31 May 2021. They comprise a Funds Statement and a Capital Expenditure Report for Council's municipal activities and Alwyndor Aged Care. The adjusted forecast budget includes the carried forward amount as approved by Council 11 August 2020 and the three quarterly budget updates approved by Council 20 October 2020, 9 February 2021 and 27 April 2021.

Alwyndor forecast an increase in their operating deficit of \$80,197 to \$747,195 principally due to resident turnover which has been partially offset with the receipt of additional Federal funding of \$100,000.

No changes to Municipal budgets are recommended at this time, but the report highlights items that show a material variance from the YTD budget.

RECOMMENDATION

1. **That Council receives the financial reports for the 11 months to 31 May 2021 and notes no change to the Municipal activities 2020/21 revised budget forecast.**
 2. **That Council notes the second 2020/21 budget update for Alwyndor operations including:**
 - (a) **an increase in the forecast operating deficit for 2020/21 of \$80,197 from an operating deficit of \$666,998 to an operating deficit of \$747,195;**
 - (b) **no change in forecast capital expenditure of \$1,026,000;**
 - (c) **an increase in the forecast funding required for 2020/21 of \$135,979 from a funding requirement of \$170,542 to a funding requirement of \$306,521.**
-

COMMUNITY PLAN

Culture: Being financially accountable

COUNCIL POLICY

Not applicable.

STATUTORY PROVISIONS

Not applicable.

BACKGROUND

Council receives financial reports each month comprising a Funds Statement and Capital Expenditure Report for each of Council's municipal activities and Alwyndor Aged Care.

The Funds Statements include an income statement and provide a link between the Operating Surplus/Deficit with the overall source and application of funds including the impact on cash and borrowings.

REPORT

The current forecast projections comprise the original budget adopted by Council at its meeting on 28 July 2020, the carried forward amount as approved by Council 11 August 2020 and the three quarterly budget updates approved by Council 20 October 2020, 9 February 2021 and 27 April 2021.

Municipal Operations

There is no change to the Municipal activities 2020/21 revised budget forecast, however details of the major year-to-date variances, along with amounts and notes, have been prepared and are attached to this report. Major variances will be reviewed at 30 June 2021 and if required a request to carry forward relevant amounts will be made.

Refer Attachment 1

Alwyndor Operations

A number of factors have contributed to an estimated decrease in revenue of \$68,000. Several high funded residents have been discharged and Therapy and Wellness classes continue to be limited due to COVID-19 room restrictions. The effect of these budget adjustments has been reduced with the receipt of an additional \$100,000 of Federal funding as a part of their response to the Royal Commission into Aged Care.

The result of these budget adjustments is an increase to the forecast operating deficit of \$80,197 to \$747,195 and will be funded from a combination of Alwyndor's operating activities and cash reserves.

Further details of the amounts and notes along with a funding statement have been prepared and are attached to this report.

Refer Attachment 1

Major capital variances

A number of major projects are forecast to be incomplete as at 30 June 2021 and include the following:

- Brighton Oval Masterplan – stage 2
- Glenelg Town Hall renovations
- Stormwater Management Plan implementation
- Jetty Road, Glenelg Masterplan construction
- Unisex change room at Glenelg Oval
- Kingston Park and Brighton Caravan Park design and construction
- Seacliff Toilets construction to be incorporated in to Seacliff Plaza design
- Buffalo Site improvement works
- Gully Masterplan implementation
- Major plant and equipment on order, but not yet delivered

The amounts will be detailed in a future finance report when committed costs are known.

Financial Assistance Grant - timing

In May 2020 the Federal Government brought forward part payment of the 2020-21 Financial Assistance Grant resulting in a potential reduction in the operating result for 2020-21. On 2 June 2021 the Commonwealth confirmed that it is again bringing forward payment of approximately half of the Commonwealth Financial Assistance Grants for 2021-22 and this will be accounted for in 2020-21.

This is a timing issue and will be noted as such in the 2020-21 financial statements. The timing of these payments has meant \$37,000 less has been received against the 2020-21 operating budget. Depending on the timing of future Financial Assistance Grant payments there may be a potential reduction in the 2021-22 operating result too.

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 May 2021**

2020 - 2021 Original Budget \$'000	Year to Date			2020 - 2021 Adopted Forecast \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(636)	(615)	(585)	(30)	Administrative Services	(641)
1,462	1,151	1,113	38	FAG/R2R Grants	1,917
(1,099)	(1,047)	(1,002)	(45)	Financial Services	(1,149)
(9,437)	(7,084)	(7,043)	(41)	Financial Services-Depreciation	(9,437)
(257)	-	-	-	- Financial Services-Employee Leave Provisions	(257)
(869)	(540)	(466)	(74)	Financial Services-Interest on Borrowings	(711) 1
124	-	-	-	- Financial Services-SRWRA	124
36,090	36,412	36,413	(2)	General Rates	36,104
(1,359)	(1,349)	(1,285)	(64)	Governance & Risk	(1,481) 2
(2,567)	(2,355)	(2,337)	(18)	Innovation & Technology	(2,507)
(681)	(433)	(443)	10	People & Culture	(541)
(1,026)	(881)	(744)	(137)	Strategy & Economic Development	(1,046) 3
(822)	(757)	(724)	(32)	Active Communities	(842)
(1,131)	(957)	(872)	(85)	City Activation	(1,131) 4
(880)	(821)	(607)	(213)	Community Events	(880) 5
(348)	(304)	(293)	(11)	Community Services Administration	(348)
(296)	(125)	(143)	18	Community Wellbeing	(485)
(574)	(511)	(485)	(26)	Customer Service	(574)
-	4	167	(163)	Jetty Road Mainstreet	(94) 6
(1,508)	(1,313)	(1,192)	(121)	Library Services	(1,498) 7
108	104	113	(9)	Cemeteries	118
(647)	(577)	(574)	(3)	City Assets & Leasing Administration	(645)
317	349	645	(295)	City Regulation	316 8
760	846	876	(30)	Commercial - Brighton Caravan Park	936
(25)	(5)	25	(30)	Commercial - Partridge House	(7)
363	359	381	(21)	Commercial & Club Leases	381
(978)	(734)	(774)	41	Development Services	(847)
(815)	(902)	(863)	(39)	Engineering & Traffic	(1,009)
(733)	(664)	(482)	(182)	Environmental Services	(851) 9
(7,445)	(6,562)	(6,536)	(27)	Field Services & Depot	(7,366)
(2,017)	(1,670)	(1,640)	(30)	Property Management	(2,006)
(466)	(378)	(342)	(37)	Street Lighting	(466)
(4,181)	(3,514)	(3,541)	27	Waste Management	(4,142)
909	-	-	-	- Less full cost attribution - % admin costs capitalised	909
(660)	5,127	6,759	(1,632)	=Operating Surplus/(Deficit)	(155)
9,437	7,084	7,043	41	Depreciation	9,437
133	-	-	-	- Other Non Cash Items	133
9,570	7,084	7,043	41	Plus Non Cash Items in Operating Surplus/(Deficit)	9,570
8,910	12,211	13,802	(1,591)	=Funds Generated from Operating Activities	9,415
-	6,116	6,762	(646)	Amounts Received for New/Upgraded Assets	6,716 10
294	248	245	4	Proceeds from Disposal of Assets	1,410
294	6,365	7,007	(642)	Plus Funds Sourced from Capital Activities	8,126
(8,084)	(8,277)	(5,466)	(2,811)	Capital Expenditure on Renewal and Replacement	(10,777)
(5,629)	(10,734)	(8,087)	(2,647)	Capital Expenditure on New and Upgraded Assets	(16,834)
(13,713)	(19,011)	(13,553)	(5,458)	Less Total Capital Expenditure	(27,610) 11
212	212	30	182	Plus:Repayments of loan principal by sporting groups	212
212	212	30	182	Plus/(less) funds provided (used) by Investing Activities	212
(4,297)	(223)	7,287	(7,509)	= FUNDING SURPLUS/(REQUIREMENT)	(9,857)
-	231	231	-	Increase/(Decrease) in Cash & Cash Equivalents	-
-	(1,200)	4,159	(5,359)	Non Cash Changes in Net Current Assets	3,735
(5,439)	-	-	-	- Less: Proceeds from new borrowings	(14,735)
-	-	2,150	(2,150)	- Less: Net Movements from Cash Advance Debentures	-
1,143	746	746	-	- Plus: Principal repayments of borrowings	1,143
(4,297)	(223)	7,287	(7,509)	=Funding Application/(Source)	(9,857)

Note 1 – Financial Services-Interest on Borrowings - \$74,000 favourable

Savings on budgeted interest costs due to timing of short-term borrowings and low interest rates.

Note 2 – Governance & Risk - \$64,000 favourable

Employment costs due to temporary vacancies (\$55,000) and various small operational savings (\$9,000).

Note 3 – Strategy & Economic Development - \$137,000 favourable

Remaining funds for the COVID Economic Stimulus initiative (\$95,000) and shopfront character grant applications (\$46,000).

Note 4 – City Activation - \$85,000 favourable

Employment costs due to temporary vacancies (\$36,000), advertising and promotion expenditure (\$16,000), professional services (\$28,000) and website update fees (\$9,000).

Note 5 – Community Events - \$213,000 favourable

New Year's Eve (\$160,000), Tour Down Under (\$54,000), Street Party (\$38,000) and Christmas Pageant (\$35,000), offset by new or expanded events; Beach Volleyball (\$23,000), Outdoor Cinema (\$19,000), Winter Activation (\$15,000) and Artisan Markets (\$13,000).

Note 6 – Jetty Road Mainstreet - \$163,000 favourable

Tour Down Under (\$50,000), Street Party (\$30,000), Christmas Pageant (\$20,000), and marketing and event management expenditure (\$48,000) and various other small variances (\$15,000).

Note 7 – Library Services - \$121,000 favourable

Employment costs due to temporary vacancies (\$95,000) and various small operational savings (\$26,000).

Note 8 – City Regulation - \$295,000 favourable

Revenue higher than forecast including car park ticket machines (\$133,000), parking expiations (\$114,000) and food safety inspections, trading permits and licenses (\$23,000).

Note 9 – Environmental Services - \$182,000 favourable

Year to date variances on a number of operational projects including Stage 1 of the FOGO trial due to end September 2021 (\$94,000), Coastal Adaptation Study (\$23,000), tree maintenance (\$36,000) and various other small variances (\$29,000).

Note 10 – Amounts Received for New/Upgraded Assets - \$646,000 favourable

First instalment (50%) of grant funding received for the Local Roads and Community Infrastructure Program (Phase Two).

Note 11 – Capital Expenditure - \$5,458,000 favourable

There are positive variances on a number of capital projects mainly due to the timing of projects. A review of the capital program was undertaken as part of the March 2021 budget update and a number of major projects are forecast to be incomplete as at 30 June 2021 including the following:

- Brighton Oval Masterplan – stage 2
- Glenelg Town Hall renovations
- Stormwater Management Plan implementation
- Jetty Road, Glenelg Masterplan construction
- Unisex change room at Glenelg Oval
- Kingston Park and Brighton Caravan Park design and construction
- Seacliff Toilets construction to be incorporated in to Seacliff Plaza design
- Buffalo Site improvement works
- Gully Masterplan implementation
- Major plant and equipment on order, but not yet delivered

City of Holdfast Bay
Capital Expenditure Summary by Budget Item to May 2021

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)	(572)	(572)	-	- Information Technology	(830)
(750)	-	(3)	(3)	3 Commercial and Economic Enterprises	(750)
(85)	(78)	(83)	(5)	4 Brighton Library	(85)
-	(126)	(167)	(41)	41 Community Bus	(142)
-	(591)	(11)	(580)	(581) Sport and Recreation	(591)
(13)	(3)	(5)	(2)	2 Depot and Stores	(3)
(952)	(1,129)	(1,011)	(118)	(118) Machinery Operating	(1,362)
(953)	(895)	(688)	(265)	(207) Road Construction and Re-seal Program	(953)
(583)	(351)	(423)	(172)	72 Footpath Program	(604)
(1,440)	(1,469)	(787)	(683)	(683) Stormwater Drainage Program	(1,869)
(11)	(50)	(42)	(8)	(8) Traffic Control Construction Program	(50)
(10)	-	(3)	(3)	3 Signage Program	(10)
(781)	(661)	(838)	(177)	177 Kerb and Water Table Construction Program	(781)
(100)	(30)	(13)	(87)	(17) Other Transport - Bus Shelters etc.	(100)
(1,593)	(7,359)	(6,283)	(1,076)	(1,076) Reserve Improvements Program	(7,817)
(4,013)	(4,502)	(2,087)	(2,414)	(2,414) Land, Buildings and Infrastructure Program	(6,046)
(217)	(439)	(353)	(86)	(86) Streetscape Program	(3,883)
(474)	(655)	(179)	(476)	(476) Foreshore Improvements Program	(725)
-	(101)	(7)	(94)	(94) Caravan Park - General	(101)
(13,713)	(19,011)	(13,553)	(5,458)	Total	(27,610)



Alwyndor Aged Care Funds Statement as at 31 May 2021

2020-21 Original Budget \$'000	Year to Date				2020-21 Adopted Forecast \$'000	Proposed Forecast Adjustment \$'000	Note
	Forecast YTD \$'000	Actual YTD \$'000	Variance \$'000				
5,107	4,116	4,080	36	User Charges	4,417	119	
10,968	11,137	11,174	(37)	Operating Grants and Subsidies	12,215	(131)	
178	170	170	0	Investment Income	189	(11)	
3,508	2,891	2,886	5	Reimbursements	3,237	(64)	
3,007	2,234	2,242	(8)	Other Income	2,432	19	
22,768	20,548	20,551	(3)	Operating Revenue	22,490	(68)	1
(15,738)	(14,284)	(14,310)	26	Employee Costs - Salaries & Wages	(15,644)	31	2
(6,078)	(5,695)	(5,728)	32	Materials, Contracts and Other Expenses	(6,240)	(30)	3
(90)	(60)	(63)	3	Finance Charges	(56)	(9)	
(1,242)	(1,119)	(1,123)	4	Depreciation	(1,217)	(3)	
(23,147)	(21,158)	(21,224)	66	Less Operating Expenditure	(23,157)	(12)	
(379)	(610)	(673)	63	=Operating Surplus/(Deficit)	(667)	(80)	4
1,242	1,119	1,123	(4)	Depreciation	1,217	3	
166	213	149	64	Provisions	294	(58)	
1,408	1,332	1,272	60	Plus Non Cash Items in Operating Surplus/(Deficit)	1,511	(55)	
1,029	722	599	123	=Funds Generated from Operating Activities	844	(135)	
0	(15)	12	(27)	Proceeds from Disposal of Assets	12	0	
0	(15)	12	(27)	Plus Funds Sourced from Capital Activities	12	0	
(586)	(579)	(638)	59	Capital Expenditure on New and Upgraded Assets	(1,026)	0	
(586)	(579)	(638)	59	Less Total Capital Expenditure	(1,026)	0	
443	127	(27)	154	= Funding SURPLUS/(REQUIREMENT)	(172)	(135)	
				Funded by			
443	127	(27)	154	Increase/(Decrease) in Cash & Cash Equivalents	(172)	(135)	4
443	127	(27)	154	=Funding Application/(Source)	(172)	(135)	

Alwyndor - Notes May 2021

1 Operating Revenue

The proposed forecast recognises a decrease in revenue of \$68k from the Q2 Forecast due to high resident turnover. Several high funded residents have been discharged and it has been challenging to find new residents with similar high needs and funding.

As a part of the initial response to the Royal Commission into Aged Care, Quality and Safety Alwyndor received an additional \$100K Federal funding in March 2021. This amount has helped reduce the full financial impact of the above revenue decrease.

Therapy and Wellness classes continue to be impacted by ongoing COVID-19 room restrictions.

Support at Home client growth during the quarter is strong. We are meeting the monthly growth targets however the annual target won't be achieved due to lower growth and high discharge rates in the first two quarters.

2 Employee Costs - Salaries & Wages

The main causes of the \$31K decrease in employee costs are due to a decrease in annual and long service leave provisions. Leave usage has started to increase in the fourth quarter i.e. post initial COVID-19 impact.

3 Materials, contracts and other expenses

The increase of \$30K is mainly due to agency usage to cover the increase in personal leave.

4 Operating Deficit

The \$747K operating deficit is partly funded by operating activities however \$307K balance is expected to be funded by Alwyndor's cash reserves. Alwyndor has \$7M of cash reserves.

Item No: **15.6**

Subject: **DRAFT RATING AND ASSET ACCOUNTING POLICIES**

Date: 22 June 2021

Written By: Manager Financial Services

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

Council has in place a Rating Policy which is updated annually as part of the rate declaration process. The policy is in a document format that is inconsistent with other Council policies and requires reformatting. As part of the exercise it was considered timely to include a rate declaration section and expand the payment of rates, debt recovery and rebate sections.

An Asset Accounting Policy has also been drafted. This is in response to a recommendation from the internal audit review of financial controls reported to the Audit Committee (245/20). The Policy includes all relevant assumptions in regards to asset capitalisation, disposal and depreciation.

The proposed policies are provided for endorsement by Council, following consideration and support by the Audit Committee on 2 June 2021.

RECOMMENDATION

That Council endorse and adopt the draft Rating and Asset Accounting Policies.

COMMUNITY PLAN

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

COUNCIL POLICY

Rating Policy.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

Councils Rating Policy is updated each year however is in a format that is inconsistent with the policy template. The 2020/21 Rating Policy has been reformatted into the template and appropriate additions have been included.

An Internal Audit Report (245/20) was received by the Audit Committee in September 2020 (245/20) dealing with the outcomes of the 2020 internal financial controls. The report was prepared by Council's internal auditor Galpins and recommended that Council develop an Asset Accounting Policy which would include all relevant assumptions underpinning the calculation of depreciation for all asset classes.

This report addresses both the need to update the Rating Policy and develop a new Asset Accounting Policy.

At its meeting on 2 June 2021 the Audit Committee considered and supported these documents for subsequent adoption by Council. The minutes of this meeting are included in this Council agenda for reference and information.

REPORT

Rating Policy

An updated Rating Policy has been drafted taking into consideration the correct template while enhancing aspects of the policy in accordance with legislative requirements. No changes have been made to Councils existing rating structure or methodology.

Refer Attachment 1

The policy includes sections dealing with rates policy purpose, definitions, strategic references and general principles. It is a more structured policy document explaining in greater detail the rating structure and methodology; rate payments and financial hardship; collection of rates in arrears and debt recovery; and rate rebates.

Specific enhancements have occurred in the following areas:

- Rate capping – detailed explanation on the conditions where the residential rate cap does not apply and includes new information about rate relief for non-residential land uses in times of rapid valuation changes.
- Rate Declaration – new section encompassing the requirements for the statutory declaring of rates. It is proposed that this section be updated annually to include all relevant rating information set as part of the annual budget.
- Alternative rate payment arrangements – expanded to discuss the process and options for negotiating alternate payment arrangements. Debt recovery action is also discussed in this section.
- Debt recovery – expanded to include conditions under which debt recovery will be commenced and charges recovered.

- Sale of land – expanded to explain principles, administrative conditions, actions and sequence of events to be followed before land is sold for unpaid rates.
- Rebates of rates – expanded to detail both mandatory and discretionary rebates including administrative delegations.
- Reference to the update financial hardship policy.

Asset Accounting Policy

The notes to the Annual Financial Statements (note 1) detail the depreciation method used and useful lives for all asset classes. Council's Internal Auditors have recommended that it is better practice to have a separate Asset Accounting Policy detailing decisions for depreciating assets, their useful lives, residual values and depreciation methodology.

The following draft Policy has been developed for Councils consideration and adoption.

Refer Attachment 2

BUDGET

This report does not have any direct budget implications.

Attachment 1



ECM DSID:	
First Issued / Approved:	Date of first issue/approval
Last Reviewed:	Date of last review
	Resolution Number
Next Review:	Review Date
Responsible Officer:	Manager, Financial Services
Date Placed on Webpage/ Intranet:	

1. PREAMBLE

This Policy sets out the basis for determining and collecting rates from its ratepayers

1.1 Background

Rates constitute a system of taxation for Local Government generally based on the value of land. Council's primary source of revenue is derived from rates. Rate revenue is used to provide an extensive range of services to its community, based on Councils strategic directions and financial considerations. The Act prescribes the legislative basis for imposing, setting, declaring and paying of rates.

1.2 Purpose

Council's rate structure and policies are required to be set as part of the annual business plan and budget process. This policy outlines Councils approach and principles in the setting and collecting of rates from its ratepayers.

1.3 Scope

This policy applies to all ratepayers of the City of Holdfast Bay.

1.4 Definitions

Act – Refers to *Local Government Act 1999*.

Ratepayer – a person or entity whose name appears in the assessment record as the owner or occupier of a rateable property.

Rating – the overall process of raising revenue by way of levying rates and charges.

Capital Value – the valuation methodology used in determining the value of land, as defined in the *Valuation of Land Act 1971*, being the amount a piece of land might be expected to realise upon sale, including all buildings and improvements.

Rate in the Dollar – The multiplying factor applied to the assessed property value to determine the amount of rates. It is determined annually by dividing the total amount of rate revenue required by the total value of the relevant rateable properties.

Cents in the dollar – The rate in the dollar multiplied by 100 to give the amount of cents applicable in the dollar on the capital value of the land.

General Rate – The rate in the dollar that applies to a rateable property in the calculation of the rate payable by the ratepayer for the services provided by Council.

Differential General Rate – The rate in the dollar that applies to a category or categories of land use that is different to the rate applicable to the other land use categories.

Residential Rate Cap – The maximum increase in the general rate set by Council charged on residential rateable land that is the principal place of residence of a principal ratepayer in accordance with Section 153 of the Act.

Separate Rate – The rate in the dollar applied to a certain number of rateable properties for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or intended to be, of particular benefit to the land, or occupiers of the land. It is an additional valuation based charge that is for a specified purpose.

Postponed Rates – Rates postponed under Section 182 or 182A of the Act.

Rebates – The amount that a rate may be reduced in accordance with Chapter 10, Division 5 of the Act.

Remissions – Reductions in the amount payable granted in accordance with Section 182 of the Act.

Seniors – a person who holds a South Australian State Seniors Card.

LGPI – Local Government Price Index which represents the movement of prices associated with the goods and services consumed by Local Government in South Australia.

1.5 Strategic Reference

Community: Fostering an engaged and contributing community

Economy: Supporting and growing local business

Economy: Making it easier to do business

Culture: Providing customer-centered services

Culture: Being financially accountable

Culture: Supporting excellent, efficient operations

2. PRINCIPLES

2.1 General Principles

Rates constitute a system of taxation on the community for Local Government purposes generally based on the value of land which reinforces the equity principle that property value is a relatively good indicator of wealth.

Council's powers to raise rates are contained in Sections 123 and 150 of the Act and Regulation 6 of the Local Government (Financial Management) Regulations 2011.

The objective of this policy is to ensure that the amounts of rates levied is equitably applied and collected across the community while collecting a minimum contribution from ratepayers.

Rates are not to be seen as a user pays system as the benefits received by the community can differ over the life cycle of a ratepayer.

In setting its annual rate revenue requirements Council considers its Long Term Financial Plan, its annual business plan and budget considerations, the current economic climate, the consumer price index and LGPI.

Consideration is given to the effect of the required rate revenue distribution on differing ratepayers including those with land assessed as residential, commercial, industrial, vacant or other.

Once the annual rate revenue requirements are determined, Council sets a rate in the dollar ensuring that in times of high annual property valuation increases additional rate revenue is not received.

2.2 Rating Structure

2.2.1 Method Used to Value Land

Under Section 151 of the Act, Council may adopt one of the following valuation methodologies to determine the value of property within the City:

- Capital Value – The value of the land and all of the improvements on the land.
- Site Value – The value of the land and any improvements which permanently affect the amenity of the use of the land, excluding the value of buildings and other improvements.
- Annual Value – a valuation of the rental potential of the property.

Council uses the Capital Value as the basis for valuing land as it provides the fairest way to distribute rates across all ratepayers. It is considered that the improved property value is a good indicator of wealth and ratepayers of similar wealth pay similar taxes.

2.2.2 Adoption of Valuations

Council pays for and receives capital valuations on an annual basis from the Valuer-General of South Australia. Council has no role in determining the valuation of any property within the City.

If a ratepayer is dissatisfied with the valuation provided, an objection may be made to the Valuer-General. This objection must be made within sixty (60) calendar days after the date of service of the first quarter rates notice containing the valuation to which the objection relates.

Contact details and other lodgement requirements and conditions for the Valuer- General are included on the rates notice.

2.2.3 Method of Rating

The Act permits Councils to differentiate rates based on land use. Given differing community service needs and factors affecting land valuations between residential, commercial and industrial land, Council is of the view that a differential general rate is the most equitable way to levy rates.

Council applies a differential rate to vacant land in order to encourage land improvement. Vacant land is considered to be improved when a concrete foundational slab is constructed. On application Council will change the land use to residential provided a concrete slab is constructed prior to 31 July each rating year.

Council reviews annually the additional percentage to apply to Commercial, Industrial and Vacant Land properties. The assessment is based on the level of services that are required by the business community to ensure continued economic growth and employment.

2.2.4 Minimum Rate

Council imposes a minimum rate in accordance with section 158 of the Act. Council considers it appropriate that all rateable properties make a base level contribution to the cost of general Council services and infrastructure maintenance, renewal and replacement.

The amount of the minimum rate is assessed annually and increased after taking into consideration the applicable rate revenue requirements.

The Act does not permit the minimum rate to apply to more than 35 per cent of properties. Where two or more adjoining properties are owned and occupied by the same owner one minimum rate is applicable. Section 158(2) of the Act provides direction on which properties are exempt for the minimum rate.

2.2.5 General Rate Cap (Maximum Rate Increase)

Council makes a determination on an annual basis on the maximum rate increase for residential properties to provide relief against large

increases or anomalies in valuations. This is provided under Section 153 (3) and (4) of the Act.

The rate cap applies to the principal place of residence. Applicable ratepayers need to apply for the relief by lodging the appropriate form obtained from Council.

The residential rate cap does not apply if any of the following conditions arise:

- Improvements are made to the property in excess of \$5,000, or
- Changes to the zoning of the rateable assessment, or
- Land use being different between current financial year and previous financial year rate declaration dates, or
- Change in ownership of the rateable property since the start of the previous financial year.

Rate capping does not apply to assessments that are not the principal place of residence of the ratepayer. This restricts the ability to apply a rate cap to commercial, industrial and vacant land assessments.

Rate relief for commercial, industrial and vacant land assessments is available by a discretionary rebate under section 166(1) (l) of the Act, detailed within this policy under 2.5.2 Discretionary Rebates of Rates.

2.2.6 Separate Rate – Jetty Road Glenelg Mainstreet

Under Section 154 of the Act, Council imposes a Separate Rate to promote and enhance business viability, profitability and trade commerce and industry, which provides benefits to the Jetty Road, Glenelg District Centre Zone.

The separate rate is imposed on all rateable land within the geographical area as described below:

- With a frontage to Jetty Road Glenelg or Moseley Square; and
- Within the side streets that intersect with Jetty Road Glenelg, between High Street and Augusta Street; and
- The entire site referred to as the Holdfast Shores 2B Entertainment Centre; and
- With a land use category 2 (Commercial – Shop), 3 (Commercial - Office), and 4 (Commercial - Other).

The Jetty Road Mainstreet Committee recommends to Council annually the amount to be raised and projects to be administered.

2.2.7 Separate Rate – Patawalonga Marina

Under Section 154 of the Act, Council imposes a Separate Rate to fund the ongoing maintenance and upkeep of the Boat Lock in the Patawalonga basin.

The separate rate is applied to those properties that are within the Patawalonga basin bounded by the high water mark and comprises marina berths.

An upper limit on the Patawalonga Separate Rate is determined annually to ensure anomalies in valuations are addressed.

2.2.8 Regional Landscape Levy

Council is required under the Landscape South Australia Act 2019 to make a specified contribution to the Green Adelaide Board.

The Regional Landscape Levy is a State Government Tax, and the Board determines the projects to be undertaken.

Council is an income collector for the Board and does not retain the income or determine how the income is spent.

Council collects a fee from the Board for administrative costs of collecting the levy. The amount is determined annually by the Board and is based on a fixed fee and an amount per assessment.

Contact details for the Green Adelaide Board are included on Councils rate notice.

2.2.9 Rate Declaration (to be updated each financial year)

Sections 153 and 154 include the requirements for declaring rates. Rates are not to be declared until after Council has adopted its annual business plan and budget for the financial year to which the rate relates.

Section 170 requires a notice of declaration of rates to be published within 21 days of the declaration.

For the current (20XX/XX) financial year the following rates information is applicable: *(to be updated annually immediately after adopted Council Rate Declaration)*

- Net differential general rate revenue \$XXX.
- Total operating revenue budget \$XXX.
- Differential general rate of X.XXX rate in the dollar.
- Additional XX% percentage to apply to Commercial, industrial, vacant land properties equating to a differential general rate of X.XXX rate in the dollar.
- Minimum rate \$X,XXX affecting XX% rateable properties equating to residential capital value of \$XXX,XXX and commercial/industrial/vacant capital value of \$XXX,XXX.
- Maximum rate increase for residential properties – X%.
- Separate Rate – Jetty Road Mainstreet – X.XXX rate in the dollar.
- Separate Rate – Patawalonga Marina – X.XXX rate in the dollar.
- Maximum rate – Patawalonga Marina - \$XXX.
- Regional Landscape Levy – X.XXXXX rate in the dollar.
- Instalment Due Dates: XX September 20XX; XX December 20XX; XX March 20XX; XX June 20XX.

- Prescribed interest rate for rates postponed for seniors X.X% p.a.
- Prescribed interest rate for outstanding rates X.X% p.a.

2.3 Payment of Rates

2.3.1 Due Dates for Payments

Rates are due and payable in four approximately equal instalments in the months of September, December, March and June of each financial year. A ratepayer may elect to pay in full or by instalments prior to the due date/s. Details of the exact due dates are determined by Council on an annual basis and provided on the rates notice.

2.3.1 Payment Methods

Council provides various methods to enable payment of rates. These are detailed on the rates notice.

2.3.2 Alternative Payment Arrangements

Any ratepayer who may, or is likely to experience difficulty with meeting standard payment instalments can contact Council to discuss options for alternative payment arrangements. Such enquiries are treated confidentially.

Alternate payment options include weekly, fortnightly and monthly payments provided amounts owing are paid in full by 30 June of that financial year.

Unless arrangements are made under Councils financial hardship policy all ratepayers who enter in an arrangement within this section of the policy will continue to have fines and interest charged on the outstanding amount in accordance with Section 181 of the Act.

Debt recovery action will be suspended whilst the terms and conditions of the arrangement to pay have been met. In the event that the arrangement is not met the total amount becomes payable and is subject to normal debt recovery procedures.

2.3.3 Financial Hardship

Financial hardship is considered when a change in circumstances affects the ability of a ratepayer to pay rates.

Council has in place a separate Financial Hardship Policy and Procedure which references legislative provisions and details the objectives, principles, options and processes for dealing with financial hardship. This ensures rate relief assistance is provided in a consistent, equitable, fair, responsive and confidential manner.

Ratepayers can apply for rate relief to Council by completing a prescribed form either on-line via Councils website, directly in person or via email, or through a financial counselling service.

Council's preference is for the applicant to seek professional financial counselling support to assist them in the process. Council will assist in referring applicants where required.

2.3.4 Postponement of Rates for Seniors

Section 182A (1) of the Act sets out the criteria that applies for a senior ratepayer to be eligible for a postponement of rates.

Section 182A(12) defines a senior ratepayer as a person who holds a State Seniors Card issued by the State Government, or who the qualifications to hold such a card and has applied for the card but has yet to be issued with the card.

Postponement is available on the principal place of residence and provided no other person, other than a spouse has an interest as the owner of the property. An application must be made on a prescribed form available from Council either in person or via Councils website.

The deferred amount is subject to a monthly interest charge as prescribed under Section 182A (12) of the Act, with the accrued debt being payable on the disposal or sale of the property. The debt can be paid earlier at the ratepayer's discretion.

2.3.5 Concessions

The State Government provides a "cost of living" concession to assist those on low or fixed incomes with expenses such as Council rates, energy and medical bills. Ratepayers can determine eligibility and apply by contacting the Concessions SA website www.sa.gov.au/concessions. The concession is paid directly to the successful applicant and is not provided via a rates notice.

2.4 Collection of Rates in Arrears

2.4.1 Late Payment of Rates

Section 181 (8) of the Act requires Council to impose a penalty of a 2% fine on any rates payment not paid by the instalment or applicable due date.

Council will provide ratepayers with a grace period of at least three working days after the due date after which fines are imposed for late payment.

At the expiration of each full month from the due date interest is charged at the prescribed percentage as per Section 181 (17) of the Act will be added on any balance including interest not paid.

Any remission of penalties will be made in accordance with Council approved delegations taking into consideration each case on its merits based on the ratepayer information provided.

2.4.2 Debt Recovery

Council will issue one overdue fines notice for payment of rates when rates are unpaid by the due date. Should rates remain unpaid more than ten calendar days after the date of issue of the overdue notice and the amount is greater than half the residential minimum rate of the applicable financial year, Council will refer the debt to a debt collection agency for collection.

The debt collection agency will charge collection fees to Council which it will pass on to the relevant property. All fees and court costs incurred are recoverable from the ratepayer.

Payments received in respect of overdue rates will be applied in accordance with Section 183 of the Act as follows:

1. Costs awarded to or recoverable by Council in any court proceedings undertaken to recover rates
2. interest
3. fines
4. rates, in the order the liability arose.

2.4.3 Sale of Land for Non-Payment of Rates

Under Section 184 of the Act Council has the power to sell property where rates have been in arrears for three years or more.

Council will not enforce this action where unusual or extraordinary circumstances exist, including deceased estates and situations of abnormal hardship for which the hardship provisions apply.

Council recognises the severe impact that such action would have on a property owner and accordingly this action is generally considered as a last resort. Council will be informed by a confidential Council report of actions in this regard once rates have been in arrears for three years.

This action will only be instigated after a series of steps have been taken:

- Where rates outstanding have been in arrears for two years a written notice will be issued to the ratepayer encouraging a suitable payment plan to eliminate outstanding rates. The ratepayer will also be advised of the Council powers in accordance with section 184 of the Act.
- If rates are in arrears for three years, a further notice will be issued advising of Council's option to sell the land. The owner will be notified of:
 - the period for which the rates have been outstanding;
 - details of outstanding amounts; and
 - Council's option to sell the land if a twelve month payment plan to pay the rates in full is not entered into.

- If rates remain in arrears for four or more years written notice will be issued to the ratepayer and any other interested parties advising that action to recover overdue rates will be commenced in accordance with Section 184.
- The ratepayer will be required to pay all amounts in arrears, legal and other costs incurred by Council.
- Throughout the process the ratepayer will continue to receive quarterly rate notices and incur fines and interest on any rates balance that remains unpaid.
- Normal recovery action will be suspended whilst the terms and conditions of any agreed payment plan are met.

2.5 Rebates of Rates

2.5.1 Mandatory Rebates

A rebate of rates is available only when the requirements under the relevant sections of the Act are met.

The categories in which property is eligible for a mandatory rebate are as follows:

- | | |
|---|-------------|
| • Section 160 – Health Services | 100% rebate |
| • Section 161 – Community Services | 75% Rebate |
| • Section 162 – Religious Purposes | 100% Rebate |
| • Section 163 – Public Cemeteries | 100% Rebate |
| • Section 164 – Royal Zoological Society SA | 100% Rebate |
| • Section 165 – Educational Purposes | 75% Rebate |

Where Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rebate, Council will grant the rebate.

2.5.2 Discretionary Rebate of Rates

Council may grant a discretionary rebate in any of the cases as set out in Section 166 of the Act.

Person or bodies seeking a discretionary rebate are required to submit an application on a prescribed form.

New applications will be received and assessed annually for the upcoming financial year and will be received up to 30 April of each year. The applicant will be advised in writing of the outcome prior to 30 June each year.

Council has delegated authority to the General Manager Strategy and Corporate, Manager Financial Services and Rates Administrator to make decisions in respect of discretionary rebates unless referral to Council is otherwise required.

The delegated officers will assess each application in a fair and reasonable manner having regard to the following criteria approach:

- The application is considered on its individual merits;
- the nature and extent of Council services provided in respect to the land for which the rebate is sought in comparison to similar services provided elsewhere in its area;
- the community need that is being met by activities carried out on the land for which the rebate is sought;
- the extent to which activities carried out on the land provides assistance or relief to disadvantaged persons;
- Any other matter considered relevant by Council.

The delegated officers will review discretionary rebates every four years.

Section 166(1) (l) of the Act deals with discretionary rebates to provide relief when substantial changes occur in the rates payable by a ratepayer due to the follow occurrences:

- redistribution of rates arising from changes in the rating structure; or
- A change to the basis on which the land is valued including rapid valuation changes or anomalies.

When the above conditions apply Council may grant relief to all ratepayers including those who own commercial, industrial and vacant properties.

3. REFERENCES

3.1 Legislation

- *Landscape South Australia Act 2019*
- *Local Government Act 1999*
- *Local Government (Financial Management) Regulations 2011*
- *Valuation of Land Act 1971*

3.2 Other References

Financial Hardship Policy

Attachment 2



ECN DSID:	
First Issued / Approved:	Date of first issue/approval
Last Reviewed:	Date of last review
	Resolution Number
Next Review:	Review Date
Responsible Officer:	Manager, Financial Services
Date Placed on Webpage/ Intranet:	

1. PREAMBLE

The asset accounting policy prescribes the required accounting treatment of non-current assets that provide future economic benefits to City of Holdfast Bay Council and the community.

1.1 Background

Council has an obligation to ensure that its assets are managed and maintained efficiently, and that decisions regarding the acquisition of new assets and the sale of existing assets are undertaken in an open, accountable and transparent fashion. As sound asset management is key to financial sustainability Council has adopted an Asset Management Plan which is incorporated into the Long Term Financial Plan and Annual Business Plan. An asset accounting policy ensures a distinction is made between expenditure on long lived assets and expenditure on goods and services for immediate consumption. This is important in determining the cost of providing services for Council’s annual budget.

1.2 Purpose

The purpose of this policy is to provide guidance, clarity and consistency regarding the treatment of capital expenditure, depreciation, revaluations, disposals and acquisitions when accounting for non-current assets. It will ensure Council is compliant with its requirements under Australian Accounting Standards and the Local Government Act 1999.

1.3 Scope

This policy generally impacts upon all Council employees and contractors. Specifically, the policy is directly applicable to Council officers who have asset management and asset accounting responsibilities.

1.4 Definitions

Asset – resource controlled by the entity as a result of past events and from which future economic benefits are expected to flow.

Asset Class – grouping of assets of a similar nature in to categories for asset management and accounting purposes.

ASSET ACCOUNTING POLICY

Asset Recognition Threshold – when the value of a new asset reaches a determined cost it is capitalised, below this cost and the value is expensed.

Council – City of Holdfast Bay Council

Depreciated Current Replacement Cost – current cost of replacement or reproduction of an asset, less deductions for physical deterioration of the asset.

Depreciation – the systematic allocation of the value of an asset over its useful life.

Fair Value – equates to market value if a readily available market exists or depreciated current replacement cost where no market exists.

Financial Asset Register – catalogue of financially recognised non-current assets and related information used primarily for financial accounting purposes.

Future Economic Benefit – the goods and services to be provided by the asset, whether or not the entity receives a net cash inflow for their provision.

Historical Cost – a measure of value where an asset is recorded at its original cost and is not periodically revalued.

Impairment – decrease in service potential of an asset as a consequence of an irregular event or catastrophe, resulting in its recoverable amount being less than its carrying amount.

Market Value – the price that would be received to sell an asset in an orderly transaction between market participants.

Network of Assets – a chain of interconnected assets connected for the provision of the one simultaneous service. Individually, these assets are below the recognition threshold, but are accounted for in the financial statements due to their collective value.

Non-current Assets – assets that are not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year.

Revaluation – the process of determining the value of existing assets.

Useful Life – the time period in which an asset is expected to be available for use.

Works in Progress – capital works not completed within the financial year and carried over in to the next financial year.

1.5 Strategic Reference

Culture: Being financially accountable

Culture: Supporting excellent, efficient operations

2. PRINCIPLES

2.1 General Principles

In the accounting treatment of its non-current assets Council is required to adhere to standards set by the Australian Accounting Standard Board (AASB). Any discretionary treatment is required to be reasonable and defensible.

2.2 Recognition of an Asset

An asset is recognised in the Statement of Financial Position when it is probable that the future economic benefits will flow to the entity and the asset has a cost that can be measured reliably.

The asset must have a useful life greater than one year and meet the value of the Asset Recognition Threshold – see Table 1 for details. The threshold is set to avoid insignificant non-current assets being recognised in the financial asset register. An exception is made for minor assets that form part of a larger, significant network of assets.

Assets below the Asset Recognition Threshold or with a useful life less than 12 months are classed as an expense in the operational budget and recognised as expenditure in the Statement of Comprehensive Income.

Council may acquire assets from a number of different sources: purchased, constructed or developed assets; contributed or donated assets; and assets not previously recognised but identified through revaluation, stocktakes or other processes.

A few asset types are not recognised due to the difficulty in ascribing them a value or because of the administrative burden involved: land under roads, trees and traffic signs.

2.3 Measurement at Recognition

All non-current assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as its fair value.

Cost is determined as the consideration given for the asset(s) plus costs incidental to the acquisition. When constructing an asset these costs may include restoration of a site, materials used, direct labour charges, architects' fees, engineering design fees and all other planning costs incurred.

Capitalisation of software whether purchased or developed internally will take account of installation and testing costs. This may include data conversion and migration, related travel costs and payroll costs of those employees directly associated with implementation and testing.

All assets will be recognised in the financial year they are acquired, however, capital works still in progress at the end of that period will be disclosed as a separate category within the financial statements at accumulated cost. Once the

ASSET ACCOUNTING POLICY

project is completed the total costs should be transferred from work in progress to the relevant property, plant and equipment asset class.

2.4 Subsequent Recognition

Each class of asset is subsequently measured at either Fair Value or Historical Cost – see Table 1 for details. All assets, except those carried at historical cost, are to be revalued at regular intervals to ensure the carrying amount reported in the Statement of Financial Position does not materially differ from its fair value. The period between valuations will not exceed five years.

Revaluations of non-current assets are carried out by an independent professionally qualified valuer with the exception of Library Lending Materials which are valued internally.

In accordance with AASB 13 the preferred valuation method is to use observable inputs where possible. This usually occurs when there is an observable market for the sale and purchase of similar assets. For the majority of Council's assets this is not applicable and these are valued using a depreciated current replacement cost approach – see Table 1 for details.

2.5 Depreciation

All non-current assets have a limited useful life with the exception of Land and Land Improvements. The straight-line depreciation method is adopted by Council to reflect patterns of consumption in a uniform manner over the useful life of an asset – refer Table 1 for details.

Asset depreciation parameters, useful lives, asset condition and residual values are to be reviewed with sufficient regularity to ensure that they are representative of current conditions and expectations at the end of each financial year. Remaining useful life of an asset should be reassessed whenever a major addition or partial disposal is processed.

Depreciation of an asset begins when it is available for use and able to provide economic benefits.

2.6 Impairment

Assets that have an indefinite useful life are not subject to depreciation and are reviewed annually for impairment. 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 - the higher of the present value of future cash outflows or value in use. If an asset has been revalued, the impairment loss will be recognised by reducing the balance of any revaluation reserve for that class of asset. Otherwise the impairment loss is recognised as an expense in the Statement of Comprehensive Income.

ASSET ACCOUNTING POLICY

2.7 Derecognition of Assets

An asset should be derecognised from the Statement of Financial Position and recorded as a disposal within the financial asset register when it is sold, scrapped, lost or stolen, destroyed, or decommissioned when no future benefits are expected.

Costs of disposal can be included when calculating the gain or loss arising from the derecognition of an asset. These may include real estate commission fees, dismantling costs, dumping fees and associated legal costs. Any gain or loss is recognised in the Statement of Comprehensive Income.

The disposal of non-current assets requires appropriate authorisation as detailed in Council's Disposal of Land and Assets Policy.

2.8 Table 1 – Asset Classes and Rubrics

Asset Financial Class	Asset Recognition Threshold	Useful Life (Years)	Measurement Model	Valuation Approach
Land	\$1	N/A	Fair Value	Market Value
Buildings				
- Masonry Construction	\$10,000	50 - 170	Fair Value	Market Value & Current Replacement Cost
- Other Construction	\$5,000	20 - 60	Fair Value	Market Value & Current Replacement Cost
Infrastructure:				
- Stormwater Drainage	\$5,000	50 - 150	Fair Value	Current Replacement Cost
- Roads	\$5,000	15 - 300	Fair Value	Current Replacement Cost
- Footpaths	\$5,000	10 - 60	Fair Value	Current Replacement Cost
- Kerb & Guttering	\$5,000	50 - 100	Fair Value	Current Replacement Cost
- Bridges	\$5,000	100	Fair Value	Current Replacement Cost
- Car Parks	\$5,000	15 - 90	Fair Value	Current Replacement Cost
- Traffic Control	\$5,000	15 - 80	Fair Value	Current Replacement Cost
- Open Space & Coastal	\$5,000	5 - 100	Fair Value	Current Replacement Cost
Plant & Equipment	\$2,000	3 - 25	Historical Cost	Not Applicable
Furniture & Office Equipment	\$2,000	3 - 10	Historical Cost	Not Applicable
Library Lending Materials	\$1	7	Fair Value	Current Replacement Cost

3. REFERENCES

3.1 Legislation

- *AASB 13 Fair Value Measurement*
- *AASB 116 Property, Plant and Equipment*
- *AASB 136 Impairment of Assets*
- *AASB 138 Intangible Assets*
- *Local Government Act 1999*
- *Local Government (Financial Management) Regulations 2011*

3.2 Other References

Asset Management Plan
Asset Management Policy
Disposal of Land and Assets Policy
Long Term Financial Plan

DRAFT

Item No: **15.7**

Subject: **RISK MANAGEMENT FRAMEWORK - REVIEW**

Date: 22 June 2021

Written By: Manager, Strategy and Governance

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The Risk Management Framework, Policy and Procedure were endorsed by Council on 13 March 2018. The Risk Consequence Table in the Risk Management Framework was subsequently adjusted by the Audit Committee on 5 June 2019.

Since this time, it has been identified that the current *Consequence Scale and Descriptions Table* (consequence table) of the Risk Management Framework has several very low thresholds, resulting in the over-assessment of risks.

After comparing with a sample of metropolitan Councils, it is recommended that both the consequence table and Risk Matrix be updated, to enable more balanced risk assessment and reporting.

The proposed amendments are provided for endorsement by Council, following consideration by the Audit Committee on 2 June 2021.

RECOMMENDATION

That Council:

- 1. endorses and adopts the amended Consequence Scale and Descriptions table to be updated in the Risk Management Framework; and**
 - 2. endorses and adopts the amended Risk Matrix to be updated in the Risk Management Framework.**
-

COMMUNITY PLAN

Culture: Enabling high performance

Culture: Being financially accountable
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Risk Management Policy

STATUTORY PROVISIONS

Not applicable

BACKGROUND

A Risk Management Framework (the Framework) was developed by Council's Internal Auditors, Bentleys, in consultation with Administration. The Framework is the overarching document that details Council's guidelines for the identification, monitoring and reporting of risks at both a strategic and operational level. The Framework provides a comprehensive description of the activities, processes and responsibilities that contribute to risk management for the Council.

Included in the Framework is a Consequence Scale and Descriptions (consequence table). The purpose of the consequence table is to assist in calculating the consequences of risks, which then forms part of the overall risk rating.

The Framework also includes a Risk Matrix which represents the risk scale in a chart to show risk levels.

REPORT

The Risk Management Framework, as well as the Risk Policy and Procedure, were endorsed by Council on 13 March 2018. The consequence table in the Risk Management Framework was subsequently adjusted by the Audit Committee on 5 June 2019.

Since this time, it has been identified that the current consequence table has several very low thresholds, resulting in the potential over-assessment of risks.

After comparing with a sample of metropolitan Councils, it is recommended that the consequence table be updated, to enable more balanced risk assessment and reporting. The comparison is attached for reference.

Refer Attachment 1

The key points of divergence and consequential proposed amendments are:

- Financial thresholds – the City of Holdfast Bay financial thresholds were very low compared to the three Councils analysed, which had the same thresholds for the insignificant to major categories. The largest council (the City of Onkaparinga) has a lower threshold for the catastrophic category. The proposed new thresholds are equal

to the three councils for the insignificant to major categories and align with the more conservative council for the catastrophic category.

- Service delivery – the City of Holdfast Bay consequence table did not include any thresholds relating to project budgets or scope. These have been added in line with the other councils compared in this analysis.
- Disturbance to sites or artefacts of cultural significance was added as a threshold to the moderate category and damage to sites or artefacts of cultural significance was added as a threshold in the major consequence of the Environment category.

The Audit Committee also requested the inclusion of thresholds relating to impacts on rates, which have been included in the consequence table.

The proposed amended consequence table is attached with tracked changes for endorsement by Council.

Refer Attachment 2

The Risk Management Framework also contains a Risk Matrix. In reviewing the City of Holdfast Bay's Risk Framework Galpins, Council's Internal Auditor, recently identified that the current Risk Matrix contains a greater number of Extreme Risks than is usual in comparable organisations. The Audit Committee also identified other divergences from best practice.

It is proposed that in line with the advice from Galpins and the Audit Committee and in keeping with best practice, the Risk Matrix also be amended as outlined in Attachment 3.

Refer Attachment 3

The Audit Committee have reviewed these proposed changes and recommend them to Council.

BUDGET

There are no budget implications with the review of these documents.

LIFE CYCLE COSTS

There are no life cycle costs associated with this report.

Attachment 1



Impact	Reputation	City of Marion	City of Unley	City of Onkaparinga
1. Insignificant	<p>No adverse effect on public image</p> <p>No media interest</p> <p>Insignificant level of community concern. A slight but manageable increase in the number of adverse resident complaints</p> <p>Negligible adverse impact upon social health and wellbeing of the community which has little or no impact upon established community relationships and links</p>	<p>A slight but manageable increase in the number of adverse resident/ stakeholder complaints.</p> <p>Sporadic, low levels of negative commentary on an isolated media and/or social media platform for 1- 3 days</p>	<p>Isolated local community or residents' issue based concerns</p> <p>Minimal local complaints or negative commentary on Council's website (less than 3 people)</p> <p>No media or political attention</p> <p>Legal issues managed by routine procedures, minor non-compliance and breaches</p> <p>Minor encroachment on internal policy</p>	<p>Occasional local publicity or complaints</p> <p>No media attention</p> <p>No political implications. No political factors. No impacts to broader LGA</p> <p>Breaches of a technical nature that do not expose Council to legal action and can be managed through routine activities</p>
2. Minor	<p>Minor adverse effect on public image</p> <p>Minor media coverage in paper distributed within the local area (small scale single article).</p> <p>Minor level of community concern, an increase in the number of resident complaints requiring direct effort to resolve/attend to</p> <p>Minor adverse impact upon social health and wellbeing of the community that may have a minor impact upon established community relationships and links</p>	<p>An increase in the number of resident/stakeholder complaints requiring direct effort to resolve / attend to.</p> <p>Regular, low levels of negative coverage on multiple media and/or social media platforms for 1-7 days</p> <p>Elected Member dissatisfied, complaint.</p>	<p>Local level of community impacts and concern</p> <p>Some local media or political attention</p> <p>Occasional once-off negative media attention</p> <p>Complex legal issues need addressing, non-compliance and breaches</p> <p>Minor internal policy failure</p>	<p>Periodic local community publicity on social pages and/or complaints</p> <p>Community concern involving Elected Members</p> <p>Isolated media coverage</p> <p>Community concern involving Elected Members. Minor adverse impact by Local Government Authorities x</p> <p>Minor legal, compliance, policy failure - resolved without penalty. Minor liability exposure</p>
3. Moderate	<p>Moderate adverse effect on public image</p> <p>Adverse media campaign in Messenger over two or more issues, supported by uptake of issue in Advertiser and or local electronic media</p> <p>Moderate level of community concern, large number of complaints and letters to editor in Messenger paper</p> <p>Minor common law action or Ombudsman investigation threatened/ initiated</p>	<p>A high volume of resident/stakeholder complaints.</p> <p>Heightened regularity of medium level negative media on multiple media and/or social media platforms for up to two weeks</p> <p>Majority of Elected Members dissatisfied, Council motion affecting CEO/Administration Ombudsman or Office of Public Integrity.</p> <p>Complaint from partner organisation resolved within portfolio.</p>	<p>Sectional community impacts and concerns publicly addressed (days)</p> <p>Negative media attention and public interest (days)</p> <p>Loss of confidence by the community in Council processes/staff/Councillors</p> <p>Moderate breach of legislation/regulation, major litigation, non-compliance with legislation/regulation</p> <p>Moderate internal policy failure</p>	<p>Heightened community concern requiring direct effort to resolve</p> <p>Adverse commentary on Councils social media pages (<3 days)</p> <p>State wide adverse media</p> <p>Detrimental inter-governmental relationships</p> <p>A legal regulatory or internal policy failure</p> <p>Breach of regulation with penalty or fine</p>
4. Major	<p>Significant adverse effect on public image</p> <p>Widespread adverse media campaign including electronic local and national media.</p> <p>Social media going viral requiring management intervention. Pressure on State Government and agencies to intervene</p> <p>Significant level of community concern</p> <p>Social health and wellbeing of the community seriously affected by major community unrest and/or significant breakdown of established community relationships and links.</p> <p>Significant common law action threatened, major Ombudsman investigation initiated</p>	<p>Publicised adverse resident comments and/or complaints.</p> <p>An ongoing significant and regular campaign of negative media on multiple media and/or social media platforms.</p> <p>Forced resignation of General Manager/s. Ombudsman or Office of Public Integrity involvement.</p> <p>Relationship with partner organization harmed, requiring CEO involvement.</p>	<p>Council Members conduct - major breach of code of conduct</p> <p>Long term effect on public image</p> <p>Considerable and prolonged impact and dissatisfaction publicly expressed</p> <p>Regional or state-wide media attention (weeks)</p> <p>Major breach of legislation/regulation, major litigation, non-compliance with legislation/regulation</p> <p>Major internal policy failure</p>	<p>Ombudsman, Government/Coroner inquiry or legal proceedings</p> <p>Organised community campaigning</p> <p>Sustained state-wide or national adverse media attention (>1 week)</p> <p>Breach of legislation with formal investigation or report to authority with prosecution and/ore fines and penalties investigation by external agencies with negative findings and/or court proceedings</p>
5. Catastrophic	<p>Major effect on public image</p> <p>Widespread adverse media campaign including electronic local, national and international media.</p> <p>Widespread community outrage</p> <p>Social media going viral, unable to be contained. State Government and agencies to intervene</p> <p>Social health and wellbeing of the community severely affected resulting in fracturing of established community relationships and links.</p> <p>Class Actions, Judicial Inquiries initiated</p>	<p>Widely publicised adverse resident / stakeholder comments and / or complaints.</p> <p>An ongoing high level and sustained campaign of negative media on multiple media and/or social media platforms</p> <p>Forced resignation of CEO / Mayor. Council stood down. Minister intervention required.</p> <p>Relationship with partner organisation harmed affecting the achievement of a strategic project/objective.</p>	<p>Council Members conduct - severe breach of code of conduct</p> <p>Huge effect on public image</p> <p>Community outrage by groups - pages established on social media and high instance of posts on Council's social media pages</p> <p>Organised community campaigning involving multi-day/sustained negative media attention (months)</p> <p>Irreconcilable community loss of confidence in Council's intentions and capabilities</p> <p>Significant prosecution and fines, major litigation involving class action, major non-compliance with legislation/regulation</p> <p>Critical internal policy failure</p>	<p>Loss of community support, intense public or political scrutiny</p> <p>Prolonged adverse media attention</p> <p>Mayor, CEO and/or Councillor(s) forced to resign</p> <p>Irreversible damage to government relations</p> <p>Mismanagement, criminal negligence, wilful or reckless breach of legislation, including major penalties or fines. Investigation by regulatory bodies. Litigation/Court proceedings.</p>

Impact Scale	Business impact	City of Marion	City of Unley	City of Onkaparinga
1. Insignificant	Low financial loss – impact of less than \$5k	CoM – Financial impact, loss and/or penalty up to \$10,000.	Negligible financial loss - impact <\$10,000	Financial impact or loss of less than \$10,000
	Operational issues manageable within normal activities	Project – up to 5% of original project budget.	No impact on current financial year No real disruption to business operations	Departmental budget variation with no impact on business bottom line and manageable immediately
2. Minor	Medium financial loss – impact of between \$5k and \$20k	CoM – Financial impact, loss and/or penalty between \$10,000 - \$100,000	Medium financial loss/exposure - impact between \$10,000 - \$100,000	Financial loss or impact between \$10,000 to \$100,000
	Minor impact in undertaking routine activities	Project – between 5-10% of original project budget.	Minor variation to budget for current financial year Minimal disruption to business operations	Variation with negotiable impact on business bottom line and absorbed in current financial year
3. Moderate	Moderate financial loss – impact of between \$20k and \$50k	CoM – Financial impact, loss and/or penalty between \$100,001 - \$1M.	High financial loss/exposure - impact between \$100,000 - \$1 million or 2.5% of rate revenue	Financial loss or impact between \$100,000 to \$1 million or 1% of rate revenue
	Impaired ability to maintain normal operations Reprogramming required Minor legal issues, non-compliances and breaches of regulation	Project – between 10-20% of original project budget.	May impact beyond current financial year A range of assets including some significant assets are unusable for weeks Moderate impact on business operations	Variation impacts beyond current financial year but manageable within next financial year
4. Major	Major financial loss - impact of between \$50k and \$1million	CoM – Financial impact, loss and/or penalty between \$1M and \$4M.	Major financial loss/exposure - impact between \$1 million and \$4 million or 5% of rate revenue	Financial loss or impact between \$1 million to \$3 million or 2.5% of rate revenue
	Significant effects loss of ability to complete programs, major restrictions to services and project delivery Serious breach of regulation with investigation or report to authority with prosecution and/or moderate fine possible	Project – between 20-35% of original project budget.	Impact goes into next financial year and possibly beyond Major impact on business operations	Variation impacts beyond current financial year but manageable within 2-3 financial years
5. Catastrophic	Critical financial loss/exposure – impact greater than \$1 million	CoM – Financial impact, loss and/or penalty in excess of \$4M or higher impact on sustainability.	Significant adverse impact on the budget - financial loss/exposure >\$4 million or 10% of rate revenue	Financial loss or impact greater than \$3 million or 5% of rate revenue
	Projects & programs failure, inability to meet minimum acceptable standards Major breaches of regulation, sanctions imposed	Project - >35% of original project budget.	Impact on multiple financial years Loss of significant or critical infrastructure/assets are destroyed Major impact on business operations	Impact on budget with recovery over proceeding 3 or more financial years

Impact Scale	People Safety	City of Marion	City of Unley	City of Onkaparinga
1. Insignificant	No injuries Minor repairs required of an insignificant nature to property / infrastructure.	No impact on wellbeing. Minor local workforce disruption. Loss of continuity of staff knowledge. Physical or other injury requiring First Aid.	Incident with or without minor injury: first aid only Dialogue with industrial group may be required, negligible impact No impact on morale or business Assets receive minimal damage or are only temporarily unavailable	No impact on employee wellbeing or morale No injury (near miss) - report only Negligible damage to infrastructure, property immediately remediated
2. Minor	Only First Aid treatment required Minor loss or infrastructure damage. Normal seasonal illness leading to minor disruption to activities	Minor temporary impact on wellbeing Local and temporary poor morale. Temporary loss of some staff of an individual Unit's workforce. Loss of staff continuity requiring recruitment. Physical or other injury resulting in medical treatment.	Injuries requiring first aid treatment (lost time up to 2 days) Urgent dialogue with industrial group required, impact can be absorbed through normal activity Increased team workforce absenteeism Negligible short term impact on morale or business A number of assets are unusable but can be replaced within acceptable timeframes	Minor impact on employee wellbeing or morale First aid treatment injury No hospitalisation Minor damage to infrastructure/property impacting use (<24 hours)
3. Moderate	Medical treatment required which may include short term admission to hospital Moderate loss/or infrastructure damage Local epidemic leading to noticeable disruption of activities	Significant/medium term wellbeing impact or a whole CoM worksite affected. Widespread morale issues. Temporary loss of staff across a number of Units. Loss of key staff with specific knowledge and skills. Impact on recruitment capacity as an Employer of Choice. Physical or other injury resulting in medical treatment / brief hospitalisation (Lost Time Injury of 1 day).	Injuries requiring medical attention/hospitalisation Short term disablement Threats of industrial action, any impact can be absorbed short term Workforce absenteeism Short term effect on morale and business Loss of non-critical infrastructure/assets are destroyed or significantly damaged	Moderate impact on employee(s) wellbeing or morale of a worksite Hospital admission for <2 days Medically treated injury with lost time of <5 days Incident resulting in >1 first aid treatment injury Moderate damage to infrastructure impacting use (24-48 hours)
4. Major	Serious & extensive injuries Serious structural damage to infrastructure or serious loss of assets. Widespread epidemic that causes significant disruption to activities	Long term wellbeing impact or more than one CoM worksite affected. Entrenched severe morale problems. Inability to recruit with necessary skills. High employee turnover Serious injury requiring medical treatment/hospitalisation (Lost Time Injury of 2 days or more) or re-admission / extensive rehabilitation.	Serious long term injury requiring hospitalisation/rehabilitation Temporary disablement Industrial action over many months, significant management intervention required Increased overall workforce absenteeism Significant impact on morale or business Significant or critical assets are unusable for weeks	Major impact on employee wellbeing or morale of multiple worksites Temporary disability or hospitalisation of >2 days Medically treated injury with lost time 1-4 weeks Any injury/incident notifiable to technical regulator Significant damage to infrastructure impacting use >48 hours
5. Catastrophic	Fatalities Critical loss, irreversible damage property / infrastructure with a replacement cost that overwhelms the capital budget (>25%) Community movements restricted under State Emergency Plan	Long term wellbeing impact or more than one CoM worksite affected. Entrenched severe morale problems. Inability to recruit with necessary skills. High employee turnover Death or critical injury	Major injury, disablement or fatality Long term effect on morale and business performance Widespread industrial action Section of the community or workforce harmed Long term impact on morale or business Significant or critical infrastructure assets are unusable for months	Wide ranging impact on workforce wellbeing or morale Fatality or permanent disability Widespread health and safety event, multiple injury Regulator penalties/fines applied Serious damage to infrastructure

Impact Scale	Environment	City of Marion	City of Unley	City of Onkaparinga
1. Insignificant	<p>"Nuisance" category under the SA Environment Protection Act (1993) met</p> <p>Short term, immediately reversible effects on ecosystem</p>	Isolated adverse environmental impact that is short term and/or reversible.	<p>Minor temporary damage that normal practice can rectify</p> <p>No injuries</p> <p>Can be reversed immediately</p> <p>Nuisance as defined under the SA Environment Act 1993 Section 5(1)</p>	<p>Environmental nuisance category under the SA Environment Protection Act</p> <p>Short term effect which interferes with or is likely to interfere with the enjoyment of the area by persons</p> <p>Immediately reversible</p>
2. Minor	<p>"Nuisance" category under SA Environment Protection Act (1993)</p> <p>Some minor adverse effects to few species/ ecosystem parts that are short term and immediately reversible.</p> <p>Contamination – on-site release immediately contained</p>	Isolated instances of environmental damage requiring minor effort to reverse / remediate.	<p>Temporary damage affecting local area</p> <p>First aid required</p> <p>Nuisance as defined under the SA Environment Act 1993 Section 5(1)</p> <p>Some minor adverse effects on few species/ecosystems can be contained and reversed in the short term</p>	<p>Environmental nuisance category under the SA Environment Protection Act</p> <p>Short term (<1 week) effect or impact on a few species/ecosystem parts</p> <p>Cost of remediation <\$5,000</p>
3. Moderate	<p>"Material" category under the SA Environment Protection Act (1993)</p> <p>Contamination – on-site release contained with outside assistance</p> <p>Ecosystems- temporary, reversible damage, loss of habitat and migration of animal populations, some reduction in numbers and die back of plants.</p> <p>Pollution requires physical removal, air quality constitutes potential long term health problems.</p> <p>Manageable restrictions in resource usage</p>	Isolated but significant instances of environmental damage / implications requiring concentrated effort to reverse / remediate.	<p>Severe temporary damage over limited area requiring extensive remediation</p> <p>Medical treatment required</p> <p>'Potential' as defined under the SA Environment Act 1993 Section 5(2)</p> <p>Impact on flor or fauna is recoverable over 6 to 12 month period and pollution requires physical removal</p>	<p>Material category under the SA Environment Protection Act</p> <p>Involves actual or potential harm to health or safety of human beings, species or ecosystems that is not trivial</p> <p>Cost of remediation \$5,000-\$50,000</p>
4. Major	<p>"Serious" category under the SA Environment Protection Act (1993)</p> <p>Contamination – off-site release with no detrimental effects</p> <p>Ecosystems – recoverable damage, death of animals in large numbers, widespread habitation destruction, significant air quality issues. Pollution issues requiring long term management, serious introduction of invasive species</p> <p>Restrictions on resource usage threatening viability of accepted lifestyle</p>	<p>Severe and/or widespread environmental damage and/or loss of environmental aspect. Extensive effort and support required to reverse / remediate.</p> <p>Danger of continuing environmental damage/losses.</p>	<p>Death of individual animals, large scale injury, loss of key species and widespread habitat destruction</p> <p>Extensive serious injuries</p> <p>'Material' as defined under the SA Environment Act 1993 Section 5(3)(a)</p> <p>Damage to flora and fauna requires significant period of recovery</p>	<p>Serious category under the SA Environment Protection Act</p> <p>Involves actual or potential harm to the health or safety of human beings, species or ecosystems that is of a high impact or on a wide scale</p> <p>Cost of remediation >\$50,000</p> <p>EPA Fine or penalty</p>
5. Catastrophic	<p>"Serious Material harm" category under the SA Environment Protection Act (1993) and EPA actions initiated</p> <p>Off-site contamination requiring immediate and significant remediation actions</p> <p>Ecosystems – irreversible damage, widespread loss of animals, and key stone species extinctions, destruction of flora species, widespread domination of invasive species. Pollution unable to be effectively remediated.</p> <p>Restriction on resource usage resulting in permanent disruption of accpeted life-style</p>	Major widespread loss of environmental aspect and progressive irrecoverable environmental damage.	<p>Permanent damage, destruction of sites or artefacts of cultural significance</p> <p>Irrecoverable environmental damage threatening survival of flora or fauna, death of animals, widespread introduction of weeds, soil erosion</p> <p>'Serious' as defined under the SA Environment Act 1993 Section 5(3)(b)</p>	<p>Serious category under the SA Environment Protection Act</p> <p>Severe loss of environmental amenity - irrecoverable environmental damage. Widespread impact on habitat and/or animal populations</p> <p>Long term impact effecting commuinity lifestyle</p> <p>Court proceedings</p>

Impact Scale	Service Delivery	City of Marion	City of Unley	City of Onkaparinga
1. Insignificant	Insignificant impact on Council's ability to achieve strategic outcomes	<p>Insignificant impact on Council's ability to achieve strategic outcomes.</p> <p>Minor impact on local Business Unit plan.</p> <p>Project – Nil impact on achievement of key project objectives or project duration extended up to 10% of original project timeframe</p>	Insignificant interruption to a service - no impact to customers/business	<p>Negligible interruption to a service not requiring any further remedial action and with minimal impact on customers</p> <p>Project budget or time impact <5%</p> <p>No disruption to community facilities availability</p> <p>No loss of records or access to ICT systems</p>
2. Minor	<p>Some delays in delivery of strategic initiatives, but only minor aspects impacted</p> <p>Overall strategic intent still achievable</p>	<p>Minor impact on a small number of Business Unit plans.</p> <p>Some impact on strategic initiatives but only minor aspects impacted. Overall strategic intent still achievable.</p> <p>Project – Some impact on isolated key project objectives. Additional minor effort required to ensure all objectives are met.</p> <p>Project duration extended by 10- 20% of original project timeframe</p>	Minor interruption to a service with minimal impact to customers/business	<p>Minor interruption to a service requiring further remedial action, with moderate impact on customers for up to 24 hours</p> <p>Project budget or time impact 5-10%</p> <p>Minor disruption to community facilities availability of up to 24 hours</p> <p>Restricted access to Council records, ICT systems for 24-48 hours</p>
3. Moderate	<p>Some key components of the Strategic Plan cannot be achieved within expected timeframes.</p> <p>Additional funding/resources or some strategies re-prioritisation is required</p>	<p>Some key components of the strategic plan could not be achieved as a result of risk event. Additional funding / resources required to rectify.</p> <p>Project – Impacts numerous key project objectives. Considerable effort required including some change in project scope to achieve required outcomes.</p> <p>Project duration extended by 21- 35% of original project timeframe</p>	Moderate interruption to service delivery. Customer impact up to 48 hours. Partial BCP action may be needed.	<p>Moderate interruption to core business function or essential service with significant customer impact for 24-72 hours</p> <p>Project budget or time impact 10-15%</p> <p>Moderate disruption to community facilities availability for 48 hours- 1week</p> <p>Restricted access to records, ICT systems for >48 hours</p>
4. Major	Key Strategic Objectives unable to be achieved; review of Strategic Plan is required	<p>Council unable to deliver on numerous key strategic initiatives without additional funding/resources.</p> <p>Major review of strategic plan required.</p> <p>Project – Significant portion of key project objectives impacted. Major changes to project scope and work necessary to achieve required outcomes.</p> <p>Project duration extended by 36- 50% of original project timeframe</p>	Major interruption to service delivery, Customer impact >7 day. Component of BCP action may be needed.	<p>Significant interruption to core business function or essential services for 3-7 days</p> <p>Project budget or time impact 15-25%</p> <p>Significant disruption to community facilities affecting community groups and/or neighbourhood services 1-4 weeks</p>
5. Catastrophic	Goals of Strategic Plan not achievable; total and immediate re-work of Plan is required	<p>Majority of initiatives and / or key initiative within the Council's strategic plan unattainable.</p> <p>Project – Failure of project to meet all required objectives.</p> <p>Project duration extended by >50% of original project timeframe.</p>	Major interruption to delivery of all or most services for more than 14 days. Full BCP action required.	<p>Serious interruption to core business function or essential service for more than 7 days</p> <p>Project or time impact >25%</p> <p>Significant disruption to community groups and/or neighbourhood services >4 weeks</p> <p>Consideration to implement the Crisis Management Arrangements</p>

Attachment 2



Attachment 2 - Consequence Scale and Descriptions

Impact Scale	Reputation	Business impact	People Safety	Environment	Service Delivery
1. Insignificant	<p>No adverse effect on public image No media interest</p> <p>Insignificant level of community concern. A slight but manageable increase in the number of adverse resident complaints</p> <p>Negligible adverse impact upon social health and wellbeing of the community which has little or no impact upon established community relationships and links</p>	<p>Low financial loss – impact of less than \$105k</p> <p>Operational issues manageable within normal activities</p> <p><u>Project – up to 5% of original project budget.</u></p>	<p>No injuries</p> <p>Minor repairs required of an insignificant nature to property / infrastructure.</p>	<p>“Nuisance” category under the SA Environment Protection Act (1993) met</p> <p>Short term, immediately reversible effects on ecosystem</p>	<p>Insignificant impact on Council’s ability to achieve strategic outcomes</p> <p><u>Project – Nil impact on achievement of key project objectives or project duration up to 10% of original timeframe without consequential impacts</u></p>
2. Minor	<p>Minor adverse effect on public image</p> <p>Minor media coverage in paper distributed within the local area (small scale single article).</p> <p>Minor level of community concern, an increase in the number of resident complaints requiring direct effort to resolve/attend to</p> <p>Minor adverse impact upon social health and wellbeing of the community that may have a minor impact upon established community relationships and links</p>	<p>Medium financial loss – impact of between \$5k10k and \$10020k</p> <p>Minor impact in undertaking routine activities</p> <p><u>Project – between 5-10% of original project</u></p>	<p>Only First Aid treatment required</p> <p>Minor loss or infrastructure damage.</p> <p>Normal seasonal illness leading to minor disruption to activities</p>	<p>“Nuisance” category under SA Environment Protection Act (1993)</p> <p>Some minor adverse effects to few species/ ecosystem parts that are short term and immediately reversible.</p> <p>Contamination – on-site release immediately contained</p>	<p>Some delays in delivery of strategic initiatives, but only minor aspects impacted</p> <p>Overall strategic intent still achievable</p> <p><u>Project duration extended up to 35% of original project timeframe without consequential impacts</u></p>
3. Moderate	<p>Moderate adverse effect on public image</p> <p>Adverse media campaign in Messenger-relevant press over two or more issues, supported by uptake of issue in Advertiser and or local electronic media</p> <p>Moderate level of community concern, large number of complaints and letters to editor in Messenger paper relevant press</p> <p>Minor common law action or Ombudsman investigation threatened/ initiated</p>	<p>Moderate financial loss – impact of between \$10020k and \$50k1 million</p> <p><u>Impacts up to 2.5% on rate revenue generation</u></p> <p>Impaired ability to maintain normal operations, reprogramming required</p> <p>Minor legal issues, non-compliances and breaches of regulation</p> <p><u>Project – between 10-20% of original project budget.</u></p>	<p>Medical treatment required which may include short term admission to hospital</p> <p>Moderate loss/or infrastructure damage</p> <p>Local epidemic leading to noticeable disruption of activities</p>	<p>“Material” category under the SA Environment Protection Act (1993)</p> <p>Contamination – on-site release contained with outside assistance</p> <p>Ecosystems- temporary, reversible damage, loss of habitat and migration of animal populations, some reduction in numbers and die back of plants.</p> <p>Pollution requires physical removal, air quality constitutes potential long term health problems.</p> <p>Manageable restrictions in resource usage</p> <p><u>Disturbance to sites or artefacts of cultural significance</u></p>	<p>Some key components of the Strategic Plan cannot be achieved within expected timeframes.</p> <p>Additional funding/resources or some strategies re-prioritisation is required</p> <p><u>Project duration extended up to 35% of original project timeframe with consequential impacts on other dependencies</u></p>
4. Major	<p>Significant adverse effect on public image</p> <p>Widespread adverse media campaign including electronic local and national media. Social media going viral requiring management intervention. Pressure on State Government and agencies to intervene</p> <p>Significant level of community concern</p> <p>Social health and wellbeing of the community seriously affected by major community unrest and/or significant breakdown of established community relationships and links.</p> <p>Significant common law action threatened, major Ombudsman investigation initiated</p>	<p>Major financial loss - impact of between \$1 million 50k and \$3 4million</p> <p><u>Impacts between 2.5% and 10% on rate revenue generation</u></p> <p>Significant effects loss of ability to complete programs, major restrictions to services and project delivery</p> <p>Serious breach of regulation with investigation or report to authority with prosecution and/or moderate fine possible</p> <p><u>Project – between 20-35% of original project budget.</u></p>	<p>-Serious & extensive injuries</p> <p>Serious structural damage to infrastructure or serious loss of assets.</p> <p>Widespread epidemic that causes significant disruption to activities</p>	<p>“Serious” category under the SA Environment Protection Act (1993)</p> <p>Contamination – off-site release with no detrimental effects</p> <p>Ecosystems – recoverable damage, death of animals in large numbers, widespread habitation destruction, significant air quality issues. Pollution issues requiring long term management, serious introduction of invasive species</p> <p>Restrictions on resource usage threatening viability of accepted lifestyle</p> <p><u>Damage to sites or artefacts of cultural significance</u></p>	<p>Key Strategic Objectives unable to be achieved; review of Strategic Plan is required</p> <p><u>Project duration extended by 36- 80% of original project timeframe with or without consequential impacts on other dependencies</u></p>
5. Catastrophic	<p>Major effect on public image</p> <p>Widespread adverse media campaign including electronic local, national and international media. Widespread community outrage</p> <p>Social media going viral, unable to be contained. State Government and agencies to intervene</p> <p>Social health and wellbeing of the community severely affected resulting in fracturing of established community relationships and links.</p> <p>Class Actions, Judicial Inquiries initiated</p>	<p>Critical financial loss/exposure – impact greater than \$3 4 million</p> <p><u>Impacts of more than 10% on rate revenue generation</u></p> <p>Projects & programs failure, inability to meet minimum acceptable standards</p> <p>Major breaches of regulation, sanctions imposed</p> <p><u>Project - >35% of original project budget.</u></p>	<p>Fatalities</p> <p>Critical loss, irreversible damage property / infrastructure with a replacement cost that overwhelms the capital budget (>25%)</p> <p>Community movements restricted under State Emergency Plan</p>	<p>“Serious Material harm” category under the SA Environment Protection Act (1993) and EPA actions initiated</p> <p>Off-site contamination requiring immediate and significant remediation actions</p> <p>Ecosystems – irreversible damage, widespread loss of animals, and key stone species extinctions, destruction of flora species, widespread domination of invasive species. Pollution unable to be effectively remediated.</p> <p>Restriction on resource usage resulting in permanent disruption of accepted life-style</p>	<p>Goals of Strategic Plan not achievable; total and immediate re-work of Plan is required</p> <p><u>Project duration extended by >80% of original project timeframe with consequential impacts on other dependencies</u></p>

Attachment 3



ATTACHMENT 3

The current Risk Matrix is:

		Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	E	Moderate	High	High	Extreme	Extreme
Likely	D	Low	Moderate	High	Extreme	Extreme
Possible	C	Low	Low	Moderate	High	Extreme
Unlikely	B	Low	Low	Low	Moderate	High
Rare	A	Low	Low	Low	Moderate	High

The proposed new Risk Matrix is:

		Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	E	Medium	Medium	High	Extreme	Extreme
Likely	D	Low	Medium	High	High	Extreme
Possible	C	Low	Medium	Medium	High	High
Unlikely	B	Low	Low	Medium	Medium	High
Rare	A	Low	Low	Low	Medium	Medium

Item No: **15.8**

Subject: **CUSTOMER FEEDBACK AND COMPLAINTS POLICY REVIEW**

Date: 22 June 2021

Written By: Team Leader Governance

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

Council's Customer Feedback and Complaints Policy (the Policy) has been reviewed and is now presented to Council for adoption.

The Policy is primarily focused on establishing a commitment in accepting and resolving complaints within the City of Holdfast Bay and a culture which encourages and values feedback from our community.

This Policy has been reviewed substantially, therefore a copy of the current version of the policy and the proposed revised Policy are attached. This Policy is not required to undertake public consultation and is provided for endorsement by Council following endorsement by the Audit Committee.

RECOMMENDATION

That Council approve and endorse the Customer Feedback and Complaints Policy as amended (*Attachment 2*).

COMMUNITY PLAN

Culture: Providing customer-centred services

Culture: Enabling high performance

Culture: Supporting excellent, efficient operations.

COUNCIL POLICY

Refer to Attachments

STATUTORY PROVISIONS

- *Aged Care Act 1997*
- *Dog and Cat Management Act 1995*

- *Environmental Protection Act 1993*
- *Expiation of Offences Act 1996*
- *Freedom of Information Act 1999*
- *Independent Commissioner Against Corruption Act 2012*
- *Local Government Act 1999*
- *Local Government (General) Regulations 2013*
- *Local Nuisance and Litter Control Act 2016*
- *Ombudsman Act 1972*
- *Planning Development and Infrastructure Act 2016*
- *Public Interest Disclosure Act 2018*

BACKGROUND

The *Local Government Act 1999* requires councils to keep council policies under review to ensure they are appropriate and effective (Section 59).

Policies are an important part of the good governance of the City of Holdfast Bay. They protect the organisation and provide our community with confidence that we will undertake operations in a consistent, fair and equitable way.

This is a mandatory Council Policy under Section 270 of the *Local Government Act 1999* which deals with any reasonable request for the provision of a service by the council or for the improvement of a service provided by the council; and complaints about the actions of the council, employees of the council, or other persons acting on behalf of the council.

REPORT

The Policy is due for review and is presented to Council. The proposed changes are detailed below:

- The scope has been expanded upon to reference where complaints will be managed under different legislation or processes.
- Definitions added and guidance for managing unreasonable complainant conduct, trivial, frivolous or vexatious behaviour management as this is an increasingly an issue for Council's to manage. The amended Policy will provide necessary clarity for complainants and Council staff. Guidance is modelled on advice from Ombudsman SA and NSW.
- Council's ARISE values for staff are clearly stated for staff to consider and work within when managing complaint handling.
- The seven (7) step process for complaint handling has been expanded upon to guide staff by providing greater clarity and to manage the public's expectations.
- The revised Policy outlines in more detail a tiered response to responding to complaints to allow for different levels of response and an escalated approach where required.
- Timeframes are identified to manage response times and to manage the public's expectations.
- Remedies and service improvements have been expanded upon to provide necessary detail.

- Complaints regarding Code of Conduct for Council Employees are included which are required to be in a policy as detailed in the *Local Government (General) Regulations 2013*, Schedule 2A. The Policy includes the details for complaints against employees for the legislative Code of Conduct and nominates a person to whom complaints can be made to.

Refer Attachments 1 (current Policy) and 2 (proposed Policy)

There is no legislative requirement to undertake community consultation on this policy. Internal consultation has been undertaken with relevant stakeholders and the Leadership Team with feedback incorporated.

The next review period for this Policy is in three years (unless it is deemed necessary to review due to legislative or other changes).

BUDGET

Not applicable.

LIFE CYCLE COSTS

Not applicable.

Attachment 1



Trim Container	FOL/17/1050
First Issued / Approved:	15/07/2012
Last Reviewed:	27/06/2017
	C270617/825
Next Review:	30/06/2019

1. PREAMBLE

The Customer Feedback and Complaints Policy is primarily focused on establishing a commitment in accepting and resolving complaints within the organisation and a culture which encourages and values feedback from our community.

1.1 Background

The City of Holdfast Bay (Council) is committed to providing excellence in customer service. As part of this commitment, Council seeks to know what its customers require, understand how it can improve its services to meet the needs of its community and to respond positively to concerns and criticisms.

1.2 Purpose

The purpose of this policy is to provide a fair, consistent and structured process for Council’s customers if they are dissatisfied with a Council action, decision or service. This Policy provides guidelines as to how the Council will respond to requests for a service, a complaint or compliment of the Council or its representatives.

1.3 Scope

This Policy applies to services and decisions provided or made by Council, and its representatives. Where Council has failed to meet the normal standards for a service which has been, or should have been provided, this policy and the associated procedures apply.

This Policy will not be applied where the complaint is determined to be about matters that are not Council’s responsibility, such as disputes between neighbours.

This policy will not be applied where there are other complaint procedures that apply to the particular type of complaint:

- Complaints against a Councillor or the Chief Executive Officer
- Freedom of Information applications
- Insurance claims
- Decisions made under legislation other than the *Local Government Act 1999*, such as the *Development Act 1993* or *Expiation of Offences Act 1996*

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

In these instances, Council will provide and explain specific information regarding the most appropriate process.

1.4 Definitions

Council – the City of Holdfast Bay

Council Representative – a person employed directly by the Council (whether that position is permanent or contractual) and persons providing services on behalf of, the Council even though they may be employed by another party, including volunteers and contractors.

Customer – a person or organisation who receives goods or services provided by the City of Holdfast Bay or its representatives.

Request for Service - an application to have Council or its representatives take some form of action to provide a Council service.

Feedback - can take the form of comments both positive and negative, about services provided by Council without necessarily requiring a corrective action, change of service or formal review of a decision. Feedback may, however, influence future service reviews and delivery methods.

Complaint - an expression of dissatisfaction with a product or service delivered by Council or its representatives that has failed to reach the standard stated, implied or expected. This includes complaints about a service that has been, or should have been delivered.

1.5 Strategic Reference

Culture: Providing customer-centred services

Culture: Supporting excellent, efficient operations

Community: Fostering an engaged and contributing community

2. PRINCIPLES

- 2.1. Council will provide excellent customer service. All representatives are required to conduct themselves in accordance with the organisation's corporate values. Achievement- Respect- Innovation- Simplicity- Engagement.
- 2.2. Council will provide all representatives with training (either formal, informal or both) in relation to the provision of excellent customer service.
- 2.3. Customers may make contact with Council in a number of ways including:
 - Face to face
 - City of Holdfast Bay Website
 - Telephone
 - Email
 - Mail

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

- 2.4 Council will ensure the following steps are followed when responding to requests for service, complaints or compliments:
- Prompt acknowledgement
 - Assessment
 - Investigation (if warranted)
 - Provide progress updates to the customer (if required)
 - Identify improvements required
 - Clear response to the customer
 - Follow up of any Customer Service concerns
- 2.5 Council expects that complaints, compliments, enquiries and requests for service are responded to promptly at the initial point of contact. Where more complex responses are required, the matter will be considered as quickly as possible by the most appropriate employee and the customer will be kept informed of the steps and processes at all times.
- 2.6 Requests for service provision will take into account reasonable expectations and existing service standards, legislative responsibility, and the efficient and effective availability of Council resources.
- 2.7 The principles of natural justice, - timeliness, opportunities for comment and provision of relevant information, and, where appropriate, confidentiality - will apply to all requests for service, complaints or compliments.
- 2.8 Council and its representatives will treat all customers with respect and expect the same in return from customers.
- 2.9 When a review of a request for service or complaint has been completed and the complaint is found to be justified Council will remedy the situation in a manner which is consistent and fair for both Council and the complainant. The solution chosen will be proportionate and appropriate to the circumstances.
- 2.10 Council may refuse to investigate the complaint where an initial review of the matters determines the request to be trivial, frivolous or vexatious.
- 2.11 If a review of a request for service or complaint has been completed and the customer is not satisfied with the outcome, the customer may ask for either mediation, neutral evaluation or conciliation in order to reach an agreed outcome.
- The process for mediation, neutral evaluation or conciliation will be in accordance with that described in Section 271 of the Local Government Act 1999.
 - Costs of mediation, neutral evaluation and conciliation will be shared equally by the City of Holdfast Bay and the applicant.
- 2.11 At any time, regardless of the outcome of a review the complainant may contact the Ombudsman for further assistance and/or advice.
- 2.12 Council will ensure that all requests, comments and complaints will be recorded as part of its internal record keeping systems. This information will be regularly

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

reviewed with the intention of identifying trends and improving Council's customer service provision, and will be reported in Council's Annual Report.

2.13 Confidentiality

Complaints will be investigated in private, to the extent possible. The identity of complainants and any person who is the subject of a complaint will only be disclosed to those involved in the investigation process. The complaint will not be revealed or made public by the Council, except where required by law. All complaints lodged with Council are subject to the Freedom of Information Act 1991 and confidentiality cannot be guaranteed under the provisions of that legislation.

2.14 Review and Evaluation

In order to ensure Council continues to provide the best possible service response for its customers, this policy is subject to periodic evaluation and review.

This policy will be available to download from Council's website: www.holdfast.sa.gov.au and for inspection during normal business hours

3. REFERENCES

3.1 Legislation

- *Local Government Act 1999*

3.2 Other References

City of Holdfast Bay

- Customer Feedback and Complaints Procedure
- TRIM guidelines
- Customer Request System guidelines

Attachment 2



ECM DSID:
First Issued / Approved:	15/07/2012
Last Reviewed:	C
Next Review:/...../2024
Responsible Manager:	Team Leader Governance
Date Placed on Webpage/ Intranet:/...../2021

1. PREAMBLE

The Customer Feedback and Complaints Policy is primarily focused on establishing a commitment in accepting and resolving complaints within the City of Holdfast Bay (the Council) and a culture which encourages and values feedback from our community.

1.1 Background

The Council is committed to providing excellence in customer service. As part of this commitment, Council seeks to know what its customers require, understand how it can improve its services to meet the needs of its community and to respond positively to concerns and criticisms.

1.2 Purpose

This is a mandatory policy under section 270 of the *Local Government Act 1999*.

The purpose of this policy is to provide a fair, consistent and structured process for Council's customers if they are dissatisfied with a Council action, decision or service. This Policy provides guidelines as to how the Council will respond to requests for a service, a complaint or compliment of the Council or its Council representatives.

This Policy is broadly consistent with the Australian standard for complaint handling.

1.3 Scope

This Policy applies to services and decisions provided or made by Council or Council's representatives. Where Council has failed to meet the normal standards for a service which has been, or should have been provided, this policy will apply.

This Policy excludes matters that are not Council's responsibility (such as disputes between neighbours), Elected Member Code of Conduct complaints and employee and volunteer grievances.

This policy will not be applied where there are other complaint procedures that apply to the particular type of complaint:

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

- Complaints against a Councillor or the Chief Executive Officer, which should be directed to the Mayor
- Freedom of Information applications review, which may be referred to the Ombudsman
- Insurance claims will be referred to the Local Government Risk Services
- Appeals against s.254 *Local Government Act 1999* orders where reviews are in accordance with s.256 of the *Local Government Act 1999*
- Decisions made under legislation other than the *Local Government Act 1999*, such as (not intended as an exhaustive list) the *Dog and Cat Management Act 1995*, *Environmental Protection Act 1993*, *Planning, Development and Infrastructure Act 2016*, *Expiation of Offences Act 1996* or *Local Nuisance and Litter Control Act 2016* where the legislation has its own prescribed appeal processes, which is the process for appeals;
- *Public Interest Disclosure Act 2018* disclosures for environmental and health information, and public administration information. Refer to clause 2.11 in this policy.

In these instances, Council will provide and explain the other statutory processes available.

1.4 Definitions

Complaint means an expression of dissatisfaction with a product or service delivered by Council or Council's representatives that has failed to reach the standard stated, implied or expected. This includes complaints about a service that has been, or should have been delivered.

Complainant means the person making the complaint

Council Representative means a person employed directly by the Council (whether that position is permanent or contractual) and persons providing services on behalf of the Council even though they may be employed by another party, including volunteers and contractors.

Customer means a person or organisation who receives goods or services provided by the Council or its representatives.

Feedback means comments both positive and negative, about services provided by Council without necessarily requiring a corrective action, change of service or formal review of a decision. Feedback may, however, influence future service reviews and delivery methods. It is important to distinguish between feedback and a complaint.

Frivolous complaint means a complaint that lacks substance or merit or is otherwise trivial in nature.

Malicious complaint means a complaint motivated by improper, vicious or mischievous purposes.

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

Request for Service means an application to have Council or its Council representatives take some form of reasonable action to provide a service by the Council or for the improvement of a service provided by the Council.

Unreasonable Complainant Conduct is any behaviour by a current or former customer which because of its nature or frequency raises health, safety, resource or equity issues for the Council, employees or other service users and customers or the customer himself/ herself.

This may take the form of unreasonable persistence, unreasonable demands, lack of cooperation, argumentative or unreasonable behaviours. 'Unreasonable' will depend on the circumstances and Council aims to manage these situations in a fair and equitable manner.

Vexatious complaint means a complaint that is made to harass, annoy, delay or cause detriment or trouble to the Council or a third party e.g. a complaint with false allegations that cannot possibly succeed; an absence of any reasonable grounds for lodging the complaint; or the complainant does not have sufficient interest in the matters the subject of the complaint.

1.5 Strategic Reference

Culture: Providing customer-centred services

Culture: Supporting excellent, efficient operations

Community: Fostering an engaged and contributing community

2. PRINCIPLES

2.1. Council's Commitment to Complaint Handling

2.1.1 Council endeavours to provide excellent customer service. All Council representatives are required to conduct themselves in accordance with the organisation's corporate values: Achievement, Respect, Innovation, Simplicity and Engagement (ARISE) and are to treat all customers with respect and expect the same in return from customers.

2.1.2 Council will act in accordance with our values when managing complaint handling:

- **Achievement:** *Deliver agreed outcomes for our community*
 - Deliver our strategic vision
 - Be accountable for our commitments
 - Do our best work all the time
- **Respect:** *Act with honesty and integrity*
 - Inclusive of all and embrace diversity
 - Be consistent and fair
 - Value others and their input
- **Innovation:** *Seek better ways*
 - Open to change and new ideas
 - Be solutions focussed

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

- Learn from mistakes

- **Simplicity:** *Easy to do business with*
 - Think one organisation
 - Empower staff to make decisions
 - Make the complex easy
- **Engagement:** *Provide opportunities for all to participate*
 - Open, transparent and direct in our communication
 - Actively listen and provide feedback
 - Recognise and value achievements

2.1.3 Council will provide all Council Representatives regular opportunities to attend training (either formal, informal or both) in relation to the provision of excellent customer service.

2.1.4 Customers may make contact with Council in a number of ways including:

- visiting Council's office
- Council's webpage 'Complaints'
- Telephone
- Email or letter
- City of Holdfast Bay social media channels

2.1.5 Complaints will be managed seriously and complainants treated courteously.

2.1.6 Requests for service will take into account reasonable expectations and existing service standards, legislative responsibility, and the efficient and effective availability of Council resources.

2.2 **Seven Steps of the Complaint Handling Process**

Council will ensure the following steps are followed when responding to requests for service, complaints or feedback to ensure that they are managed in a timely, effective and fair manner:

1. Acknowledge complaints promptly
2. Assess the complaint (simple problems may not need to be investigated)
3. Plan investigation, where it is warranted
4. Investigate the complaint
5. Clear decision to the complainant (unless anonymous – see below)
6. Follow up any customer service concerns
7. Identify internal process improvements required to be changed (to be notified to the complainant where appropriate).

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

Anonymous complaints - Where a complaint is anonymous Council will carry out an investigation of the issues raised where enough information is provided but will be unable to advise the complainant of the outcome.

2.3 Resolving Complaints

Tier 1 Frontline Response

All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact at the appropriate officer level.

Council expects that complaints, compliments, enquiries and requests for service are responded as quickly as possible.

Where complaints are made to volunteers these are to be provided by the volunteer to the Volunteering Services Coordinator in the first instance for action.

Tier 2 Escalation for Senior Officer Response (Supervisor, Manager or General Manager)

A complaint will be directed to a more senior Council officer where the complaint would be more appropriately handled at a higher level. This may occur, for example, where an officer has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one Council work area.

Tier 3 Internal Review of a Council Decision

This is available under section 270 of the *Local Government Act 1999*, which is generally the last resort in the complaint handling process and enables Council to reconsider all the evidence relied upon to make a decision. Refer to Councils Internal Review of Councils Decisions (s270) Policy.

2.4 Timeframes

There are many variables that can affect the response time for a complaint e.g. the complexity of the issue, availability of evidence and staff resources for considering the complaint (not intended as an exhaustive list).

Council will commit to acknowledging receipt of a complaint within 5 clear working days of receipt. Emphasis will be on resolving complaints where possible as soon as possible.

Council will endeavour to assess and respond to complaints within 10 working days of the matter being escalated. Where responding is anticipated to be

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

outside of the intended 10 working days, the Council will advise the complainant with updates to keep the complainant regularly informed of progress.

2.5 Complaints regarding Code of Conduct for Council Employees

2.5.1 Where a complainant alleges a breach of the Code of Conduct, schedule 2A of the *Local Government (General) Regulations 2013* that:

- an employee (or a relative of an employee) has sought or received a gift or benefit that is, or could reasonably be taken to be, intended or likely to create a sense of obligation on the part of the employee to a person or to influence the employee in the performance or discharge of the employees functions or duties; or
- an employee has failed to record, or correctly record, details of a gift or benefit received by the employee (or a relative of an employee) on the gift and benefits register; or
- the CEO has not appropriately maintained a register for gifts and benefits received by employees of the council, they may submit a complaint alleging that an employee of council has contravened or failed to comply with the Code of Conduct for Council Employees, as prescribed in Schedule 2A of the *Local Government (General) Regulations 2013*,

they may submit a complaint alleging that an employee of the Council has contravened or failed to comply with the Code of Conduct for Council Employees (as prescribed in Schedule 2A of the *Local Government (General) Regulations 2013*).

2.5.2 A complaint must be given to the Chief Executive Officer or any nominated delegate. In the case of a complaint against the Chief Executive Officer, a complaint must be given to the Mayor, except in circumstance where it would be inappropriate to do so (such as where legislation requires the matter to which the complaint relates to remain confidential).

2.5.3 A complaint will be investigated and resolved according to Council's Managing Misconduct and Disciplinary Procedures.

2.6 Remedies and Service Improvements

Where complaints are found to be justified, Council will where practicable remedy the situation in a manner which is consistent and fair for both Council and the complainant. The solution chosen will be proportionate and appropriate to the circumstances.

Compensation may only be offered after consideration by the Chief Executive Officer or by the Local Government Association Mutual Liability Scheme (Council's insurer).

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

'Lessons learnt' from a complaint investigation may be used to directly inform service improvement. This may include making changes to procedures and practices where appropriate.

2.7 Unreasonable Complainant

- 2.7.1 It is acknowledged that the conduct of complainants can be unreasonable and the conduct can significantly affect the success of the Council. Council staff need support to manage unreasonable complainant conduct, acting fairly, consistently, honestly and appropriately when responding to unreasonable complainant conduct.
- 2.7.2 Where a complainant's behaviour consumes an unwarranted amount of Council resources or impedes the investigation of their complaint, a decision may be made to apply restrictions on contact with the person. Unreasonable complainant conduct will be managed as outlined in this policy. Reference should be made to Appendix 1 for further guidance.
- 2.7.3 Before making a decision to restrict contact the complainant will receive a final written warning outlining expectations and repercussions that if the specified behaviour(s) or actions continue, restrictions may be applied.
- 2.7.4 The decision to restrict contact, suspend action on a complaint can only be made by the Chief Executive Officer or the relevant delegate and must be communicated in writing to the complainant if following the warning letter specified in 2.7.3 the behaviour(s) continue.

The contact may be limited in terms of:

- the number of times and/or the time of day a complainant may make contact
- the employees and Council Members the complainant may have contact with
- the subject matter that Council will consider and respond to
- the form in which the contact may take place i.e. the complainant may be directed that he or she can only make contact in writing and not via telephone or in person.

The letter must specify the limitations being imposed, the duration of the limitations and a time period for review. Any limitations must take into account that person's individual circumstances e.g. a person who is has writing challenges should not be required to communicate in writing.

- 2.7.5 Council may refuse to investigate the complaint where an initial review of the matters determines the request is trivial, frivolous or vexatious.

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

2.8 Alternative Dispute Resolution Methods, Ombudsman and ICAC

2.8.1 Mediation, Conciliation and Neutral Evaluation

If a review of a request for service or complaint has been completed and the customer is not satisfied with the outcome, the customer may ask for either mediation, neutral evaluation or conciliation in order to reach an agreed outcome.

- The process for mediation, neutral evaluation or conciliation will be in accordance with that described in Section 271 of the *Local Government Act 1999*.
- Costs of mediation, neutral evaluation and conciliation will be shared equally by the Council and the applicant.

2.8.2 Ombudsman Review

At any time, regardless of the outcome of a review the complainant may contact Ombudsman SA for further assistance and/or advice (managed under the *Ombudsman Act 1972*).

A complainant should note that the Ombudsman tends to prefer a complaint is addressed by the Council in the first instance unless this is not appropriate.

2.8.3 Independent Commissioner Against Corruption (ICAC)

Where corruption, serious or systemic misconduct or maladministration in public administration is suspected, contact should be made with ICAC/ Office of Public Integrity (OPI) to make a complaint who act in accordance with the *Independent Commissioner Against Corruption Act 2012*.

2.9 Information Management

Council will ensure that all requests, comments and complaints are recorded in Council's records management system.

2.10 Privacy and Confidentiality

Complaints will be investigated in private to the extent possible. The identity of complainants and any person who is the subject of a complaint will only be disclosed to those involved in the investigation process. The complaint will not be revealed or made public by the Council, except where required by law.

Council will take reasonable steps to ensure that complainants are not adversely affected because they have made a complaint.

All complaints lodged with Council are subject to the *Freedom of Information Act 1991* and confidentiality cannot be guaranteed under this legislation.

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

2.11 Public Interest Disclosure Information

Consideration must be given as to if any information falls within the *Public Interest Disclosure Act 2018* (PDI Act) taking into consideration the Council's Public Interest Disclosure Policy and Procedure.

Public interest information may be 'environmental and health information' or 'public administration information'. An informant does not have to use 'public interest disclosure' words for the PDI Act protections to apply. If it is unclear as to whether an informant wishes to make a formal disclosure under the PDI Act, the informant should be asked. This will clarify if information is treated as a complaint under this Policy or information under the PDI Act (under Council's Public Interest Disclosure Policy).

2.12 Australian Human Rights Commission

Complainants should note that the Australian Human Rights Commission is the priority agency to investigate and conciliate any discrimination complaints. Their complaints process is free, confidential and detailed on the Commissions webpage.

2.13 Accessibility

Council will facilitate to ensure complaint management is accessible to everyone and particularly people who may require assistance. If a person prefers or needs another person or organisation to assist or represent them in making and/or resolution of their complaint, Council will communicate with the representative if this is the complainant's requirement.

3. REFERENCES

3.1 Legislation

- *Aged Care Act 1997*
- *Dog and Cat Management Act 1995*
- *Environmental Protection Act 1993*
- *Expiation of Offences Act 1996*
- *Freedom of Information Act 1999*
- *Independent Commissioner Against Corruption Act 2012*
- *Local Government Act 1999*
- *Local Government (General) Regulations 2013*
- *Local Nuisance and Litter Control Act 2016*
- *Ombudsman Act 1972*
- *Planning Development and Infrastructure Act 2016*
- *Public Interest Disclosure Act 2018*

3.2 Other References

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

- Australian Standard ISO 10002-2006, Customer satisfaction- guidelines for complaint handling in organisations
- City of Holdfast Bay Code of Conduct
- Customer Request System guidelines
- Disability Access and Inclusion Plan
- Elected Members Code of Conduct Complaints and Investigations Policy
- Fair Treatment Procedures
- Internal Review of Council Decisions (s270) Policy
- Local Government Association Model Complaints Policy, February 2018
- Managing Misconduct and Disciplinary Procedures
- Managing Unreasonable Complainant Conduct Practice Manual – 2nd Edition, NSW Ombudsman 2012
- Managing Misconduct and Disciplinary Procedures
- Ombudsman Complaint Management Framework- March 2016
- Ombudsman SA - Unreasonable Complaint Conduct (Part 12)
- Ombudsman NSW – Unreasonable Complaint Conduct Model Policy 2012
- Public Interest Disclosure Policy and Procedure
- Volunteer Policy
- Workplace Relations Policy

Proposed changes

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

Appendix 1- Managing Unreasonable Complainant Conduct

Unreasonable complainant conduct should be managed with reference to the following table:

Types of Conduct	Examples of Complainant Conduct	Strategies for Dealing with Conduct
Unreasonable persistence	<ul style="list-style-type: none"> • refusing to accept that a complaint is closed • continuing to phone or contact after a matter is closed • re-framing an old complaint • being unable to accept the final decision • persisting in interpreting the policy or the law in a way that is not in accordance with the accepted views on the subject 	<ul style="list-style-type: none"> • be prepared to say 'no' • it may be appropriate to advise the complainant that the issue will not be investigated further • clearly communicate if an unproductive telephone call is to be ended • provide one internal review only • adopt, when appropriate, a firm position of no further contact or correspondence • do not allow the complainant to re-frame the complaint to keep the matter alive unless there are significant new issues • make it clear that the decision of Council is final or in the case of a decision subject to external statutory review or appeal advise the complainant of their review or appeal rights
Unreasonable demands	<ul style="list-style-type: none"> • insisting on outcomes that are unattainable or not possible • demanding assistance with issues that are out of the Council's jurisdiction • demanding a remedy that is impractical, disproportionate or unavailable • insisting that more time be taken on the matter than is justifiable • wanting revenge • making unreasonable demands on the resources of Council • wanting unreasonable regular and lengthy contact with Council employees • showing reactions or demanding action that is out of proportion with the significance of the issue 	<ul style="list-style-type: none"> • set limits on what will be done ie what issues will be investigated, by whom, how communication will happen etc • be clear with complainant in advance what Council will do, and the limits • end telephone calls that are unproductive, with a warning • may need to limit contact to in writing only
Unreasonable lack of cooperation	<ul style="list-style-type: none"> • poor or confused definition of the complaint • providing a large quantity of unnecessary material / information 	<ul style="list-style-type: none"> • employees need to set limits before proceeding with the matter • require complainants to clarify and summarise information they have provided before proceeding

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

Types of Conduct	Examples of Complainant Conduct	Strategies for Dealing with Conduct
Unreasonable arguments	<ul style="list-style-type: none"> • exaggerating issues • holding irrational beliefs • refusing to consider the other side • being obsessed with irrelevant or trivial points • having a conspiracy theory that is not supported by any evidence 	<p>with the matter</p> <ul style="list-style-type: none"> • refuse to deal with the matter if it is found that the complainant has been wilfully misleading or untruthful in a significant way
Unreasonable behaviour	<ul style="list-style-type: none"> • displaying confronting behaviour • being rude • being aggressive • making threats of self-harm • making threats of harm / violence to others 	<ul style="list-style-type: none"> • set clear expectations that employees will not tolerate unreasonable behaviour • communicate that threats are unacceptable and may be reported to police or otherwise the subject of legal action • in the case of rude correspondence, ask complainants to reframe their complaint in more moderate terms • In the case of unreasonable behaviour in phone conversations, warn complainants that their conduct is unacceptable and that if the behaviour persists the call will be ended • end phone calls if the complainant continues to behave unreasonably after being warned. The relevant Manager is to be advised of this action. • Threats of self-harm should be reported to a relevant SA service provider

Reference may be made to the:

- Ombudsman SA - Unreasonable Complaint Conduct (Part 12)-
<https://www.ombudsman.sa.gov.au/publications/unreasonable-complainant-conduct/>

Item No: **15.9**

Subject: **DRAFT STRATEGIC PLAN – APPROVAL TO CONSULT**

Date: 22 June 2021

Written By: Manager Strategy and Governance

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The *Local Government Act 1999* (the Act) requires Council to undertake a comprehensive review of its strategic management plans within two years after each general election. As the last general election was held in November 2018, a review of the current strategic plan - *Our Place 2030* - was undertaken and received by Council in February 2021 (Report No 60/21). The review recommended that a new strategic plan be developed, which has now been done and is provided for Council's consideration as a draft (Attachment 1).

Due to COVID-19 restrictions limiting opportunities for public meetings, the review was limited to desktop review and direct inputs from Elected Members and administration's Senior Leadership and Leadership Teams.

Section 122 (6) of the Act requires that "members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans".

It is therefore recommended that Council now undertake community consultation on the draft plan that has been prepared.

RECOMMENDATION

That Council:

- 1. accepts the draft Strategic Plan, subject to any minor typographical corrections that may be required; and**
 - 2. agrees to undertake community consultation on the draft Strategic Plan.**
-

COMMUNITY PLAN

Culture: Enabling High Performance

COUNCIL POLICY

Not applicable.

STATUTORY PROVISIONS

Local Government Act 1999, section 122
Public Health Emergency Notice No 4

BACKGROUND

The *Local Government Act 1999* (the Act) requires Council to undertake a comprehensive review of its strategic management plans within two years after each general election. As the last general election was held in November 2018, the review would have been due in November 2020, however, due to *Public Health Emergency Notice No 4*, Councils had until the end of February 2021 to complete this requirement.

A review of *Our Place 2030* was been undertaken (Report 60/21), concurrent with separate reviews of Council's Asset Management Plans (Reports 306/20, 333/20 and 34/21) and Long Term Financial Plan (via the Annual Business Planning process).

While the City of Holdfast Bay has had a legislatively compliant strategic framework in place for a number of years and the current strategic plan *Our Place* has a time horizon of 2030, the review concluded that substantial changes had occurred in our operating environment since the current strategic plan was adopted.

These changes include legislative changes (for example, the planning and development framework), strategic changes (for example, the adoption of significant new strategies by Council) and organisational changes (for example, significant appointments and departures).

Additionally, the outbreak of COVID-19 demonstrated the importance of organisational agility and highlighted a number of pressure points in the City (for example, potential future service needs, economic resilience, and availability of open space).

REPORT

The review recommended that a new strategic plan be developed, which Council agreed to and which has now been developed. A draft new Strategic Plan is provided for Council's consideration.

Refer Draft Strategic Plan under separate cover

Key changes from the existing Strategic Plan *Our Place 2030* include:

- change in vision;
- change in focus from community and organisation to community only;
- change from five discipline-based pillars to three inter-disciplinary focus areas;
- reduction in the number of objectives (from 20 to 15) and targets/measures (from 43 to 15); and
- extension of the planning time horizon, via the addition of aspirational 'sign posts'.

The review utilised a range of sources and inputs including commissioned reports, Australian Bureau of Statistics and other similar data sets, current and longitudinal community and business feedback, forecasting from CSIRO and similar organisations. Elected Members and Council's Senior Leadership and Leadership teams also provided direct input in the last quarter of 2020. However, COVID-19 restrictions limited opportunities for meaningful public engagement while the review was being undertaken.

Section 122 (6) of the Act requires that "members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans".

It is therefore recommended that Council now undertake community consultation on the draft plan that has been prepared.

Public consultation activities will include a range of on-line and analogue response options, including:

- online survey via YourHoldfast;
- online discussion via digital brainstorming tool;
- interactive poster displays using the illustrations developed at the Elected Member and Leadership Team planning sessions at Brighton and Glenelg libraries; and
- hard copies of the survey will be available at libraries, the Civic Centre, the Bay Discovery Centre and by request.

Advertising to alert people to the consultation will be undertaken via:

- direct email to the engagement database;
- advertising at the Brighton and Bayside Shopping Centres using illustrations provided by St Peter's Woodlands Year 4 class who responded to an earlier invitation to provide their views about their ideal future city; and

- Social media using short videos of the students who provided ideas discussing their ideas.

Additionally, there are two other schools who have expressed an interest in participating in the consultation process and the Manager, Strategy and Governance will work with the relevant school staff directly to facilitate appropriate engagement processes for the different age groups.

The community consultation is proposed to run in July for a period of three weeks.

Staff engagement has commenced, with a series of information sessions beginning 16 June and continuing throughout the month.

BUDGET

There is an existing budget to meet the costs of producing the strategic plan and undertaking community consultation.

LIFE CYCLE COSTS

There are no life cycle costs associated with plan production. The direction set by the plan will have implications for future budgets, however, these will be managed via the development of a corporate plan and the regular Annual Business Planning process.