



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 26 April 2022 at 7.00pm



**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

5.2 Absent

6. ITEMS PRESENTED TO COUNCIL

7. DECLARATION OF INTEREST

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

8. CONFIRMATION OF MINUTES

That the minutes of the Ordinary Meeting of Council held on 12 April 2022 be taken as read and confirmed.

9. PUBLIC PRESENTATIONS

9.1 **Petitions - Nil**

9.2 **Presentations - Nil**

9.3 **Deputations - Nil**

10. QUESTIONS BY MEMBERS10.1 **Without Notice**10.2 **On Notice**

10.2.1 Dover Square Capital Expenditure – Councillor Snewin (Report No: 123/22)

10.2.2 Tennis Court Lighting – Councillor Miller (Report No: 131/22)

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

12.1 Beach Concert Pass Outs – Councillor Miller (Report No: 122/22)

12.2 Review of Planning, Development and Infrastructure Act 2016 – Councillor Fleming (Report No: 124/22)

12.3 Leave of Absence – Councillor Smedley (Report No: 130/22)

13. ADJOURNED MATTERS

13.1 Sister City Agreements (Report No: 103/22)

14. REPORTS OF MANAGEMENT COMMITTEES AND SUBSIDIARIES

14.1 Minutes – Jetty Road Mainstreet Committee – 6 April 2022 (Report No: 112/22)

15. REPORTS BY OFFICERS

15.1 Items in Brief (Report No: 113/22)

15.2 Budget and Annual Business Plan Update – as at 31 March 2022 (Report No: 126/22)

15.3 Pigeon Control (Report No: 76/22)

15.4 Draft 2022-2023 Annual Business Plan (Report No: 129/22)

15.5 Policy – Fees and Charges (Report No: 102/22)

15.6 Traffic Volumes and Congestion – Sixth Avenue Maxwell Terrace and Buttrose Street Glenelg East (Report No: 121/22)

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**

ROBERTO BRIA
CHIEF EXECUTIVE OFFICER

Item No: 10.2.1

Subject: **QUESTION ON NOTICE – DOVER SQUARE CAPITAL EXPENDITURE – COUNCILLOR SNEWIN**

Date: 26 April 2022

QUESTION

Councillor Snewin asked the following question:

“What is the amount of capital expenditure that has been spent on Dover Square over the last two years including the planned upgrade to the tennis courts?”

ANSWER – Team Leader, Sport and Recreation Planning

Two projects have been undertaken in Dover Square in the last two years including ‘Improving Equity of use at Dover Square’ and more recently the ‘Dover Square Tennis Club Court and Lighting Upgrade’.

Total capital expenditure spent on Dover Square in the last two years and the planned expenditure committed is outlined below.

Capital Project	External Funds (State/Federal Govt. Funding)	Council Funded Capital Expenditure	Total Capital Expenditure (Actual & Budget)
Dover Square Improvements including fence alterations, landscaping, signage and additional amenities.		\$60,452	\$60,452
Dover Square Tennis Club Court and Lighting Upgrade	\$110,000	\$331,783	\$466,721*
Total	\$110,000	\$392,235	\$527,173

Note: * Of the \$466,721 project budget, \$24,938 has been expended to date.

Item No: 10.2.2

Subject: **QUESTION ON NOTICE – TENNIS COURT LIGHTING - COUNCILLOR MILLER**

Date: 26 April 2022

QUESTION

Councillor Miller asked the following question:

“Can administration advise:

- 1. Which tennis courts in Holdfast Bay have lighting.**
- 2. Whether any tennis courts could be identified as appropriate locations to have lighting installed.”**

Background

Residents have asked me about the lack of prospects for tennis court use after sunset in Holdfast Bay.

ANSWER – Team Leader, Sport and Recreation Planning

1. The City of Holdfast Bay has a total of 46 courts across 11 locations for the residents and community to enjoy.

Lights are provided at five locations, soon to be six with the installation of new lights at Dover Square Tennis Club which will be completed in 2023. Lights are available at locations that are home to Tennis Clubs. These lights are metered separately from Council and operation of the lights are at the Club’s expense. For this reason, community access to lights is by arrangement with the club.

The table below provides a summary of the courts available within the City of Holdfast Bay.

Location	# Courts	Details	Lights
Kingston Historic House Grounds 5 Cameron Ave, Kingston Park	2	Community courts	
Kauri Community Sports Centre Scholefield Road, Seacliff	12	8 club use 4 community accessible outside of club use	✓

Location	# Courts	Details	Lights
Dover Square Tennis Club Dover Square Reserve 45A Broadway, South Brighton	4	All are community accessible outside of club use	✓ (2023)
Brighton Tennis Club Keelara Reserve 19 Keelara Street, Brighton	6	4 club use 2 community accessible outside of club use	✓
Wattle Reserve 100 Esplanade, Hove	1	½ court, not full size Community court	
Bowker Oval Reserve Bowker Street, North Brighton	1	Community Court	
Somerton Tennis Club Paringa Park Reserve 34 Paringa Avenue, Somerton Park	6	All are community accessible outside of club use	✓
Seaforth Park Tarlton Street, Somerton Park	1	Community court	
Sutherland Reserve 66 Bath Street, Glenelg South	1	Community court	
Holdfast Tennis Club Margaret Messenger Reserve Williams Avenue, Glenelg East	8	6 club use 2 community accessible outside of club use	✓
Helmsdale Tennis Club Sandison Reserve Third Avenue / Augusta Street, Glenelg	4	2 club use 2 community accessible	✓

2. Upon assessment of the community courts without lights, three are directly adjoining private residential properties (Bowker Oval, Seaforth Park and Sutherland Reserve). Wattle Reserve half court and Kingston Historic House courts are within 35m of the nearest resident. Installation of new sports lighting would be subject Council approval and to community consultation through a Development Assessment process.

Item No: 12.1

Subject: **MOTION ON NOTICE – BEACH CONCERT PASS OUTS – COUNCILLOR MILLER**

Date: 26 April 2022

PROPOSED MOTION

Councillor Miller proposed the following motion:

That:

1. **Council advocates for pass outs to be provided for ticket holders at major festival events being held on the beach in Glenelg and that organisers for these events be strongly encouraged to allow them;**
 2. **refusal to provide pass outs must include correspondence as to why; and**
 3. **Council reserve the right to require pass outs as a condition of trade.**
-

BACKGROUND

Beach festivals such as Castaway, By the C, Summersalt have been held in Holdfast Bay for many years now. One of the major feedbacks from ticket holders and local traders is the inability to leave and return. Given that beach concerts coincide with sunset markets, the Ferris wheel, and street parties it should stand to reason that allowing pass outs would be a beneficial outcome for the community.

This motion is not intending to encompass concert style events such as La Boheme, but rather festival style events, particularly the three aforementioned.

Item No: 12.2

Subject: **MOTION ON NOTICE – REVIEW OF PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016 – COUNCILLOR FLEMING**

Date: 26 April 2022

PROPOSED MOTION

Councillor Fleming proposed the following motion:

1. That Council authorise the Mayor to write to the Premier of South Australia, The Hon. Peter Malinauskas, advocating in support of a comprehensive review of the Planning, Development and Infrastructure Act 2016 in acknowledgement that the new planning system has resulted in a loss of community voices in its decision making process. That the review focus on:
 - a. returning appeal rights for representors to the Environment, Resources and Development Court against some performance assessed developments, similar to previous appeal rights for category 3 merit developments under the Development Act 1993;
 - b. an increase in elected member representation on Council Assessment Panels;
 - c. increasing the level of protection of local heritage places and historic areas; and
 - d. the preservation of neighbourhood character through consideration of appropriate design principles
 2. That the above points be communicated in writing to the Local Government Association, the Premier and the Leader of the Opposition with copies to all SA Councils.
-

BACKGROUND

Following the election of a new State Government, it is opportune for Council to write to the new Premier seeking his Government's cooperation in undertaking a review into the new planning system in South Australia. It is understood that a key election commitment of the new Government was to undertake a review of the state planning system following the change to the Planning and Design Code in March 2021, so it is timely to advise the Government that the City of Holdfast Bay seeks that specific matters are addressed and that it looks forward to working collaboratively on such a review to outline the lack of community and elected member representation, and the loss of protection for heritage buildings and character areas under the new planning system. Similar resolutions have also recently been made by the City of Onkaparinga and the Greater Adelaide Regional Organisation of Councils (GAROC) through the Local Government Association (LGA) of South Australia.

Item No: 12.3

Subject: **MOTION ON NOTICE – LEAVE OF ABSENCE – COUNCILLOR SMEDLEY**

Date: 26 April 2022

PROPOSED MOTION

Councillor Smedley proposed the following motion:

That Councillor John Smedley be granted a leave of absence from Council from 27 April 2022 until 12 June 2022 inclusive.

Item No: 13.1

Subject: **ADJOURNED REPORT - SISTER CITY AGREEMENTS**

Date: 26 April 2022

Written By: Manager, Strategy and Governance

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

On 14 September 2021, Council considered a report (290/21) regarding existing Sister City Agreements signed in 1997 with the City of Hayama, Japan and in 2001 with the City of New Orleans, United States of America.

A motion was put forward that “Administration take the necessary steps to reinvigorate the Sister City Agreements with the City of Hayama, Japan dated 15 December 1997 and renewed on 27 May 2007, and the Sister City and Trade Agreement with the City of New Orleans dated 20 April 2001.” The motion was moved by Councillor Smedley and seconded by Councillor Miller.

Councillors Miller and Clancy spoke to the motion and Councillor Smedley as the mover retained the right of reply.

Council resolved that “the motion be adjourned until Administration brings back a report with further information and to allow Administration to contact the Cities to see if they wish to reinvigorate the Agreements” (C140921/2405), under Regulation 19, *Local Government (Proceedings at Meetings) Regulations 2013*. Councillor Lonie moved the motion and Councillor Patton seconded it.

The adjourned motion needs to be considered before any new motion can be considered.

Contact has been made with both Cities and replies have been received.

MOTION

From Council Meeting 14 September 2021:

That Administration take the necessary steps to reinvigorate the Sister City Agreements with the City of Hayama, Japan dated 15 December 1997 and renewed on 27 May 2007, and the Sister City and Trade Agreement with the City of New Orleans dated 20 April 2001.

Proposed motion that could be moved if the current motion on the table is lost:

RECOMMENDATION

That Council:

- 1. maintain the Sister City and Trade Agreement with the City of New Orleans at this time, noting that Council should undertake a workshop to establish its strategic interests and willingness to invest in the relationship, pending further information from the City of New Orleans; and**
 - 2. terminate the Sister City Agreement with the City of Hayama, in a spirit of goodwill and friendship, noting that neither city is in a position to invest in the relationship.**
-

STRATEGIC PLAN

While the Strategic Plan does not expressly foreshadow international relationships, the Innovation Focus Area includes an intent to welcome entrepreneurs...to develop and implement creative ideas, enhance our city and strengthen our competitive advantage. The Strategic Plan also includes themes of partnership and contextualizes our ambitions in the global framework of United Nations Sustainable Development Goals.

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Australian Foreign Arrangements (State and Territory) Arrangements Act 2020
Local Government (Proceedings at Meetings) Regulations 2013

BACKGROUND

As previously reported on 14 September 2021 (Report No: 290/21), the City of Holdfast Bay entered into a Sister City Agreement with the City of Hayama, Japan on 15 December 1997, and then to celebrate the 10th anniversary of the arrangement entered into a Renewal of Friendship Agreement on 27 May 2007. A Sister City Agreement and Trade Agreement was also entered into with the City of New Orleans, USA on 20 April 2001.

Refer Attachment 1

A motion was put forward that "Administration take the necessary steps to reinvigorate the Sister City Agreements with the City of Hayama, Japan dated 15 December 1997 and renewed on 27 May 2007, and the Sister City and Trade Agreement with the City of New Orleans dated 20 April 2001." The motion was moved by Councillor Smedley and seconded by Councillor Miller.

Councillors Miller and Clancy spoke to the motion and Councillor Smedley as the mover retained the right of reply.

Council resolved that “the motion be adjourned until Administration brings back a report with further information and to allow Administration to contact the Cities to see if they wish to reinvigorate the Agreements” (C140921/2405), under Regulation 19, *Local Government (Proceedings at Meetings) Regulations 2013*. Councillor Lonie moved the motion and Councillor Patton seconded it.

The adjourned motion needs to be considered before any new motion can be considered.

REPORT

On 15 September 2021, the Chief Executive Officer wrote to the Mayor of the City of Hayama and the Mayor of the City of New Orleans to ascertain the views of each City regarding the Agreements and whether there was mutual interest in keeping the Agreements in place.

City of New Orleans

A representative of the City of New Orleans made contact in short order and advised that they were in the process of considering their Sister City Agreement program. While they did not have records of the agreement with the City of Holdfast Bay, their view was that such agreements are intended to exist in perpetuity and therefore would prefer to identify opportunities/value and activate them.

A follow up meeting was held in late November 2021, however, no further information regarding the City’s intentions has been provided to date.

Given the City of New Orleans is keen to maintain the Agreement, it is recommended that it remain in place at this time.

However, Council should also consider its strategic interests and willingness to invest in the relationship. A workshop could be held to explore matters, whether by this Council or after the November election.

City of Hayama

The Mayor of the City of Hayama formally replied on 3 March 2021. A copy of the response is provided as Attachment 2.

Refer Attachment 2

Given the City of Hayama is not in a position to invest in the relationship and the City of Holdfast Bay does not presently have any clearly aligned strategic intentions or imperatives, it is recommended that the Agreement with the City of Hayama be terminated in a spirit of goodwill and friendship.

Next Steps

Given the responses received, Council may wish to resolve to:

3. maintain the Sister City and Trade Agreement with the City of New Orleans at this time, noting that Council should undertake a workshop to establish its strategic interests and willingness to invest in the relationship, pending further information from the City of New Orleans, and
4. terminate the Sister City Agreement with the City of Hayama, in a spirit of goodwill and friendship, noting that neither city is in a position to invest in the relationship.

BUDGET

If Council resolved to proceed with re-activating Agreements, budget considerations would need to follow.

LIFE CYCLE COSTS

Not applicable

Attachment 1



Item No: **15.2**

Subject: **SISTER CITY AGREEMENTS**

Date: 14 September 2021

Written By: Team Leader Governance

General Manager: Strategy & Corporate, Ms P Jackson

SUMMARY

The *Australian Foreign Arrangements (State and Territory) Arrangements Act 2020* (the Act) came into effect on 10 December 2020. The Act fosters a systematic and consistent approach to foreign engagement across all levels of Australian government. Any pre-existing local government foreign arrangements entered into prior to 10 March 2021 were required to be declared to the Department of Foreign Affairs and Trade (DFAT) via the online portal by 10 June 2021.

A search of Council records indicated that previous Councils had entered into a Sister City Agreement with the City of Hayama, Japan in 1997 (renewed in 2007), and a Sister Cities and Trade Agreement with the City of New Orleans, USA in 2001 (the Agreements).

The Agreements were reported to DFAT as required by the legislation, which raised the question of whether Council wants to maintain them. The Agreements do not appear to have been terminated, which means they are still in operation.

RECOMMENDATION

That Administration take the necessary steps to cancel the Sister City Agreements with the City of Hayama, Japan dated 15 December 1997 and renewed on 27 May 2007, and the Sister City and Trade Agreement with the City of New Orleans dated 20 April 2001.

COMMUNITY PLAN

Placemaking: Building character and celebrating history
Community: Fostering an engaged and contributing community
Economy: Supporting and growing local business
Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Australian Foreign Arrangements (State and Territory) Arrangements Act 2020

BACKGROUND

The *Australian Foreign Arrangements (State and Territory) Arrangements Act 2020* (the Act) came into effect on 10 December 2020.

The Act fosters a systematic and consistent approach to foreign engagement across all levels of Australian governments. The aim is to ensure entities do not adversely affect Australia's foreign relations and are not inconsistent with Australia's foreign policy.

Pursuant to the Act, any pre-existing local government foreign arrangements entered into prior to 10 March 2021 were required to be declared to the Department of Foreign Affairs and Trade (DFAT) via the online portal by 10 June 2021.

Two agreements were identified and reported to DFAT, per the requirements.

The City of Holdfast Bay entered into a Sister City Agreement with the City of Hayama, Japan on 15 December 1997, and then to celebrate the 10th anniversary of the arrangement entered into a Renewal of Friendship Agreement on 27 May 2007.

Refer Attachment 1

A Sister City Agreement and Trade Agreement was also entered into with the City of New Orleans, USA on 20 April 2001.

Refer Attachment 2

REPORT

The reporting requirements have raised the question as to whether Council wishes to maintain these agreements. As they do not appear to have been formally terminated, they are technically in operation.

In the past there were some activities associated with these agreements, including student exchanges, citizen tours, events and business delegations. However, Council does not appear to have had any active programs relating to the agreements for some time.

Agreements with the City of Hayama

The original agreement with the City of Hayama pledges to enter into a relationship of Sister Cities and to make contributions towards world peace and prosperity by developing mutual understanding, friendship and goodwill between communities. These goals are to be achieved through extensive programs of educational, cultural, sporting, economic and social exchange. The Renewal of Friendship Agreement restated the relationship and a mutual wish that the relationship continue to be strong and long lasting.

The City of Hayama has a number of similarities to the City of Holdfast Bay. Hayama has a population of around 33,000 and an area of approximately 17 square kilometres. It is also a coastal city with well-loved beaches and a marina, which provides a base for commuters to Tokyo and Yokohama. It is an affluent area governed by a Council of 14 members.

The last correspondence with the City of Hayama appears to have been in 2017, which was the 20th anniversary of the signing of the original agreement. Overtures were made by both parties regarding commemoration of the relationship but according to the correspondence, neither city was in a position to do so at the time.

Agreement with the City of New Orleans

The agreement with the City of New Orleans aims to encourage development and expanding economic activity and cultural interchange. The agreement commits both city governments to being initiators and facilitators in promoting business relationships and trade, business, investment and other economic links.

The City of New Orleans is also coastal and is a significant tourist destination but it is substantially bigger than the City of Holdfast Bay with a population of over 380,000 (over 1.2 million if the greater metropolitan area is included). New Orleans includes a port and houses the operations or headquarters of a number of large US companies, nevertheless tourism is the largest economic sector contributing approximately 40% of the city's tax revenues. Given its geography, is at high risk of potential climate change impacts.

The last correspondence with the City of New Orleans is recorded in 2005, when the then Mayor sent condolences to the City and residents following Hurricane Katrina. The City of New Orleans website does not list the City of Holdfast Bay amongst the fifteen Sister City agreements it lists.

Sister City agreements have a long history and became formalised processes after World War II. The original intention of such programs was to build global unity, promote peace and build ties across the world. Relationships were intended to be enduring and focus on culture-based exchanges in order to outlast political ties.

As these agreements have not been cancelled or rescinded, there are a number of options for Council to consider:

1. Maintain the agreements as they are, do not take any further action at this time;
2. Maintain the agreements as they are and seek to re-establish connections and programs to support them; or
3. Formally cancel either or both agreements.

Option 2 has resourcing implications which would need to be evaluated. The other two options do not have any resourcing implications at this time. Given the lapse of time, and change in circumstances, it is recommended that both agreements be formally cancelled.

BUDGET

If Council resolved to proceed with re-activating the Agreements budget considerations would need to follow as part of the 2022/23 budget process.

LIFE CYCLE COSTS

Not applicable at this time.

Adjourned Report

Attachment 1

Adjourned Report





A SISTER CITY AGREEMENT



WHEREAS the CITY OF HOLDFAST BAY, South Australia, Australia and the TOWN OF HAYAMA, Kanagawa, Japan, have pledged to enter into a relationship as **SISTER CITIES**.
IT is the goal of both MUNICIPALITIES to make a contribution towards World Peace and Prosperity by developing Mutual Understanding, Friendship and Goodwill between their communities.

BOTH MUNICIPALITIES desire to achieve this goal through extensive programs of Educational, Cultural, Sporting, Economic and Social Exchange.
IT is their Mutual Wish that this Relationship will be Strong and Longlasting.

The Signatures of the two MUNICIPALITIES are now formally affixed to this Document
December 15, 1997

*Representing the people of
The City of Holdfast Bay
signed by:*

Brian Nadilo
Mayor
City of Holdfast Bay

*Representing the people of
Town of Hayama
signed by:*

Hiromitsu Moriya
Mayor
Town of Hayama

Renewal of Friendship Agreement

*I*n the year of the 10th Anniversary of the signing of the Sister City Agreement, the City of Holdfast Bay, South Australia, Australia and the Town of Hayama, Kanagawa, Japan pledge to continue their relationship as Sister Cities.

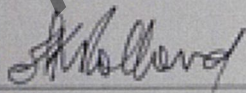
It is the goal of both Municipalities to continue to make a contribution towards world peace and prosperity by continuing to develop mutual understanding, friendship and goodwill between our communities.

Both Municipalities desire to achieve this goal through continued programs of educational, cultural, sporting and social exchanges.

It is our mutual wish that this relationship will continue to be strong and long lasting.

Representing the people of
the City of Holdfast Bay

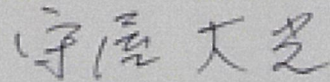
Signed by



Ken Bollond
Mayor of Holdfast Bay
27 May 2007

Representing the people of
the Town of Hayama

Signed by



Hiromitsu Moriya
Mayor of Hayama
27 May 2007



Attachment 2

Adjourned Report



FILE

**SISTER CITIES AND TRADE
AGREEMENTS**

BETWEEN

**THE CITY OF NEW ORLEANS
UNITED STATES OF AMERICA**

AND

**THE CITY OF HOLDFAST BAY
AUSTRALIA**

Adjourned Report

This document is an agreement entered into by the cities of New Orleans and Holdfast Bay to encourage the development and formation and corporate relationships mutually beneficial to both cities. The aim of this agreement is to provide a basis for establishing a dynamic relationship with specific action programmes aimed at expanding economic business and cultural interchange between these two cities.

TRADE RELATIONSHIP DEFINED

Corporate relationships are valuable means of cooperation in that they facilitate direct contact between a wide universe of economic and professional sectors from each city. Considerable benefits will be derived from a cooperative relationship between two willing partner cities, each with a significant global and regional significance.

The City of New Orleans and the City of Holdfast Bay have entered into this Trade Agreement for the express purpose among other reasons, of encouraging the formation of corporate relationships between these two cities. This agreement sets forth the elements of the dynamic cooperation which is anticipated between the business communities, cultural communities and governments of New Orleans and Holdfast Bay.

This form of dynamic cooperation constitutes "TRADE RELATIONSHIP" into which these two cities enter to support their respective corporate business and cultural sectors. The relevant organisations of each city agree to work together and establish lines of constructive communication. The relevant city representatives agree to facilitate and support this process.

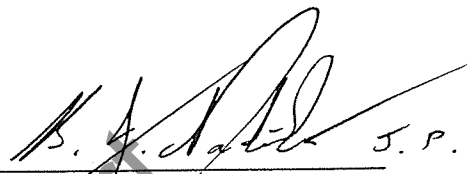
ACTION PLANNING

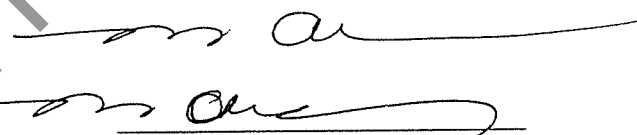
The respective city governments hereby endorse the cooperation between their business communities and accept the role of initiators and facilitators to bring about the success of this endeavour. The corporate relationship between these two Cities will support specific programs designed to further certain strategic aims. During the initial phase the following areas will be focused upon:

- ◆ The promotion of business relationships between the respective business communities along functional lines (ie, tourism to tourism) and across sectors (ie, banking to industry);
- ◆ The exchange of linkages relating to trade, business, investment and cultural opportunities in the respective city economies;

act as a central clearing house and surrogate for all the requests and needs that will emanate from its partner city. This will initially provide one address in each city to which the other partner city will be able to direct this inquiries and proposals. The Mayor will assign the requests to the organisation or individual best suited to respond. They will further coordinate the appropriate support structures to give statute and form to this collaborative effort.

EXECUTED this 20th day of April in New Orleans, Louisiana by the undersigned on behalf of the respective cities. 2001


BRIAN J MADILO
Mayor
City of Holdfast Bay


MARC H MORIAL
Mayor
City of New Orleans

Adjourned Report

Attachment 2



Received

16 MAR 2022

HOLDFAST BAY

3 March 2021

Dear Mr. Roberto Bria

Thank you very much for contacting us. I apologize for taking two months to reply.

I am aware that you are reconsidering all the agreements owing to international circumstances including local municipalities and universities in your country.

As a matter of fact, we also have discussed several times in our council about the prospect of the international exchange between us since the 20th anniversary of the agreement in 2017.

Although we sincerely hope to keep our friendship and goodwill, we are unable to allocate the funds for the agreement in this uncertain economic situation worldwide. At this point, we cannot find any ways to achieve the goals we set when we first concluded the agreement. In fact, I would have to say the agreement is in name only.

Considering these conditions, we are not inclined to hold this agreement. It would be highly appreciated if you would share your candid view with us about this agreement.

I hope we could put the priority on our citizens' benefit and move forward to the better future. Wish you and all the members on the council continued success and health.

Mayor of Hayama Town

Yamanashi Takahito

葉山町長
山梨 崇仁

Item No: 14.1

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 6 APRIL 2022**

Date: 26 April 2022

Written By: General Manager, Community and Business

General Manager: Community and Business, Ms M Lock

SUMMARY

The Minutes of the Jetty Road Mainstreet Committee meeting held on 6 April is attached and presented for Council's information.

Jetty Road Mainstreet Committee Agenda, 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 6 April 2022.

STRATEGIC PLAN

Entrepreneurialism for lifelong growth, economic and social vibrancy.

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

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

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

REPORT

Minutes of the meetings of JRMC held on 6 April 2022 is attached for member's information.

BUDGET

Not applicable

LIFE CYCLE COSTS

Not applicable

Attachment 1



CITY OF HOLDFAST BAY

Minutes of the meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Mayor's Parlour Glenelg Town Hall on Wednesday 6 April 2022 at 6:00pm

PRESENT

Elected Members:

Mayor A Wilson
Councillor W Miller

Community Representatives:

Maios Group, Mr C Maios
Attitudes Boutique, Ms G Martin
Daisy and Hen, Ms G Britton
Cibo Espresso, Mr T Beatrice
Beach Burrito, Mr A Warren

Staff:

Chief Executive Officer, Mr R Bria
Acting General Manager, Community & Business, Ms M Logie
Manager, City Activation, Ms R Forrest
Jetty Road Development Coordinator, Ms A Klingberg
Jetty Road Development Assistant, Mr W Papatolis

1. OPENING

The Chair, Mr C Maios, declared the meeting open at 6.05pm.

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. APOLOGIES

3.1 Apologies Received: Mr A Fotopoulos, Councillor R Abley

3.2 Absent: Mr T Chai

4. DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

5. CONFIRMATION OF MINUTES**Motion**

That the minutes of the Jetty Road Mainstreet Committee held on 2 March 2022 to be taken as read and confirmed.

Moved A Warren, Seconded T Beatrice

Carried

6. QUESTIONS BY MEMBERS

6.1 Without Notice: Nil

6.2 With Notice: Nil

7. MOTIONS ON NOTICE: Nil**8. PRESENTATION: Nil****9. REPORTS/ITEMS OF BUSINESS**

9.1 JRMC Committee Vacancies (Report No: 96/22)

The Jetty Road Mainstreet Committee (JRMC) comprises of 11 members who are a mix of the Glenelg Tourism Precinct (Jetty Road, Glenelg) traders, landlords and Elected Members of Council. Traders and landlords within the boundaries of the Jetty Road, Glenelg precinct who contribute to the separate rate levy are invited to nominate for a position on the Jetty Road Mainstreet Committee.

The current committee term is 1 April 2021 – 31 March 2023. Two resignations have been received resulting in two committee vacancies. Nominations to fill the vacancies will be open from 11-22 April. Post the closing day a selection panel will then make recommendations to Council as to the appointment of the committee members for consideration and appointment by the Council at the 24 May Council meeting.

Motion

That the Jetty Road Mainstreet Committee:

- **Thanks to Mr D.Elmes and Mr G.Watson for their contribution the Jetty Road Mainstreet Committee.**
- **Endorse calling for nominations to fill the two vacant positions.**

- **Endorse Councillor Miller and Mr C Maios, JRMC Chair to the selection panel in accordance with the JRMC Terms of Reference**

Moved G Martin, Seconded T Beatrice

Carried

9.2 Monthly Finance Report

(Report No: 89/22)

The Jetty Road Mainstreet Committee February 2022 variance report is presented for information of the members of the Jetty Road Mainstreet Committee

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved A Warren, Seconded Councillor Miller

Carried

9.3 Jetty Road Events Update

(Report No: 90/22)

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.

Motion

That the Jetty Road Mainstreet Committee note this report.

Moved G Britton, Seconded T Beatrice

Carried

9.4 Marketing Update

(Report No: 91/22)

The report provides an update on the marketing initiatives undertaken as outlined by the Jetty Road Mainstreet Committee 2021 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 Councillor Miller, Seconded T Beatrice

Carried

9.5 Mainstreet SA Conference (Report No: 92/22)

Mainstreet SA is South Australia's dedicated mainstreet organisation focused on professional development, celebration and network-building of mainstreet makers. Mainstreet SA delivers a range of events and activities to build relationships, activate, educate and celebrate leadership in mainstreet creation. The Jetty Road Mainstreet Committee is a current financial member of Mainstreet SA.

Motion

That the Jetty Road Mainstreet Committee endorse Ms G Britton and Councillor Miller as the JRMC representatives to attend the 2022 Mainstreet SA conference in June.

Moved G Martin, Seconded A Warren

Carried

9.6 Jetty Road Lighting Update (Report No: 93/22)

The Jetty Road Mainstreet Committee approved the installation of bud lighting around trees along Jetty Road and around the palm trees in Moseley Square in 2020 to improve the night time appeal and aesthetic in the precinct. The initiative aligns to the delivery of the Jetty Road Glenelg Retail Strategy 2018-2022. This report provides an update on the lighting project.

Motion

That the Jetty Road Mainstreet Committee note this report and investigate costing options of additional bud lighting for the trees on Jetty Road and options for festoon lighting and bud lighting of trees in laneways.

Moved A Warren, Seconded T Beatrice

Carried

9.7 Jetty Road Retail Strategy Review (Report No: 94/22)

A four year Retail Strategy for the Jetty Road Mainstreet precinct was developed in 2018. This included a four year action plan, with the implementation of some projects impacted by the COVID-10 pandemic. With the Strategy expiring in 2022, it is timely to review the current strategy, what has been achieved, what has changed and determine the priorities in the new retail and business landscape.

Motion

That the Jetty Road Mainstreet Committee endorse \$15,000 to update the Jetty Road Glenelg Retail Strategy as part of the 2022/23 budget.

Moved G Martin Seconded T Beatrice

Carried

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

REPORTS/ITEMS OF BUSINESS: Nil

11. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 4 May 22 at the Glenelg Town Hall.

12. CLOSURE

The meeting closed at 7:46pm

CONFIRMED: Wednesday 4 May 2022

CHAIRMAN

Item No: 15.1
Subject: **ITEMS IN BRIEF**
Date: 26 April 2022
Written By: Executive Officer and Personal Assistant to the Mayor
Chief Executive Officer: Mr R Bria

SUMMARY

These items are presented for the information of Members.

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

RECOMMENDATION

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

- 1. Enabling Resilient Food Systems In South Australia Project**
 - 2. Bay Discovery Centre's Latest Exhibition, The Finishing Touch**
 - 3. Third Quarter Grants Update**
-

REPORT

- 1. Enabling Resilient Food Systems in South Australia Project**

Throughout 2020 and 2021, the City of Holdfast Bay was one of six local councils who collaborated to develop a Local Government: Enabling Resilient Food Systems in South Australia resource. The project was made possible through a LGA Research and Development Grant.

The aim of the project was to bring together a range of stakeholders to research best practice in building the resilience of local food systems in the face of climate change risks. The project also highlighted how important sustainable food systems are to the regional economy and the role that it plays in supporting community wellbeing through the provision of local employment opportunities, availability of healthy food options and reduction of food miles.

Stakeholders representing the local food system (farmers, producers, food processors, distributors, retail, hospitality, education, business sectors and consumers) were invited to participate in a range of workshops. This was to consider what a healthy and sustainable food system would look like for their local area, how it could drive climate change action, support local jobs, reduce food waste and connect diverse communities.

The outcomes identified in the workshops are being developed into a guide which will be accessible on the Local Government Association webpage to assist local and regional governments to:

- understand, advocate for and foster local food systems;
- identify and prioritise the best ways to invest and promote local food system initiatives; and
- develop and embed relevant food systems policy and planning as part of governments' response to climate change risks.

2. Bay Discovery Centre's Latest Exhibition, The Finishing Touch

The Bay Discovery Centre's latest exhibition, *The Finishing Touch*, opened Saturday 2 April in the centre's gallery space. This fun fashion exhibition is a walk down memory lane, exploring the accessories that have created the perfect outfit through the decades. It will be open until Sunday 17 July and is part of the 2022 History Festival program. The museum and gallery can be visited 10am – 2pm daily.

The Bay Discovery Centre is also gearing up to launch its 2022/2023 Exhibition Program for the gallery. Highlights include working alongside the Somerton Rotary Club to create an inaugural Holdfast Bay Youth Photographic Prize competition and providing an exhibition space for some 200 children from across Glenelg to exhibit their springtime works in collaboration with local business, Little Picassos. 2022 will also see the return of the National Portrait Gallery Photographic Prize 2021, the only South Australian venue for this touring show from Canberra's National Portrait Gallery. The full program is available at the Bay Discovery Centre, Brighton Civic Centre and Glenelg and Brighton Libraries.

Refer Attachment 1

April School holidays will also be a fun time at the Bay Discovery Centre with a range of School Holidays activities on offer to the community, all part of the Play At the Bay program. Children will be able to hunt for bilbies hidden around the museum floor in Spot the Bilby, create their own fashion paper dolls or join a special Story Time in collaboration with the Glenelg Library. More information on these events can be found via www.holdfast.sa.gov.au

Excitingly, visitor numbers have increased across both the Bay Discovery Centre and Visitor Information Outlet (VIO) throughout 2022, with volunteers welcoming back both national and the occasional international visitor to the VIO, museum and gallery. During March 2022, the BDC and VIO saw a 23% increase in numbers in comparison to 2021.

3. Third Quarter Grants Update

For the 2021-22 financial year (at the third quarter) Council has received \$7,456,434 in external grant funding (not including any operating subsidies from Alwyndor).

To Q3, in the 2021-22 financial year Council has received \$2,821,292:

- \$1,229,413 in funding for capital projects
- \$249,782 in operating funding
- \$1,342,097 in recurring funding

Council has further received \$1,116,105 in 2020-21 applicable to 2021-22 comprising:

- \$951,720 in capital grants;
- \$164,385 for operating projects.

\$1,400,000 has been confirmed for Glenelg Oval, paid retrospectively upon expenditure, over three (3) years.

The attached schedule provides the details of our external grant position.

Refer Attachment 2

The following grant applications have been successful, with funds being received in Q3:

- Seacliff Amenities – Open Space Grant - \$1,000,000
- Way2Go - Pedestrian Safety Improvements at Paringa Park Primary - \$19,413
- History Trust SA - Kaurna Cultural Keeping Place - \$1,000
- Greening Seacliff - \$32,002
- Seacliff Trees Project - \$100,000

The following grant applications are awaiting a response:

- MaC Grant 2022 – Ellena Dinsdale Dress Conservation - \$16,000

Council will continue to monitor for opportunities for grant funding where applicable and suitable.

Attachment 1





EXHIBITION PROGRAM

BAY DISCOVERY CENTRE

April 2022 – March 2023



Drought story, 2020 Joel B. Pratley. Courtesy of the artist. © The artist



SOUTH
AUSTRALIA'S
HISTORY
FESTIVAL
1-31 MAY 2022

SALA

little
picassos*

NATIONAL
PORTRAIT
GALLERY



History Festival 2022: The Finishing Touch

2 April – 17 July 2022

Fashion collector, Violet Rowe, gives us a peek inside her drawers and a walk down memory lane in this fun exhibition exploring the accessories that create the perfect outfit. Explore everything from gloves to bags, ties to coats, and even a peek underneath at the accessories that have helped shape women's bodies through the decades.

SALA 2022: Palindrome

30 July – 7 September 2022

Think forwards and think backwards for this 2022 SALA exhibition exploring the old and new parts of Glenelg's architecture with highly-regarded Adelaide visual artist John Whitney. With the stroke of his paint brush, Whitney will bring to life some of Glenelg's finest buildings.

SPRING Little Picassos

17 September – 25 September 2022

Flowers will be in full bloom in this stunning exhibition of oversized artworks from Glenelg's Little Picassos. Celebrating their 15th year of bringing joy and creativity to some of South Australia's smaller creatives, Little Picassos welcomes you all to immerse yourself in this springtime garden.

Rotary Youth Photographic Prize 2022 Somerton Rotary Club

1 October – 20 October 2022

In this inaugural community exhibition, photographs taken by local Reception to year 6 students showcasing nature and our stunning environment will be on show. Entries open 25 May, with multiple prizes for winning entries. To enter and for more information visit holdfast.sa.gov.au/RotaryYPE

Living Memory National Photographic Portrait Prize

29 October – 11 December 2022

Selected works from a national field of entries, reflecting the distinctive vision of Australia's aspiring and professional portrait photographers and the unique nature of their subjects. This edition of the prize incorporates a year like no other: 2020.

A National Portrait Gallery travelling exhibition.

Summer Fun for Everyone

22 December 2022 – 31 March 2023

Roll Up! Roll Up!

David Archer presents his amazing interactive artworks, inspired from Victorian and Edwardian travelling sideshows and Carnivals. Peer in wonder into one of his hand cranked dioramas, or have your photo taken through the incredible "Lens of Truth".

Do you dare to have your fortune told by a unique fortune telling machine?



BAY DISCOVERY CENTRE

Glenelg Town Hall

10am to 4pm daily

Ph: 8179 9508

holdfast.sa.gov.au/BDC

 [BayDiscoveryCentre](https://www.facebook.com/BayDiscoveryCentre)

Attachment 2



SUCCESSFUL APPLICATIONS									
Grant - Capital									
Bid Title	Grant Total	Received in Previous Financial Year(s)	2021-22 Total	Received 2021-22 Quarter 1	Received 2021-22 Quarter 2	Received 2021-22 Quarter 3	Received 2021-22 Quarter 4	Received for future financial years	Total Received during 2021-22
Jetty Rd, Glenelg Masterplan funding	\$ 788,620	\$ 796,720	\$ 796,720						\$ -
Minister for Planning and Local Government - former Buffalo site remediation	\$ 100,000	\$ 100,000	\$ 100,000						\$ -
Office for Recreation Sport & Racing - Dover Square Tennis Club lighting	\$ 215,000	\$ 55,000	\$ 215,000			\$ 160,000			\$ 160,000
Local Government Infrastructure Partnership Program (Glenelg Oval) - received retrospectively on expenditure	\$ 1,400,000	\$ -							\$ -
Access and Inclusion	\$ 50,000		\$ 50,000			\$ 50,000			\$ 50,000
Stormwater contribution	\$ 100,000		\$ 100,000						\$ -
Seacliff Amenities Open Space Grant	\$ 1,000,000		\$ 1,000,000			\$ 1,000,000			\$ 1,000,000
Way2Go - Pedestrian Safety Improvements at Paringa Park Primary	\$ 19,413		\$ 19,413			\$ 19,413			\$ 19,413
Total	\$ 3,673,033	\$ 951,720	\$ 2,281,133	\$ -	\$ -	\$ 1,229,413	\$ -	\$ -	\$ 1,229,413

Grant - Non-Cash Receipt Council Owned Assets									
Bid Title	Grant Total	Received in Previous Financial Year(s)	2021-22 Total	Received 2021-22 Quarter 1	Received 2021-22 Quarter 2	Received 2021-22 Quarter 3	Received 2021-22 Quarter 4	Received for future financial years	Total Received during 2021-22
Libraries Capital Materials Funding		Recurring			In kind contribution				\$ -
Total	\$ -	\$ -	\$ -						\$ -

Grant - Operating Project and other									
Bid Title	Grant Total	Received in Previous Financial Year(s)	2021-22 Total	Received 2021-22 Quarter 1	Received 2021-22 Quarter 2	Received 2021-22 Quarter 3	Received 2021-22 Quarter 4	Received for future financial years	Total Received during 2021-22
FOGO (Green Industries SA)	\$ 97,000	\$ 46,380	\$ 97,000	\$ 46,380					\$ 46,380
History Trust SA - museum and collection program	\$ 8,651	\$ 8,651	\$ 8,651						\$ -
Coastal Protection Board - seawall remediation study	\$ 54,400	\$ 54,400	\$ 54,400						\$ -
LGA Grants Management best practice guide	\$ 25,000	\$ 25,000	\$ 25,000						\$ -
Natural Resources Adelaide & Mt Lofty Ranges contribution to LGA research and Development grant	\$ 3,000	\$ 3,000	\$ 3,000						\$ -
Mt Barker Council contribution to LGA research and Development grant	\$ 1,500	\$ 1,500	\$ 1,500						\$ -
LGA - Establishing Resilient Food Systems in SA	\$ 20,000	\$ 20,000	\$ 20,000						\$ -
Alexandrina Council contribution to Resilient Food Systems in SA program	\$ 2,727	\$ 2,727	\$ 2,727						\$ -
Onkaparinga Council contribution to Resilient Food Systems in SA program	\$ 2,727	\$ 2,727	\$ 2,727						\$ -
National Australia Day Council - Australia Day Community Grants Program	\$ 20,000		\$ 16,000		\$ 16,000				\$ 16,000
History Trust SA - Kurna Cultural Keeping Place	\$ 1,000		\$ 1,000			\$ 1,000			\$ 1,000
Greening Seacliff	\$ 32,002		\$ 32,002			\$ 32,002			\$ 32,002
Seacliff Trees Project	\$ 100,000		\$ 100,000			\$ 100,000			\$ 100,000
	\$ 54,400		\$ 54,400	\$ 54,400					\$ 54,400
Total	\$ 422,407	\$ 164,385	\$ 418,407	\$ 100,780	\$ 16,000	\$ 133,002	\$ -	\$ -	\$ 249,782

Grant - Recurring									
Bid Title	Grant Total	Received in Previous Financial Year(s)	2021-22 Total	Received 2021-22 Quarter 1	Received 2021-22 Quarter 2	Received 2021-22 Quarter 3	Received 2021-22 Quarter 4	Received for future financial years	Total Received during 2021-22
Commonwealth Home Support Program (CHSP) Administered by Alwyndor	\$ 375,452		Recurring	\$ 93,863					\$ 93,863
Commonwealth Home Support Program (CHSP) Community Bus	\$ 144,270		Recurring			\$ 144,270			\$ 144,270
Commonwealth Home Support Program (CHSP) Social Support Group	\$ 137,319								\$ -
Financial Assistance Grant - General Purpose	\$ 331,104		Recurring	\$ 110,368		\$ 220,736			\$ 331,104
Financial Assistance Grant - Roads	\$ 141,390		Recurring	\$ 47,130		\$ 94,260			\$ 141,390
Supplementary Roads Grants Commission	\$ 184,285		recurring			\$ 184,285			\$ 184,285
Roads to Recovery	\$ 263,818		recurring	\$ 131,450		\$ 131,450			\$ 262,900
Local Roads and Community Infrastructure	\$ 1,599,071		Recurring						\$ -
Libraries Board Grant - Brighton Library (Awaiting State Government budget)			Recurring						\$ -
Libraries Board Grant - Glenelg Library (Awaiting State Government budget)			Recurring						\$ -
NRM Biodiversity and Coastal Project Officer			Recurring						\$ -
Supplementary Roads Grant	\$ 184,285		Recurring	\$ 184,285					\$ 184,285
Total	\$ 3,360,994	\$ -	\$ 1,342,097	\$ 567,096	\$ -	\$ 775,001	\$ -	\$ -	\$ 1,342,097

Total of Grant Funding for 2021-22 Confirmed	\$ 7,456,434
Total received in 2020-21 applicable to 2021-22	\$ 1,116,105
Total Received 2021-22 - Quarter 1	\$ 667,876
Total Received 2021-22 - Quarter 2	\$ 16,000
Total Received 2021-22 - Quarter 3	\$ 2,137,416
Total Received 2021-22 - Quarter 4	\$ -
Total Received in 2021-22 for future financial years	\$ -
Total Grant Funding received in 2021-22	\$ 2,821,292

Item No: 15.2

Subject: **BUDGET AND ANNUAL BUSINESS PLAN UPDATE – AS AT 31 MARCH 2022**

Date: 26 April 2022

Written By: Management Accountant

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

This report covers the third update of Council's 2021/22 budget conducted as at 31 March 2022.

A comprehensive review of Municipal budgets has increased the forecast operating surplus by \$97,946 to \$970,881. Major variances accounted for include additional revenue from the Brighton Caravan Park and Partridge House, and savings on the cost of borrowings. The high forecast operating surplus includes Local Roads and Community Infrastructure (LRCI) funding, accounted for in the December 2021 budget update, which due to accounting standard requirements is included as operational revenue. If this accounting anomaly is excluded then the underlying surplus forecast for 2021/22 is \$281,704.

Capital expenditure has increased by \$442,721 mostly to account for additional funding already approved by Council.

Attached are financial reports for Municipal and Alwyndor operations, commercial activities, and progress summaries and analysis of Annual Business Plan projects.

RECOMMENDATION

1. **That Council notes the third 2021/22 budget update for Council's municipal operations including:**
 - (a) **an increase in the forecast operating surplus for 2021/22 of \$97,946 from \$872,935 to \$970,881;**
 - (b) **an increase in forecast capital expenditure of \$442,721 from \$26.924 million to \$27.366 million;**
 - (c) **an increase in forecast capital revenue of \$50,000 from \$4.075 million to \$4.125 million; and**
 - (d) **an increase in forecast net financial liabilities of \$294,775 at 30 June 2022 from \$34.096 million to \$34.391 million.**

2. **That Council notes for Alwyndor operations no change to the 2021/22 revised budget forecast.**
 3. **That Council note the Annual Business Plan quarterly update for March 2022.**
-

STRATEGIC PLAN

This review contributes to achieving the vision in the Strategic Plan of being “South Australia’s most sustainable city” by enabling responsible financial stewardship to ensure the financial sustainability of Council. Sound financial management also supports the delivery of all objectives and aspirations across all focus areas and time horizons.

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Government (Financial Management) Regulations 2011, Regulation 9.

BACKGROUND

The Local Government (Financial Management) Regulations 2011 require three specific budget performance reports to be prepared and considered by Councils including:

1. Budget Update (at least twice per year);
2. Mid-year Budget Review (once per year); and
3. Report on Financial Results (after completion and audit of annual financial statement of previous financial year).

The three reports collectively are intended to provide a comprehensive reporting process that allows Council to track performance against the financial targets it established in its annual budget.

REPORT

The current forecast projections comprise the original budget adopted by Council at its meeting on 22 June 2021, items carried forward from 2020/21 adopted by Council on 24 August 2021, the first budget update as at 30 September 2021 adopted by Council on 26 October 2021 and the second budget update as at 31 December 2021 adopted by Council on 8 February 2022.

Following a review of these budgets no change is proposed to Alwyndor’s budgeted operating result, but a number of proposed variations have been identified for Municipal operations.

Municipal Operations

Positive operational variances have been forecast including: savings of \$50,000 on the cost of new borrowings due to the timing of cashflow requirements and low interest rates; \$30,000 as the number of successful objections to rate valuations were lower than anticipated; \$29,000 for the Brighton Caravan Park due to higher occupancy rates; and \$10,000 for increased bookings at Partridge House for funerals and private functions. The result is an increase to the budgeted operating surplus of \$97,946 to \$970,881.

This sizeable forecast operating surplus is due to additional grant funding of \$689,177 accounted for as part of the December 2021 budget update. This was phase two of the Government's economic stimulus package through their Local Roads and Community Infrastructure (LRCI) program. Though this grant will be used to fund capital expenditure due to accounting standard requirements this payment is to be recorded as income at the time of receipt and included as operational revenue.

It should be noted that due to the accounting treatment of the LRCI funding the budgeted surplus is overinflated as the additional revenue will be used to fund extra capital expenditure not operational. If this anomaly is excluded then the underlying surplus forecast for 2021/22 is \$281,704.

The increase in capital expenditure is mostly to account for additional funding already approved by Council, while other additional, grant funded, expenditure includes \$50,000 received from Government of South Australia towards making Glenelg Beach accessible and inclusive with the construction of a beach access ramp. Capital revenue has also increased as a result of this grant funding.

Further details of the amounts and notes along with funding statements for both Council Municipal and Alwyndor operations have been prepared and are attached to this report.

Refer Attachment 1

The statements comprise six columns:

- The 2021/22 original full year budget.
- The current year to date revised forecast.
- Actual to 31 March 2022.
- Year to date variance to 31 March 2022.
- The current approved full year revised forecast comprising the original budget and items carried forward from 2020/21.
- Proposed budget forecasts variances arising from this budget update.

Major year-to-date variances have been accounted for as part of this budget update. The remaining year-to-date variances are the result of budget timings.

Major capital variances

A number of major projects are expected to be incomplete as at 30 June 2022 and include the following:

- Brighton Caravan Park – stage 2 redevelopment
- Seacliff Plaza upgrade
- Glenelg Oval redevelopment
- Dover Square Tennis Club court and lighting
- Buffalo Site improvement works
- Stormwater Management Plan implementation
- CCTV installation at various locations
- Gully Masterplan implementation
- Major plant and equipment on order, but not yet delivered

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

Financial Assistance Grant - timing

In June 2021 the Federal Government announced that it would bring forward part payment of the 2021-22 Financial Assistance Grants. Council received a \$624,948 advance payment in June 2021 and the timing of this payment required it to be recorded as income in the 2020/21 financial year. Advice has now been received that 75% of the 2022/23 Financial Assistance Grant, \$1,095,515, will be paid in April 2022 and as such Council will be required to account for this in 2021/22. As this is a timing issue across a number of financial years no budget adjustment has been included for this item.

Commercial Activities

Comparative financial reports to 31 March 2022 have been provided for councils major commercial activities including Brighton Caravan Park, Partridge House and Partridge Street carpark.

Refer Attachment 2

Financial Indicators

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

The operating surplus ratio is determined by calculating the operating surplus/(deficit) before capital amounts as a percentage of total operating revenue.

The net financial liabilities ratio is determined by calculating total liabilities less financial assets as percentage of total operating revenue.

Another relevant measure of ability to service debt is the interest cover ratio. The interest cover ratio is measured by calculating net financial interest as a percentage of the total operating revenue. A ratio of 5 per cent indicates that for every \$100 of revenue \$5 is spent in net interest

payments. The current interest cover ratio indicates that Council is in a strong financial position to manage debt.

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

The following tables provide updated forecasts for these and other major ratios for Council, Alwyndor and the consolidated result for both entities at 31 March 2022.

Municipal Funds	Target – from 2020/21 Annual Budget/LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result*	≥ 0	\$107,462 Surplus	\$970,881 Surplus
Operating Ratio**	$\geq 0\%$	0.2%	2.0%
Net Financial Liabilities ratio***	$\leq 75\%$	75%	70%
Interest Cover Ratio****	$\leq 5\%$	1.7%	1.4%
Asset Sustainability Ratio*****	90% -110%	100%	124%

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

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

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

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

*******Asset Sustainability Ratio** is defined as net capital expenditure on the renewal and replacement of existing assets expressed as a percentage of the asset management plan required expenditure.

Ratio – Alwyndor Funds	Target – from 2020/21 Annual Budget/LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	≥ 0	(\$293,192) Deficit	(\$985,620) Deficit
Net Financial Liabilities ratio	NA	64%	65%
Asset Sustainability Ratio	90% -110%	39%	39%

Ratio – Consolidated Funds *	Target – from 2020/21 Annual Budget/LTFP	Original Budget Forecast	Revised Budget Forecast
Operating Result	≥ 0	(\$185,730) Deficit	(\$14,739) Deficit
Operating Ratio	$\geq 0\%$	(0.3)%	0.0%
Net Financial Liabilities ratio	$\leq 75\%$	71%	68%
Interest Cover Ratio	$\leq 5\%$	1.0%	0.6%
Asset Sustainability Ratio	90% -110%	88%	114%

*Amounts and ratios include Alwyndor operations.

Additional financial indicators have been identified for Alwyndor operations which give a better measure of financial performance. These measures and indicators have been included in the table below as at 31 March 2022.

Additional Alwyndor Performance Indicators	Target	Actual to 31 March 2022	Notes
Cash to total revenue	4.4%	2.7%	
Cash Liquidity Level – ability to refund bonds/refundable accommodation deposits (RAD's)	Minimum of \$2m	Minimum of \$3.5m	
Bed occupancy rate – year-to-date average	98.0%	97.7%	
Average direct care funding per resident per day (Aged Care Funding Instrument)	\$180.00	\$181.30	
Number of Home Support Packages	291	331	
Home Support funding utilisation - the portion of revenue generated from Home Support Packages funds	78.0%	81.6%	
Therapy and Wellness service hours	28,289	10,744	1

Notes

1. Group therapy class attendance has been impacted by COVID-19.

Annual Business Plan Quarterly Update

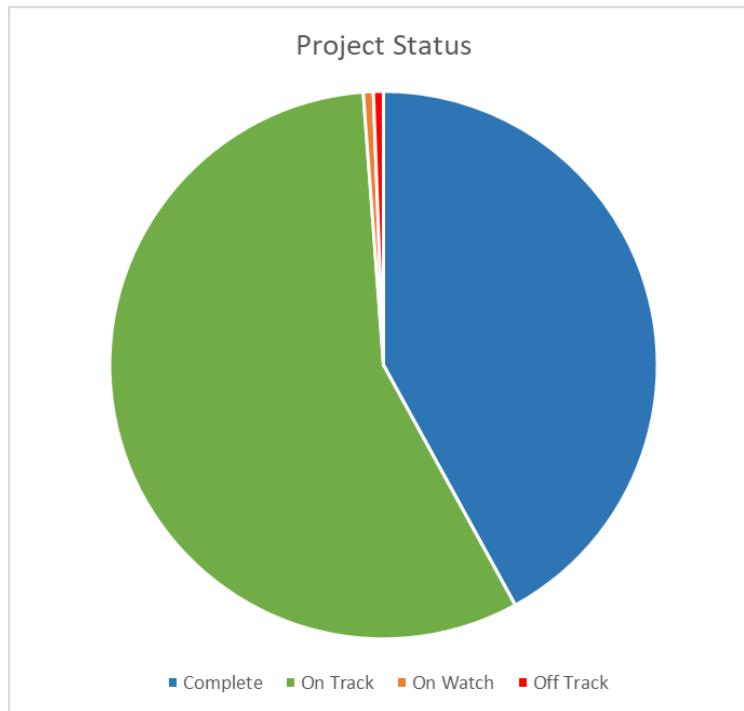
The Annual Business Plan and each of the projects within it, are linked to the Council's Strategic Plan, and the five pillars within it which comprise:

- Community – a healthy, creative and connected community;
- Environment – A community connected to our natural environment;
- Economy – A diverse and resilient local economy;
- Placemaking – An accessible, vibrant and safe coastal city that celebrates our past to build for our future; and
- Culture – An effective customer-centered organisation.

In keeping with these strategic linkages the progress summaries are presented as five reports, each with projects connected to their relevant pillars.

Note: LCRI projects have been added to relevant pillars, as have projects arising from Council resolutions outside of the annual business plan.

In summary, at the end of the third quarter, of 169 capital renewal, new initiative and new projects, 42% are complete, 57% are on track for completion, 1 is classified as on watch and 1 is classified as off track.



Project Status	Number	%
Complete	71	42%
On Track	96	57%
On Watch	1	1%
Off Track	1	1%
Total	169	

Off Track

- Customer online booking and service scheduling experience – re-scoping required.

On Watch

- Fordham Reserve playground – deferred to be integrated with Sturt River Linear path project.

Full details are available in the reports attached.

Refer Attachment 3

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 March 2022

2021 - 2022 Original Budget \$'000	Year to Date				2021 - 2022 Adopted Forecast \$'000	Proposed Forecast Adjustment \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000				
84	102	127	(25)	Cemeteries	110	-	
466	381	343	39	Commercial & Club Leases	473	-	
(1,143)	(931)	(857)	(74)	Council Administration	(1,143)	45	1
(1,011)	(649)	(548)	(101)	Development Services	(978)	-	
1,490	920	921	-	- FAG/R2R Grants	2,363	-	
(1,689)	(1,757)	(1,741)	(16)	Financial Services	(1,792)	(15)	2
(9,743)	(7,314)	(7,294)	(20)	Financial Services-Depreciation	(9,743)	-	
(262)	-	-	-	- Financial Services-Employee Leave Provisions	(262)	-	
(834)	(267)	(260)	(6)	Financial Services-Interest on Borrowings	(739)	50	3
160	-	-	-	- Financial Services-SRWRA	160	-	
37,146	37,443	37,467	(24)	General Rates	37,127	30	4
(2,780)	(2,324)	(2,100)	(224)	Innovation & Technology	(2,832)	-	
(684)	(351)	(306)	(45)	People & Culture	(604)	-	
(508)	(363)	(374)	11	Public Realm and Urban Design	(549)	(13)	5
(913)	(589)	(605)	17	Strategy & Governance	(808)	(45)	6
(1,506)	(929)	(701)	(228)	City Activation	(1,261)	-	
1,134	860	867	(7)	Commercial - Brighton Caravan Park	1,238	29	7
15	20	35	(14)	Commercial - Partridge House	21	10	8
(367)	(424)	(398)	(26)	Communications and Engagement	(564)	-	
(349)	(255)	(248)	(7)	Community and Business Administration	(349)	5	9
(894)	(616)	(604)	(12)	Community Events	(935)	-	
661	859	971	(112)	Community Safety	661	-	
(540)	(442)	(411)	(32)	Community Wellbeing	(602)	-	
(617)	(455)	(365)	(89)	Customer Service	(617)	-	
-	130	193	(63)	Jetty Road Mainstreet	(165)	-	
(1,492)	(1,059)	(1,020)	(39)	Library Services	(1,496)	-	
(299)	(221)	(209)	(12)	Assets & Delivery Administration	(299)	-	
(1,195)	(787)	(663)	(124)	Engineering & Traffic	(1,275)	-	
(989)	(614)	(398)	(216)	Environmental Services	(1,013)	-	
(7,561)	(5,689)	(5,757)	68	Field Services & Depot	(7,581)	-	
(2,062)	(1,413)	(1,302)	(111)	Property Management	(2,062)	3	10
(455)	(339)	(276)	(63)	Street Lighting	(455)	-	
(4,086)	(2,776)	(2,704)	(73)	Waste Management	(4,086)	-	
928	-	-	-	- Less full cost attribution - % admin costs capitalised	928	-	
107	10,153	11,781	(1,628)	=Operating Surplus/(Deficit)	873	98	
9,743	7,314	7,294	20	Depreciation	9,743	-	
102	-	-	-	- Other Non Cash Items	102	-	
9,845	7,314	7,294	20	Plus Non Cash Items in Operating Surplus/(Deficit)	9,845	-	
9,953	17,467	19,075	(1,608)	=Funds Generated from Operating Activities	10,719	98	
879	2,139	2,262	(123)	Amounts Received for New/Upgraded Assets	2,392	50	11
528	551	55	496	Proceeds from Disposal of Assets	1,683	-	
1,407	2,689	2,317	373	Plus Funds Sourced from Capital Activities	4,075	50	
(9,422)	(5,756)	(3,688)	(2,068)	Capital Expenditure on Renewal and Replacement	(12,031)	(178)	
(6,431)	(5,879)	(5,531)	(348)	Capital Expenditure on New and Upgraded Assets	(14,893)	(265)	
(15,853)	(11,636)	(9,219)	(2,416)	Less Total Capital Expenditure	(26,924)	(443)	12
247	215	215	-	- Plus:Repayments of loan principal by sporting groups	-	-	
247	215	215	-	Plus:(less) funds provided (used) by Investing Activities	247	-	
(4,246)	8,735	12,387	(3,651)	= FUNDING SURPLUS/(REQUIREMENT)	(11,883)	(295)	
Funded by							
-	(173)	(173)	-	- Increase/(Decrease) in Cash & Cash Equivalents	-	-	
-	8,356	12,501	(4,145)	Non Cash Changes in Net Current Assets	-	-	
(5,584)	-	-	-	- Less: Proceeds from new borrowings	(13,221)	(295)	
-	-	(493)	493	Less: Net Movements from Cash Advance Debentures	-	-	
1,338	552	552	-	- Plus: Principal repayments of borrowings	1,338	-	
(4,246)	8,735	12,387	(3,651)	=Funding Application/(Source)	(11,883)	(295)	

Note 1 – Council Administration - \$45,000 reallocation

Reallocation of the Internal Audit expenditure budget to Strategy and Governance who now manage this function – see note 6.

Note 2 – Financial Services - \$15,000 unfavourable

Insurance premiums for buildings and settlement costs on insurance claims higher than budgeted for.

Note 3 – Financial Services – Interest on Borrowings - \$50,000 favourable

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

Note 4 – General Rates - \$30,000 favourable

The number of successful objections to rate valuations following the Valuer General's 2021 Rate Revaluation Initiative were lower than anticipated.

Note 5 – Public Realm & Urban Design \$13,000 unfavourable

Preliminary sports infrastructure investigations required for the Somerton Tennis Club and Holdfast Bowls lighting projects (\$20,000), offset by savings in operational expenditure (\$7,000).

Note 6 – Strategy & Governance - \$45,000 reallocation

Reallocation of the Internal Audit budget – see note 1.

Note 7 – Commercial – Brighton Caravan Park - \$29,000 favourable

Year to date revenue higher than forecast.

Note 8 – Commercial – Partridge House - \$10,000 favourable

Year to date revenue higher than forecast for both funeral and private function hire, however, this has been offset by reduced revenue due to a number of cancelled weddings.

Note 9 – Community and Business Administration - \$5,000 favourable

Actual Fringe Benefits Tax due at 31 March was lower than budgeted.

Note 10 – Property Management - \$3,000 favourable

Small savings identified on year to date electricity costs.

Note 11 – Amounts Received for New/Upgraded Assets - \$50,000 favourable

Grant funding received from the Government of South Australia towards making the beach at Glenelg accessible and inclusive – see note 12.

Note 12 – Capital Expenditure - \$443,000 unfavourable

A number of additional capital works budgets are required for existing projects.

Budget amounts already approved by Council:

- \$200,000 – Kingston Park kiosk construction – resolution C120422/2566
- \$178,000 – Dover Square Tennis Club court and lighting replacement – resolution C120422/2563
- \$15,000 – Glenelg Beach access – resolution C120422/2561

Other funded budget increases:

- \$50,000 – Glenelg Beach access - additional expenditure funded by Government of South Australia – see note 11.

City of Holdfast Bay
Capital Expenditure Summary by Budget Item to March 2022

2021-22 Original Budget \$'000	Year to Date				2021-22 Adopted Forecast \$'000
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(928)	-	-	-	- Full Cost Attribution	(928)
(1,013)	(820)	(807)	(13)	(13) Information Technology	(1,193)
(1,200)	(229)	(154)	(75)	(75) Commercial and Economic Enterprises	(2,125)
(85)	(64)	(61)	(3)	(3) Brighton Library	(85)
-	-	(15)	15	15 Sport and Recreation	(577)
(13)	(9)	-	(9)	(9) Depot and Stores	(13)
(1,512)	(322)	(313)	(10)	(10) Machinery Operating	(1,700)
(1,898)	(851)	(96)	(754)	(754) Road Construction and Re-seal Program	(2,243)
(100)	-	-	-	- Car Park Construction	(100)
(127)	(382)	(338)	(44)	(44) Footpath Program	(382)
(1,100)	(1,160)	(1,187)	27	27 Stormwater Drainage Program	(1,953)
(130)	(107)	(4)	(103)	(103) Traffic Control Construction Program	(153)
(1,307)	(767)	(448)	(320)	(320) Kerb and Water Table Construction Program	(1,307)
(30)	(60)	(25)	(35)	(35) Other Transport - Bus Shelters etc.	(64)
(3,869)	(1,672)	(1,184)	(488)	(488) Reserve Improvements Program	(5,892)
(1,434)	(2,222)	(1,776)	(446)	(446) Land, Buildings and Infrastructure Program	(3,995)
(580)	(2,752)	(2,728)	(25)	(25) Streetscape Program	(3,562)
(526)	(218)	(84)	(134)	(134) Foreshore Improvements Program	(652)
(15,853)	(11,636)	(9,219)	(2,416)	Total	(26,924)



Alwyndor Aged Care Funds Statement as at 31 March 2022

2021-22 Original Budget \$'000	Year to Date				2021-22 Adopted Forecast \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000			
5,435	4,059	4,033	26	User Charges	5,292	
12,472	9,360	8,964	395	Operating Grants and Subsidies	12,060	
165	106	202	(97)	Investment Income	344	
3,268	2,409	2,647	(238)	Reimbursements	3,635	
2,722	2,019	2,325	(306)	Other Income	3,020	
24,062	17,952	18,171	(219)	Operating Revenue	24,350	1
(16,551)	(12,348)	(12,405)	56	Employee Costs - Salaries & Wages	(16,899)	
(6,512)	(4,868)	(5,277)	409	Materials, Contracts and Other Expenses	(7,120)	2
(60)	(45)	(60)	15	Finance Charges	(81)	
(1,232)	(925)	(921)	(4)	Depreciation	(1,236)	
(24,355)	(18,186)	(18,663)	476	Less Operating Expenditure	(25,336)	
(293)	(234)	(492)	258	=Operating Surplus/(Deficit)	(986)	3
1,232	925	921	4	Depreciation	1,236	
168	126	53	73	Provisions	253	
1,401	1,051	974	77	Plus Non Cash Items in Operating Surplus/(Deficit)	1,489	
1,107	817	483	334	=Funds Generated from Operating Activities	503	
0	0	12	(12)	Amounts Received for New/Upgraded Assets	12	4
0	0	12	(12)	Plus Funds Sourced from Capital Activities	12	
(633)	(474)	(230)	(244)	Capital Expenditure on New and Upgraded Assets	(635)	
(633)	(474)	(230)	(244)	Less Total Capital Expenditure	(635)	
475	343	265	77	= Funding SURPLUS/(REQUIREMENT)	(120)	
				Funded by		
475	343	265	77	Increase/(Decrease) in Cash & Cash Equivalents	(120)	
475	343	265	77	=Funding Application/(Source)	(120)	

**Alwyndor Aged Care – Notes
March 2022**

1 Operating Revenue

Operating Revenue is favourable by \$219K mainly due to higher than anticipated Support at Home client growth which remains strong with monthly targets being exceeded.

The strength of Support at Home has been offset by lower than forecast federal government funding (ACFI) received for permanent residents. A revised approach to assessing ACFI commenced in December 2021 and has begun to realise significant benefits, generating an equivalent of \$300k to date per annum.

Therapy and Wellness classes continue to be impacted by smaller class numbers than assumed in the budget.

Investment income is higher due to the annual bonus interest payment received from the LGFA and the commencement of Strategic Investment Policy through Ord Minette.

2 Materials, Contracts and other expenditure

The YTD increase can be attributed to:

- The increase of expenditure from budget is mainly due to additional brokered services in Support at Home which are recovered as part of Operating Revenue.
- Additional COVID expenses which are mostly offset by a COVID Grant (included within Other Income) which will be submitted in April 2022.

3 Operating Deficit

March 2022 YTD

The \$492K Operating Deficit, after allowing for depreciation and capital expenditure, has led to a funding surplus of \$265K as at March YTD. This funding surplus has been assisted by lower capital expenditure to date.

A revised full year forecast will be provided May 2022 noting there will be a further deterioration in Operating Deficit from the current full year forecast, pending AMC approval on 28 April 2022.

There will also be additional capital investment due to the implementation of the new catering model.

4 Amounts Received for New/Upgraded Assets

\$12K of income received from Local Government Risk Services relating to a WHS reimbursement for noise cancelling headsets.

Attachment 2



BRIGHTON CARAVAN PARK	Actual \$*	
	01/07/20 to 31/03/21	01/07/21 to 31/03/22
Revenue From Cabins and Sites		
Oceanview Spa Villas	44,344	55,893
Waterview Villas	117,890	139,337
Seaside Cabins	48,950	63,864
Budget Cabin - No Ensuite	22,818	36,243
Special Access Hillside Cabin	10,064	625
Powered Grass Sites	111,363	132,491
Premium Powered Sites	65,387	75,310
Powered Slab Sites	141,399	179,564
Beachfront Powered Grass Sites	60,212	70,975
Sea Breeze Cabins	210,859	250,852
Miscellaneous Income	25,446	29,115
	<u>858,733</u>	<u>1,034,268</u>
Earnings Before Interest, Tax and Depreciation (EBITD)	858,733	1,034,268
Depreciation	(120,690)	(120,690)
Earnings Before Interest and Tax (EBIT)	738,043	913,578
EBIT Margin	85.9%	88.3%

* Revenue adjusted to 50% from July 2020 to provide comparative with 2021

OCCUPANCY RATES	Actual %	
	01/07/20 to 28/02/21	01/07/21 to 28/02/22
Accommodation Type		
Cabins	75%	86%
Sites	60%	68%
Average Total	68%	77%

PARTRIDGE STREET CAR PARK	Actual \$	
	01/07/20 to 31/03/21	01/07/21 to 31/03/22
Car Parking Revenue	85,311	97,484
Operating Costs	(72,743)	(63,780)
Operating Costs - Property	(30,150)	(26,093)
Earnings Before Interest, Tax and Depreciation (EBITD)	(17,583)	7,611
Depreciation	(89,111)	(89,111)
Earnings Before Interest and Tax (EBIT)	(106,694)	(81,501)
EBIT Margin	(125.1%)	(83.6%)

CAR PARK USAGE	Actual No.	
	01/07/20 to 31/03/21	01/07/21 to 31/03/22
Car Park		
Eastern Car Park - No. of Transactions	110,883	84,022 *
Western Car Park - No. of Transactions	83,000	92,671
Total No. of Transactions	193,883	176,693

* Recorded numbers are low due to an error with vehicle detection loop equipment. Issue fixed 29.11.2021.

PARTRIDGE HOUSE	Actual \$	
	01/07/20 to 31/03/21	01/07/21 to 31/03/22
Revenue From Functions and Room Hire		
Wedding Ceremony	38,795	24,432 *
Funeral Service	59,770	87,148
Private Function	17,116	43,391
Community Benefit Group	24,450	23,713
	140,131	178,684
Operational Costs		
Employment Costs	(84,904)	(95,893)
Repairs and Maintenance	(13,978)	(10,381)
Marketing/Website	(4,498)	(5,175)
Property Operational Costs	(11,839)	(15,398)
Office Operational Costs	(151)	(545)
Electricity	(6,779)	(6,434)
	(122,150)	(133,826)
Earnings Before Interest, Tax and Depreciation (EBITD)	17,981	44,858
Depreciation	(27,817)	(27,817)
Earnings Before Interest and Tax (EBIT)	(9,835)	17,041
EBIT Margin	(7.0%)	9.5%

* Wedding revenue offset by \$9,636 of cancellations/refunds due to the impact of COVID-19.

NUMBER OF EVENTS BY TYPE	Actual No.	
	01/07/20 to 31/03/21	01/07/21 to 31/03/22
Event Type		
Wedding *	25	20
Funeral	78	112
Private Function	50	73
Community Function	234	183
Total Number of Events	387	388

* Wedding income received on a prepayment basis

Attachment 3



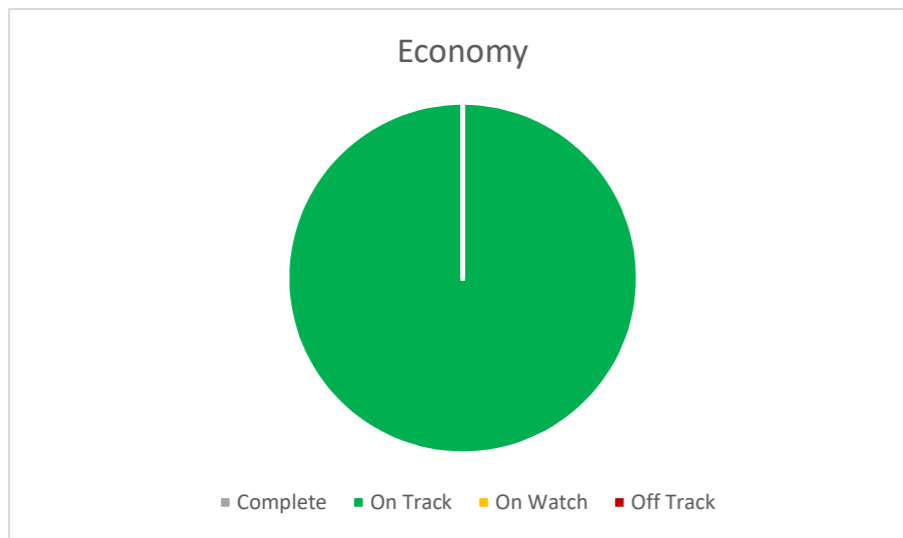
City of Holdfast Bay - Economy - Status Report

As at: March 2022

SXL1_US\PPGLS\PPGL_BusinessPlan_Status.XLSX



ECONOMY
A diverse and resilient
local economy



Economy Summary

Complete	0	0
On Track	3	100%
On Watch	0	0
Off Track	0	0
Total	3	1

Economy - New Initiative

Action	Title	Project Status	Project Stage	Responsible Officer	Actual Start Date	Expected Due Date	Complete Date	Rating	Notes
ACT01295	Implementation of the Jetty Road Brighton Lighting Masterplan	On Track	Implementation	James Mitchell	30/09/2021	30/09/2022		●	A street lighting audit is underway - next steps of detailed design and community engagement will be carried out over the coming months with installation planned later this year. The installation will include a trial of solar lights.
ACT01315	Brighton Beachfront Holiday Park - Stage 2 Redevelopment (Year 2 of 2)	On Track	Implementation	Ross Oates	1/07/2021	1/06/2023		●	The Brighton Beachfront Holiday Park project is progressing well with the mini golf course now complete and the maintenance shed and associated retaining wall planned to commence construction in mid 2022.

Economy - Non Annual Business Plan projects

Action	Title	Project Status	Project Stage	Responsible Officer	Actual Start Date	Expected Due Date	Complete Date	Rating	Notes
C240821/2395	Two street parties on Jetty Road, Brighton	On Track	Implementation	Regan Forrest	1/07/2021	1/06/2022		●	Summer street party delayed due to COVID, was rescheduled and held on 2 April. Trader sentiment is positive for holding a winter solstice street party on 18 June, despite the delay to the summer street party compressing the gap between the two events

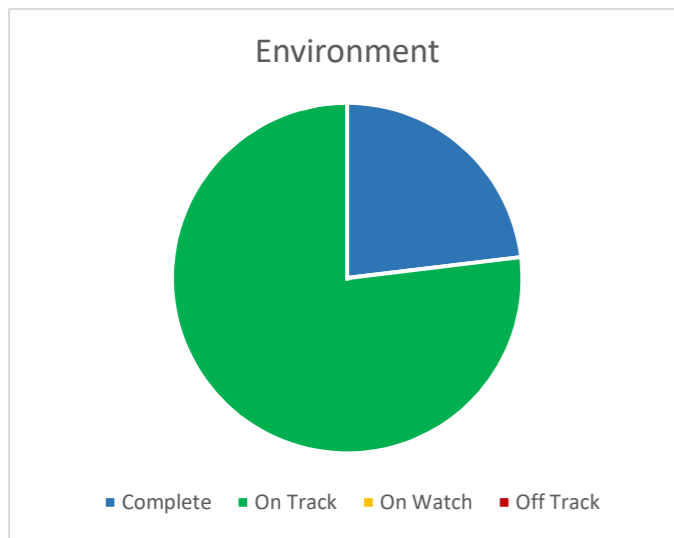
City of Holdfast Bay - Environment - Status Report

As at: March 2022

SXL1_US\PPGLS\PPGL_BusinessPlan_Status.XLSX



ENVIRONMENT
A community connected
to our natural environment



Status	Count	Percentage
Complete	3	33%
On Track	10	67%
On Watch	0	0%
Off Track	0	0%
Total	13	

Environment - New Initiative									
Action	Title	Project Status Desc	Project Stage	Responsible Officer	Actual Start Date	Expected Due Date	Complete Date	Rating	Notes
ACT01296	Env Strategy - Implementation - New Environment Officer	Complete	Complete	James Mitchell	1/07/2021	9/08/2024	9/08/2024	●	
ACT01301	Env Strategy - Holdfast Bay Urban Forest - Tree Audit (Yr 1 of 2)	On Track	Implementation	James Mitchell	16/08/2021	30/06/2022		●	Audit is progressing well with approximately 10,350 trees (59 per cent) audited out of approximately 17,503 across council. 2401 spaces have also been identified.
ACT01302	Env Strategy - Carbon Neutral Plan	On Track	Implementation	James Mitchell	1/08/2021	30/06/2022		●	Completed draft plans, FAQs and technical report. Presented to Elected Members in workshop.
ACT01303	Env Strategy - Gullies Masterplans - Implementation (Year 4 of 5)	On Track		James Mitchell	1/07/2021	30/06/2022		●	Implementation includes upgrades and improvements for the stormwater management, landscape elements and biodiversity of the three gullies. Pine Gully is the priority project. Construction tender has been awarded, commencing works onsite in June 2022. Council was successful for an unsolicited funding bid to Green Adelaide for \$150,000 to deliver the Pine Gully stormwater and trail works. Designs will continue to be progressed this financial year for the remaining two gullies.
ACT01304	Env Strategy - Weekly FOGO pilot - Phase 2	Complete	Complete	James Mitchell	1/07/2021	1/04/2022	31/10/2021	●	

ACT01309	Additional Community Safety Officer - Summer Season	Complete	Complete	Adrian Hill	17/08/2021	17/05/2022	17/05/2022	●	Finished patrols. Compliance improved in key areas
ACT01311	PLEC and Aerial Bundled Cable Investigations	On Track	Implementation	James Mitchell	1/09/2021	30/06/2022		●	Council is engaging a specialised consultant to develop a strategy and priority locations, including cost estimates, for undergrounding overhead power lines in areas to maximise our tree canopy growth and amenity. A project brief is being compiled.
ACT01308	Stormwater Management	On Track	Implementation	James Mitchell	1/07/2021	1/07/2022		●	A number of priority projects are being delivered this financial year to improve stormwater management across the city. College Road stormwater upgrade is completed. As part of the commitment to WSUD the North Brighton Cemetery roundabout has been reconstructed with permeable paving. Kauri Parade Seacliff stormwater upgrade is commencing construction in April 2022.

Environment - Carry Forward New Initiative

Action	Title	Project Status Desc	Project Stage	Responsible Officer	Actual Start Date	Expected Due Date	Complete Date	Rating	Notes
ACT01369	CARRY FORWARD Renewable energy upgrades (solar systems/energy monitoring) and Energy Efficient upgrades Council Facilities	On Track	Implementation	James Mitchell	1/01/2022	30/06/2022		●	Solar upgrade installations have been completed. Solar upgrades include Brighton Civic & Library (40kW), Glenelg Library (10kW), Veterans Shed (9kW) and Brighton Tennis Clubrooms (9kW). Final connections by SAPN to be completed by end of financial year.
ACT01370	CARRY FORWARD Energy efficiency, storage and renewable energy solutions for our Community Centres and Facilities	On Track	Implementation	Mathew Walsh	23/11/2020	30/04/2022		●	RFT complete and awarded - Deliver of solar upgrades Dec - April Brighton Library Glenelg Library Brighton Tennis Veterans Shed

Environment - Non Annual Business Plan projects

Action	Title	Project Status Desc	Project Stage	Responsible Officer	Actual Start Date	Expected Due Date	Complete Date	Rating	Notes
C130721/2343	Urban heat and tree canopy cover mapping project, organized by Green Adelaide	On Track	Implementation	James Mitchell	13/07/2021	30/06/2022		●	We have been advised that Green Adelaide have done the data capture and their consultants are currently processing the data in preparation for sharing and reporting to metro councils.

C100821/2385	Rainwater tank pilot project	On Track	Implementation	James Mitchell	28/10/2021	30/06/2022		<p>● The rainwater tank pilot project is a combined project with the City of Marion over two years. A grant has been received by DEW along with the funding commitments from the City of Holdfast Bay and City of Marion.</p> <p>The Council's are looking to partner with a university to deliver the project and currently conducting interviews of PHD and Masters students to lead the project.</p>
C261021/2460	Permeable Paving	On Track	Implementation	James Mitchell	26/10/2021	30/06/2021		<p>● Two permeable paving projects have been completed for 2021/22. Allen Terrace, Glenelg East footpath and the North Brighton Cemetery roundabout.</p>

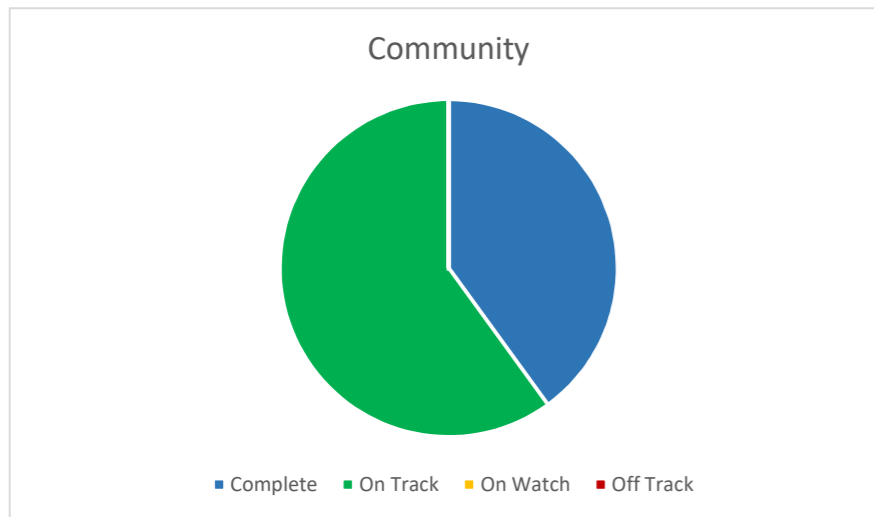
City of Holdfast Bay - Community - Status Report

As at March 22

\$XL1_US\PPGLS\PPGL_BusinessPlan_Status.XLSX



COMMUNITY
A healthy, creative,
connected community



Status	Count	Percentage
Complete	12	40%
On Track	18	60%
On Watch	0	0%
Off Track	0	0%
Total	30	

Community - Carry Forward Capital Works

Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
ACT01376	CARRY FORWARD Glenelg Library - internal window shading	Complete	Implementation	Mathew Walsh	1/02/2021	30/03/2021	17/12/2022	●	
ACT01384	CARRY FORWARD Somerton Park Yacht Club - tower and refurbishment	Complete	Implementation	Jeffrey Thomas	1/02/2021	29/10/2021	17/12/2022	●	


Community - Capital Works

Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
ACT01346	Glenelg Community Centre - Ceiling Works	On Track	Implementation	Mathew Walsh	1/07/2021	30/06/2022		●	Works quoted and purchase order raised, coordinating delivery with user groups.
ACT01347	HB Community Centre maintenance works	On Track	Implementation	Mathew Walsh	1/07/2021	30/06/2022		●	Electrical upgrade works completed Painting ceiling repairs complete. Repairs in childcare area planned for March/April.
ACT01348	Kingston House - Shed Replace	On Track	Implementation	Mathew Walsh	1/07/2021	30/06/2022		●	Shed design and RFT complete. Works will be delivered along with Brighton Oval Rotary shed project. Expected delivery by June.
ACT01349	St Judes Cemetery - Shed Replace	Complete	Complete	Mathew Walsh	1/07/2021	30/06/2022	30/03/2022	●	Shed replaced.
ACT01350	New electricity supply Vets Shed (separate from Glenelg Community Centre)	On Track	Implementation	Mathew Walsh	1/07/2021	30/06/2022		●	Contract signed, bundled with Solar upgrades projects.
ACT01351	Brighton Oval -Rotary Club Shed Replacement	On Track	Implementation	Mathew Walsh	1/07/2021	30/06/2022		●	Works are underway




ACT01352	Brighton Surf Club floor finishes	On Track	Implementation	Mathew Walsh	1/07/2021	30/06/2022		●	Contractor has been engaged to complete works
ACT01353	Glenelg Oval (North Eastern Toilet Block) Roof Cladding	Complete	Complete	Mathew Walsh	17/08/2021	30/06/2022	30/11/2021	●	
ACT01354	Sutherland Reserve Amenities (Bath St Reserve) Floor finish and exterior works (paving)	Complete	Complete	Mathew Walsh	1/07/2021	30/06/2022	10/12/2021	●	
ACT01357	Broadway Toilets Replacement - Technical Specification	Complete	Complete	Mathew Walsh	1/07/2021	30/06/2022	30/03/2022	●	A proposal has been received proposal undertake technical feasibility and design.
ACT01358	Ringwood - Timber Replacements	On Track	Yet to Start	Mathew Walsh	1/07/2021	30/06/2022		●	
ACT01339	Ball stop fencing - Brighton Oval and Bowker Oval	Complete	Complete	Mathew Walsh	1/07/2021	30/06/2022	18/03/2022	●	
ACT01324	Bowker Street Oval	On Track	Implementation	Matthew Rechner	1/07/2021	30/06/2022		●	Following community engagement a preferred concept was selected by the community and administration are now finalising the exact timing for supply and install.
ACT01325	Brighton Tennis Club Shelter	Complete	Complete	Mathew Walsh	1/07/2021	30/06/2022	30/12/2021	●	
ACT01326	Dover Square Tennis Court	On Track	Tendering	Matthew Rechner	1/09/2021	30/06/2022		●	Additional budget approved
ACT01327	Fordham Reserve Playground	On Watch	Design	Matthew Rechner	1/07/2021	30/06/2022		●	As a result of the Sturt River Linear Park pathway project, it has been decided that this project be rescheduled to coincide with the construction of the new pathway. This will enable better integration and placement in Fordham Reserve.
ACT01329	John Miller Reserve Renewal	Complete	Complete	Matthew Rechner	1/07/2021	28/02/2022	30/03/2022	●	
ACT01330	Seaforth Park Tennis Court	On Track	Implementation	Matthew Rechner	1/07/2021	30/06/2022		●	Works are scheduled to commence shortly
ACT01360	Annual Library Book replacement program	On Track	Implementation	Tania Paull	1/07/2021	30/06/2022		●	Monthly purchases of library on track

Community - New Initiative


Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
ACT01297	Old Buffalo site detailed design	On Track	Implementation	Matthew Rechner	1/07/2021	30/06/2022		●	Concept has been approved
ACT01298	Glenelg Oval Stage 3 and 4 detailed design and construction	On Track	Design	Matthew Rechner	1/07/2021	30/06/2023		●	New Cricket nets, Margaret Messenger Reserve upgrade, new Scoreboard and new back net are currently in planning and design phase.

ACT01300	Artwork for Jimmy Melrose Park	On Track	Implementation	Regan Forrest	27/11/2021	30/06/2022			Following an EOI process, a suitably qualified sculptor was contracted to produce the work. Progress is on schedule with the first progress report received by the artist. Communication has been held with the Asset team and Depot in regards to the selected site for installation and the preparation works that need to be undertaken. Installation is on track for for this financial year
----------	--------------------------------	----------	----------------	---------------	------------	------------	--	---	--



Community - Carry Forward New Initiative


Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
ACT01371	CARRY FORWARD Redevelopment of Brighton Civic Centre into a community hub	Complete	Complete	Ania Karzek			9/11/2022		Concepts were developed in line with the originally approved initiative, and submitted to Council on 9 November 2021.
ACT01373	CARRY FORWARD Audio in Kingston room	Complete	Complete	Robert Zanin	1/06/2020	30/06/2021	30/03/2022		
ACT01375	CARRY FORWARD Kauri Community and Sports Centre Public Toilets	On Track	Design	Mathew Walsh	1/12/2020	31/05/2021			Engineering investigation discovered that placing the Exeloo toilet on the concrete apron is not an option due to weight loading issues. A design adjacent the playspace is being developed.

Community - Carry Forward Strategic Action

Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
ACT01377	CARRY FORWARD Brighton Oval Sporting Hub Master Plan - Drainage works and turf management	Complete	Complete	Matthew Rechner	1/07/2019	30/06/2021	30/03/2022		

Community - Non Annual Business Plan Projects

Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
LCRI	Kauri Community Kitchen – Kitchen Upgrade	On Track	Implementation	Matthew Rechner	10/01/2022	30/04/2022			Mostly complete with equipment installed. Some minor adjustments need to be completed.
LCRI	Seacliff Hockey Club Safety Nets	On Track	Implementation	Matthew Rechner	16/05/2022	30/06/2022			Contractor has been engaged with construction due to commence mid to late May.

	Glenelg as an accessible beach	On Track	Implementation	Matthew Rechner	16/05/2022	30/06/2022			Out to tender
--	--------------------------------	----------	----------------	-----------------	------------	------------	--	---	---------------

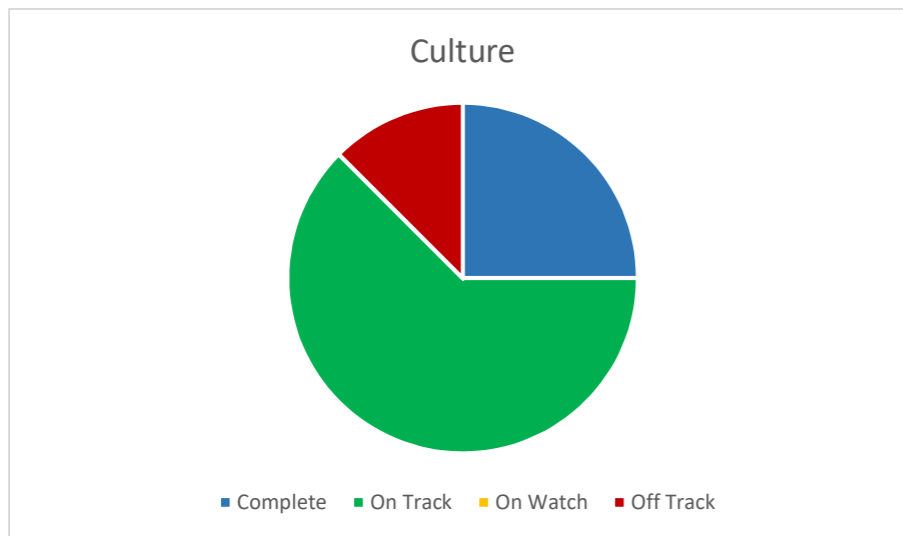
City of Holdfast Bay - Culture - Status Report

As at: March 2022

SXL1_US\PPGLS\PPGL_BusinessPlan_Status.XLSX



CULTURE
An effective, customer-centred organisation



Status	Count	Percentage
Complete	2	25%
On Track	5	63%
On Watch	0	0%
Off Track	1	13%
Total	8	

Culture - Capital Works									
Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
ACT01355	Brighton Civic Center - 2 x Water Filters	Complete	Complete	Mathew Walsh	1/07/2021	30/06/2022	1/12/2021	●	
ACT01356	Depot - Additional Fire and Emergency Works	Complete	Complete	Mathew Walsh	1/07/2021	30/06/2022	31/03/2022	●	Works are progressing - extension of sprinkler and hydrant system complete. Additional works to follow - emg lighting and evac warning systems. Emergency lighting and occupancy warning system works currently underway
ACT01359	INFORMATION TECHNOLOGY INFRASTRUCTURE	On Track	Implementation	Robert Zanin	1/07/2021	30/06/2022		●	Procurement ongoing
ACT01363	PLANT AND EQUIPMENT	On Track	Implementation	James Mitchell	1/07/2021	30/06/2022		●	The annual plant and equipment program includes the purchase of car fleet, heavy vehicles and heavy/major/minor plant. We have tendered and received 5 items of plant and equipment, an additional 10 have been awarded to be delivered this financial year and 6 awarded with expected delivery 2022/23.
ACT01364	CCTV	On Track	Design	Mathew Walsh	1/07/2021	30/06/2022		●	Design and scoping progressing, there has been some delays in establishing specification. Extension has been granted to the end of financial year

Culture - New Initiative									
<i>Action</i>	<i>Title</i>	<i>Project Status</i>	<i>Project Stage</i>	<i>Responsible Officer</i>	<i>Start Date</i>	<i>Due Date</i>	<i>Complete Date</i>	<i>Rating</i>	<i>Notes</i>
ACT01312	City of Holdfast Bay Enterprise Technology Roadmap	On Track	Implementation	Robert Zanin	1/07/2021	30/06/2022		●	Ongoing program based on business priorities as the result of the investment decision process.

Culture - Carry Forward New Initiative									
<i>Action</i>	<i>Title</i>	<i>Project Status</i>	<i>Project Stage</i>	<i>Responsible Officer</i>	<i>Start Date</i>	<i>Due Date</i>	<i>Complete Date</i>	<i>Rating</i>	<i>Notes</i>
ACT01372	CARRY FORWARD Customer Online Booking and Service Scheduling Experience	Off Track	Review	Robert Zanin	1/07/2020	31/07/2021		●	Rescoping

Culture - Non Annual Business Plan Projects									
<i>Action</i>	<i>Title</i>	<i>Project Status</i>	<i>Project Stage</i>	<i>Responsible Officer</i>	<i>Start Date</i>	<i>Due Date</i>	<i>Complete Date</i>	<i>Rating</i>	<i>Notes</i>
C140921/2405	Sister City Agreements	On Track	Implementation	Robert Zanin	1/07/2021	30/06/2022		●	Report to be tabled with Council 26 April for approval of a way forward

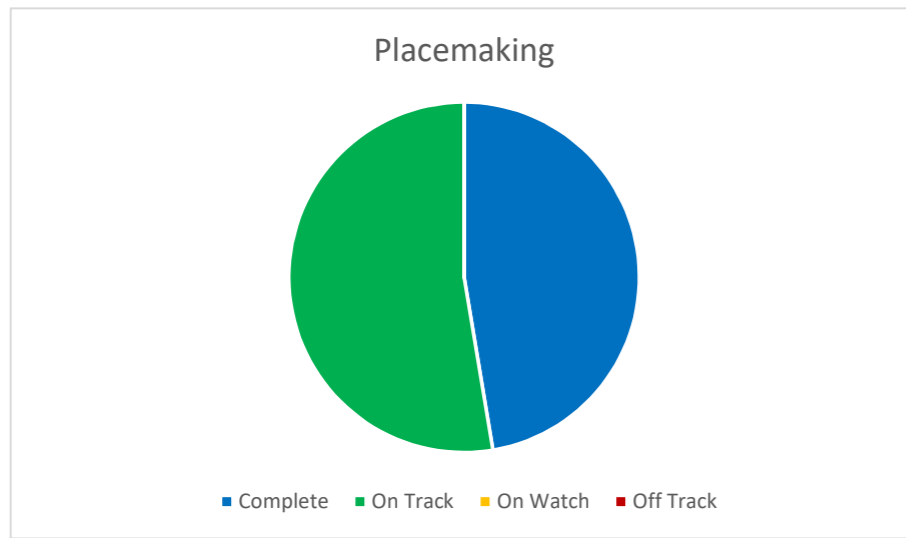
City of Holdfast Bay - Placemaking - Status Report

As at: March 2022

SXL1_US\PPGLS\PPGL_BusinessPlan_Status.XLSX



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



Status	Count	Percentage
Complete	54	47%
On Track	60	53%
On Watch	0	0%
Off Track	0	0%
Total	114	

Placemaking - Capital Works									
Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
ACT01386	FOOTPATHS	Complete	Implementation	Kylie May	1/07/2021	30/04/2022		●	
M02205	Allen Tce LS from Wyatt St to Girdelstone St	Complete	Complete	Kylie May	23/02/2022	5/04/2022	5/04/2022	●	
M02207	Esplanade LS Phillips St to Marine St	Complete	Complete	Kylie May	8/09/2021	14/09/2021	14/09/2021	●	
M02209	St Johns Row LS - Kent St to Lymington St	Complete	Complete	Kylie May	18/10/2021	29/10/2021	29/10/2021	●	
M02210	Esplanade LS - Yarrum Grove to Phillips St	Complete	Complete	Kylie May	8/09/2021	14/09/2021	14/09/2021	●	
M02211	South Esplanade RS - Farrell St to Broadway	Complete	Complete	Kylie May	23/08/2021	29/10/2021	29/10/2021	●	
ACT01362	DDA pram ramps	On Track	Implementation	James Mitchell	1/07/2021	30/06/2022		●	Council has compiled a priority list and scope to progressively upgrade pram ramps across the city to DDA compliant specifications for a contractor to deliver the works. Currently procuring a contractor to deliver the works in quarter 4.
ACT01361	ROADS and KERB PROGRAM	On Track	Implementation	Kylie May	1/07/2021	30/06/2022		●	Kerb program is well underway with all kerb works related to the road program due for completion by March. Remaining kerb works will be completed in Q4. A contractor has been engaged on a 3+1+1 contract for the renewal program - works are planned to commence end Feb/early March til June 2022.

M02062	Anzac Highway North - KWT	On Track	On Track	Kylie May	1/02/2022	25/02/2022		●	
M02063	Adelphi Terrace - KWT and road pavement testing/design	Complete	Complete	Kylie May	22/02/2022	30/04/2022		●	
M02064	Baker St (Somerton Park) - KWT & reseal	On Track	On Track	Kylie May	15/02/2022	27/05/2022		●	
M02065	Barwell Ave - KWT & Reseal	On Track	On Track	Kylie May	24/03/2022	29/04/2022		●	
M02066	Bishop Ave - KWT & Reseal	Complete	Complete	Kylie May	24/02/2022	30/04/2022	30/03/2022	●	
M02067	Brooklyn Avenue - KWT & Reseal	Complete	Complete	Kylie May	18/01/2022	21/05/2022	30/03/2022	●	
M02070	Carey Close - Reseal	Complete	Complete	Kylie May	7/04/2022	4/06/2022	30/03/2022	●	
M02071	Caroline Street - Reseal	Complete	Complete	Kylie May	17/03/2022	10/06/2022	30/03/2022	●	
M02072	Cowper St - Road	Complete	Complete	Kylie May	8/03/2022	27/05/2022	30/03/2022	●	
M02073	Clovelly Avenue (Hove) - KWT & Reseal	Complete	Complete	Kylie May	8/12/2021	20/05/2022	30/03/2022	●	
M02075	Cross Street - KWT & Reseal	Complete	Complete	Kylie May	25/09/2021	22/04/2022	30/03/2022	●	
M02076	Cygnnet Court - KWT & Reseal	Complete	Complete	Kylie May	23/03/2022	14/06/2022	30/03/2022	●	
M02077	Darwin Street - Reseal	Complete	Complete	Kylie May	8/03/2022	29/03/2022	30/03/2022	●	
M02078	Downing Street - KWT & Reseal	On Track	Implementation	Kylie May	16/09/2021	16/06/2022		●	
M02079	Dutton Street - Reseal	On Track	Implementation	Kylie May	1/07/2021	31/08/2022		●	
M02080	Ferry Court - KWT & Reseal	Complete	Complete	Kylie May	16/09/2021	17/06/2022	30/03/2022	●	
M02081	Fisher Terrace - KWT & Reseal	Complete	Complete	Kylie May	7/12/2021	17/06/2022	30/03/2022	●	
M02082	Fulton Street (Glenelg North) - KWT & Reseal	Complete	Complete	Kylie May	16/12/2021	28/04/2022	30/03/2022	●	
M02084	Golflands Terrace - KWT & Reseal	Complete	Complete	Kylie May	11/01/2022	17/06/2022	30/03/2022	●	
M02085	Gore Street - KWT & Reseal	Complete	Complete	Kylie May	10/01/2022	22/06/2022	30/03/2022	●	
M02086	Grevillea Court - KWT	Complete	Complete	Kylie May	4/11/2021	30/11/2021	30/11/2021	●	
M02087	Hakea Court - KWT	Complete	Complete	Kylie May	5/11/2021	30/11/2021	30/03/2022	●	
M02088	Harding Street - KWT & Reseal	Complete	Complete	Kylie May	21/03/2022	24/06/2022	30/03/2022	●	
M02089	High Street (South Brighton) - KWT	Complete	Complete	Kylie May	11/03/2022	30/04/2022	30/03/2022	●	
M02090	Highet Avenue - KWT	Complete	Complete	Kylie May	14/04/2022	30/06/2022		●	
M02091	Holder Road - KWT & Reseal	On Track	On Track	Kylie May	15/09/2021	28/06/2022		●	
M02092	Indra Terrace - Reseal	On Track	On Track	Kylie May	14/04/2022	20/06/2022		●	
M02093	Ivanhoe Avenue - Reseal	On Track	On Track	Kylie May	28/03/2022	13/06/2022		●	
M02094	Jetty Street - Reseal	On Track	On Track	Kylie May	14/04/2022	27/05/2022		●	
M02095	Keelara Street - KWT	Complete	Complete	Kylie May	4/04/2022	18/04/2022	30/03/2022	●	
M02096	Keys Court - KWT & Reseal	Complete	Complete	Kylie May	3/09/2021	13/05/2022	30/03/2022	●	
M02097	West Lane B2 Site 4 - Reseal	Complete	Complete	Kylie May	25/03/2022	25/05/2022	30/03/2022	●	
M02099	Lane F Site 68 - KWT & Reseal	On Track	On Track	Kylie May	2/02/2022	28/02/2022		●	
M02101	Lane U Site 31 - Reseal	On Track	On Track	Kylie May	14/04/2022	21/06/2022		●	
M02102	Lane V Site 106 - Reseal	On Track	On Track	Kylie May	18/04/2022	31/05/2022		●	
M02103	Lipson Avenue - Reseal	On Track	On Track	Kylie May	5/04/2022	7/05/2022		●	
M02104	Lymington Street - Reseal	On Track	On Track	Kylie May	29/04/2022	27/06/2022		●	
M02105	Marine Parade - KWT & Reseal	On Track	On Track	Kylie May	4/03/2022	14/06/2022		●	
M02106	Marion Street - Reseal	Complete	Complete	Kylie May	12/05/2022	27/06/2022	30/03/2022	●	
M02107	Melbourne Street - Reseal	Complete	Complete	Kylie May	7/04/2022	26/05/2022	30/03/2022	●	
M02108	Mills Street - Reseal	On Track	On Track	Kylie May	10/05/2022	24/06/2022	30/03/2022	●	
M02109	Mortimer Terrace - Reseal	Complete	Complete	Kylie May	10/05/2022	29/06/2022	30/03/2022	●	
M02110	Moseley Street - KWT, Reseal and Recon	On Track	On Track	Kylie May	11/02/2022	14/05/2022		●	
M02111	Myrtle Parade - KWT & Reseal	On Track	Implementation	Kylie May	24/09/2021	26/05/2022		●	

M02113	North Esplanade - Reseal	Complete	Complete	Kylie May	8/03/2022	14/04/2022	30/03/2022	●	
M02116	Pine Avenue (Glenelg Nth) - KWT & Reseal	Complete	Complete	Kylie May	3/03/2022	29/06/2022	30/03/2022	●	
M02117	Portland Street - Reseal	On Track	On Track	Kylie May	25/05/2022	29/06/2022		●	
M02119	Salisbury Street - KWT & Reseal	Complete	Complete	Kylie May	4/08/2021	20/06/2022	30/03/2022	●	
M02120	Sandison Terrace - Reseal	Complete	Complete	Kylie May	29/04/2022	1/06/2022	30/03/2022	●	
M02121	Sexton Road - Reseal	Complete	Complete	Kylie May	3/05/2022	8/06/2022	30/03/2022	●	
M02122	Sherlock Road - Reseal	On Track	On Track	Kylie May	20/04/2022	27/05/2022		●	
M02123	Silver Avenue - KWT & Reseal	On Track	Implementation	Kylie May	18/11/2021	17/05/2022		●	
M02124	Smith Avenue - KWT & Reseal	Complete	Complete	Kylie May	20/12/2021	27/05/2022		●	
M02125	Soal Street - KWT	Complete	Complete	Kylie May	18/03/2022	15/04/2022		●	
M02126	St Annes Terrace - Reseal	Complete	Complete	Kylie May	15/03/2022	14/04/2022		●	
M02127	Stevens Street - KWT & Reseal	Complete	Complete	Kylie May	17/02/2022	23/06/2022		●	
M02128	Stewart Street - KWT	Complete	Complete	Kylie May	1/09/2021	30/09/2021	30/09/2021	●	
M02129	Strickland Road - KWT & Reseal	On Track	On Track	Kylie May	11/03/2022	27/05/2022		●	
M02130	Sturt Street -KWT & Reseal	Complete	Complete	Kylie May	11/01/2022	23/06/2022	30/03/2022	●	
M02131	Sullivan Street - KWT & Reseal	On Track	Implementation	Kylie May	9/09/2021	15/06/2022		●	
M02132	Walsh Street - KWT & Reseal	Complete	Complete	Kylie May	5/08/2021	27/06/2022	30/03/2022	●	
M02133	Winchester Avenue - KWT	On Track	Implementation	Kylie May	1/12/2021	24/12/2021	17/12/2021	●	
M02134	Maxwell Terrace - Reseal	Complete	Complete	Kylie May	3/05/2022	2/06/2022		●	
M02136	Stopford Road/Brighton Rd - KWT	Complete	Complete	Kylie May	23/11/2021	24/12/2021	14/12/2021	●	
M02232	Banksia Court Kerb	Complete	Complete	Kylie May	1/11/2021	26/11/2021	26/11/2021	●	
M02233	Burns St - KWT & Reseal	Complete	Complete	Kylie May	26/02/2022	30/06/2022	30/03/2022	●	
M02234	Laneway off Phillips St - KWT & Reconstruction	On Track	Implementation	Kylie May	19/11/2021	30/06/2022		●	
M02235	Moten Avenue - KWT	On Track	On Track	Kylie May	25/03/2022	20/05/2022		●	
M02236	Stevens Court	On Track	On Track	Kylie May	3/02/2022	30/06/2022		●	
M02237	Brighton Road kerb works South Brighton and Seacliff	On Track	On Track	Kylie May	19/04/2022	30/06/2022		●	
ACT01387	Pathway - St Judes Cemetary	On Track	Implementation	Bill Blyth	1/07/2021	30/06/2022		●	Works underway
ACT01388	Edith Butler Pier (decking) - technical specifications and pilot	On Track	Procurement	James Mitchell	1/07/2021	30/06/2022		●	Timber decking at the Edith Butler Pier has a reduced useful life within the coastal environment. Council has investigated the market for suitable materials with longer useful lives and visually suitable within its environment. Quotes have been requested for rates to undertake a trial on a small section of decking. This project will be coordinated with the DEW lock remediation works which have been delayed.
ACT01389	Accelerated Footpath Program	On Track	Implementation	Bill Blyth	1/07/2021	30/04/2022		●	Final works are scheduled to be completed in April.

ACT01318	Traffic control devices	On Track	Implementation	James Mitchell	1/07/2021	30/06/2022		●	Council's traffic control devices were condition assessed in 2020/21 identifying priority renewals and upgrades. Downing Street Hove speed humps to be renewed with reseal in quarter 4.
ACT01319	Car parking surface renewal	On Track	Implementation	Kylie May	1/07/2021	30/06/2022		●	Budget to be carry forward in order to resurface the Kingston Park Kiosk Carpark as part of the redevelopment.
ACT01320	Bus Shelters	On Track	Implementation	Kylie May	1/07/2021	30/06/2022		●	
ACT01321	Park Bench Amenities (Seats and Picnic Tables)	On Track	Implementation	Bill Blyth	1/07/2021	30/06/2022		●	Seats delivered and are currently being installed around the city
ACT01322	Bollards	Complete	Complete	Bill Blyth	1/07/2021	30/06/2022	16/12/2021	●	
ACT01323	Reserve irrigation	Complete	Complete	Bill Blyth	1/07/2021	30/06/2022		●	Contractor has been engaged to design specification to seek quotes for works. Design is underway
ACT01331	Public Realm signage replacement	Complete	Complete	Samuel Crowhurst	1/07/2021	30/06/2022	30/03/2022	●	Signs currently under review with orders placed for priority signage
ACT01332	Footway Replacement Program	On Track	Implementation	James Mitchell	1/07/2021	30/06/2022		●	Program for the renewal of pathways within Council's open spaces. The project includes improving six beach access points from Jetty Road to the Broadway Beach and the Glenelg Jetty DDA ramp. Concept designs have been completed for the six access points and will be progressed to detailed design. Project being completed through several funding sources. Currently being tendered with anticipated project completion in 2022-23.
ACT01333	Public bin replacement program	On Track	Implementation	Bill Blyth	1/07/2021	30/06/2022		●	Bins delivered and are currently being installed. Will be completed by May
ACT01335	Pathway - Paving - Concrete Brick - Glenelg Foreshore - Assessment and scoping	On Track	Design	James Mitchell	1/07/2021	30/06/2022		●	This project is currently on-hold subject to future precinct planning.
ACT01336	Coastpark / Jimmy Melrose shared pathways	On Track	Implementation	James Mitchell	1/07/2021	30/06/2022		●	Reseal of sections of the shared use path Jetty Road to the Broadway is being completed over several years. The sections resealed in 2021/22 are being completed in April 2022.
ACT01338	Coastal Fencing - Marlborough St, Oleander St West, Wheatland/Portland St, Wattle Ave	On Track	Implementation	Alex Gaut	1/07/2021	30/06/2022		●	Damaged sand drift fencing in Seacliff/Kingston Park has been repaired. Old sand drift fencing is being removed from the dunes. Three dune pathways have had fence replacements and upgrades.

ACT01340	Technical Specification Repointing Reserve Stone Walls (Angus Neill, Parkinson, Brighton Oval)	On Track	Implementation	Mathew Walsh	1/07/2021	30/06/2022		●	Works have been tendered.
ACT01341	Planting structures Fig Tree Reserve and Hartley Reserve	On Track	Implementation	Bill Blyth	1/07/2021	30/06/2022		●	Works nearly complete in both locations. Waiting on seats and pathways to be completed.
ACT01342	Beach Access Refurbishment Scoping and Design	On Track	Design	Matthew Rechner	1/07/2021	30/06/2022		●	Concepts approved
ACT01343	Annual Coastal Drink Fountain and Dog Bowl and Shower Replacement	On Track	Implementation	Bill Blyth	1/07/2021	30/06/2022		●	All fountains completed. Shower upgrades/replacements are underway.
ACT01344	Patawalonga Lock Year 1	On Track	Design	Mathew Walsh	1/07/2021	30/06/2022		●	Stakeholder engagement has commenced with DEW to ensure Council's project and DEW's project can run concurrently on the lock
ACT01345	Lighting replacements SAPN and Reserve Lighting Infrastructure	On Track	Implementation	Mathew Walsh	1/07/2021	30/06/2022		●	Colley Res lighting upgrade complete. Foreshore west side of Rotunda (Nadilo Res area) paused waiting on new poles. Will be completed when new poles arrive.



Placemaking - New Initiative

Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
ACT01299	Sturt Creek Linear Park Detailed Design	On Track	Design	Julia Wallace	31/05/2022	30/11/2022		●	Engagement has been completed. The concepts will be updated based on the results of the engagement.
ACT01305	Beach Access Signage Year 2 of 3	Complete	Complete	Mathew Walsh	1/07/2021	28/02/2022	19/11/2021	●	
ACT01306	DDA Bus Stop and Kerb Ramp Improvements (DAIP initiative - Year 2 of 5)	On Track	Implementation	Kylie May	1/07/2021	30/06/2022		●	
ACT01307	Traffic minor safety improvements	On Track	Implementation	James Mitchell	1/07/2021	30/06/2022		●	Investigating and scoping minor safety improvements for delivery. Safety improvements include line marking, signage and minor civil works. A package of design works are currently being completed for implementation this financial year. Edwards Street linemarking and traffic improvements to progress community engagement following the DIT Edwards Street/Brighton Road engagement. Council has been successful in acquiring Way 2 Go grant funding for the Paringa Park Primary - Emu Crossing.



ACT01310	Seacliff Plaza Upgrade Stage 1	On Track	Implementation	Cherie Armfield	1/07/2021	7/10/2023		●	Proof of concept is on track to be completed by late October, following which community engagement will be undertaken.
ACT01313	Integrated Transport Strategy - Priorities	On Track	Implementation	James Mitchell	1/07/2021	30/06/2022		●	A focus area of the Integrated Transport Strategy is improvements of active transport networks such as walking and cycling. New sharrows (shared lane marking) have been installed in 110 locations within the Marino Rocks Greenway to indicate the preferred on-road low traffic cycle route. Design works are being scoped for a street hierarchy and Local Area Traffic Management for Seacliff. Traffic data is being collected to inform the ITS's actions.
ACT01314	Kingston Park Kiosk	On Track	Design	Ross Oates	2/08/2021	28/02/2022		●	The concept design for the Kiosk is nearing completion for final presentation to Council in mid April 2022. A report will then be issued to Council to achieve final sign-off for the project.
ACT01316	Jetty Road Stage 2 Detailed Design	On Track	Design	Cherie Armfield	1/07/2021	30/06/2022		●	A review of the Master Plan to inform concept designs and the detailed design has commenced.
ACT01317	Reserve Improvements Program east of Brighton Road	On Track	Implementation	Matthew Rechner	1/07/2021	30/06/2022		●	Gregory Reserve improvements Contractor awarded works and they will commence shortly.

Placemaking - Carry Forward New Initiative

Action	Title	Project Status	Project Stage	Responsible Officer	Start Date	Due Date	Complete Date	Rating	Notes
ACT01368	CARRY FORWARD War Animal Memorial Mural	On Track	Implementation	Regan Forrest	1/07/2020	26/02/2022		●	A historic image for the vinyl wrap was selected by Mikki Bouchee and has been purchased to produce as a vinyl wrap image on the GTH. Signs of the Times have worked with Council to undertake the design and include the text. Installation is likely to take place early May once all of the GTH restoration works are completed.
ACT01374	CARRY FORWARD Glenelg Town Hall Restoration	On Track	Implementation	Mathew Walsh	31/07/2020	30/06/2021		●	Exterior Stage 2 and 3 complete. Stage 1 ongoing.

ACT01378	CARRY FORWARD Kingston Park Masterplan Review	On Track	Implementation	Ross Oates	1/07/2019	31/10/2021			The Kingston Park Reserve project is progressing well with the final master plan now complete for consultation with the Kaurua reference group. A concept design has also been produced in house to replace the existing access path & 3 timber viewing platforms with a much smaller lookout platform.
ACT01390	Jetty Road Glenelg Stage 1 (Chapel St Plaza and Hindmarsh Lane Construction)	Complete	Complete	Cherie Armfield					

Placemaking - Non Annual Business Plan projects

<i>Action</i>	<i>Title</i>	<i>Project Status</i>	<i>Project Stage</i>	<i>Responsible Officer</i>	<i>Start Date</i>	<i>Due Date</i>	<i>Complete Date</i>	<i>Rating</i>	<i>Notes</i>
C121021/2435	Renaming of Hindmarsh Lane	Complete	Complete	Marnie Lock					
C231121/2488	Trial Parklet	On Track	Implementation	Ania Karzek					Engagement being developed

Item No: 15.3
Subject: **PIGEON CONTROL**
Date: 26 April 2022
Written By: Manager, Community Safety
General Manager: Community and Business, Ms M Lock

SUMMARY

A motion was raised at the 25 January 2022 council meeting, to investigate best practices for the management of feral pigeons in the City of Holdfast Bay. With many treatments available, research has shown that best practise suggests a combination of methods is the most effective at keeping pigeon numbers low. Importantly, pigeon flocks increase due to the availability of food, fresh water and secure breeding sites and it is unlikely that feral pigeons can be eliminated, though a combination of strategies are recommended to assist in keeping the numbers down.

RECOMMENDATIONS

That Council:

1. **Endorses the following additional strategies for pigeon control:**
 - **Review and update the existing bird feeding prohibited signage.**
 - **Provide signage to businesses with outdoor dining permits to encourage.**
 - **Investigate and trial grants for businesses to assist property owners undertaking approved pigeon management actions for proofing and deterrents.**
 - **Increased communication and enforcement with businesses to clear food waste from tables.**
 - **Provision of information and education campaign via the council's website, social media channels and newsletters.**
 2. **Endorses \$10,000 to be included in the 2022/23 Draft Annual Business Plan for the additional pigeon control strategies.**
 3. **Review the success of the above strategies over the next 12 months and report back to Council with the results and draft Pigeon Management Policy.**
-

STRATEGIC PLAN

Good health and economic success in an environment and a community that supports wellbeing.

Pigeons can have a deleterious effect on human health and the visitor experience in Holdfast Bay – therefore affecting economic success.

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Nuisance and Litter Control Act 2016

South Australian Public Health Act 2011

BACKGROUND

Council endorsed on the 25 January 2022 the following motion on Feral Pigeon Management :

That Administration investigate current best practice in pigeon management and report back to Council, in time for consideration in the current budget cycle, the report should consider the following:

1. *Reduce/eradicate feral pigeon populations across the city, comprising both non-lethal and lethal alternatives, underpinned by actions including;*
 - a. *Education programs and materials for residents, visitors and hospitality providers on the roles that they play in reducing/removing opportunities for pigeons to roost and feed;*
 - b. *Options for financial or in-kind support of property owners undertaking approved pigeon management actions; and*
 - c. *Bans on active feeding of feral pigeons, both at home and in public places, with a range of penalties for non-compliance.*
2. *Establish an annual operational budget to support the above activities, and*
3. *Creation of a detailed Pigeon Management Policy, encapsulating the recommendations, for approval of Council.*

REPORT

Pigeons need food, water and harbourage sites to thrive. The city, in particular the Glenelg precinct, provide an abundant source of these requirements, which makes pigeon control a difficult challenge. The following outlines best practice in reducing feral pigeon population.

Control techniques

Research has shown that using lethal methods in isolation to control pigeon numbers has its limitations and in some instances can return flock sizes to original numbers within 4 – 6 weeks. Flock sizes can also return beyond original numbers, as the vacancies left by the removed adult birds are filled quickly by juvenile birds.

Pigeon populations increase rapidly as the birds' lifespan in the wild is between 3- 4 years with monogamous mating pairs having 3 – 4 broods annually. The eggs take 18 days to hatch, and the young leave the nest within 35 days. In addition, pigeons are not migratory and will stay near their birth site, so it is important to focus on removing the availability food sources, fresh water and secure breeding sites.

Implementing a range of control techniques is the most effective long term solution to reducing pigeon populations. – see appendix 1 – a Western Australia fact sheet.

Non-lethal options

1. Education

Education programs and materials for residents, visitors and hospitality providers on the roles that they play in reducing/removing opportunities for pigeons to roost and feed is critical to reducing the pigeon population.

The discouraging of mass feeding of birds is essential. Businesses need to ensure rubbish is appropriately removed from food premises, properly stored and food spillage is kept to a minimum.

Current Situation

Currently, Council have a number of signs in Moseley Square which are designed to discourage the public from feeding pigeons and birds in general with no penalties included. Council's website also has a document with various strategies to help reduce the propagation of pigeons in the city. Council's Environmental Health Officers investigate complaints and provide education and enforcement action where appropriate in domestic settings.

Businesses with outdoor dining are put on notice, via the outdoor dining application process, to ensure their areas are continuously maintained and kept



free from all food sources. Observations reveal businesses are not clearing food waste often or quickly enough. The Business owners explain that they endeavour to comply, however when they are busy they don't have time or resources to promptly keep the area clear.

Options

There are many opportunities to improve signage and education to businesses, visitors and residents, including the vigilant enforcement of outdoor dining penalties to improve compliance.

Action to be taken:

- Review current signage in Moseley Square including the location, size and effectiveness.
- Provide signage for businesses to encourage customers to clear their tables to prevent attracting the pigeons.
- Establish educational material, distribute and enforce businesses with outdoor dining to be extra vigilant with regard to removing rubbish and food spillage.

Estimated Cost \$5,000

2. Destruction of nests, proofing and deterrents

Nests are usually found along building ledges, bridge supports, air conditioning units and window sills. Destruction of nests needs to be undertaken at regular intervals to prevent roosting as pigeons are persistent and don't use a lot of plant debris to construct their nests.

Preventing pigeons from roosting requires closing doorways, windows and sealing open eaves. Products such as netting, wire coils or pigeon spikes are used to prevent landing or roosting on building surfaces. Other methods include scare devices combining audio and visual deterrents and or the application of gel products that pigeons find sticky and uncomfortable to stand on.

Any of these methods introduced need to be undertaken collectively with neighbouring homes and or businesses to have any success as the problem moves from one building to the next.

Current Situation

Council and some businesses have introduced pigeon spikes and netting to reduce harborage. This has some impact on the pigeon populations for specific buildings; however pigeons have many other harborage sites to choose from.

In addition, Council shave the date palms to prevent pigeons roosting in these trees across the city including Moseley Square. Council also has a robust cleaning program to

remove food sources and regular waste management collection in public spaces which is increased during peak season to up the frequency of removal.

Options

Action to be taken:

- Continue with current practices and offer advice to businesses on practices that work on Council buildings. Investigate a grant program to provide businesses with the opportunity to apply for capped funding to pay for products such as netting, wire coils or pigeon spikes to prevent landing or roosting on building surfaces. Other products should include scare devices combining audio and visual deterrents.

Estimated Cost \$5,000 annually.

3. Penalties and enforcement

Bans on active feeding of feral pigeons, both at home and in public places, with a range of penalties for non-compliance.

Current Situation

Currently, there is no specific legislation which prevents feeding birds in public places, however, the *Local Nuisance and Litter Control Act 2016* can and has been used to penalise people for littering and or causing a nuisance by continuing a specific activity deemed a nuisance.

For isolated incidences, an Expiation Notice can be issued for causing a Local Nuisance and or for Littering, under the *Local Nuisance and Litter Control Act 2016* (the Act).

For ongoing activities that attract pigeons, Section 30 of the Act enables authorised officers to issue an Abatement Notice requiring a person to discontinue a specified activity or refrain from carrying on that activity. Council can also request clean-ups and or repairs and if this does not occur, Council has the ability to undertake the works, for example cleaning, and charge the offender under provisions in the 'Act'.

Causing a Local Nuisance or failing to comply with an Abatement Notice carries a maximum penalty of \$30,000 with the expiation fee \$500.

Issuing expiations is challenging unless their food source is excessive. It is also difficult to gain people's details and officers can be met with aggression. However, signage with financial penalties may act as a significant deterrent.

For feeding in a domestic setting, enforcement relies on complaints from the public. Administration often use the *SA Public Health Act 2011* instead for these types of complaints as they often involve large infestations which presents a health risk. This

legislation is more suited for more extensive problems as opposed to a one off feeding in Moseley Square. Notwithstanding, the *Local Nuisance and Litter Control Act 2016* may also be used.

Options

Action to be taken:

- Improve signage to include information that fines apply.
- Use Council's VMS sign to magnify the message.
- Provision of information and education campaign via the council's website, social media channels and newsletters.
- Continue fining when significant breaches occur.

Lethal control techniques

There are three main common methods of lethal control; trapping, baiting and shooting. Lethal controls need to be undertaken regularly to reduce flock size. These methods need to be undertaken by a license pest management technician to ensure birds are destroyed humanely.

1. Trapping

Trapping does not have a long term effect on pigeon population and is only effective if the food source is removed.

Current Situation

Council conducts restricted trapping on council buildings although is both time consuming and has a low success rate. The standard fee for removal and servicing the cages is approximately \$120.

Options

Action to be taken:

- Council to consider the use of this control method on a case-by-case basis when there is a health risk and other non-lethal methods have been exhausted.
- Council can purchase additional traps for businesses to use to help trap the pigeons. The businesses will need to cover the associated costs to contract services to remove and euthanize the traps.

2. Chemical control

Licensed pest management technicians feed pigeons over a period of time with seed to gain confidence with the birds and then replace the feed with a painless narcotic agent which, when the bird eats, they go to sleep. This is targeted to the pigeons and the

technician is on site during the process. The birds are collected while they are asleep and then humanely destroyed.

Current situation

Council conducts restricted use of this control method when there is a health risk and other non-lethal methods have been exhausted.

Options

Council to consider the use of this control method on a case-by-case basis when there is a health risk and other non-lethal methods have been exhausted.

3. Shooting

Licensed pest management technicians kill pigeons with a firearm (air rifle) to reduce pigeon numbers. However this method is only effective if numbers are already low.

Current situation

Council conducts restricted use of this control method when there is a health risk and other non-lethal methods have been exhausted.

Options

Council to consider the use of this control method on a case-by-case basis when there is a health risk and other non-lethal methods have been exhausted.

Other treatments

Other treatments will continue to be explored by Administration.

This includes the use of a falconer, which is currently not available in South Australia, however shall be continued to be investigated.

Conclusion

A combination of a number of the above control methods can be included to form an initial pilot to assess the effectiveness of the programs. Once an effective program has been established that shows notable results, administration could then consolidate into a Pigeon Management Policy that can be applied each year.

BUDGET

Estimated additional budget required \$10,000 which includes:

- \$5,000 Signage and educational material
- \$5,000 Grant program for proofing and deterrents

LIFE CYCLE COSTS

Subject to a review on the effectiveness of the program.

Attachment 1





Factsheet

Feral pigeon control options

By Gary Martin, Vertebrate Pest Research Section, Forrestfield

Feral pigeons (*Columbia livia*) are the descendants of the domesticated form of the wild rock dove. These birds originally inhabited mainly coastal cliffs and rocky areas in the British Isles, the Mediterranean region and North Africa, and India. They were introduced into North, Central and South America, the West Indies, the Bahamas, Bermuda, Samoa, Fiji, the Hawaiian Islands, Australia, New Zealand and Mauritius. Feral populations are now found in these and other countries. This note describes the control options available and highlights the damage caused by pigeons.

Description

Pigeons are variable in colour from pinkish through browns to near-black, but primarily resembling the ancestral rock dove, which is blue-grey. The wings are often chequered black and white, or may have two distinctive dark bars across the closed wing. The neck often has iridescent purple and green display plumage. The cere (nose) is whitish and fleshy, the bill black, the eyes orange, the legs and feet are red or purple-red and the tail is tipped with a dark band.

Distribution, habitat and biology

Pigeons nest and roost almost exclusively in man-made structures such as buildings and bridges; they also use cliffs, caves and (infrequently) tree hollows. In Australia, breeding is year-round, but mostly in summer. Pigeons form monogamous relationships, and 8 to 12 days after mating the female lays one or two white eggs in a crude nest of sticks, grass, and twigs. The incubation period is 17 to 19 days. During nesting the male cares for and guards the female. The young leave the nest between the ages of four and six weeks. Often, more eggs are laid before these young leave the nest. An adult female can have 15 surviving young in a year. They can live for up to 15 years, although the average life span is three to four years.

Damage

Pigeon flocks are mobile, having different resting, roosting and feeding sites. They habitually congregate in open areas, especially where food supplies are available, such as parks and grain terminals, and in these areas they can foul buildings, statues, vehicles, trees, shrubs, lawns and fountains with their droppings. This can be a problem all year round. They are also generally regarded as potential health hazards to humans in urban environments, carrying such diseases as *Ornithosis* (sometimes called psittacosis or parrot fever), *Salmonellosis* (salmonella) and the fungal infection, *Cryptococcosis*, which may lead to meningitis. They also play some part in the transmission of such diseases as encephalitis and histoplasmosis. Sometimes dermatitis, caused by pigeon mites that migrate from nests and bite people, is a problem. While pigeons are not usually agricultural pests, they do occasionally interfere with crops.

Status and management

Pigeons are exempt from declaration under the *Agriculture and Related Resources Protection Act 1976*, administered by the Department of Agriculture. They are not covered under the *Wildlife Conservation Act 1950*, administered by the Department of Conservation and Land Management. This means they may be controlled humanely without the need to seek approval from either organisation.

Control options

All control activities must comply with requirements under the *Animal Welfare Act 2002* so that animals are handled and euthanased humanely. Acceptable euthanasia techniques include the use of carbon dioxide or cervical dislocation (breaking the neck), but these techniques should only be applied by experienced and/or licensed operators. If you are unsure of how to cleanly euthanase the birds, or if you are reluctant to do so, seek veterinary assistance. **Captured pigeons should not be released back into the wild.**

Although it may not be possible to remove all the pigeons from an area, there are control options available that can reduce the population to a tolerable level. These may be divided into two categories (see table overleaf):

- permanent control (removal of the birds), and
- temporary control (exclusion and habitat alteration to reduce the impact of pigeons by preventing access to structures as nesting or roosting sites).

There is usually no single, simple solution to the problem, so using a number of techniques may be more effective (such as reducing numbers to a low level, then blocking house eaves).

Important Disclaimer

The Chief Executive Officer of the Department of Agriculture and the State of Western Australia accept no liability whatsoever by reason of negligence or otherwise arising from the use or release of this information or any part of it.

Option	Usage/advantages	Disadvantages
Permanent control	The most effective means of reducing numbers.	Most of these techniques are labour-intensive.
Shooting	Humane if properly carried out. Effective when used intensively to reduce numbers.	Must be applied intensively. May not be suitable in built-up areas or very small farms unless undertaken by a licensed pest control operator. There is a risk of birds suffering (being injured, not killed immediately) if unskilled operators are used.
Limiting the availability of food	Clean up spilt grain. Discourage feeding of birds. Can slow the rate of increase of populations.	Can lack effectiveness as pigeons have become well adapted to the many sources of food available in the urban environment.
Trapping	Various live-capture traps can be used. Advisable to trap sites in rotation to reduce trap shyness. May be effective in reducing high populations when coupled with other control options such as nest destruction.	Slow and labour-intensive.
Removal and destruction of nests and eggs	Has been used to effectively reduce pigeon populations.	Necessary to remove nests every two weeks to restrict increases in population. Accessing nests is often difficult.
Alphachloralose	The chemical is applied as a powder to grain and, when consumed, the birds soon become unconscious. Has successfully been used in many areas.	Non-target concerns, especially possible secondary poisoning of birds-of-prey. Control must be carried out by personnel authorised to use the chemical, such as a licensed pest control operator.
Temporary control – physical deterrents	Exclusion and habitat alteration are used extensively to minimise the impact of pigeons in many areas. The purpose is to deny them access to enter or use any structure as a nesting or roosting site.	
Plastic bird netting	Affixed in windows, vents or eaves to exclude pigeons and other birds from warehouses, factories or other areas.	High initial capital cost if large areas are to be covered.
Plastic strips or curtains	Hung in doorways to deter birds from entering buildings. Screening should also be used to restrict their access to water sources such as rooftop air conditioners.	High initial capital cost if large areas are to be covered.
Building alteration to remove roosting niches	Achieved by architectural design or remodelling.	High initial capital cost for building alteration.
Spikes and tightly-strung high tensile wires	Makes roosting niches permanently unusable by repelling the birds.	Spikes are useful only in inaccessible situations due to the risk of human injury. Cost may be high if large areas are to be treated.
Water cannon	Can be placed in areas where pigeons congregate and coupled with motion detectors to disperse them when they land.	High initial capital cost.
Naphthalene flakes	Effective in displacing pigeons from enclosed areas.	Care must be taken as vapours may be toxic. Ensure that it is used as directed on the label.
Polybutene	A non-hardening synthetic rubber compound applied to places where birds perch. Birds experience feeling of insecurity and discomfort because of the soft, pliable nature of this product and will not settle on treated areas.	All contamination must be removed before application; a sealer should also be applied on all porous surfaces before application. Must be replaced occasionally as it loses its effectiveness.
Temporary control – scaring devices	The key elements to effectively using scaring devices to move birds are timing, persistence, organisation and diversity. Timing is critical as birds are more likely to leave a briefly occupied site than an established roost.	May be only temporarily effective unless used in conjunction with other techniques.
Sound deterrents – alarm and distress calls, or frightening noise	Several products offer various combinations of species-specific alarm and distress calls, predator attack and hunting calls, and other frightening noises such as thunderclaps and shotgun blasts to frighten birds from an area.	Although useful for dispersing pigeons, the use of some is limited to situations away from residential or inner city areas due to high noise levels. May also be only temporarily effective.
Visual deterrents	Includes fake owls or other birds of prey, balloons, flashing lights and scarecrows. Effectiveness is increased if a number of these techniques are used in combination.	May be only temporarily effective.

Further information

Contact your nearest office of the Department of Agriculture or the South Perth office on tel. 9368 3333. Licensed pest control operators with bird expertise can also advise on the available options.

Item No: 15.4

Subject: **DRAFT 2022-23 ANNUAL BUSINESS PLAN**

Date: 26 April 2022

Written By: Corporate Planning Officer

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The Draft 2022-23 Annual Business Plan is presented for endorsement and release for community engagement. It has been developed having regard to the "Our Place" 2050+ Strategic Plan, Asset Management Plans, Long Term Financial Plan and directions provided by Council.

The draft budget has been developed with a general rate increase of 3.2% and satisfies Council's financial sustainability and performance measures.

The Draft 2022-23 Annual Business Plan and consultation results are due for review by Council's Audit Committee on 1 June 2022.

A number of changes to the legislative requirements for our Annual Business Plan were included in the *Statutes Amendment (Local Government Review) Act 2021*. These are outlined in the report.

RECOMMENDATION

- 1. Subject to minor alterations and design, the Draft 2022-23 Annual Business Plan contained in Attachment 1 be released for community consultation.**
 - 2. That the process for community consultation on the Draft 2022-23 Annual Business Plan, as described in this report, be endorsed.**
-

STRATEGIC PLAN

This document contributes to the vision of the Strategic Plan by ensuring the financial sustainability of Council while exercising sound financial management to deliver on objectives and aspirations.

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

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

BACKGROUND

The Draft 2022-23 Annual Business Plan has not been previously considered by Council although its development has been the subject of workshops with Elected Members.

REPORT

Development of the Draft 2022-23 Annual Business Plan and Budget

The Draft 2022-23 Annual Business Plan is provided to members as Attachment 1.

Refer Attachment 1

The Draft 2022-23 Annual Business Plan is Council's statement of its intended program of activities and outcomes for the coming financial year. It is developed concurrently with the budget, which outlines proposed revenue sources and allocations of funds required to implement the Annual Business Plan.

The Draft 2022-23 Annual Business Plan and consultation results will be reviewed by Council's Audit Committee on 1 June 2022.

Key Parameters

- Target of an operating surplus.
- 3.2% rate revenue increase (excluding Regional Landscape Levy).
- 0.5% rate revenue increase for new development growth.
- (LGPI) applied where applicable to revenue and expenditure.
- 1.8% employment cost increase, plus provision for 0.5% superannuation increase.
- Alwyndor and Jetty Road Mainstreet budgets to be self-funding.

Other considerations/inclusions

- The Regional Landscape Levy has been forecast to increase by 1.6%. The Levy is collected by Council on behalf of Regional Landscape Board.
- Jetty Road Mainstreet budget increased by 3.2% (\$19,150) and is cost neutral.
- Marina separate rate increased by 3.2%.
- Roads to Recovery Grant (\$298,000) included being the third estimated allocation for the 1/7/19 - 30/6/24 program.
- Supplementary Roads Program Grant (\$184,200) included being second year of the program.
- Depreciation is based on existing asset valuations and has increased by 7.44% (\$725,000) to allow for new and revalued assets including buildings.

- Provision made for Council election expenses (\$233,000).
- Fees and charges have been reviewed and assessed in accordance with a user pays principle, taking LGPI into account.
- Seven proposed operational new initiatives based on business cases totaling \$354,000. These include an audit of beach showers and taps, maintenance of our Urban Forest, stormwater data collection, Resilient Asset Management Project (RAMP), Electric Vehicle Transition Plan, Gordon St/Augusta St roundabout landscaping and Greening the Brighton/Hove Rail corridor.
- Capital renewal program based on current Asset Management Plans totaling \$7.93 million.
- Project management costs applicable to capital project management and delivery (\$944,000).
- Proposed capital new initiatives based on business cases included totaling \$5.94 million including works on:
 - Glenelg Oval Masterplan Stages 3 and 4 - \$967,000 including confirmed grant funding
 - Jetty Road Glenelg Masterplan - \$450,000
 - Seacliff Amenities Building and Beach Access Redevelopment – (\$1 million grant funding received)
 - Stormwater upgrades - \$1 million
 - Brighton Beachfront Holiday Park upgrades, Stage 2 - \$845,000
 - Sturt River Linear Park - \$50,000
 - Gully Masterplans implementation - \$300,000
 - Business Transformation Program - \$750,000
 - Depot cleaning compound - \$120,000
 - Accelerated Footpath Program - \$300,000
 - CCTV network \$60,000
 - Wigley Reserve Lighting - \$30,000
 - Paringa Play Space - \$50,000
 - Helmsdale Tennis Court - \$15,000

The below projects have been funded in 2021-22 but will be delivered in 2022-23

- Glenelg DDA Beach Access
- Kingston Park Kiosk
- Capital grants total \$1,433,000 including \$433,000 Glenelg Oval Stage 3 (each year for 3 years); \$1 million Seacliff Plaza Upgrade.

Commercial Activities – Increase net earnings compared to 2021-22 budget

Brighton Beachfront Holiday Park - the 2021-22 original budget forecast for net earnings of \$1,134,330. The amount has been revised during 2021-21 to reflect increased patronage to \$1,238,340 and the 2022-23 forecast is expected to be \$1,265,750.

Alwyndor draft 2022-23 budget

The draft Alwyndor budget was presented to the Alwyndor Management Committee in March 2021 showing a minor operating deficit of \$82,000. This has been included in the consolidated figures. The Alwyndor draft budget is subject to amendment due to complexities around future government funding arrangements.

Rate Revenue and Valuations

The major variable determining the ability to meet the draft budget program of services, works and financial targets is rate revenue. This is budgeted to increase by 3.2%, excluding new development growth (estimated at 0.5%) and the Regional Landscape Levy.

The Differential Rate premium applied to industrial, commercial properties and vacant land will be determined once land valuations are received by the Valuer-General. The premium applied to industrial, commercial properties and vacant land in the 2021-22 financial year was 63%.

During 2012-22 the Valuer-General South Australia completed a comprehensive review of property valuations as part of an industry wide revaluation initiative in 2021-22. The program included in-depth data collection and analysis with increased filtering and testing of property data. To address the impact of significant valuation changes Council introduced a one-off rebate in 2021-22 based on 6% rate cap for commercial/industrial/vacant properties. It is proposed that this rebate not apply for 2022-23.

To address other potential significant residential valuation increases from 2021-22 to 2022-23 it is proposed to maintain residential rate capping at 6%. The draft budget has provided for the residential rate cap and have been factored into the overall rating budget.

The Patawalonga Marina Separate Rate of \$77,100 has been increased by 3.2%. It provides for basic annual maintenance cost and includes a 50% discount to account for the general public's use of the lock.

Draft Budget Financial Performance and Position

The draft budget (excluding Alwyndor) features:

- Operating surplus of \$507,694 for Council's municipal activities;
- Capital expenditure of \$14.8m comprising \$7.93m on renewal and replacement of existing assets and \$5.94m for new and upgraded assets and \$944,000 for project management costs capitalised; and
- Council's Net Financial Liabilities Ratio ceiling is 75%. The ratio is expected to be 72%. The projected Interest Cover Ratio of 1.6%, which measures the affordability of its indebtedness, shows that Council can manage debt without adversely affecting the sustainability of its long term financial position.

Community Engagement

The *LGA Act 1999* under the *Statutes Amendment (Local Government Review) Act 2021* requires the Annual Business Plan to confirm with our community consultation policy. Copies of the Draft 2022-23 Annual Business Plan will be made available at the commencement of a 21 day community engagement period, commencing Friday 29 April 2022 and concluding on Friday 20 May. The consultation will include an opportunity for constituents to make a deputation to council at its meeting on Tuesday 14 June 2022. Councils are also required to establish an interactive web page to facilitate community's comments and questions.

Copies of the Draft 2022-23 Annual Business Plan will be available from Friday 29 April 2022:

- On Council's engagement website, yourholdfast.com/DABP22-23
- At the Council's Civic Centre, 24 Jetty Road Brighton

Our community will be able to provide comments:

- in writing, addressed to the Corporate Planning Officer, PO Box 19 Brighton 5048, or by email address mail@holdfast.sa.gov.au until Friday 20 May 2022;
- via a designated consultation interactive web page that will be accessed through yourholdfast.com/DABP22_23 between Friday 29 April and Friday 20 May 2022. This website will allow our community to comment on, ask questions or seek clarification on the information in the Draft 2022-23 Annual Business Plan;
- by telephoning the Customer Service Centre on 8229 9999 during office hours between Friday 29 April and Friday 20 May 2022. All calls will be directed to the Corporate Planning Officer. Comments will be recorded and presented to Council at the end of the consultation period;
- making deputations to Council at its meeting of Tuesday 14 June 2022; and
- providing feedback and comments to their local Elected Member.

Details of how the community may participate in the consultation process or gain copies of the Draft 2022-23 Annual Business Plan will be advertised via the yourholdfast database and social media pages.

Associated supporting documents including the Our Place Strategic Plan, Long Term Financial Plan, and Asset Management Plan will be contained or linked in the document library on the "Your Holdfast" website. This allows interested community members the opportunity to assess the Draft 2022-23 Annual Business Plan in context with the underlining objectives, principles and directions articulated in these Strategic Management Plans.

LEGISLATIVE REFORMS

Statutes Amendment (Local Government Review) Act 2021 (The Review Act)

Community Engagement

Across the Review Act specific requirements for consultation for this plan have been removed. However the Act retains the requirement to send a summary of the business plan with the first rates notice of the financial year. The Review Act refers instead to a requirement for any consultation, including that for the Annual Business Plan to be conducted in accordance with the Council's consultation policy. This policy is available to view on our website. The Act removes the provision for community members to provide representations on the plan to Council. Deputations to Council are available at any time by application.

Annual Business Plan amendments

After the consultation Council reviews the business plan prior to adoption. An explanation of significant changes made between the draft and adopted business plan must be provided in the published adopted plan. There is also a new requirement for the document to include a comparison between proposed rates and revenue and previous years.

Funding

The Review Act prescribes clarity around the endorsement of borrowings, albeit this amount is already included in the financial statements that are endorsed by Council.

Timing

The plan must now be adopted by 15 August, where before it was 31 August. The Council has, traditionally, made every endeavour to adopt its Annual Business Plan prior to 30 June.

Style and Structure

The Review Act provides scope for the regulations to prescribe how the plan is presented (style, location and emphasis on matters) as well as the description/ explanation of matters in the plan. The Regulations have not been released as yet.

BUDGET

The cost of production of the 2022-23 Annual Business Plan and associated community engagement will be met within the current budget.

LIFE CYCLE COSTS

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

Attachment 1





OUR PLAN FOR OUR PLACE

**DRAFT ANNUAL BUSINESS PLAN
2022-23**



OUR PLAN FOR OUR PLACE

SHARE YOUR VIEW ON OUR DRAFT ANNUAL BUSINESS PLAN 2022–23

The City of Holdfast Bay's *Annual Business Plan* outlines council's priorities and program of works for the next 12 months. It allocates funding for key projects and services and shows how your rates are invested.

We welcome your feedback on this draft version, which council will consider before the *2022–23 Annual Business Plan* is finalised in June 2022.

You can access additional copies of the *Draft 2022–23 Annual Business Plan* from Friday 29 April 2022 at:

- › yourholdfast.com/DABP22-23
- › **Brighton Civic Centre, 24 Jetty Road, Brighton.**

Feedback must be received by 5pm Friday 20 May 2022 to be considered by council. You can provide comments by:

- › **visiting yourholdfast.com/DABP22-23**
- › **writing to the Corporate Planning Officer, PO Box 19, Brighton SA 5048**
- › **emailing the Corporate Planning Officer at mail@holdfast.sa.gov.au**
- › **telephoning council on 8229 9999 during office hours**
- › **Making a deputation to council at its meeting on Tuesday 14 June 2022 (commences 7pm, Glenelg Town Hall, Moseley Square, Glenelg). Please provide notice via mail@holdfast.sa.gov.au, or drop written notice into the Brighton Civic Centre by 5pm Friday 27 May 2022 if you wish to make a deputation.**

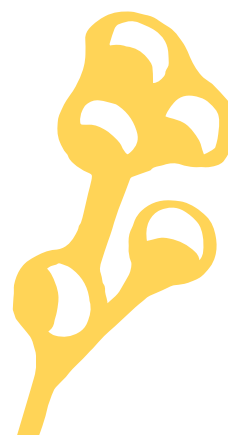
For more information, please visit yourholdfast.com/DABP22-23 or call council on 8229 9999.

CONTENTS

WELCOME	4	CAPITAL PROJECTS	33
OUR VISION	5	NEW PROJECTS	33
OUR CITY	6	SUSTAINABILITY	34
OUR COMMUNITY	7	ACHIEVEMENTS	35
QUALITY OF LIFE SURVEY RESULTS	8	SERVICE DELIVERY	35
HIGHLIGHTS	9	CAPITAL PROJECTS	36
MUNICIPAL FINANCIAL SUMMARY	11	NEW PROJECTS	38
2022–23 OPERATING REVENUE	12	INNOVATION	40
2022–23 OPERATIONAL EXPENDITURE	14	ACHIEVEMENTS	41
2022–23 CAPITAL PROGRAM	16	PRIORITIES	41
OUR FINANCIAL GOVERNANCE	18	SERVICE DELIVERY	42
ENSURING FINANCIAL SUSTAINABILITY	19	NEW PROJECTS	43
FINANCIAL PRINCIPLES	19	CAPITAL PROJECTS	43
SIGNIFICANT INFLUENCES	20	DEVELOPING OUR ORGANISATION	44
BROAD TRENDS AND EMERGING ISSUES	20	FUNDING OUR CITY	46
THE 2022–23 OPERATING ENVIRONMENT	22	OPERATING RESULT	46
ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY	25	OUR FINANCIAL STATEMENTS	46
ALWYNDOR AGED CARE	26	FINANCIAL MANAGEMENT	46
WELLBEING	28	FINANCIAL TARGETS	52
ACHIEVEMENTS	29	MEASURING OUR PERFORMANCE	55
PRIORITIES	29	FINANCIAL STATEMENTS – MUNICIPAL	56
SERVICE DELIVERY	29	FINANCIAL STATEMENTS – ALWYNDOR	62

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'm pleased to present the *Draft 2022–23 Annual Business Plan*, outlining our program and budget for the upcoming financial year.

I'm very proud of the way in which we have navigated the difficulties faced during the past two years of the global pandemic.

Our focus has been on the continued investment in our community and in projects that add to the vibrancy and appeal of this city we are so fortunate to call our home.

We have invested in improving our amenities, assets and facilities. Importantly we have invested in our services provided to and for the community, which has proven to be vital throughout the pandemic.

Knowing the importance of looking after our people, we will commit \$1 million in 2022–23 towards our community development programs, services and events which aim to promote interaction and minimise social isolation and disadvantage.

This includes home support and our community transport service as well as our community centres, which provide opportunities for people of all ages and abilities to meet, mix and build meaningful connections through sporting, recreational and cultural activities.

We will also fund a number of major projects in 2022–23 which support the vision and objectives outlined in our recently-adopted strategic plan, *Our Holdfast 2050+*. The three focus areas in the plan are wellbeing, sustainability and innovation.

Major projects for 2022–23 include:

- › Jetty Road Glenelg Masterplan
- › Seacliff Amenities Building and Beach Access Redevelopment – \$1 million grant funding received
- › Glenelg DDA-compliant Beach Access – funded in 2021–22
- › Brighton Beachfront Holiday Park Stage 2 – \$845,000
- › Kingston Park Kiosk – funded in 2021–22

- › Glenelg Oval Masterplan Stages 3 and 4 – \$967,000 including grant funding (confirmed).

We are continuing our water sensitive urban design projects, remediating our three gullies and maintaining the city's prized beaches. In this coming financial year, we will continue to fund projects which improve our resilience to climate change, and form part of our wider five-year *Environment Strategy*.

We have already taken ownership of our first electric vehicle which fittingly is being used by our Environment team and have installed more than 100 solar panels on our council buildings.

In 2022–23, there will be \$1,200,000 allocated towards stormwater infrastructure in line with our *Stormwater Management Plan*.

There is \$3.63 million in the budget to allow work to continue on the renewal and upgrades of roads and kerbs, including DDA-compliant footpath ramps across the city.

With our state and national borders now open for travel, our focus on attracting tourists and holiday-makers to our city and major retail and entertainment precincts will be a priority.

This should provide a better level of certainty for our local small businesses. We will continue to support our business community in this evolving environment through our economic activation plan and tourism recovery plan.

For the purposes of this *Draft Annual Business Plan*, the provisional rate increase will be 3.2% for residential property owners. This equates to a \$52 increase for the year based on the average property value in Holdfast Bay.

I look forward to your feedback on our draft plan.



Amanda Wilson

Mayor
City of Holdfast Bay



OUR VISION

Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city.

Our Holdfast 2050+

To achieve this vision we have identified three focus areas:



WELLBEING

Good health and economic success in an environment and a community that supports wellbeing.



SUSTAINABILITY

A city, economy and community that is resilient and sustainable.



INNOVATION

A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.



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. Wituwaringga 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 close to 38,000 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



37,784

52.4% females
47.6% males

MEDIAN AGE



46

VEHICLE USAGE

Private car is the most common travel method for journeys to work (80%). Public transport accounts for 8.5% and active travel (walking and cycling) 5%



SNAPSHOT



HIGH

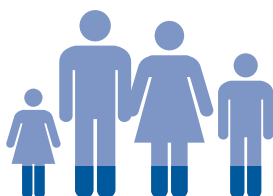
- Average Income
- Education
- Housing Mortgages



LOW

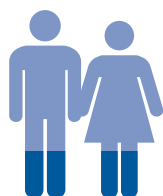
- Unemployment

HOUSEHOLD TYPES



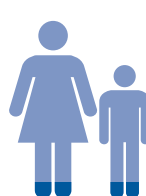
Couples with children

22%



Couples without children

27%



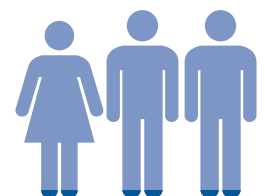
One parent families

8%



Lone person households

33%



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

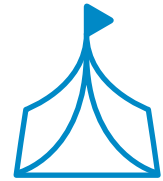


ECONOMY



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



Overall rating of Holdfast Bay as a place to live



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



HIGHLIGHTS

Major projects

In 2022–23, council will fund and undertake a number of major projects to support the vision and objectives outlined in its strategic plan, *Our Holdfast 2050+*.

These include:

Jetty Road Glenelg Masterplan – \$450,000

Construction of the first stage of the Jetty Road Masterplan was completed in 2021 with a \$3.6 million upgrade of Chapel St and Hindmarsh Lane.

Planning has now commenced towards the final design of the masterplan to continue the transformation of Jetty Road, Glenelg.

Seacliff Amenities Building and Beach Access Redevelopment (\$1 million grant funding received)

A new amenities building at Seacliff Beach, with continuous widened footpaths around the area, providing more circulation space to improve access to the amenities area and beach.

Kingston Park Kiosk

Funded in 2021–22 for delivery in 2022–23

The Kingston Park kiosk is used by residents, caravan park customers and coastal pathway users. This project includes the design and construction of a new kiosk at Kingston Park near the Brighton Caravan Park to replace the existing kiosk which is past its end of life. This facility will be sensitive to its location and use construction materials suitable for coastal locations.

Glenelg Oval Masterplan – Stages 3 and 4 – \$967,000 including grant funding (confirmed)

In 2022 we will install a new scoreboard, re-locate cricket nets and associated infrastructure, improve spectator amenities and undertake consultation and design for the upgrade of Margaret Messenger Reserve.

Brighton Beachfront Holiday Park – Stage Two – \$845,000

As a key, income-generating council business, the Brighton Caravan Park helps to alleviate the rate burden on residents and private businesses. However, its infrastructure is rapidly aging, compromising the future commercial success of the park. Council will replace timeworn facilities with new sites, cabins and administration buildings. This will create stronger visitor appeal, grow the commercial revenue of the caravan park and enhance the city's tourism activities.

Glenelg DDA Beach Access

Funded in 2021–22 for delivery in 2022–23

Council will construct a DDA compliant ramp, beach matting and invest in beach wheelchairs for Glenelg beach and ocean to work towards accessibility for all.





FINANCIAL OVERVIEW

Projections for the 2022–23 financial year indicate that council will be working with:

- › A consolidated operating surplus of \$425,217 (Alwyndor deficit of \$82,477) and municipal operation surplus of \$507,694.
- › A consolidated operating income of \$79.1 million to cover consolidated operating expenditure of \$78.7 million.

In the 2022–23 financial year we will invest \$53.98 million in municipal operations to provide services, implement programs and build and maintain essential assets.

Our main areas of investment include:

- › \$38.57 million to provide services to our community
- › \$8.88 million to maintain community assets
- › \$6.29 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



2022–23 MUNICIPAL OPERATING REVENUE \$50.18 MILLION

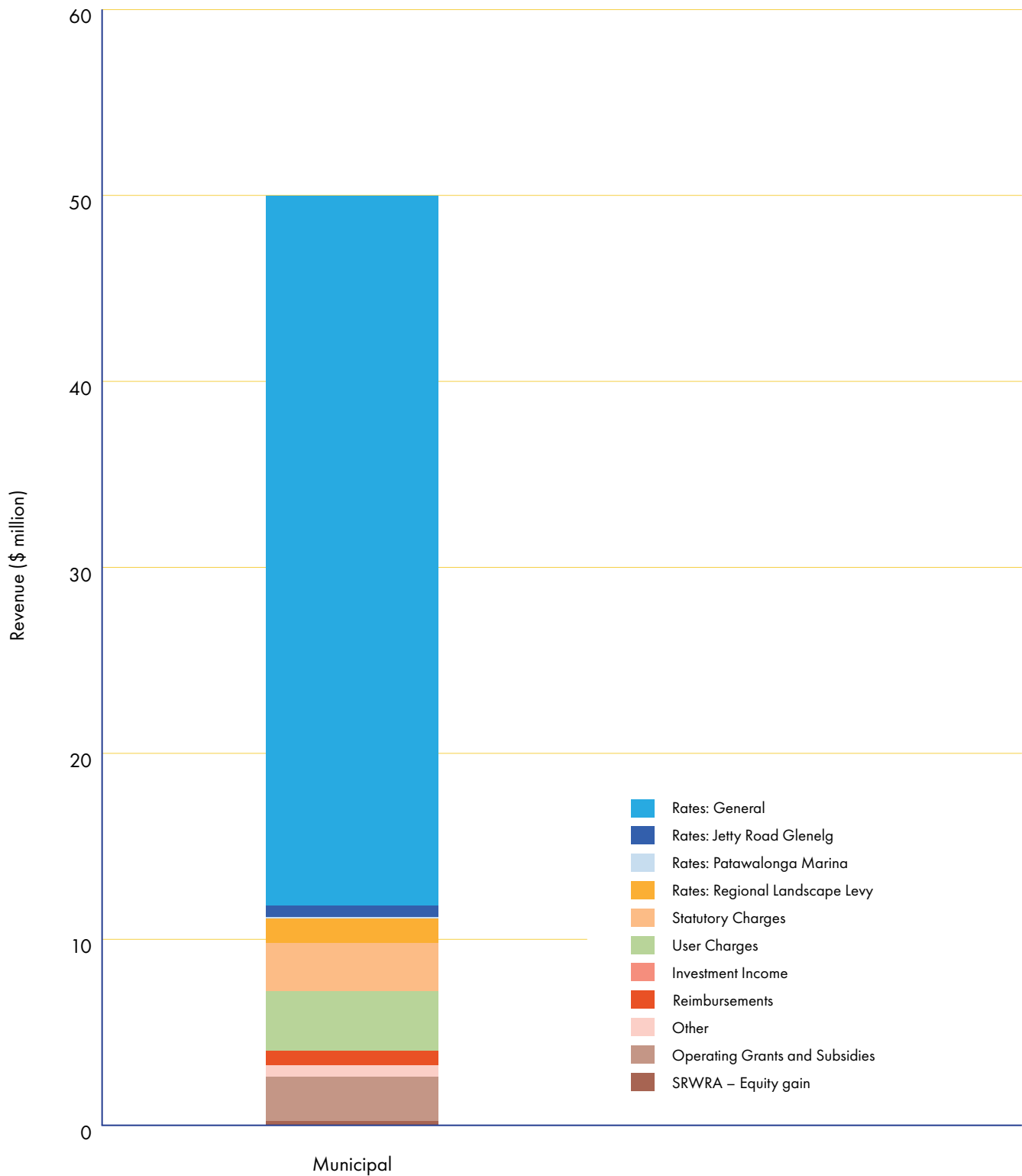
Council receive \$50.18 million (excluding Alwyndor) to provide services and infrastructure to the community.

MUNICIPAL OPERATING REVENUE

Rate Revenue	Million
Rates: General	\$38.35
Rates: Jetty Road Glenelg	\$0.62
Rates: Patawalonga Marina	\$0.08
Rates: Regional Landscape Levy ²	\$1.35
Total Rate Revenue	\$40.39
Operational Revenue	
Statutory Charges	\$2.58
User Charges (including but not limited to revenue from commercial operations)	\$3.19
Investment Income	\$0.02
Reimbursements	\$0.75
Other	\$0.65
Total Operational Revenue	\$7.19
External Revenue	
Operating Grants and Subsidies	\$2.38
SRWRA – Equity gain	\$0.22
Total External Revenue	\$2.60
TOTAL MUNICIPAL REVENUE	\$50.18

-
2. 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.

2022-23 MUNICIPAL OPERATING REVENUE



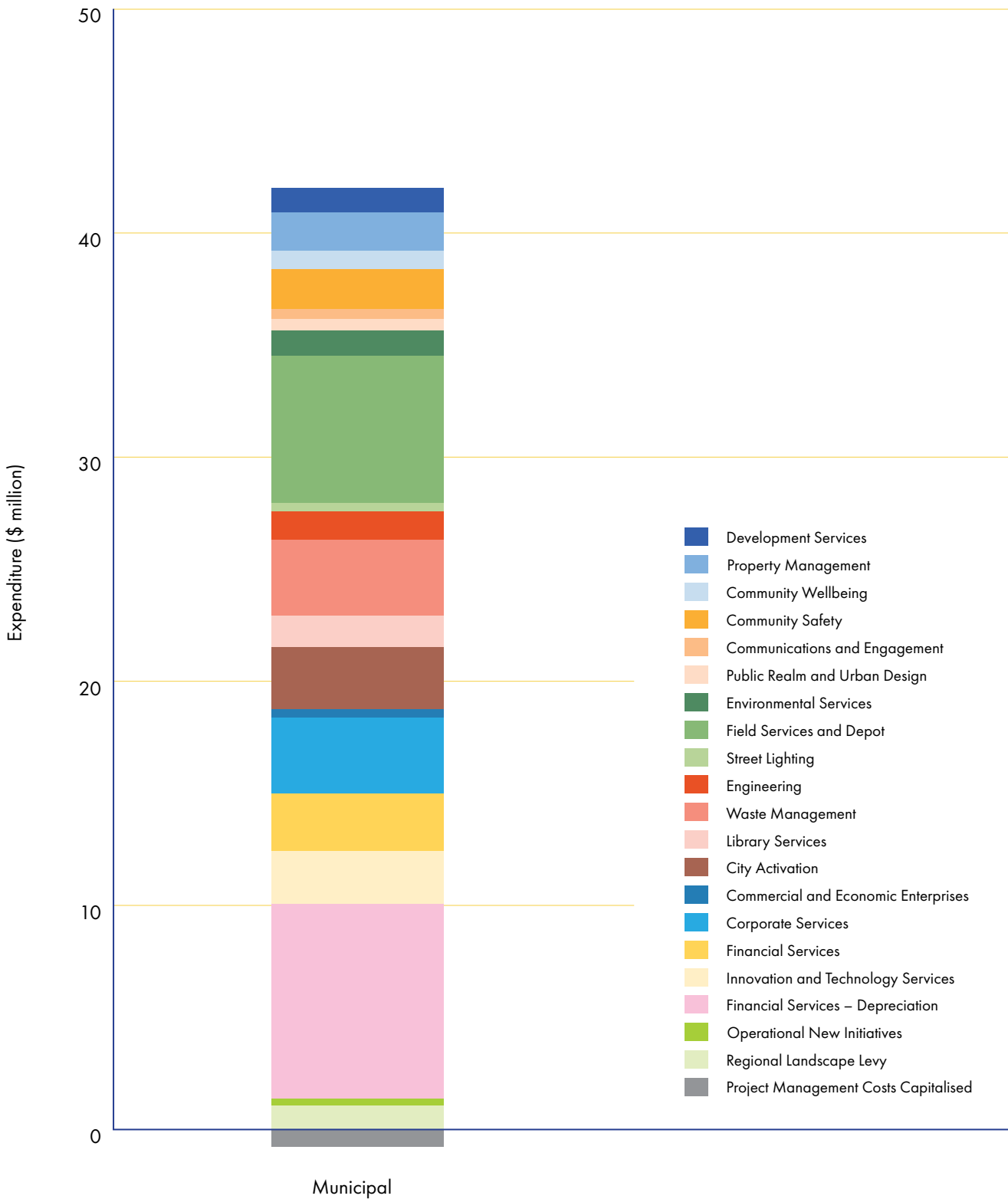
2022–23 MUNICIPAL OPERATIONAL EXPENDITURE \$49.68 MILLION

Council will spend \$49.68 million (excluding Alwyndor) to deliver services to the community.

MUNICIPAL OPERATIONAL EXPENDITURE

Services	Million
Development Services	\$1.30
Property Management	\$2.04
Community Wellbeing	\$1.01
Community Safety	\$2.12
Communications and Engagement	\$0.56
Public Realm and Urban Design	\$0.59
Environmental Services	\$1.36
Field Services and Depot	\$7.93
Street Lighting	\$0.44
Engineering	\$1.56
Waste Management	\$4.07
Library Services	\$1.69
City Activation	\$3.33
Commercial and Economic Enterprises	\$0.45
Corporate Services	\$4.10
Financial Services	\$3.06
Innovation and Technology Services	\$2.87
Total expenditure on services	\$38.48
Other Operational Expenditure	
Financial Services-Depreciation	\$10.47
Operational New Initiatives	\$0.35
Regional Landscape Levy	\$1.32
Project Management Costs Capitalised	(\$0.94)
Total expenditure on other operational	\$11.20
Total municipal operational expenditure	\$49.68

2022–23 MUNICIPAL OPERATIONAL EXPENDITURE



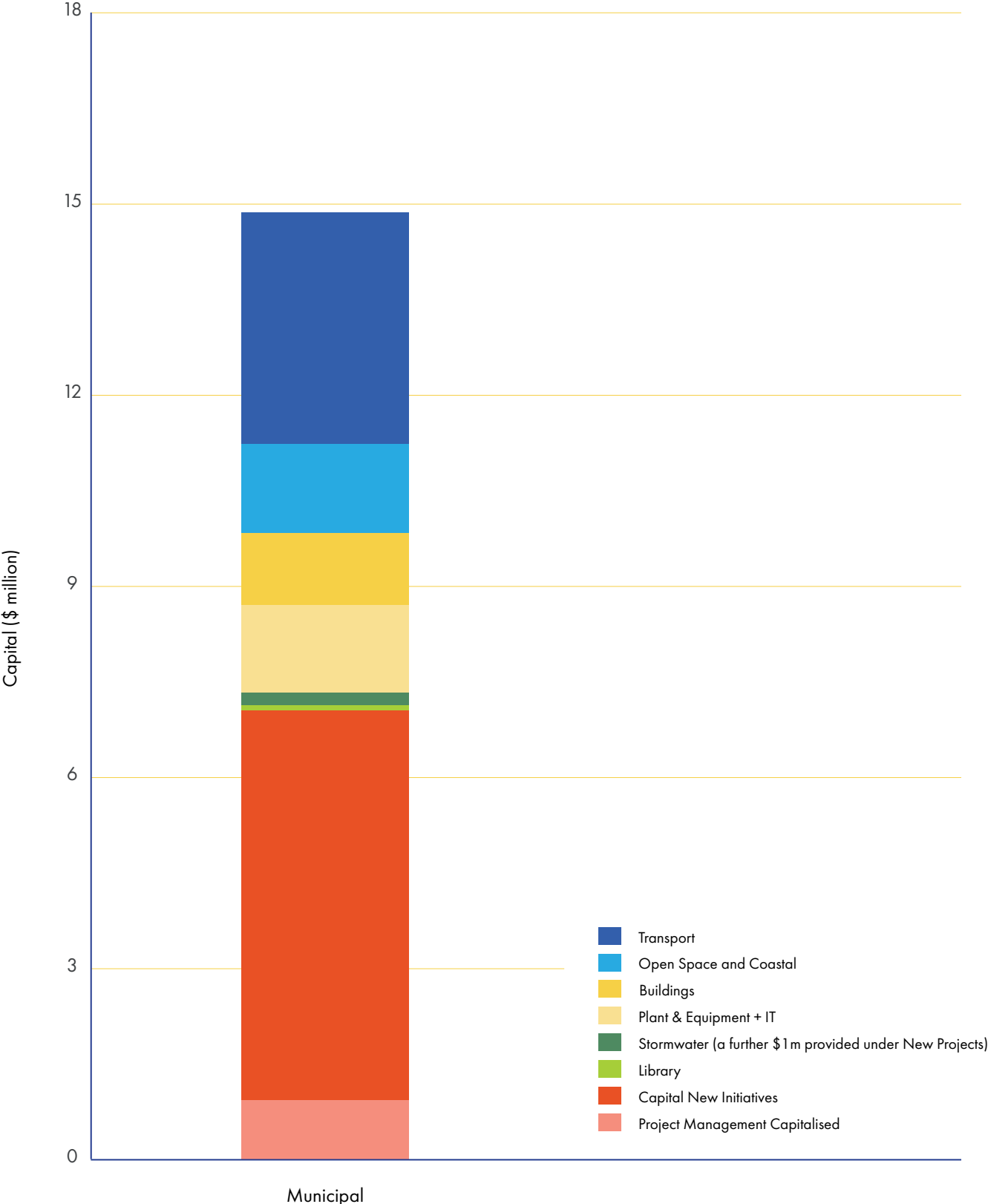
2022–23 MUNICIPAL CAPITAL PROGRAM \$14.93 MILLION

Council will spend \$14.93 million (excluding Alwyndor) on a capital program to update and maintain community assets in 2022–23.

MUNICIPAL CAPITAL PROGRAM

	Million
Transport	\$3.63
Open Space and Coastal	\$1.34
Buildings	\$1.30
Plant & Equipment + IT	\$1.37
Stormwater (a further \$1 m provided under New Initiatives)	\$0.20
Library	\$0.09
Capital New Initiatives	\$5.94
Project Management Capitalised	\$0.94
TOTAL MUNICIPAL CAPITAL EXPENDITURE	\$14.81

2022-23 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 we can continue to deliver our high-priority programs including service delivery and the renewal and replacement of our assets.

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 *2022–23 Annual Business Plan*.

Economic Impacts

For the 2022–23 financial year there are a number of interconnected elements that will impact the local economy, as well as the economic environment that the council operates within. These include the ongoing economic impact of COVID-19, inflation, and the Federal, State and local elections.

COVID-19

Despite ongoing mutations, vaccine booster rates are likely to build to such a rate that lockdowns will not be lengthy or large scale; COVID-19 treatments are likely to enter the market at a greater rate of supply and efficacy; and tourism, migration and student levels will begin to return to pre pandemic levels towards 2023 or 2024.³

Hence the domestic trade environment should, slowly, begin to look, in some way, similar to a pre-pandemic environment. This should provide a better level of certainty for our local small businesses. We will continue to support our business community in this evolving environment through our *Economic Activation Plan* and *Tourism Recovery Plan*.

Economic Instability

During 2021 Australia recorded its strongest economic growth since 2007.

The 2021 growth has also provided a low unemployment rate, similarly, the lowest since 2008.

Australia's 2021 growth, however, was fuelled considerably by growth in Government spending.⁴ Though there was a spike in growth for both India and China, and indeed, the world economy through 2021; by the end of 2021, China and India's growth had fallen back to pandemic levels. Australian economic growth through 2022–23 is unlikely to be natural resources led.

Federal, State and local elections

Whilst an election during a pandemic in Australia has not occurred for 100 years it is rare for three levels of government to hold elections in one State in the same year. A significant contributor to current economic growth (and its resultant employment rates) has been driven by Government spending. The economic policies of the new governments will have a major impact on the economic environment of our community.

Environmental Sustainability

Council is taking steps to protect the natural environment, focusing on biodiversity and protecting our unique coastal environs. In response to climate change, 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 our three gullies and maintaining the City's prized beaches. In this financial year, council continues implementation of its *Environment Strategy* to improve our resilience to climate change.

3. Deloitte Access Economics 17 January 2022

4. RBA Chart Pack Jan 2022

Waste Management

In November 2021 the Southern Materials Recovery Facility (SMRF) opened. The facility is able to process 60,000 tonnes of yellow bin recyclables every year. It is Australia's first major materials recycling facility designed to meet the Council of Australian Government's Export Ban requirements, to facilitate the processing and reuse of waste in Australia rather than being shipped overseas.

Located in Seaford Heights, the SMRF is a joint initiative of Australian recycling and resource recovery specialist Re.Group and the Southern Region Waste Recycling Authority (SRWRA), which is a joint subsidiary of three South Australian Councils – City of Holdfast Bay, City of Marion and City of Onkaparinga.

Meanwhile, in our ongoing efforts to divert waste from landfill, our food organics garden organics (FOGO) trial continues. Over 800 households in the pilot zones have registered to participate in the program which introduces weekly FOGO bin collection and fortnightly general waste (landfill) collections. Audits within the pilot areas indicate that the diversion rate has increased from 58% to 76%.

In addition to reducing waste sent to landfill, placing all your food and garden waste in the green FOGO bin provides our South Australian food growers with nutrient-rich soil, supports jobs in the circular economy and reduces greenhouse gas emissions.

In 2021 South Australia became the first state to ban single use straws and cutlery. In March of this year, expanded polystyrene cups, bowls, plates and containers were banned, as were oxo-degradable plastic products.



The State Government is currently reviewing the Container Deposit Scheme, considering 10 cent refunds for wine bottles. Presently, glass comprises around 9 percent per weight of an average South Australian recycling bin. In the pursuit of a circular economy, our strong local wine industry can support high recycling rates.

Emerging issues in waste management include the growth in textile waste associated with "fast fashion" and a lack of recycling options. Per capita average, each person disposes of 27kg of textiles per year, with only 15% of textiles diverted from landfill.

Likewise, electronic waste (e-waste) levels have surged to around 27 million tonnes in 2021, an additional 2 million tonnes on 2020. Only about 17% of e-waste is effectively recycled. It cannot be effectively processed via household bins and must be dropped into a specialist e-waste station.

THE 2022–23 OPERATING ENVIRONMENT

Operating Costs

The cost of living for Australian households, measured by the Consumer Price Index (CPI), has increased at the strongest rate since 2014, primarily driven by fuel prices, dwelling construction costs, supply constraints and flow on impacts across sectors. Over the 12 months to December 2021 Adelaide CPI rose 3.3% and 3.5% nationally. At a local government level, where the basket of goods is measured in Local Government Price Index (LGPI), the impact has been amplified due to a strong reliance on fuel, supply constraints on materials and construction trades to deliver renewal and maintenance works. Mindful of LGPI driven increases to the cost of delivering our ongoing services, Council has put together a prudent budget. This plan minimises the rate increase whilst meeting new legislative requirements and continuing to provide the high level of service our community expects.

The forecast LGPI for 2022–23 is 4 per cent. For the purposes of this *Draft Annual Business Plan*, however, the rates have been raised provisionally by 3.2 per cent. in line with the September LGPI. Council will endeavour to manage the increasing costs of service delivery through 2022–23 within the provisional rates increase whilst continuing to deliver the high quality services and amenities our community is accustomed to.

With the completion of several major new projects, depreciation on new assets has increased by \$725,000. This increase in depreciation is counterbalanced by the benefits that new and improved facilities provide to the community.

Construction delivery

The surge in government spending for major projects and housing redevelopment, combined with material supply issues, has increased the costs and reduced availability for the completion of building and road works.

Housing Industry

Growth in the housing industry outperformed expectations in 2021–22, with a seven percent increase compared with the previous twelve months. Whilst further growth is expected in the first half of 2022–23, anticipated interest rate rises combined with building material supply shortages are expected to keep the overall rate of growth to around three percent due to residual factors including ongoing federal government stimulus measures.

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.

Local Government Reforms

The *Statutes Amendment (Local Government Review) Act 2021* (Review Act) was proclaimed for commencement in September 2021. The Review Act introduced sweeping changes to local government elections and operations. The reforms are being introduced progressively, with further clarity about the specifics been provided through amendments to regulations as foreshadowed in the Review Act.



The reforms include a new conduct management framework for council members, provisions for independent advice to councils on a range of financial and governance matters, a more contemporary approach to public consultation, and a range of improvements aimed at improving transparency and efficiency.

Some of these amendments directly affect this document. These are as follows:

› **Community Engagement**

Across the Review Act specific requirements for consultation for this plan have been removed. However the Act retains the requirement to send a summary of the business plan with the first rates notice of the financial year.

The Review Act refers instead to a requirement for any consultation, including that for the *Annual Business Plan* to be conducted in accordance with the Council's consultation policy. This policy is available to view on our website.

The Act removes the requirement for the provision of the opportunity for community members to provide representations on the plan to Council. Deputations to Council are available for any Council meeting by application.

› **Annual Business Plan amendments**

After the consultation Council reviews the business plan prior to adoption. An explanation of significant changes made between the draft and adopted business plan must be provided in the published adopted plan.

There is also a new requirement for the document to include a comparison between proposed rates and revenue and previous years.

› **Funding**

The amendment provides clarity around the endorsement of borrowings, albeit this amount is already included in the financial statements that are endorsed by Council.

› **Timing**

The plan must now be adopted by 15 August, where before it was 31 August. The Council has, traditionally, made every endeavour to adopt its annual business plan prior to 30 June.

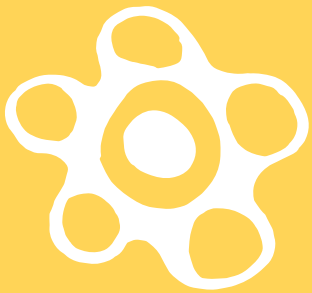
› **Style and Structure**

The amendment provides scope for the regulations to prescribe how the plan is presented (style, location and emphasis on matters) as well as the description/ explanation of matters in the plan. The Regulations have not been released as yet.

External Funding sources

Council's 2022–23 budget relies heavily on property rate revenue, forecasting rates to comprise 80.4 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 leases, off-street car parking fees, income from the Brighton Beachfront Holiday Park and Partridge House and grant funding from the Federal Government and State Government.

ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY



ALWYNDOR AGED CARE

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 child, cared for her parents at Alwyndor until they died in 1942 and then converted Alwyndor into a convalescent and rest home for returning World War II servicemen and the aged. Dorothy married widower Stephen Cheater who created a beautiful garden for her at Alwyndor. In 1976 the then Brighton Council bought part of the landholding to build a hostel, nursing home and rehabilitation centre. Dorothy later donated the remaining land in the creation of the Dorothy Cheater Trust. The Trust binds the council (or others) to the ongoing provision of aged care accommodation and services in perpetuity on the parcel of land. As one of South Australia's few remaining local government-owned aged care facilities, it is proudly regarded by council as an important part of what local government can do for its community.

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.

AGED CARE INDUSTRY TRANSFORMATION

Aged Care industry transformation is ongoing in 2022–23. The implementation of Royal Commission into Aged Care, Quality and Safety following the Australian Government response and acceptance of 124 of the recommendations has influenced the development of our 2022–23 draft budget. This includes preparedness for reform of residential care funding, support at home service model reform and increased compliance and reporting will all impact during the year.

SERVICE DELIVERY

Alwyndor Aged Care – \$29.05 million

Alwyndor provides integrated service offerings for all ages – providing a continuum of care in an inclusive and vibrant community.

Alwyndor provides 144 residential care beds for permanent, respite and transitional care. Residential services include a café, hairdresser and gym, as well as access to podiatry, speech therapy, physiotherapy and dental services. A day respite service commenced in April 2020.

The Alwyndor community connections team works with people in their own homes, offering a suite of services including gardening, maintenance, cleaning, shopping and laundry through to complex personal and clinical care:

- › 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.

In 2022–23 we will also:

- › Implement the Tovertafel interactive activity table designed to promote social, cognitive, and physical stimulation especially for residents with dementia
- › Continue environmental initiatives to minimise our carbon emissions over the next 5 years
- › Implement a *Client Portal* for community services offerings—this will give our clients and families real time visibility of their services
- › Commence outdoor gym groups and one:one training sessions on our new outdoor gym in the residential gardens
- › Implement self-check in and scanning at reception
- › Introduce a new and improved service model for catering in residential, this will include upgraded kitchenettes and new contemporary menus, all managed by our own staff in our own kitchen.

Alwyndor Asset Renewal and Replacement – \$0.44 million

Alwyndor will allocate \$0.44 million to fund asset renewal and replacement works, including plant and equipment replacement.



WELLBEING

Good health and economic success in an environment and a community that supports wellbeing.

OBJECTIVES: 2020 – 2030

- › Apply the principles of universal design and social inclusion to all Council activities
- › Assist the city's mainstreet precincts in becoming dementia-friendly
- › Increase participation rates in community engagements across all age groups, particularly under-represented demographics such as children and young people by using methods that are appealing and appropriate
- › Support businesses to operate in mixed use neighbourhoods to improve local access to goods and services and reduce supply transport distances
- › Establish community hubs that integrate community support, recreational, and commercial services in multi-purposes spaces that include frequently excluded demographics such as children and young people, people with disabilities, Aboriginal and Torres Strait Island people and people from culturally and linguistically diverse backgrounds

MEASURES

- All project plans and policies address universal design and social inclusion
- The number of businesses recognised as dementia-friendly increases year on year
- The number of participants in formal engagements increases year on year
- The proportion of mixed-use developments increases
- Utilisation of council owned buildings increases



ACHIEVEMENTS

In 2021–22, we delivered many projects that build good health and economic success in an environment and a community that supports wellbeing. Some of these include:

- › Commencing the Glenelg Oval redevelopment stage 3 and 4 (Year 1 of 3)
- › Undertaking reserve improvements program for north east Brighton
- › Maintaining our open spaces, playgrounds and community buildings
- › Completing the construction of the Chapel Street Plaza and Hindmarsh Lane redevelopment as part of the Jetty Road Glenelg and Environs Masterplan.

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

PRIORITIES

In 2022–23, council will continue to deliver projects that build good health and economic success in an environment and a community that supports wellbeing. Some of these include:

- › Continuing the construction of Stages 3 and 4 of the Glenelg Oval Masterplan
- › Providing access to Glenelg Beach and ocean with an accessible ramp, mat and beach wheelchairs
- › Constructing a new amenities building at Seacliff and improving access to the beach and surrounds.

SERVICE DELIVERY (excluding Alwyndor)

Development Services – \$1.3 million

Council's development assessment, development advice and building compliance services work to recognise opportunities while protecting the character and amenity of our suburbs. In 2020–21, we processed 1,063 development applications and approved 205 new dwellings with a construction value of \$131 million.

Council will continue with a grant scheme to support the conservation of our City's heritage premises and the character of our retail precincts. Aimed at encouraging people who own heritage listed and retail precinct properties to invest in maintaining, restoring, and preserving them, the grants replaced a previous rates rebate for heritage listed properties.

Property Management – \$2.04 million

We will manage and maintain community assets and infrastructure in an environmentally and financially sustainable way. This includes maintaining our community and civic buildings and CCTV, signage.

Community Wellbeing – \$1.01 million

Council 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.

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:

- › Community development programs, including youth programs, community gardens and community and youth sponsorship grants
- › Volunteer services
- › Community centres, including the Holdfast Bay Community Centre, Glenelg Community Centre, Glenelg North Community Centre, Brighton Community Centre and Partridge House.

Community Safety – \$2.12 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.

Communications and Engagement – \$0.56 million

We are committed to clear and open communication with our community. We provide many ways for people to get in contact, including telephone, mail, email, social media and via our websites and the my holdfast app. People can directly engage with Council staff at the Brighton Civic Centre and in our libraries. Information is provided on our website (holdfast.sa.gov.au) and through a range of Council publications. Council's quarterly magazine, *Our Place*, features the latest Council news, project updates and upcoming events. It is distributed to all ratepayers with a digital copy shared via social media and emailed to subscribers.





CAPITAL PROJECTS

Council replaces assets that are at the end of life, undertakes maintenance to extend assets and also builds new assets for the community.

Open Space and Coastal Renewal – \$1.4 million

A broad program of renewal works is planned for the city's reserves and playgrounds including Paringa Park Reserve, Fordham Reserve, and Dover Square. We will also replace seating, pathways, irrigation, signage in various locations across the City and undertake important works at the Patawalonga Lock.

Community Buildings – \$364,047

In 2022–23 Council will undertake repairs and maintenance at the Holdfast Bay Bowling Club, Broadway Kiosk, Glenelg Town Hall, Helmsdale Tennis Clubrooms, Glenelg Foreshore Toilets, Seacliff Youth Centre, Brighton Table Tennis, Bowker St Clubrooms, Glenelg Rotunda, Somerton Bowls Club.

NEW PROJECTS

Glenelg Oval Masterplan Stages 3 and 4 – \$967,000 including grant funding

In 2022 we will install a new scoreboard, re-locate cricket nets and associated infrastructure, improve spectator amenity and undertake consultation and design for the upgrade of Margaret Messenger Reserve.

Jetty Road Glenelg Masterplan – \$450,000

Construction of the first stage of the Jetty Road Masterplan was completed in 2021 with a \$3.6 million upgrade of Chapel St and Hindmarsh Lane.

Planning has now commenced towards the final design of the masterplan to continue the transformation of Jetty Road, Glenelg.

Glenelg DDA Beach Access

Funded in 2021–22 for delivery in 2022–23

Council will construct a DDA compliant ramp, beach matting and invest in beach wheelchairs for Glenelg beach and ocean to work towards accessibility for all.

Seacliff Amenities Building and Beach Access Redevelopment (\$1 million grant funding received)

A new amenities building at Seacliff Beach, with continuous widened footpaths around the area, providing more circulation space to improve access to the amenities area and beach.

Audit of beach showers and taps – \$15,000

Undertake an audit of the showers and taps at the beach access points along the Esplanade. The audit will determine if showers are practicable at more access points along the Esplanade.

Helmsdale Tennis Courts – \$15,000

Resurfacing of the two Northern Courts, with a financial contribution from the Club.

Paringa Play space – \$50,000

An upgrade of the play space.



To receive updates
or to share your views on
major projects register at
yourholdfast.com



SUSTAINABILITY

A city, economy and community that is resilient and sustainable.

OBJECTIVES: 2020 – 2030

- › Become a carbon-neutral council by 2030
- › Prioritise sustainable and active transport (such as walking and cycling) across the city, including by reclaiming streets for play and nature and improving walkability to support healthy ageing
- › Support the creation of safer places by improving the public realm and collaborating with transport providers to increase transport options
- › Support mixed use neighbourhood development while honouring heritage values to encourage walking and cycling and support healthy ageing
- › Encourage more community gardening, including biodiversity sensitive urban design, in public spaces, applying the long-held knowledge of Kurna people as well as innovation

MEASURES

- Emissions from Council operations decrease each year or are offset
- Number of kilometres of street prioritised for active transport increases, measured every five years
- Programs supporting community safety are developed and implemented
- Walkability score increases in all Holdfast Bay suburbs, measured using a 'citizen science' approach every three years
- Number of community gardening spaces increases each year



ACHIEVEMENTS

In 2021–22, council delivered projects and services that supported the goal of developing a city, economy and community that is resilient and sustainable.

Activities included:

- › *Environment Strategy* implementation:
 - » Undertaking a street tree audit (Year 1 of 2)
 - » Development of a *Carbon Neutral Plan* and climate governance risk assessment
 - » Implementing the Gullies Masterplans
 - » Weekly Food Organics Green Organics (FOGO) pilot – Phase 2
 - » Continuing to implement stormwater management activities
- › Continuing to repair and replace the City's roads, footpaths and kerbs in accordance with our *Asset Management Plan*
- › Accelerating our bus stop and kerb ramp improvement program in accordance with *Disability Discrimination Act* (DDA) standards
- › Developing a concept design for the Seacliff Amenities Building and Beach Access Redevelopment
- › Continuing the Brighton Beachfront Holiday Park upgrade.

SERVICE DELIVERY

Public Realm and Urban Design – \$0.59 million

Council is committed to developing and maintaining high quality urban and open spaces through public realm and open space master planning, project management and delivery including:

- › Sports and recreation facility planning and activation
- › Playspace renewals and redevelopments including planning and consultation
- › Urban design projects such as main street master planning and project delivery
- › Securing grant funding for major projects through State and Federal Government grant programs
- › Sport and Recreation club development.

Environmental Services – \$1.36 million

Council's *Environment Strategy 2020–25* is a detailed roadmap of initiatives, which will guide our decision making until 2025 and beyond. The strategy incorporates five themes:

- 1. Climate change**
- 2. Managing our coast**
- 3. Managing our biodiversity & protecting our trees**
- 4. Sustainable resources**
- 5. Working together**

A number of projects and initiatives from the *Environment Strategy* are included in this *Annual Business Plan* as detailed in New Projects.

Field Services – \$7.93 million

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

We will achieve this by:

- › Managing our open spaces and reserves
- › Planning and implementing environmental management programs
- › Planting and caring for trees in our streets and reserves
- › Cleaning and maintaining our streets and foreshore
- › Maintaining the North Brighton and St Jude's cemeteries
- › Providing well-planned and well-maintained street lighting
- › Managing and maintaining our coastal zones and foreshore
- › Maintaining gross pollutant traps to ensure that pollutants do not enter our waterways.

Street Lighting – \$0.44 million

Council partners with SA Power Networks to deliver street lighting for our community. Over the past 3 years Council has been replacing the 2,550 street lights with energy efficient LED lights across the City of Holdfast Bay.

The new lights being installed are up to 82% more energy efficient than existing mercury vapour lamps, require less maintenance and generate a warm to white light similar to existing lighting (around 4,000 Kelvin).

LED lighting is a much improved light than the old technology and the changeover will lower councils' greenhouse gas emissions by approximately 517 tonnes a year.

The removed old street lights will be recycled responsibly to prevent heavy metals (i.e. mercury) and other hazardous substances entering landfill.

Engineering – \$1.56 million

Council is committed to a high level of amenity and safety with our street, footpath and kerb renewal and maintenance program. We continue to work with the Stormwater Management Authority in the development and implementation of a stormwater management plan. Our team monitors and assesses and treats the evolving traffic management issues in our City.

Waste management – \$4.07 million

Council partners with the cities of Marion and 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 compostable 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 \$533,000

Flood Management – \$200,000

Renewal of the city's stormwater drainage to protect against flooding. In 2022–23, we have allocated \$200,000 to renew stormwater infrastructure in line with our *Asset Management Plan*. Major stormwater management projects are listed under new projects.

Roads – Including Kerb and Water Table Reconstruction – \$3.63 million

Council's *Asset Management Plan* allows for the systematic repair and replacement of the city's streets, kerbs and water table. In 2022–23, we have allocated \$3.63 million to renew and upgrade roads and kerbs.



NEW PROJECTS

Stormwater Upgrades – \$1,000,000

In 2014, the City of Holdfast Bay partnered with the City of Marion to develop a stormwater management plan. The plan identified high-risk flooding areas together with strategies to improve water quality and reduce runoff to the marine environment. In 2022–23, council will investigate, design and build infrastructure identified as high priority to reduce major property flooding and minor nuisance flooding, thereby reducing risk to the community.

Brighton Beachfront Holiday Park Stage 2 – \$845,000

As a key, income-generating council business, the Brighton Beachfront Holiday Park helps to alleviate the rate burden on residents and private businesses. Its infrastructure is rapidly aging, compromising the future commercial success of the park. Council will replace timeworn facilities with new sites, cabins and administration buildings. This will create stronger visitor appeal, grow the commercial revenue of the caravan park and enhance the city's tourism activities.

Sturt River Linear Park – \$50,000

Concept development and engagement is being undertaken in 2021–22. In 2022–23 we will develop a detailed design to improve amenity and access.

Gully Masterplans – \$300,000

As important biodiversity sites for our City, we will continue to rejuvenate and improve access to our three gullies.

Depot cleaning compound – \$120,000

In order to continue to maintain a high standard of cleanliness in the popular Jetty Road Glenelg precinct, a compound to keep cleaning machines and implements close to Moseley Square will be constructed.

Accelerated Footpath Program – \$300,000

For the fourth consecutive year the Council is funding an accelerated program to ensure safety and amenity in our footpaths across the City.

CCTV network – \$60,000

This stage of the program will maintain exterior CCTV systems at council properties which include Brighton Civic, Brighton Libraries, Glenelg Town Hall and surrounds, Kauri Community, Glenelg Community Centres, Glenelg North Community Centre (Stage 1).

Wigley Reserve lighting – \$30,000

We will install lighting in Wigley Reserve to improve amenity.

Kingston Park Kiosk

Funded in 2021–22 for delivery in 2022–23

The Kingston Park Kiosk is used by residents, caravan park customers and coastal pathway users. This project includes the design and construction of a new kiosk at Kingston Park near the Brighton Beachfront Holiday Park to replace the existing kiosk which is past its end of life. This facility will be sensitive to its location and use construction materials suitable for coastal locations.

Urban Forest maintenance – \$40,000

Additional watering is required to ensure the ambitious program of tree planting across the City is successful.

Stormwater Data Collection (pit and pipe survey) – \$120,000

A significant amount of council's stormwater assets are buried, making it difficult to assess their condition. This three year project is for data collection to provide current and accurate stormwater asset inventory to inform asset decision making. Year 1 of 3 involves engaging a specialist to survey and collect data on council's pit and pipe network.

Resilient Asset Management Project (RAMP) – \$59,000

The City of Holdfast Bay is contributing to a multi-year collaborative project being undertaken by the four Resilient South councils (Holdfast Bay, Marion, Mitcham and Onkaparinga). The RAMP project is piloting the integration of climate risk data into our asset management processes to improve our ability to maintain service standards in the face of increased climate risk and identify opportunities to fund climate-resilient approaches.

Electric Vehicle Transition Plan – \$20,000

A priority action from council's *Environmental Strategy 2020–2025* and *Climate Neutral Plan* is to transition the Council fleet to low/zero net carbon. A detailed plan will be developed that provides a timeline and estimated costs to transition council's fleet to non-fossil fuel vehicles such as electric vehicles. The plan will also incorporate details and estimated costs of associated infrastructure required including charging stations and systems.

Gordon Street/Augusta Street Roundabout – \$45,000

Provision of landscaping for the Gordon Street/Augusta Street Roundabout.

Open Space/Greening Investigation for the Diagonal Road, Brighton Road, Oaklands Road triangle – \$20,000

With limited green space in this area of the City, and investigation will be undertaken to discover options for increasing green space with traditional and/or non-traditional solutions.

Greening the Brighton/Hove Rail Corridor – \$35,000

The Brighton/Hove Rail Corridor greening is a volunteer led project with Council in-kind support. Council will investigate the level of interest in forming a volunteer resident's group for the Brighton and Hove rail corridor area. Options for forming and supporting a potential group will be explored with interested residents. Support actions from council include assistance with initial vegetation removal and weed control and the provision of native plants.





INNOVATION

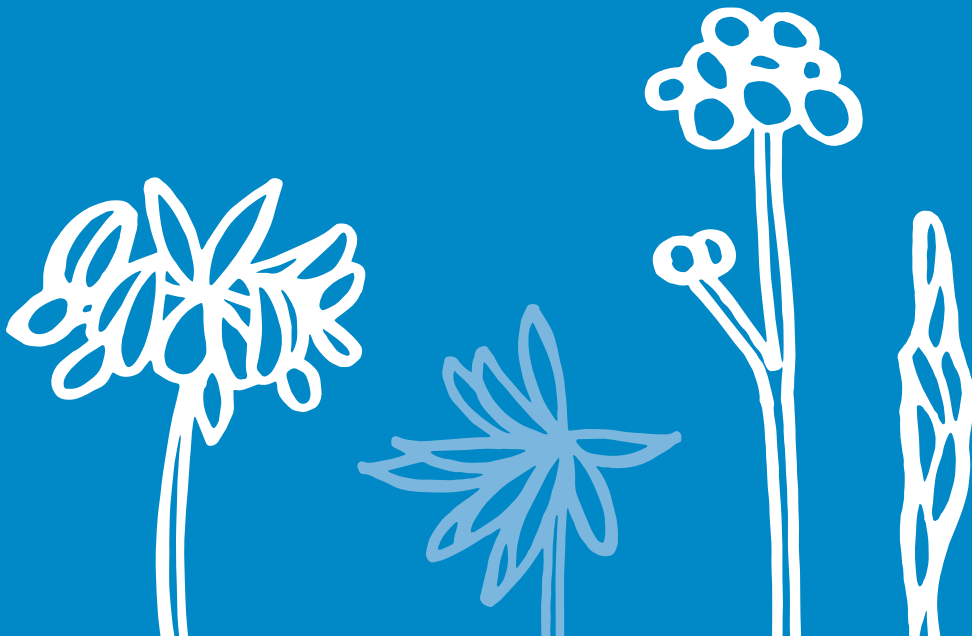
A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.

OBJECTIVES: 2020 – 2030

- › Facilitate growth in the number of home-based businesses where practical to reduce transit distances
- › Maximise the value of public buildings, including libraries, to support innovation by creating co-working spaces and technology/prototyping/maker spaces and hubs
- › Partner to establish an innovator/entrepreneur in residence program that includes local schools and encourages life-long learning across the population
- › Partner to develop a centre of excellence in hospice care and dying well
- › Partner to facilitate the provision of technology infrastructure to support creative and emerging industries, including mobility as a service, start-ups and other entrepreneurial activities

MEASURES

- The number of home-based businesses increases as reported via Census data
- Utilisation of Council buildings increases
- Program participation rates trend upwards
- Amount of support attracted is sufficient to establish a centre
- Number of start-ups, creative and technology-related businesses in the city increases



ACHIEVEMENTS

In 2021–22, council delivered projects and services that supported the goal of developing a thriving economy and community that values life-long education, research, creativity and entrepreneurialism. Activities included:

- › 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
- › Implementing the *Tourism Recovery Plan* to help regenerate the local tourism economy
- › Hosting events such as COVID-Safe requirements allow in order to attract attendees to the City
- › City of Holdfast Bay Enterprise Technology Roadmap Implementation
- › Continuing to implement our Enterprise Technology 2020–2023 Roadmap, which identifies projects to deliver people, process and technology improvements that enable the realisation of key business objectives for council
- › Undertaking a representation review, to consider council’s composition and the division of the council area into wards
- › A review of council’s strategic plan
- › Introduced click and collect library access for contactless pick up of library materials.

PRIORITIES

In 2022–23, we will continue 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:

- › Review and update our *Economic Development Plan* to ensure relevance to changing business conditions
- › Continuing the digital transformation program that will transform both the customer experience and our business processes
- › Hosting more than 250 events to attract attendees including: New Year’s Eve; street parties; off-peak and shoulder season activations; Christmas celebration; Moseley Beach Club; and the Mix 102.3 Giant Ferris wheel
- › Ensuring continued access to mentoring through the Southern Adelaide Business Advisory Service
- › Continuing to support and facilitate the Jetty Road Glenelg Mainstreet Committee
- › Implementing the *Tourism Recovery Plan* to help regenerate the local tourism economy
- › Supporting our community to reconnect and participate in community programs and events at our libraries to reach over 180,000 visits and engaging 9,000 participants in programs.

SERVICE DELIVERY

Library Services – \$1.69 million

The City of Holdfast Bay provides accessible and progressive library services that meet our community's informational and recreational reading needs while fostering a love of lifelong learning. In 2022–23, we will:

- › Continue to deliver events, programs, services and activities through our two branches at Brighton and Glenelg
- › Engage with the community to develop the *Future Libraries Strategy*.

City Activation – \$3.33 million

Ensuring a diverse and resilient local economy is a core pillar of council's strategic plan, *Our Place 2050+*.

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

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.

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

- › Supporting artists, creative industries and cultural production through implementation of the *Creative Holdfast Arts and Culture Strategy 2019–2024*
- › Engaging the public with local history and Kaurna heritage through a range of exhibitions and programs
- › 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 – \$0.45 million

Council operates a number of commercial enterprises and commercial leases to reduce reliance on non rates revenue. These include but are not limited to Brighton Beachfront Holiday Park and Partridge House.

Corporate Services – \$4.1 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
- › Strategy and Governance
- › Human resources
- › Risk management
- › Work health and safety
- › Elected member and CEO support.

Financial Services – \$3.06 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.



Innovation and Technology Services – \$2.87 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.

NEW PROJECTS

Business Transformation – \$750,000

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.

CAPITAL PROJECTS

Plant and Equipment Replacement – \$1.32 million

To meet our operational needs and enable the safe, effective delivery of services, we have allocated \$1.32 million to maintain and replace major plant and equipment.

Information Technology Equipment Replacement – \$56,454

An allocation of \$56,454 will be used to replace back-up infrastructure and continue our transition to a mobile workforce.

Library Collection and Improvements – \$85,340

In 2022–23, \$85,340 has been allocated to maintain our library collection to ensure that materials are current, accessible, and meet the community’s cultural and informational needs.



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 2022–23, council is proposing an extensive program of municipal services and projects. To achieve this, we expect to raise \$50.18 million in operating income and spend \$49.68 million in operating expenditure. 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 2022–23, 80 per cent of the revenue to fund municipal operations will come from rates.

Council has budgeted for a consolidated operating surplus of \$425,217 (Alwyndor deficit of \$82,477) and municipal operations surplus of \$507,694 in 2022–23, composed of a consolidated operating income of \$79.1 million to cover consolidated operating expenditure of \$78.7 million.

OUR FINANCIAL STATEMENTS

We have included a summary of our projected financial statements for the 2022–23 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 \$39.04 million (excluding the Landscape Levy) will be raised from rates in 2022–23.

Council owns infrastructure and assets (such as roads, drains, footpaths and buildings) with a current value of approximately \$372 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 2022–23 *Annual Business Plan* forecasts a projected borrowing requirement of \$2.96 million to fund 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.

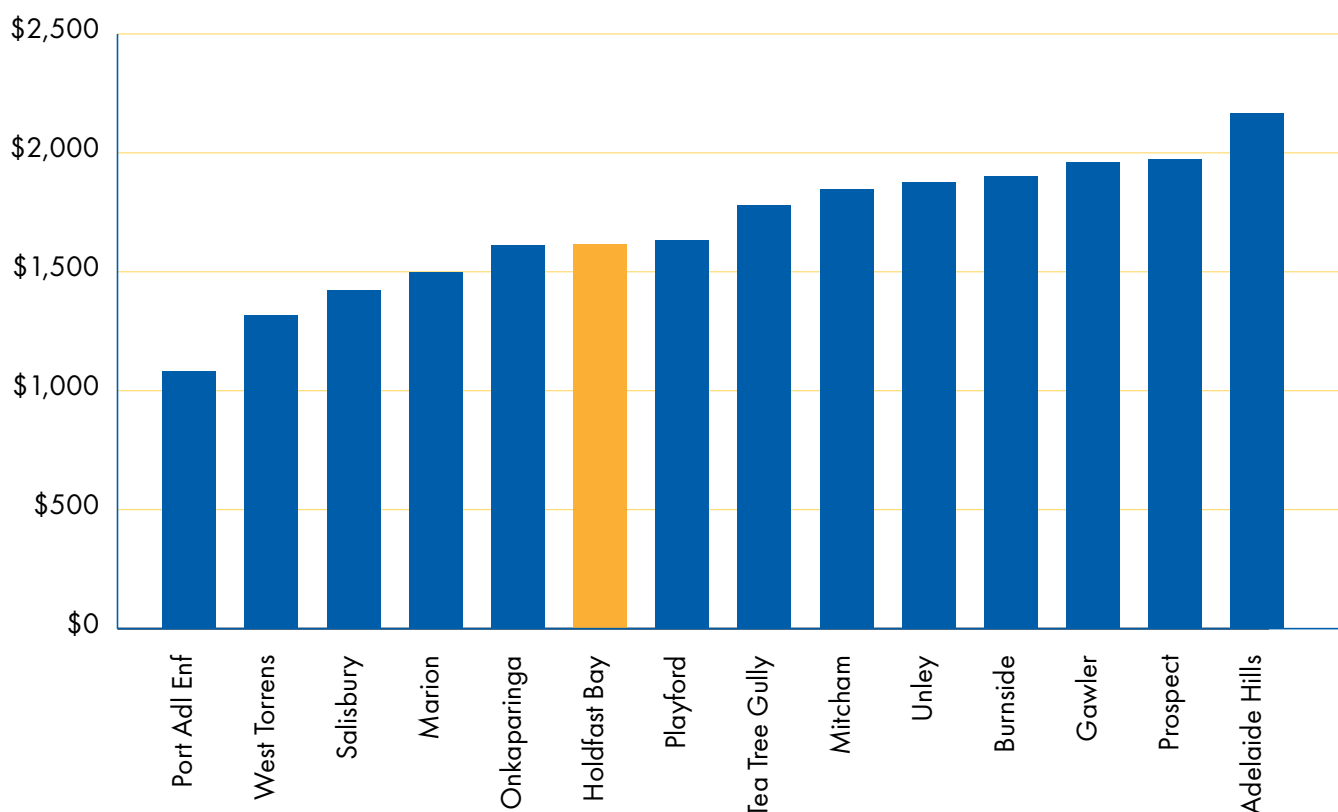
The amount of rates that property owners pay is determined by multiplying a property's value by the rate in the dollar.

For example, if the property value is \$500,000, and the rate in the dollar is 0.004474 cents, the rates payable will be \$1,224.

For 2022–23 the proposed revenue from rates is \$39,042,770 compared to \$37,722,630 for 2021–22. This is a 3.5% change in total proposed revenue from rates compared to previous year. This comprises the increase in rates plus new development.

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 2021–22 was \$1,617. This represented a rate of 0.002431 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.

2021–22 Average (mean) residential rate comparison (\$)



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. Property valuation modelling has yet to be provided. However, based on the average (mean) for residential property value for 2021–22, the rate increase for the average (mean) residential premises will be approximately \$52 or \$13 per quarter. This is \$1 per week.

The average (mean) increase for other land use categories is outlined below:

Land Use Category 2022–23 Increase

Commercial – Shop	\$105
Commercial – Office	\$73
Commercial – Other	\$111
Industry – Light	\$67
Industry – Other	\$88
Vacant Land	\$75
Other	\$116

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 June 2021, is available at the Brighton Civic Centre and can be downloaded at holdfast.sa.gov.au

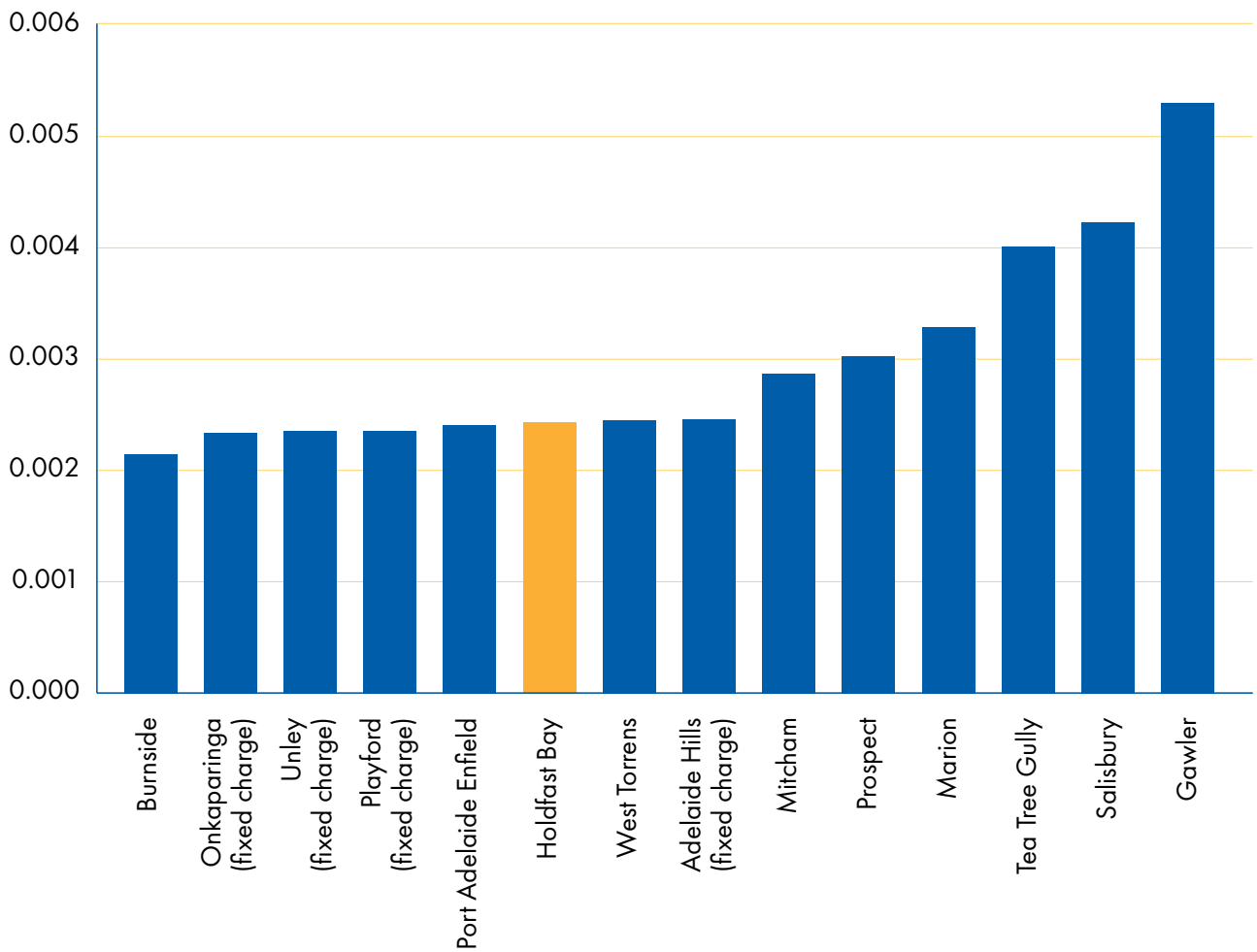
Land Valuation Method

Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates, as we feel this method provides the fairest and most efficient method of distributing the rate burden across all ratepayers. If you are dissatisfied with your valuation, you can object to the State Valuation Office in writing within 60 days of receiving the notice of valuation, explaining why you object. The Valuer General may extend the 60-day objection period where it is shown there is reasonable cause to do so.

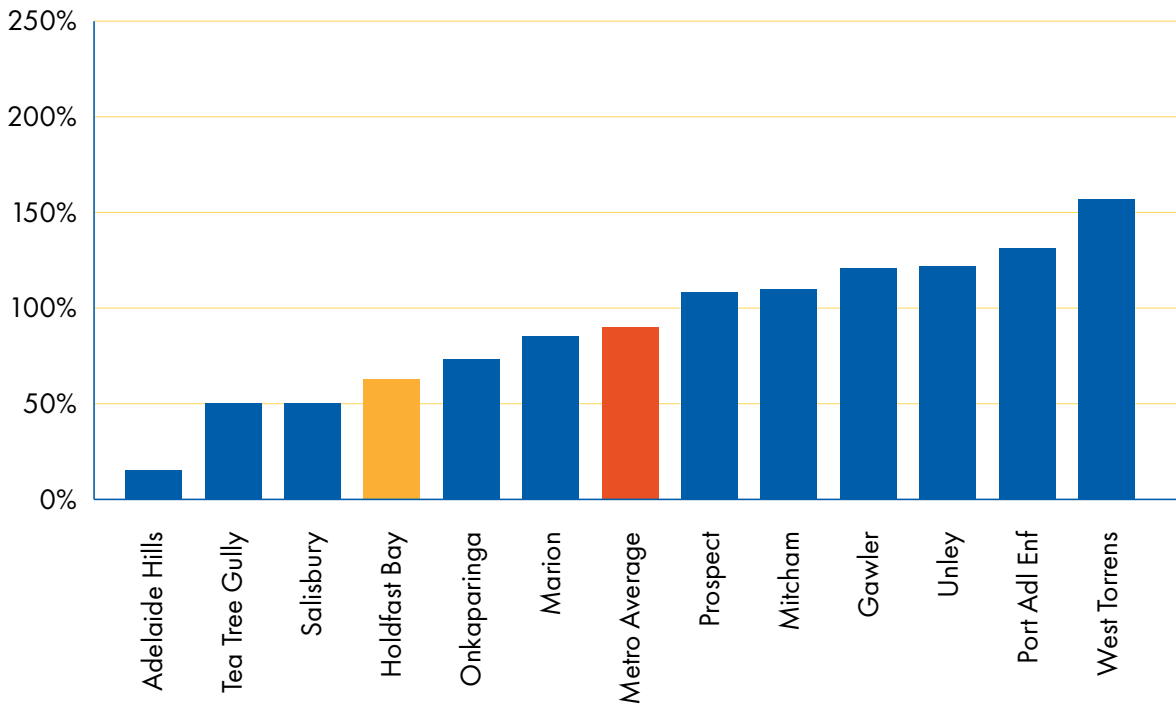
2021 –22 Residential rate-in-the-dollar comparison (cents)

Some councils charge a “fixed charge”, an amount levied against all rateable properties. A rate in the dollar based on property value is then charged on top of the fixed charge.

Hence, the rate in the dollar for those councils with a fixed charge does not provide a comparison to the rates payable for Holdfast Bay residents.



2020–21 Metropolitan differential rate premium comparison



Residential Rates

The residential rate for 2022–23 has yet to be determined. Our *Draft 2022–23 Annual Business Plan* and financial statements are based on a rate revenue increase of 3.2 per cent, excluding new building construction and separate rates. The average (mean) value of properties in the City of Holdfast Bay in 2020–21 was \$665,212, with an average (mean) rate of \$1,617.

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 was applied, equating to 13 percent of total rate revenue (\$5.09 million) being paid by this sector. This premium compares favourably with the 2020–21 metropolitan average of 90 per cent, as shown on the following page.

In 2022–23 it is proposed to maintain the rate revenue from commercial, industrial and vacant properties at 13 per cent of our overall general rate. The premium to apply has yet to be determined.

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 \$617,630 in 2022–23, representing an increase of 3.2 per cent on the rate levied in 2021–22.

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 2022–23 is expected to raise \$77,140. 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.

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. In 2021–22 the Landscape Levy for properties in the COHB increased by \$13,000 to \$1.35 million. The state government has yet to advise us of the increase to the Levy this year. However, the *Draft 2022–23 Annual Business Plan* has been developed based on an anticipated increase of 2.2 per cent in the coming year.

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 this rate was set at \$1,045. The minimum rate for 2022–23 has not been set at this time.

Rate relief

Support is available for people experiencing difficulty in paying their rates. For further information, please contact our Customer Service 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 2021–22, 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. No decision about the residential rate cap for 2022–23 has been made at this time. 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 2022–23, council will raise \$39.04 million in rate revenue (including separate rates and but excluding the Landscape Levy), and this will yield an operating surplus ratio of 1.01 per cent. Currently, our operating ratio measure over the five years from 2014–2015 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 must manage expectations and requirements of capital investment and renewal on an ongoing basis. While annual and ten year budget management are mandated by the *Local Government Act 1999*, there is also a need for mid-range forecasting and prioritisation of the project pipeline. To this end, Council is currently in the process of establishing a prioritisation framework. The framework will enable more nuanced budgeting and the management of budget capacity over the medium term.

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 2022–23, the net financial liabilities ratio is forecast to decrease from 75 per cent to 72 per cent (excluding Alwyndor Aged Care).

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 2022–23, our interest cover ratio is forecast to be 1.6 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 2022–23 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 2050+*. The measures are listed beside their objectives at the introduction to each of the focus areas within this document.
- › 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 2050+* 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 2050+*, and building a high level of trust that we will deliver these objectives.

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 2050+*. 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.

The background is a solid yellow color with white, hand-drawn style contour lines that resemble a topographic map. 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>21/22 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>22/23</u> <u>BUDGET</u> \$
37,049,400	Rates - General	38,348,000
598,480	Rates - Jetty Road Glenelg	617,630
74,750	Rates - Patawalonga Marina	77,140
1,321,600	Rates - Regional Landscape Levy	1,351,000
2,210,235	Statutory Charges	2,582,060
3,150,444	User Charges	3,191,115
2,029,238	Operating Grants & Subsidies	2,381,546
35,800	Investment Income	20,000
598,970	Reimbursements	749,070
542,407	Other	650,410
160,000	Net Equity Gain - Joint Ventures	219,300
<u>47,771,324</u>	Operating Revenue	<u>50,187,271</u>
18,437,099	Employee Costs	19,105,389
19,111,960	Materials, contracts and other expenses	19,861,358
839,520	Finance Charges	834,830
9,743,000	Depreciation	10,468,000
(928,097)	Less full cost attribution - % admin costs capitalised	(944,000)
460,380	New Initiatives - Operating	354,000
<u>47,663,862</u>	Less Operating Expenditure	<u>49,679,577</u>
<u>107,462</u>	= Operating Surplus/(Deficit)	<u>507,694</u>
9,743,000	Depreciation	10,468,000
102,374	Other non-cash provisions	47,797
<u>9,845,374</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>10,515,797</u>
<u>9,952,836</u>	= Funds Generated from Operating Activities	<u>11,023,491</u>
878,828	Capital (External Contributions)	1,483,500
528,000	Proceeds from disposal of assets	474,250
<u>1,406,828</u>	Plus funds sourced from Capital Activities	<u>1,957,750</u>
(8,493,810)	Capital Expenditure-Asset Renewal and Replacement	(7,933,700)
(928,097)	Capital Expenditure-Full Cost Attribution	(944,000)
(6,431,166)	New Initiatives - Capital (Gross Expenditure)	(5,937,000)
<u>(15,853,073)</u>	Less total capital expenditure	<u>(14,814,700)</u>
247,000	Plus: Repayments of loan principal by sporting groups	253,000
<u>247,000</u>	Plus/(less) funds provided (used) by Investing Activities	<u>253,000</u>
<u>(4,246,409)</u>	= FUNDING SURPLUS/(REQUIREMENT)	<u>(1,580,459)</u>
	Funded by:	
(5,584,449)	Less: Proceeds from new borrowings	(2,959,459)
1,338,040	Plus: Principal repayments of borrowings	1,379,000
<u>(4,246,409)</u>		<u>(1,580,459)</u>

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Municipal</u> <u>21/22 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>22/23</u> <u>BUDGET</u>
\$	REVENUES	\$
37,049,400	Rates - General	38,348,000
598,480	Rates - Jetty Road Glenelg	617,630
74,750	Rates - Patawalonga Marina	77,140
1,321,600	Rates - Regional Landscape Levy	1,351,000
2,210,235	Statutory Charges	2,582,060
3,150,444	User Charges	3,191,115
2,029,238	Operating Grants & Subsidies	2,381,546
35,800	Investment Income	20,000
598,970	Reimbursements	749,070
542,407	Other	650,410
160,000	Net Equity Gain - Joint Ventures	219,300
<u>47,771,324</u>	TOTAL REVENUES	<u>50,187,271</u>
	EXPENSES	
18,437,099	Employee Costs	19,105,389
19,111,960	Materials, contracts and other expenses	19,861,358
839,520	Finance Charges	834,830
9,743,000	Depreciation	10,468,000
(928,097)	Less full cost attribution	(944,000)
460,380	New Initiatives - Operating	354,000
<u>47,663,862</u>	TOTAL EXPENSES	<u>49,679,577</u>
<u>107,462</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>507,694</u>
878,828	Amounts specifically for new or upgraded assets	1,483,500
<u>986,290</u>	NET SURPLUS/(DEFICIT)	<u>1,991,194</u>

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2023

<u>Municipal</u> <u>21/22 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>22/23</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
865,000	Cash and cash equivalents	443,183
3,039,000	Trade and Other Receivables	2,422,226
10,000	Inventory	-
<u>3,914,000</u>	TOTAL CURRENT ASSETS	<u>2,865,409</u>
	NON-CURRENT ASSETS	
706,700	Financial Assets	632,816
3,387,000	Equity accounted investments-Council businesses	3,532,926
<u>708,858,814</u>	Land, Infrastructure, Property, Plant & Equipment	<u>718,138,802</u>
712,952,514	TOTAL NON-CURRENT ASSETS	722,304,544
<u>716,866,514</u>	TOTAL ASSETS	<u>725,169,953</u>
	CURRENT LIABILITIES	
5,431,374	Trade and Other Payables	5,866,943
1,338,040	Borrowings	1,379,000
3,134,000	Short-term Provisions	3,277,750
<u>9,903,414</u>	TOTAL CURRENT LIABILITIES	<u>10,523,693</u>
	NON-CURRENT LIABILITIES	
30,316,534	Long-term Borrowings	28,879,136
313,000	Long-term Provisions	291,538
<u>30,629,534</u>	TOTAL NON-CURRENT LIABILITIES	<u>29,170,674</u>
<u>40,532,948</u>	TOTAL LIABILITIES	<u>39,694,367</u>
<u>676,333,566</u>	NET ASSETS	<u>685,475,586</u>
	EQUITY	
181,330,566	Accumulated Surplus	184,905,586
495,003,000	Asset Revaluation Reserve	500,570,000
<u>676,333,566</u>	TOTAL EQUITY	<u>685,475,586</u>

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Municipal</u> <u>21/22 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>22/23</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
180,344,276	Balance at beginning of period	182,914,392
986,290	Net Surplus/(Deficit)	1,991,194
<u>181,330,566</u>	Balance at end of period	<u>184,905,586</u>
495,003,000	ASSET REVALUATION RESERVE	500,570,000
<u>495,003,000</u>	TOTAL RESERVES CLOSING BALANCE	<u>500,570,000</u>
<u>676,333,566</u>	TOTAL EQUITY	<u>685,475,586</u>

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Municipal</u> <u>21/22 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>22/23</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
47,611,324	Operating Receipts	50,187,271
	<u>Payments</u>	
(36,818,968)	Operating payments to suppliers and employees	(38,328,950)
(839,520)	Finance Payments	(834,830)
<u>9,952,836</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>11,023,491</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
878,828	Grants specifically for new or upgraded assets	1,483,500
528,000	Sale of replaced assets	474,250
247,000	Repayments of loans (principal) by community groups	253,000
	<u>Payments</u>	
(9,421,907)	Expenditure on renewal/replacement of assets	(8,877,700)
(6,431,166)	Expenditure on new/upgraded assets	(5,937,000)
<u>(14,199,245)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(12,603,950)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
5,584,449	Proceeds from Borrowings - External	2,959,459
	<u>Payments</u>	
(1,338,040)	Repayments of Borrowings - External	(1,379,000)
<u>4,246,409</u>	NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>1,580,459</u>
-	NET INCREASE (DECREASE) IN CASH HELD	-
865,000	CASH AND CASH EQUIVALENTS AT BEGINNING OF	443,183
	REPORTING PERIOD	
<u>865,000</u>	CASH AND CASH EQUIVALENTS AT END OF	<u>443,183</u>
	REPORTING PERIOD	

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2023

986,290	SURPLUS FROM INCOME STATEMENT	1,991,194
	NON-CASH ITEMS IN INCOME STATEMENT	
9,743,000	Depreciation	10,468,000
102,374	Movements in provisions	47,797
<u>9,845,374</u>	TOTAL NON-CASH ITEMS	<u>10,515,797</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(15,853,073)	Capital Expenditure	(14,814,700)
(1,338,040)	Loan Repayments - External	(1,379,000)
5,584,449	Proceeds from Borrowings - External	2,959,459
247,000	Repayments of loans (principal) by community groups	253,000
528,000	Proceeds from Disposal of Assets	474,250
<u>(10,831,664)</u>	TOTAL CASH ITEMS	<u>(12,506,991)</u>
	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 2023

<u>Municipal</u> <u>21/22 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>22/23</u> <u>BUDGET</u> \$
47,771,324	Operating Revenues	50,187,271
(47,663,862)	less Operating Expenses	(49,679,577)
107,462	Operating Surplus/(Deficit) before Capital Amounts	507,694
	Less net outlays on Existing Assets	
9,421,907	Capital Expenditure on renewal & replacement of existing assets	8,877,700
(9,743,000)	Less Depreciation	(10,468,000)
(321,093)		(1,590,300)
	Less outlays on New and Upgraded Assets	
6,431,166	Capital Expenditure on new & upgraded assets	5,937,000
(878,828)	Less amounts received for for new & upgraded assets	(1,483,500)
5,552,338		4,453,500
(5,123,783)	Net lending/(borrowing) for financial year	(2,355,506)

PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Municipal</u> <u>21/22 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>22/23</u> <u>BUDGET</u> \$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$107,462		\$507,694
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.22%		1.01%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$35,922,248		\$36,196,142
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
75%		72%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
1.7%		1.6%
	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>21/22 Original</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u> \$
5,434,677	User Charges	5,521,159
12,471,644	Operating Grants & Subsidies	13,653,029
165,389	Investment Income	445,000
3,268,337	Reimbursements	5,360,638
2,722,190	Other	3,992,579
<u>24,062,237</u>	Operating Revenue	<u>28,972,405</u>
16,551,105	Employee Costs - Salaries & Wages	20,988,332
6,512,201	Materials, contracts and other expenses	6,670,980
60,000	Finance Charges	68,000
1,232,123	Depreciation	1,327,570
<u>24,355,429</u>	Less Operating Expenditure	<u>29,054,882</u>
<u>(293,192)</u>	= Operating Surplus/(Deficit)	<u>(82,477)</u>
1,232,123	Depreciation	1,327,570
170,739	Other non-cash provisions	193,969
<u>1,402,862</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>1,521,539</u>
<u>1,109,670</u>	= Funds Generated from Operating Activities	<u>1,439,062</u>
<u>(632,500)</u>	Capital Expenditure-Asset Renewal and Replacement	<u>(411,458)</u>
<u>(632,500)</u>	Less total capital expenditure	<u>(411,458)</u>
<u><u>477,170</u></u>	= FUNDING SURPLUS	<u><u>1,027,604</u></u>
Funded by:		
<u>477,170</u>	Increase/(Decrease) in cash and cash equivalents	<u>1,027,604</u>
<u><u>477,170</u></u>		<u><u>1,027,604</u></u>

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Alwyndor</u> <u>21/22 Original</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u> \$
REVENUES		
5,434,677	User Charges	5,521,159
12,471,644	Operating Grants & Subsidies	13,653,029
165,389	Investment Income	445,000
3,268,337	Reimbursements	5,360,638
2,722,190	Other	3,992,579
<u>24,062,237</u>	TOTAL REVENUES	<u>28,972,405</u>
EXPENSES		
16,551,105	Employee Costs	20,988,332
6,512,201	Materials, contracts and other expenses	6,670,980
60,000	Finance Charges	68,000
1,232,123	Depreciation	1,327,570
<u>24,355,429</u>	TOTAL EXPENSES	<u>29,054,882</u>
<u>(293,192)</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>(82,477)</u>
<u><u>(293,192)</u></u>	NET SURPLUS/(DEFICIT)	<u><u>(82,477)</u></u>

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Alwyndor</u> <u>21/22 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
3,000,000	Cash and cash equivalents	3,200,000
1,450,211	Trade and Other Receivables	1,818,204
<u>4,450,211</u>	TOTAL CURRENT ASSETS	<u>5,018,204</u>
	NON-CURRENT ASSETS	
19,650,508	Financial Assets	17,078,019
37,645,528	Land, Infrastructure, Property, Plant & Equipment	36,306,165
<u>57,296,036</u>	TOTAL NON-CURRENT ASSETS	<u>53,384,184</u>
<u>61,746,248</u>	TOTAL ASSETS	<u>58,402,388</u>
	CURRENT LIABILITIES	
37,680,492	Trade and Other Payables	34,935,167
1,641,089	Short-term Provisions	1,803,574
<u>39,321,581</u>	TOTAL CURRENT LIABILITIES	<u>36,738,741</u>
	NON-CURRENT LIABILITIES	
131,911	Long-term Provisions	240,202
<u>131,911</u>	TOTAL NON-CURRENT LIABILITIES	<u>240,202</u>
<u>39,453,492</u>	TOTAL LIABILITIES	<u>36,978,943</u>
<u>22,292,756</u>	NET ASSETS	<u>21,423,445</u>
	EQUITY	
6,807,745	Accumulated Surplus	5,938,434
9,070,657	Asset Revaluation Reserve	9,070,657
6,414,354	Other Reserves	6,414,354
<u>22,292,756</u>	TOTAL EQUITY	<u>21,423,445</u>

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Alwyndor</u> <u>21/22 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
7,100,937	Balance at beginning of period	6,020,911
(293,192)	Net Surplus/(Deficit)	(82,477)
<u>6,807,745</u>	Balance at end of period	<u>5,938,434</u>
9,070,657	ASSET REVALUATION RESERVE	9,070,657
6,414,354	ALWYNDOR RESERVES	6,414,354
<u>15,485,011</u>	TOTAL RESERVES CLOSING BALANCE	<u>15,485,011</u>
<u>22,292,756</u>	TOTAL EQUITY	<u>21,423,445</u>

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Alwyndor</u> <u>21/22 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
24,043,397	Operating Receipts	28,972,405
	<u>Payments</u>	
(22,971,059)	Operating payments to suppliers and employees	(27,465,343)
(60,000)	Finance Payments	(68,000)
1,012,338	NET CASH PROVIDED BY OPERATING ACTIVITIES	1,439,062
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
(17,304,284)	Net Purchase of Investment Securities	(852,947)
	<u>Payments</u>	
(480,000)	Expenditure on renewal/replacement of assets	(291,458)
(152,500)	Expenditure on new/upgraded assets	(120,000)
(17,936,784)	NET CASH (USED IN) INVESTING ACTIVITIES	(1,264,405)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
1,223,774	Proceeds from Aged Care Facility Deposits	118,004
1,223,774	NET CASH PROVIDED BY FINANCING ACTIVITIES	118,004
(15,700,672)	NET INCREASE (DECREASE) IN CASH HELD	292,661
18,700,672	CASH AND CASH EQUIVALENTS AT BEGINNING OF	
	REPORTING PERIOD	2,907,339
	CASH AND CASH EQUIVALENTS AT END OF	
3,000,000	REPORTING PERIOD	3,200,000

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2023

(293,192)	SURPLUS/(DEFICIT) FROM INCOME STATEMENT	(82,477)
	NON-CASH ITEMS IN INCOME STATEMENT	
1,232,123	Depreciation	1,327,570
170,739	Increase (decrease) in provisions - nett	193,969
1,402,862	TOTAL NON-CASH ITEMS	1,521,539
	CASH ITEMS NOT IN INCOME STATEMENT	
(632,500)	Capital Expenditure	(411,458)
-	Loan Repayments - External	-
1,223,774	Proceeds from Aged Care Facility Deposits	118,004
(17,304,284)	Net Purchase of Investment Securities	(852,947)
(16,713,010)	TOTAL CASH ITEMS	(1,146,401)
	NET INCREASE/(DECREASE)	
(15,603,340)	IN CASH AND CASH EQUIVALENTS	292,661

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Alwyndor</u> <u>21/22 Original</u> <u>BUDGET</u> \$	<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u> \$
24,062,237 Operating Revenues	28,972,405
(24,355,429) less Operating Expenses	(29,054,882)
(293,192) Operating Surplus/(Deficit) before Capital Amounts	(82,477)
Less net outlays on Existing Assets	
480,000 Capital Expenditure on renewal & replacement of existing assets	291,458
(1,232,123) Less Depreciation	(1,327,570)
(752,123)	(1,036,112)
Less outlays on New and Upgraded Assets	
152,500 Capital Expenditure on new & upgraded assets	120,000
306,431 Net lending/(borrowing) for financial year	833,635

PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2023

<u>Alwyndor</u> <u>21/22 Original</u> <u>BUDGET</u> \$	<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u> \$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
-\$293,192	-\$82,477
OPERATING SURPLUS RATIO (Operating surplus/(deficit) before capital amounts as % of general revenue)	
-1.2%	-0.3%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$15,352,773	\$14,882,720
NET FINANCIAL LIABILITIES RATIO (Total liabilities less financial assets as % of total operating revenue)	
64%	51%
INTEREST COVER RATIO (Net interest expense as % of total operating revenue less investment income)	
0.3%	0.2%
ASSET SUSTAINABILITY RATIO (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
39%	22%



PO Box 19
Brighton, SA 5048

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

mail@holdfast.sa.gov.au

holdfast.sa.gov.au

Item No: 15.5
Subject: **POLICY – FEES AND CHARGES**
Date: 26 April 2022
Written By: Manager, Strategy and Governance
General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

Pursuant to section 188 of the *Local Government Act 1999*, Council may set a range of discretionary fees and charges.

Recently, two separate instances of requests for fee reductions were received and considered by Council. While decisions on these instances were made in a principled manner, it highlighted a need in Council's policy suite.

Discretionary fees and charges are generally set annually via the Annual Business Planning process. To improve consistency and ensure clear rationale for any fees and charges, a draft Fees and Charges Policy has been developed, and is provided for Council's consideration as Attachment 2.

RECOMMENDATION

That Council adopt the proposed Fees and Charges Policy.

STRATEGIC PLAN

The Sustainability Focus Area includes economic sustainability. Having fair and equitable discretionary fees and charges supports Council's ability to deliver services to the community and be financially sustainable.

COUNCIL POLICY

New Policy

STATUTORY PROVISIONS

Local Government Act 1999

BACKGROUND

Pursuant to section 188 of the *Local Government Act 1999*, Council may set a range of discretionary fees and charges. For information, Council's current fees and charges list is provided as Attachment 1.

Refer Attachment 1

Recently, two separate instances of requests for fee reductions were received and considered by Council. While decisions on these instances were made in a principled manner, it highlighted a need in Council's policy suite.

The City of Holdfast Bay does not currently have a fees and charges policy. Discretionary fees and charges are set annually via the Annual Business Planning process but no standard methodologies are currently used. This provides an opportunity to improve consistency and ensure there is clear, documented rationale for any fees and charges set by Council.

REPORT

The policies of a number of other councils were compared. Not all councils have policies related to fees and charges and there are substantial differences in policy content between councils.

On the basis of the desktop review of similar policies and considering recent decisions of Council, a proposed Fees and Charges Policy has been drafted and is presented for Council's consideration as Attachment 2.

Refer Attachment 2

The proposed Policy introduces a robust, standardised and transparent set of parameters by which fees and charges can be calculated and set. The Policy is not intended to apply to statutory charges set by legislation or government declarations.

The process for approval will remain the Annual Business Planning process but a template will be developed to collect the relevant information about the methodology used in fee setting. This will enable governance oversight of the Policy's implementation.

BUDGET

No direct budget impact arising from this proposal but a robust and defensible policy will improve Council's practice in setting fair and equitable discretionary fees and charges for the benefit of the community.

LIFE CYCLE COSTS

No direct life cycle costs.

Attachment 1





Fees and Charges

2021-22

EVENT HIRE FEES	
Minimum fee to cover administration costs - includes GST	\$278.00
<i>Vehicle Display</i>	
- Bond	\$514.00
- Hire - includes GST	\$514.00
<i>Small recreational events - (ie 50-200 core participants)</i>	
- Bond	\$674.00
- Hire - includes GST	\$674.00
<i>Large Events</i>	
- Bond	\$1,782.00
- Hire - includes GST	\$1,948.00
<i>Commercial Events</i>	
- Bond	\$1,782.00
- Hire - includes GST	\$2,630.00
<i>Promotional Activities</i>	
4 hours - Bond	\$627.00
- Hire - includes GST	\$739.00
Full Day - Bond	\$1,782.00
- Hire - includes GST	\$1,782.00
<i>Hire of Jetty</i>	
4 hours - Bond	\$627.00
- Hire - includes GST	\$739.00
Full Day - Bond	\$1,782.00
- Hire - includes GST	\$1,782.00
<i>Filming</i>	
- Bond	\$342.00
- Hire - includes GST	\$515.00
<i>Multi Day Events</i>	
- Bond	Subject to event
Low Impact Events - Hire includes GST	from \$2,800 per week, or part thereof
High Impact Events - Hire includes GST	from \$3,500 per week, or part thereof
<i>Annual Food Permits</i>	
Fee per stall	\$220.00
<i>Road Closures</i>	
	Subject to event
<i>Grass remediation levy</i>	
	Subject to event
<i>Event Bins</i>	
	\$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
<i>Assessment Record Extract</i>	\$12.00
<i>Photocopies – A4 Size (per side)</i>	\$1.00
<i>Photocopies – A3 Size (per side)</i>	\$1.00
<i>Voters Roll (copy of)</i>	\$110.00
<i>Agenda – Complete Council and Committee</i>	Available on website
<i>Council Minutes and Reports</i>	Available on website
<i>Freedom of Information *</i>	(Legislated Fee to be advised 1 July 2021)
<i>Policy Manual</i>	Available on website
<i>Council By-Laws</i>	Available on website
<i>Strategic/Corporate Plan</i>	Available on website
<i>Annual Business Plan and Budget</i>	Available on website
<i>Annual Financial Statements</i>	Available on website
<i>Quarterly Financial Reviews</i>	Available on website
<i>Delegation Manual</i>	Available on website
<i>*MPs only charged for FOI access if costs exceed \$1000</i>	



Fees and Charges

2021-22

OUTDOOR DINING	
<i>Location (per m2 per annum)</i>	
South Esplanade (Broadway Kiosk)	\$330.00
Moseley Square - Exposed	\$119.00
Moseley Square - Enclosed	\$330.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$216.00
Jetty Road, Brighton	\$102.00
Colley Terrace	\$119.00
Other locations	\$75.00
Foreshore (Glenelg)	\$102.00
GOODS ON FOOTPATH	
<i>Location (per m2 per annum)</i>	\$202.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$117.00
Jetty Road, Brighton	\$58.00
Foreshore (Glenelg)	\$98.00
Other locations	\$51.00
SUPPORTED RESIDENTIAL FACILITIES (Subject to gazetted schedule)	
Fees - Application	As per Schedule 1 of the regulations
Fees - Licence	As per Schedule 1 of the regulations
DEVELOPMENT AREA	
Advertising	\$400.00
DPA's (copies of) average fee	*
EIS (copies of)	*
Plan Search Fee	\$80.00
Photocopying (per page) - Admin photocopying 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
ROAD AND PROPERTY RELATED CHARGES	
Invert / Crossover Construction	
Owner / Builder (application fee only)	\$45.00
Stormwater Construction	
Owner / Builder (application fee only)	\$45.00
Underground Electrical	
Application fee	\$45.00
Verges	
Verge application	\$45.00
Verge maintenance	\$295.00
Hard Waste Collection	
Second hard waste collection fee	N/A
Second hard waste collection fee - pension discount	N/A
Street Tree	
Minimum Removal Cost	\$275.00
Removal cost (per metre over 2 metres in height)	\$76.00
Street Tree Replacement (2x advanced stock)	\$396.00
Street Tree Replacement (3x advanced stock)	\$594.00
Tree development assessment	\$88.00



Fees and Charges

2021-22

HOARDING	
Application fee	\$62.00
Fee - (per m2 per week or part thereof) (on road)	\$6.60
Footpath Closure (per m2 per week or part thereof)	\$6.60
Road Closure with hoarding (per week or part thereof)	\$282.00
Traffic Management Plan Assessment Private Works	\$125.00
Community Directional Sign	\$137.00
Fees for paid car park use or closure (per day)	\$94.00
Fees for free or permit parking use or closure (per day, based on marked space of 6.5 linear metre of kerb)	\$54.00
Bulk bin licence	
Application fee	\$68.00
Additional fees (per day)	\$27.50
LIBRARY CHARGES (Includes GST)	
Photocopies	
- A4 Sheets	\$0.20
- A3 Sheets	\$0.30
Printing - Word Processing/CD ROM	
- per A4 Sheet (Black & White)	\$0.20
- per A4 Sheet (Colour)	\$1.00
Sale of library materials	
- Magazines	\$0.50
- Books, AV, Jigsaws	\$1.00
CEMETERY CHARGES	
Interment rights inperpetuity	\$22,218.00
New or Renewal Lease	
- 25 year lease	\$2,483.00
- 5 year lease	\$552.00
Digging of Grave (Burials) – either new ground or a re-open of existing lease	
Baby Grave 4'6" x 3'	\$707.00
Child under 10 years (child depth)	\$891.00
Single Depth/Standard Grave Size	\$1,898.00
Double Depth/Standard Grave Size	\$2,104.00
Triple Depth/Standard Grave Size	\$2,412.00
Exhumations	POA
Remove and Replace Ledger	\$655.00
Remove Concrete only	\$568.00
Remove and Replace Concrete	\$1,150.00
Lift and Deepen	\$1,014.00
Vault Preparation and Sealing	\$1,739.00
Saturday Surcharge	\$636.00
Late Fee after 3pm Monday to Thursday	\$331.00
Late Fee after 3pm Friday	\$492.00
Excess Soil Removal	\$109.00
Gravesite Search (each additional search thereafter)	\$38.00
Late Notice (<48 hours notice)	\$254.00
Interment of Cremated Remains (into Grave Site)	\$447.00
Columbarium Wall Charges	
Memorial rights inperpetuity (Columbarium Wall Charges only)	\$14,106.00
North Brighton Wall	\$1,681.00
King George Avenue Wall	\$1,681.00
St Judes Wall	\$1,681.00
Standard 8 line computer set plaque	\$487.00
North Brighton MAS System Memorials	
Memorial rights inperpetuity (North Brighton MAS Blocks only)	\$9,146.00
Site Fee - lease 50 years	\$2,058.00
Plaque	\$498.00



Fees and Charges

2021-22

Monumental Work Application Fees	
New Monument	\$158.00
Addition to Existing	\$82.00
Lease of Memorial Seats (10 Years)	
Memorial seats along the foreshore	\$4,000.00
Memorial seats on Council parks and reserves	\$2,700.00
Glenelg/Brighton Seaside Memorials	
Engraving	\$1,700.00
ANIMALS	
Dog Registration Fees	
Non-standard	\$95.00
Microchipped	\$80.00
Trained	\$73.00
Desexed	\$64.00
Microchipped and trained	\$49.00
Non-standard with concession	\$48.00
Microchipped and desexed	\$48.00
Microchipped, desexed and trained	\$41.00
Microchipped with concession	\$37.00
Trained with concession	\$36.00
Desexed with concession	\$32.00
Business registration	\$30.00
Microchipped and trained with concession	\$24.00
Microchipped and desexed with concession	\$24.00
Microchipped, desexed and trained with concession	\$20.00
Assistance dogs	\$0.00
OTHER	
Damage to Council Property (including removal of posters) - \$45 minimum (\$45 per ½ hour or part thereof).	\$45/half-hour
Remove overgrown vegetation - \$180 minimum (\$45 per ½ hour or part thereof, minimum charge 2 hours).	\$45/half-hour
Domestic Bin Impoundment fee	\$95.00
Impoundment (other than dogs, domestic bins or cars) per item.	As charged by provider
Personal Training Permits:	
Category A - 12 months	\$85.00
Category A - 3 months	\$38.00
Category B - 12 months	\$160.00
Category B - 3 months	\$75.00
Category C - 12 months	\$215.00
Category C - 3 months	\$95.00
Administrative Fee for Changes	\$17.00
Immunisation	\$15 service fee + cost recovery
High risk manufactured water systems	As per statutory regulations
Legionella Water Sampling	\$81.00
Food Inspections as per Food Act 2001 regulated fees	Maximum allowed as per legislation
Food Auditing per Hour	\$172.00
Desk Top Food Audit per Hour	\$85.00
Food Truck Permits per Month	\$200.00
Food Truck Permits per Year	\$2,000.00




Fees and Charges

2021-22

OFF-STREET CAR PARKING (Hourly Rate includes GST, Permits are exempt)	
Ticket Parking Fees (per hour)	
Elizabeth Street	\$3/hour
Buffalo Car Park	\$2/hour
Cowper Street Glenelg Cinema - Partridge Street	
First two hours	free
Third hour	\$2.50
Fourth hour	\$3.50
Subsequent hours	\$5.50/Hour
Maximum fee	\$30
Staff business permits	\$4/day
Cinema Patrons	
First four hours	free
Subsequent hours	\$5.50/hour
Maximum fee	\$30
Council Car park Permit - Elizabeth Street (per month)	\$193.00
Temporary Parking Controls (per day based on marked space of 6.5 linear metre of kerb \$50)	\$53
ON-STREET CAR PARKING (GST Exempt)	
Ticket Parking Fees (per hour) - Moseley Street	\$3.00
Ticket Parking Fees (per hour) - Colley Terrace/Anzac Highway	\$3.00
Ticket Parking Fees (per hour) - New Locations	\$3.00
Residential Parking Permits (per annum)	\$147.00
3P Parking (per annum)	\$147.00

Partridge House

 Hire Options	21/22 Fees		
	Private/Corporate Bookings (for weddings, children's birthday parties and memorial services please refer to our packages section)		Not For Profit & Community Benefit Events
	Mon - Thu MIN 2 HOURS	Fri, Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only UP TO 3 HOURS
	Venue Only <i>(hirer responsible for all set up/pack down and clean up)</i>		
House			
Partridge Room/Kitchen (Rm 1)	\$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
Library Room (Rm 4)	\$65 - \$85 per hour	\$80 - \$110 per hour	\$60 - \$90 for up to 3 hours
Meeting Room (Rm 5)	NA	NA	NA
Mayoresses Parlour	\$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
Partridge Room, Courtyard Room, Library, Kitchen	\$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
Grounds			
Elm Tree Courtyard	\$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
House Lawn	\$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
All reservable grounds areas [Rate = Elm Tree + Sun Dial Lawn]	\$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
Cleaning	\$70	\$110	\$80
Wifi internet access	On application	On application	On application
Data projector (flat rate)	\$100	\$100	Inc if available
Screen (flate rate)	\$80	\$80	Inc if available
Sound equipment incl. microphone & CD player (flate rate)	\$100	\$100	Inc if available
Lecturn (flat rate)	\$50	\$50	Inc if available
Wedding ceremony chairs (per chair)	\$5	\$5	\$5
Cocktail Table	\$25	\$25	\$25
Flower pedestal (per item)	\$10	\$10	Inc if available
Table linen (per item)	\$25 per cloth	\$25 per cloth	\$25 per cloth
Arch	\$100	\$100	\$100
Smart TV Screen	\$200	\$300	\$300

Note:


1. The actual price for each booking will be quoted on application and is calculated based on time of day, time of
2. Private & Corporate booking charge capped at \$1600 per room or \$2000 for entire house for up to 10 hours hire
3. Prices for not for profit or small business bookings on a Friday, Saturday, Sunday or Public Holiday will be provided
4. Fees will be charged to the hirer if the venue is not left in a clean and tidy condition
5. All bookings need to include time for set up/pack down and clean up
6. Use of chairs and tables for up to 100 people included in house venue hire charge
7. Use of basic crockery, cutlery & glass ware included in venue hire charges for community bookings
8. Additional charges apply for catering. Please refer to separate catering brochure for details of menu and pricing
9. Additional charges may apply to process applications for use of Partridge House or grounds by commercial
10. Not all areas in grounds can be booked (playground, rear oval and barbeque/picnic area cannot be booked) and
11. City of Holdfast Bay Ratepayers receive a 10% discount on venue hire for private bookings. Evidence required to
12. 25% non-refundable deposit required to confirm venue bookings

Partridge House - Packages

Partridge House Packages	Inclusions	21/22 Venue Hire Fees		
		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
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
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
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
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
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
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
Memorial Service				
<i>Inside Partridge House</i>				
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
<i>Outside Under Elm Tree</i>				
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:
- Bookings may be for future financial years
 - 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	21/22 Fees		
	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
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	\$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	\$100/day or \$60/half day or \$20/hr
Additional Options			
Staff assistance (set up / pack down furniture)	\$40/hr	\$60/hr	\$40/hr
Cleaning	\$60/hr	\$100/hr	\$60/hr
Wifi internet access, Data projector, sound equipment including microphone & CD player	On application	On application	On application
Lecturn (flat rate)	\$20	\$20	included if available
Chairs (per chair)	\$2	\$2	\$2
Tables (per table)	\$20	\$20	\$20
Table with linen	\$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 2



Classification:	Council Policy
ECM Document Number:	
Approved:	Council Meeting XX XXXXX 2022
Last Reviewed:	
Next Review:	12 April 2025
Responsible Officer:	Manager, Strategy and Governance

1. PREAMBLE

1.1 Background

As part of the annual budgeting process, Council sets a number of fees and charges.

Fees and charges enable Council to apply a ‘user pays’ principle to certain services, activities and infrastructure. Fees and charges also support the generation of non-rate revenue, which enables Council to keep rates as low as possible.

1.2 Purpose

To ensure that fees and charges are set and applied transparently and consistently across Council operations.

1.3 Scope

This policy applies to all of Council, excluding Alwyndor.

This policy is intended to apply to Council’s fees and charges pursuant to section 188 of the *Local Government Act 1999*, excluding statutory charges set by legislative instruments or government declarations.

This policy does not apply to rates and associated charges, which are subject to separate policies.

1.4 Definitions

Principal Office – the Civic Centre, 24 Jetty Road, Brighton, SA, 5048.

Similar Councils – activities, programs, or services at other councils which are considered comparable to those in the City of Holdfast Bay. Similarity should be assessed on scope of relevant activities, programs, or services, not simply geography.

FEES AND CHARGES POLICY

2. POLICY STATEMENT

2.1 Section 188 of the *Local Government Act 1999* enables councils to impose fees and charges as follows:

Fee Type	Pricing Parameters	Delegation Permitted
The use of any property or facility owned, controlled, managed or maintained by Council (s188(1)(a))	Need not be fixed by reference to the cost to Council. One or more of the pricing methodologies outlined in 2.5 below may be employed.	Yes
Services supplied to a person's request (s188(1)(b))		Yes
Carrying out work at a person's request (s188(1)(c))		Yes
Providing information or materials, or copies of, or extracts from, Council records (s188(1)(d))	Must not exceed a reasonable estimate of direct costs to the Council in providing information, materials, copies or extracts.	No
Any application to Council (s188(1)(e))	One or more of the pricing methodologies outlined in 2.5 below may be employed.	No
Any authorisation, license or permit granted by Council (s188(1)(f))	Statutory pricing methodology should be used	No
Any matter for which another Act provides that a fee under this Act is to be payable (s188(1)(g))	Section 188 (4) stipulates that Council cannot set fees and charges when set by another Act or when an Act specifies that no fee or charge can be set. Statutory pricing methodology should be used.	No
Any other prescribed matter (s188(1)(h))	One or more of the pricing methodologies outlined in 2.5 below may be employed.	No

2.2 Fees and charges are reviewed and set annually via the Annual Business Planning process but fees and charges can be amended, added or revoked at any time during the year by Council resolution.

2.3 Community members are encouraged to participate in the Annual Business Planning process via the statutory community engagement process which occurs every year.

2.4 In setting fees and charges, Council must give due consideration to:

- the cost of providing the service, including overhead costs
- user pays principles, to ensure full cost recovery where possible

FEES AND CHARGES POLICY

- agreed financial principles to keep rate revenue as low as possible and to maximise opportunities for non-rate revenue
- market comparisons if there are other providers that offer similar goods or services
- competitive neutrality principles wherever relevant
- applying a commercial approach where a council asset or service is used for commercial purposes
- the value of the goods or services to the community
- the differing levels of capacity to pay throughout the community
- whether targeted concessions are warranted on social or grounds of public good
- the requirements of any relevant legislation.

2.5 In determining fees and charges, one of the following methodologies must be approved by the relevant General Manager for use:

Pricing Methodology	When to Use
Full cost recovery	<p>The preferred method when the cost of service can be established and,</p> <ul style="list-style-type: none"> (a) the service benefits particular users, contributes to their individual income, wellbeing or profits, or provides a predominantly private benefit without broader benefit to the community, or (b) council has a monopoly over the provision of the services and there are no community service or equity considerations. <p>The price should include the full recovery of annual maintenance, on-costs, overheads, and debt-servicing costs, as applicable. The price may also include opportunity costs for the loss of value or benefit to the community, if applicable.</p>
Partial Cost Recovery	<p>When the cost of service can be established and</p> <ul style="list-style-type: none"> (a) the service benefits the community generally or substantial parts of the community, or (b) charging for the service at full cost may result in widespread evasion, or (c) the service is targeted to low-income users, or needs to be differentially priced to maximise access to the service, or (d) the service promotes or encourages local economic activity.
Comparative	<p>Direct costs of service are difficult to establish or the costs of service can be established but,</p> <ul style="list-style-type: none"> (a) are provided competitively by another provider and there is pressure to set a price that will attract adequate usage of the service, or

FEES AND CHARGES POLICY

Pricing Methodology	When to Use
	(b) the service is a profit-making activity and the price should recover more than the cost of delivery.
Market Value	The service is commercial in nature and a market valuation is appropriate so as to maintain competitive neutrality and meet other policy principles.
Statutory	The service is regulatory or statutory and the fee is determined, either (a) by Council in accordance with parameters set in regulations (for example, a maximum price), or (b) by legislation or another authority, and Council has no discretion to determine the amount.
Demand Management	The price may be higher or lower than cost of service, to (a) encourage greater uptake of the service, or (b) to provide a disincentive for use, or (c) recognise indirect costs associated with providing the service.
Security Deposit	A refundable fee against possible loss or damage to Council property.
No Charge	The service is provided at no charge, having considered all matters in 2.4 of this policy.

- 2.6** Fees and charges should be fair and equitable and generally comparable to similar councils, based on a three-yearly benchmarking assessment.
- 2.7** Where proposed fees and charges diverge from comparable benchmarking, an explanation of, and justification for, the divergence must be included in the Annual Business Plan.
- 2.8** When setting fees and charges, Council must take into account broader economic conditions and may make adjustments accordingly.
- 2.9** When exceptional or unexpected conditions occur, Council may, by resolution, adjust fees and charges outside the Annual Business Planning process. Statutory fees and charges will be updated whenever statutes change, which may occur outside the Annual Business Planning process.
- 2.10** It should be noted that Council invests heavily to activate spaces through events as a means to maintain and increase visitor numbers across economic cycles. Council's preference is to provide broad-scale support to the community as a whole, rather than individualised financial support.
- 2.11** Public funds should not subsidize losses that are attributable to individual business operations or decisions, or to subsidize non-viable business models or operations.

FEES AND CHARGES POLICY

- 2.12** Council recognises that there are Commonwealth and State agencies that provide financial relief and support for businesses, which should be utilised as a first step, before relief is sought from Council.
- 2.13** Pursuant to section 188 (6) of the *Local Government Act 1999*, Council keeps a list of fees and charges imposed under this section on public display (during ordinary office hours) at the principal office of the council and will take reasonable steps to advise persons who may be affected of fees and any changes.

Administrative Fees

- 2.14** Administrative fees such as those charged for providing information or materials, or copies of, or extracts from, Council records will not exceed a reasonable estimate of the direct cost to Council in providing the information, materials, copies or extracts.

Relief from Fees and Charges

- 2.15** Where it can be demonstrated that members of the community are unable to meet the full cost of fees and charges, waivers, refunds or concessions may be applied.
- 2.16** Council's preferred method of responding to financial hardship is deferral of fees and charges until a later date, as this is a more sustainable model.
- 2.17** Council, or the relevant delegate, may, at their discretion, offer relief from fees and charges from time to time where:
- a. there is a clear public good to doing so, for example, where heritage, environmental, economic or other community outcomes are enhanced, or
 - b. there is a strategic reason to do so.
- 2.18** When considering whether to grant relief from any fees or charges, Council or the relevant delegate must consider:
- a. the full financial impact to Council
 - b. whether a precedent is set by the decision and the desirability of such a precedent
 - c. the future impacts of any precedents created.
- 2.19** Decisions must be fair and equitable.
- 2.20** In granting any request for fee relief, Council or the relevant delegate needs to consider a 'recovery pathway' or plan to return to normal charging arrangements.
- 2.21** A repayment arrangement that has regard to circumstances and capacity to pay which provides an avenue of assistance that does not forego income over the long-term is preferred.

FEES AND CHARGES POLICY

- 2.22** The decision about whether to provide a reduction, waiver or refund in whole or in part, pursuant to section 188(3)(f) of the *Local Government Act 1999* will be made by the relevant delegate.

3. REFERENCES

- *Local Government Act 1999*

DRAFT

Item No: 15.6

Subject: **TRAFFIC VOLUMES AND CONGESTION – SIXTH AVENUE MAXWELL TERRACE AND BUTTROSE STREET GLENELG EAST**

Date: 26 April 2022

Written By: Traffic and Transport Lead

General Manager: Assets and Delivery, Mr M de Heus

SUMMARY

Council at its meeting on the 25 January 2022, resolved the following Motion C250122/2519:

Administration undertake an investigation including consultation with the Department of Infrastructure and Transport and City of Marion on options to reduce traffic volumes and congestion during peak hour traffic flow at Maxwell Terrace, Sixth Avenue and Buttrose Street and bring a report back to Council.

The roundabout at the intersection of Sixth Avenue, Buttrose Street and Maxwell Terrace is adjacent the only tram level crossing between Brighton Road and Morphett Road and the preferred crossing location for a significant residential catchment. The intersection has been reported and observed to have a number of safety and performance issues.

The key causes of congestion at this intersection are the proximity of the roundabout to the tram level crossing, as well as the Dunbar Terrace intersection's proximity to single-lane treatments on Sixth Avenue.

Based on a traffic investigation including consultation with a number of residents, retaining the roundabout is considered the most operationally effective solution noting that some congestion will occur during peak times. Improvements to the traffic control devices on Sixth Avenue to improve traffic flow together with pedestrian ramp upgrades are recommended.

RECOMMENDATION

That Council note the report to retain the roundabout and proceed with Option 1 to improve the Sixth Avenue traffic control devices and undertake improvements to pedestrian access.

STRATEGIC PLAN

Sustainability: Support the creation of safer places by improving the public realm.

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Government Act 1999
Road Traffic Act 1961

BACKGROUND

The intersection of Sixth Avenue, Buttrose Street and Maxwell Terrace is currently serviced by a roundabout, however the arrangement is complicated by the close proximity of both the Glenelg Tram line, and the intersection with Dunbar Terrace.



The Intersection has been the subject of a number of reports in previous years, and has had concepts put forward proposing several options to remove the existing roundabout in 2007 (Report 250/07), which evolved into Report 250/08 which was endorsed by the Environment and Engineering Committee. Public consultation was undertaken, however, the Department of Transport Energy and Infrastructure (now DIT) received concerns from residents. The Department elected initially to undertake a new design, then subsequently to determine that the intersection and crossing were performing satisfactorily. Subsequent investigations by the City of Holdfast Bay resulted in yellow Rail Zone pavement markings, and “Keep Clear” pavement marking in the Dunbar Terrace intersection.

Sixth Avenue is the only level crossing of the Glenelg Tram line between Brighton Road and Morphett Road. It is 6.7m wide road with unrestricted parking allowed both sides of the road and five single-lane slow points at regular intervals acting as local area traffic calming. Sixth Avenue connects to Buttrose Street to the south and Maxwell Terrace to the east and west via a small roundabout, which is immediately south of the level crossing. When the rail boom gates are actuated, the northern legs of the roundabout are blocked and the roundabout becomes congested. Signage is in place to discourage drivers from queuing within the roundabout, however this does occur whether deliberately or accidentally.



Car queuing on roundabout – Had already entered roundabout before boom gates activated

If the boom gates are down, minor flows on the roundabout are still physically possible, however if the vehicle at the head of queue wishes to enter Sixth Avenue, then traffic flow halts.

On-street parking in Sixth Avenue primarily appears to be residents who commute during the day, with very few vehicles left parked on the road during peak times. Vehicles that have been observed there during the day are left with side-mirrors folded in and parked tightly to the kerb to maximise the available road width, and presumably reduce the likelihood of nuisance strikes from passing traffic.

Buttrose Street and Maxwell Terrace are both wider roads than Sixth Avenue. Buttrose Street has a driveway link to reduce vehicle speeds but nothing near the intersection to reduce approach speeds.

REPORT

Existing Traffic environment

The road network locally is constrained by the Sturt River, Brighton and Morphett Roads and the tram line, traffic appears to be generated locally and rat running to avoid arterial roads does not appear to be a major concern.

Sixth Avenue which includes single lane road humps operates as a collector road and has recently recorded counts of 2510 vehicles per day just to the north of the Buttrose/Maxwell roundabout, with predominant flows being northbound in the morning and southbound in the afternoon. Buttrose Avenue carries in the order of 1400 vehicles per day, with a similar trend of northbound peaks in the morning, reversing in the afternoon. Site observations carried out by the Council's traffic team on several mornings and one afternoon supported this "tidal" flow effect.

Road Name	Section	Vehicles per day (7-day average)
Maxwell Tce (West)	Wyatt – Buttrose St	1,277
Maxwell Tce (East)	Winston Cres and Buttler Cres	1,877*
Buttrose Street	Wallace St – Gower St	1,351
Sixth Avenue	Dunbar Tce – Augusta St	2,510

*supplied by the City of Marion

Traffic appears to be generated from the local residential catchment as there is limited access across the tram line or to Morphett Road across the Sturt River so a majority of the traffic use Maxwell Terrace, Buttrose Street and Sixth Avenue.

It is recognised without a right turn exit from Sixth Avenue at the intersection of Anzac Highway, this route is more frequently utilised by traffic heading west towards Glenelg, although U-turn opportunities are regularly available on Anzac Highway.

Traffic count information suggests that the speed of traffic is generally compliant with speed limits along Sixth Avenue and Buttrose Street. It was noted on site that traffic speed increased once flows decreased and there was less requirement for vehicles to give way at the single-lane slow points, however no vehicles were observed to be exceeding the posted speed limit.

Traffic queues on each side of the level crossing were observed, including several near-misses as vehicles attempted to negotiate the Dunbar/Sixth intersection in each direction.

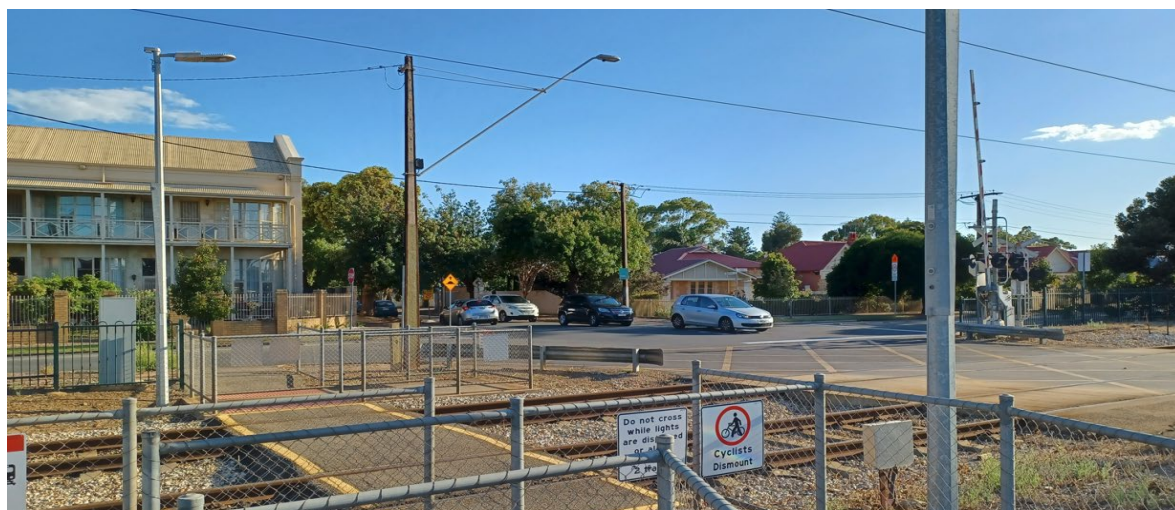
Discussions were held with the Department of Infrastructure and Transport, and the City of Marion regarding traffic flows into Maxwell Terrace from Morphett Road. Both agreed that this route was unlikely to be functioning as a “rat-run” due to the limited opportunity available to enter Maxwell Terrace from Morphett Road. Only two vehicles were required to queue at the Morphett Road level crossing before the intersection was blocked. Any vehicles turning into Maxwell Terrace to gain advantage over taking Anzac Highway is considered to be opportunistic in nature.

Congestion at the roundabout occurs in peak times when the signals activate and traffic queues on Buttrose Street and Maxwell Terrace. This queuing prevents other vehicles from travelling straight or turning into Maxwell Terrace. Once the intersection is open, traffic on Maxwell east have priority over those on Buttrose Street and Maxwell west. This does cause delays on Buttrose Street and are increased with further tram delays.

Outside of peak time, the roundabout and local road network perform satisfactorily.

Safety

Traffic southbound along Sixth Avenue has a “Keep Clear” zone across the intersection of Dunbar Terrace, which is immediately adjacent to the rail corridor. Vehicles southbound have to proceed one at a time from Sixth Avenue to the roundabout, to avoid queuing across the rail corridor or the “Keep Clear” zone.



Cars travelling South – if first car has to give way at roundabout the others will be caught in the rail zone or intersection

Traffic travelling northbound similarly has to cross the rail corridor and Dunbar Terrace intersection before potentially being required to give way to southbound traffic. With only space for one vehicle (6.7m) between Dunbar Terrace and the first single-lane slow point on Sixth Avenue, vehicles heading north from the roundabout risk becoming trapped in the Dunbar Terrace intersection.



Cars travelling north – if first car has to give way at slow point the others will queue across the intersection

Vehicles turning left (southbound) from Dunbar Terrace (although not a large number) similarly risk getting caught either in the rail corridor or within the intersection, as they have extremely limited sight distance towards the Sixth/Buttrose roundabout.

It was noted during the site inspections that the pedestrian access across the rail was not serviced by kerb ramps, and several pedestrians were seen having to step over the kerb to walk on the verge, or walk through the intersection on the road surface. Sight distances for pedestrians attempting to cross using the shared path from west-east were also restricted by the boom gate apparatus, leaving them unable to identify gaps in southbound traffic until they had commenced the crossing.

A number of options have been considered to improve the operation and safety of the Maxwell / Buttrose. Dunbar / Sixth intersection.

Option 1:

Retain the current roundabout configuration, with improvements to pedestrian access. Modify the single-lane slow points at each end of Sixth Avenue to allow 2-way traffic flow and relieve congestion close to intersections.

This option does not eliminate the risk of vehicles queuing across the train line, however reducing the congestion will improve safety at the Dunbar Terrace intersection. This is a low cost option with an estimate around \$30,000 to \$40,000 and can be funded from future capital renewal programs and DDA compliance kerb ramp upgrades.

Option 2:

Removal of the roundabout in line with previously endorsed plans, replacing with Stop sign control at Maxwell Terrace. This would have the effect of prioritising North-South movements, meaning that accessing Sixth Avenue from Either Maxwell or Dunbar would be more difficult at peak times, in exchange it greatly reduces the risk of vehicles causing conflict in the rail safety area as they will be able to move through with priority.

This option is currently unsupported by DIT and would likely trigger similar objections from nearby residents as previous.

The cost to undertake this project would be in the order of \$100,000 to \$150,000.

The approach speed to the intersection on Buttrose Street could be high, increasing risk at the intersection. This option is not recommended.

Option 3:

Signalisation of all approaches to the rail level crossing, including Sixth Avenue, Buttrose Street, both legs of Maxwell Terrace and both legs of Dunbar Terrace. It would likely involve removal of the roundabout as the signals would become the primary intersection treatment and the traffic signals would need to be coordinated with the rail signals. This option is the most expensive and complex, however it provides the greatest safety benefit in terms of removing or controlling conflict points. If movement phases cannot be separated and synchronised, the cycles become lengthy, resulting in delays to road users.

This option would improve safety and reduce congestion in peak times but increase delays in off peak times when a roundabout allows free flow. A combination signals and roundabout is possible but would be quite complex.

The cost to undertake this project would exceed \$250,000.

This option would require support from the Department of Infrastructure and Transport, and would likely require a feasibility study to be completed before it could be seriously considered. This option is not recommended due to the high cost and increase in travel times.

BUDGET

Option 1 can be funded from future capital renewal programs and DDA compliance kerb ramp upgrades. Options 2 and 3 would require further investigation and detailed cost estimates.

LIFE CYCLE COSTS

Local Area Traffic Management devices typically have a 15-year design life. The recommended option involves modification of existing assets rather than creating new ones, and is not expected to alter the current depreciation or lifecycle of these devices.

Should new signals be installed these would require regular maintenance and have a lifespan of 20 – 30 years.