



Audit and Risk Committee

NOTICE OF MEETING

Notice is hereby given that a meeting of the Audit and Risk Committee will be held in the

**Kingston Room, Civic Centre
24 Jetty Road, Brighton**

Wednesday 3 May 2023 at 6.00pm

A blue ink signature of Roberto Bria.

**Roberto Bria
CHIEF EXECUTIVE OFFICER**

Audit and Risk Committee Agenda

1. OPENING

The Presiding Member, Councillor Smedley will declare the meeting open at 6.00 pm.

2. APOLOGIES

2.1 Apologies received

2.2 Absent

3. DECLARATION OF INTEREST

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

4. CONFIRMATION OF MINUTES

Motion

That the minutes of the Audit Committee held on 15 March 2023 be taken as read and confirmed.

5. ACTION ITEMS

6. PRESENTATIONS

6.1 Nil

7. REPORTS BY OFFICERS

7.1 2023-24 Draft Annual Business Plan (Report No: 142/23)

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

9. CONFIDENTIAL ITEMS

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Audit and Risk Committee will be held on Wednesday 7 June 2023 in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton.

12. CLOSURE



ROBERTO BRIA
CHIEF EXECUTIVE OFFICER



AUDIT COMMITTEE - ACTION ITEMS
as at 3 May 2023

Meeting	Agenda Item	Action Required	Responsibility	Estimated Completion Date	Current Status
16 December 2020	7.1 Standing Items	Develop framework for Governance relationship between Alywndor, Audit Committee and Council.	GMs Alywndor and Strategy & Corporate	June 2023	Delayed due to other priorities. Revised completion date June 2023.

Item No:

Subject: **DRAFT 2023-24 ANNUAL BUSINESS PLAN**

Date: 3 May 2023

Written By: Corporate and Service Planning Lead

General Manager: Strategy and Corporate, Ms P Jackson

SUMMARY

The Draft 2023-24 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 6.9% and satisfies Council’s financial sustainability and performance measures.

The Draft 2023-24 Annual Business Plan and consultation results are due for review by Council’s Audit and Risk Committee on 7 June 2023.

RECOMMENDATION

That the Audit and Risk Committee notes the Draft 2023-24 Annual Business Plan and supports its presentation to Council for community consultation.

STRATEGIC PLAN

Statutory compliance

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

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

BACKGROUND

The Draft 2023-24 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 2023-24 Annual Business Plan is provided to Members as Attachment 1.

Refer Attachment 1

The Draft 2023-24 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 resources allocated to implement the Annual Business Plan.

The Draft 2023-24 Annual Business Plan and consultation results will be reviewed by Council's Audit and Risk Committee on 7 June 2023.

Key Parameters

- Target of an operating surplus.
- 6.9% general rate revenue increase (excluding separate rates and Regional Landscape Levy).
- 0.5% rate revenue increase for new development growth.
- (LGPI) applied where applicable to revenue and expenditure.
- Alwyndor and Jetty Road Mainstreet budgets to be self-funding.

Other considerations/inclusions

- The Regional Landscape Levy has been forecast to increase by a capped 8.4%. The Levy is collected by Council on behalf of Regional Landscape Board.
- Jetty Road Mainstreet budget increased by 6.9% (\$14,030) and is cost neutral.
- Marina separate rate increased by 6.9%.
- Roads to Recovery Grant (\$372,200) included being the third estimated allocation for the 1/7/2019 - 30/6/2024 program.
- Depreciation is based on existing asset valuations and has increased by 4.23% (\$443,000). The major asset classes that have increased are office equipment (IT assets) and open spaces.
- Fees and charges have been reviewed and assessed in accordance with a user pays principle, taking LGPI into account.

Major Projects

In 2023-24, Council will fund and undertake several major projects:

• Stormwater upgrades - Tarlton Street	\$1,000,000
• Glenelg Oval Masterplan Stages 3 and 4	\$1,847,000
• Brighton Beachfront Holiday Park	\$673,000
• Former Buffalo Site - Amenity Improvements	\$2,200,000
• Public Toilets, Patawalonga Lake	\$220,000
• Seacliff Brighton Yacht Club to upgrade change rooms	\$500,000
• Glenelg Library upgrade	\$200,000
• Economic Development Strategy Implementation	\$30,000
• Community Wellbeing Strategy	\$25,000
• Climate Change Adaptation	\$60,000
• Innovation Projects	\$800,000

Commercial Activities – Increase net earnings compared to 2022-23 budget

Brighton Beachfront Holiday Park is budgeting for net earnings of \$1.5 million for the 2023-24 year which is an increase on the \$1.27 million predicted for 2022-23.

Alwyndor draft 2023-24 budget

The draft Alwyndor budget is still to be finalised. The uncertainty of the reforms in Aged Care and funding models have made budgeting for next year more complex. A draft for consultation will be presented to Council on 9 May 2023.

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 6.9% excluding separate rates, 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 2022-23 financial year was 62%.

The Patawalonga Marina Separate Rate of \$82,460 has been increased by 6.9%. 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 \$515,000 for Council's municipal activities;

- Capital expenditure of \$15.7m comprising \$7.1 million on renewal and replacement of existing assets and \$7.6 million for new and upgraded assets and \$999,000 for employee costs capitalised;
- Council's Net Financial Liabilities Ratio ceiling is 75%. The ratio is expected to be 74%. The projected Interest Cover Ratio of 1.7%, 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 conform 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 Thursday 11 May and concluding on Friday 2 June.

The consultation will include an opportunity for constituents to address Council at its meeting on Tuesday 23 May 2023.

An interactive web page to facilitate community's comments and questions will be established.

Copies of the Draft 2023-24 Annual Business Plan will be available:

- On council's engagement website, yourholdfast.com/DABP23-24
- At the council's Civic Centre, 24 Jetty Road Brighton
- At the council's Brighton and Glenelg libraries.

Our community will be able to provide comments:

- in writing, addressed to the Corporate and Service Planning Lead, PO Box 19 Brighton 5048, or by email address mail@holdfast.sa.gov.au until Friday 2 June 2023;
- via a designated consultation interactive web page that will be accessed through yourholdfast.com/DABP23-24 between Thursday 11 May and Friday 2 June 2023. This website will allow our community to comment on, ask questions or seek clarification on the information in the Draft 2023-24 Annual Business Plan.
- by telephoning the Customer Service Centre on 8229 9999 during office hours between Thursday 11 May and Friday 2 June 2023. All calls will be directed to the Corporate and Service Planning Lead. Comments will be recorded and presented to Council at the end of the consultation period;
- making representations to Council at its meeting of Tuesday 23 May 2023;
- 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 2023-24 Annual Business Plan will be advertised via the yourholdfast database and social media pages.

BUDGET

The cost of production of the 2023-24 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 2023–24
ANNUAL BUSINESS PLAN**



OUR PLAN FOR OUR PLACE

CITY OF HOLDFAST BAY SHARE YOUR VIEW ON OUR DRAFT 2023–24 ANNUAL BUSINESS PLAN

About this Draft 2023–24 Annual Business Plan

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 *2023–24 Annual Business Plan* is finalised in June 2023.

You can access additional copies of the *Draft 2023–24 Annual Business Plan* from Thursday 11 May 2023 at:

- › **yourholdfast.com/DABP23-24**
- › **Brighton Civic Centre, 24 Jetty Road, Brighton.**

Feedback must be received by 5pm Friday 2 June to be considered by Council.
You can provide comments by:

- › **visiting yourholdfast.com/DABP23-24**
- › **writing to the Corporate and Service Planning Lead, PO Box 19, Brighton SA 5048**
- › **emailing the Corporate and Service Planning Lead at mail@holdfast.sa.gov.au**
- › **telephoning Council on 8229 9999 during office hours**
- › **Making a representation to Council at its meeting on Tuesday 23 May (commences 7pm, Glenelg Town Hall, Moseley Square, Glenelg). Please contact the Corporate and Service Planning Lead, Stuart Boyd, on 8229 9999 by 5pm Tuesday 16 May if you wish to make a representation.**

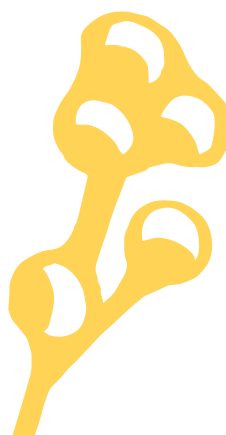
For more information, please visit yourholdfast.com/DABP23-24 or call us on 8229 9999.

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TRADITIONAL CUSTODIANS

The City of Holdfast Bay acknowledges the Kaurna People as the traditional owners and custodians of the 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 the Kaurna people today.



MAYOR'S WELCOME

On behalf of the City of Holdfast Bay, I'm pleased to present the *Draft 2023–24 Annual Business Plan*, outlining our program and budget for the upcoming financial year.

As always, our continued focus as a council is providing great services and facilities for our community along with looking after our people, our environment, our business community and our tourism operators.

The upkeep and maintenance of our city's assets, facilities and infrastructure is also a core component of this year's budget.

We have allocated \$18.61 million to continue maintenance and upgrades of our footpaths, roads, kerbs, water table and stormwater drainage system. This money will also be used for ongoing maintenance of other important community assets like playgrounds, street furniture and council buildings.

Having set our sights on completing existing projects and renewals, we have limited the number of new capital projects for 2023–24, to keep our level of borrowings to a manageable level.

This is a very sensible approach given the impact of higher inflation and increasing interest rates. While we are keen to keep progressing major developments in our city, we're also striving to ensure we don't create an undue burden on future generations.

That being said, we have allocated funds to initiatives which we've deemed priorities for our community, including continuing to implement actions listed in our *Environment Strategy*.

We want to ensure that our environment and community thrive together, with water sensitive urban design projects, remediating our three gullies, improving our biodiversity and maintaining our prized and precious beaches.

As a coastal council, we are already proven leaders in environmental stewardship. We were the first coastal council in South Australia to recognise that the world is in a climate emergency and because of this, we've allocated \$60,000 for Climate Change Adaptation in the coming financial year.

Another major project is the stormwater upgrades at Tarlton Street, Somerton Park, which will help decrease the likelihood of flooding in a high-risk flood zone.

It has been identified as a priority from the *Stormwater Management Plan* and *Stormwater Implementation Plan* and is part-funded by the Federal Government.



Other projects we are committed to funding in 2023–24 include:

- › Glenelg Oval Masterplan Stages 3 and 4 – \$1.847 million
- › Brighton Holiday Park capital improvements – \$673,000
- › Public toilet for the Patawalonga Lake – \$220,000
- › Seacliff Brighton Yacht Club change rooms upgrade – \$500,000
- › Site remediation and amenity improvements at the former Buffalo site – \$2.2 million
- › Sturt Creek biodiversity corridor – \$60,000
- › Traffic management improvements – \$60,000.

In addition, construction of the Kingston Park Kiosk and the Seacliff Plaza amenity block and beach access, which were both approved in 2022–23, will continue this financial year.

Likewise, the concept design for Jetty Road Glenelg Stage 2 will commence in 2022–23 and continue into 2023–24.

We've also allocated \$200,000 for an upgrade of the Glenelg Library, which is among one of our most important assets that is accessible to everyone in the community.

The funds will allow the ground floor of the Glenelg Library to be refreshed into an innovative and creative community space with accessible meeting rooms, learning and maker spaces, attractive collections and updated staff workspaces.

Accessibility and inclusion for all in our community continues to be a focus for our council and rightly so. Therefore, we have allocated \$70,000 to continue the installation of new pedestrian *Disability Discrimination Act* (DDA) compliant footpaths and bus stop ramps across the city.

As part of the upcoming budget and for the purposes of this draft *Annual Business Plan*, rates have been provisionally raised by 6.9% – well below the Adelaide Consumer Price Index (CPI) of 8.6% as at December 2022. Based on the average residential property value, the rate increase equates to approximately \$28 per quarter.

I look forward to your feedback on our draft plan.



Amanda Wilson

Mayor
City of Holdfast Bay

OUR CITY

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

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

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

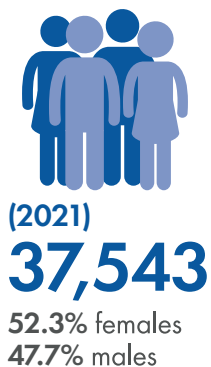
The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. Wituwartingga became the municipality of Brighton in 1858.

The City of Holdfast Bay was formed in 1997 through the amalgamation of the City Councils of Glenelg and Brighton. Located just 11 kilometres from the Adelaide city centre and five minutes from Adelaide Airport, our city is now home to 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 education and health services, a vibrant tourism sector, thriving retail precincts and a small light industrial area.



OUR COMMUNITY

TOTAL POPULATION



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



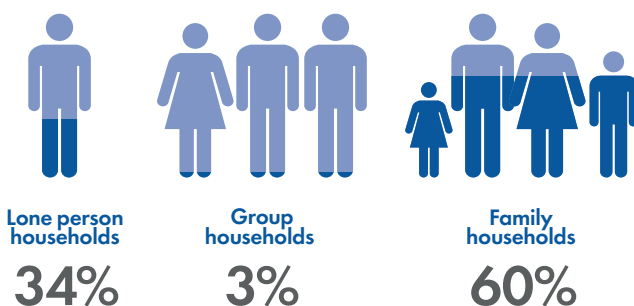
MEDIAN AGE



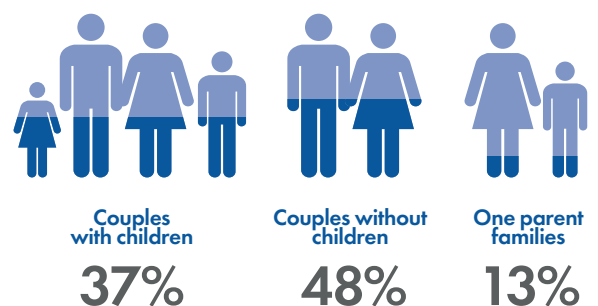
MOST COMMON AGE GROUP



HOUSEHOLD TYPES



OF THE 60% FAMILY HOUSEHOLDS



Source: ABS 2021

A DAY IN THE LIFE

Did you know that on a normal day in the City of Holdfast Bay:

Nearly

1,500

items are borrowed from our libraries at Glenelg and Brighton



More than

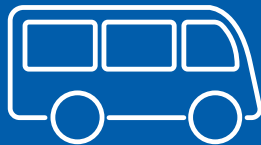
300

people attend our four Community Centres



747

people visit the libraries



20 trips on the Community Wellbeing bus



Maintenance and other works are carried out at Glenelg Oval by our Open Spaces team

7,200

bins lifts for residential and business waste collection



206sq metres

of roads resealed



60

separate cleaning services are conducted at council buildings



Each of our **31** public toilet facilities are serviced and cleaned

Our two Jetty Roads at Glenelg and Brighton are serviced by street sweepers



2.3 linear metres of kerb replaced



170 phone calls & **100** emails are responded to by our Customer Service team



3,246

page views on our website



4

Development Applications processed

8sq metres

of footpath replaced

26sq metres

of footpaths repaired



52 requests completed by our Field Services team

OUR VISION

In November 2021 Council adopted a new Strategic Plan titled *Our Holdfast 2050+*. This Plan came into effect on 1 January 2022. The vision in this Plan is:

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

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.

This *Annual Business Plan* is designed to help deliver *Our Holdfast 2050+* within these focus areas.

QUALITY OF LIFE SURVEY RESULTS (2022)

How you rated your council out of 10



COMMUNITY



8.6

Providing library services



8.1

Providing sporting facilities



7.5

Delivering services for the elderly and people with a disability



7.65

Providing programs and services that encourage an active lifestyle



7.5

Providing arts & cultural experiences



PLACEMAKING



7.3

Maintaining roads and kerbing



7.2

Maintaining cycle networks

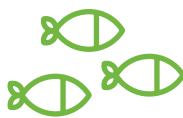


8.7

Access to shops, services and open space



ENVIRONMENT



8.0

Maintaining beaches and coastal areas



8.0

Providing adequate waste management services



Overall rating of Holdfast Bay as a place to live

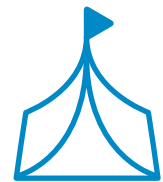


ECONOMY



8.1

Encouraging a diverse range of businesses and services in the area



7.6

Supporting and promoting tourism and events



CULTURE



6.8

Council provides good financial management and value for rates



6.9

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



8.3

Maintaining well laid out parks and reserves



7.8

Providing programs that foster social interaction and community wellbeing



8.2

Providing a sense of safety in neighbourhoods



HIGHLIGHTS

Major projects

In 2023–24, council will fund and undertake several major projects to support the vision and objectives outlined in its strategic plan, *Our Holdfast 2050+*.

These include:

Stormwater upgrades – Tarlton Street – \$1.0 million

This stormwater infrastructure upgrade will decrease the likelihood of flooding in high-risk flood zone. It was identified as priority from the *Stormwater Management Plan* and *Stormwater Implementation Plan* and is part funded by the Federal Government.

Glenelg Oval upgrade Stages 3 and 4 – \$1.84 million

Continuing the upgrade of this important community asset the work for 2023–24 includes upgrades to the spectator mound including playspace, elevated *Disability Discrimination Act* (DDA) viewing area and tiered seating. Other improvements will include rebuilding cricket practice pitches and netting, as well as upgrading the caretaker's building and adjoining public toilet block.

Brighton Holiday Park – \$673,000

Works will continue with capital improvements to the Brighton Holiday Park in line with the masterplan for the site. This includes installation of a new maintenance and storage shed, stage 2 retaining wall construction and improvements for guest experience including upgrades to powered sites and cabin accommodation.

Former Buffalo Site – Amenity Improvements – \$2.2 million

Undertake important remediation work and amenity improvements at the former Buffalo site.

Public Toilets, Patawalonga Lake – \$220,000

Install a public toilet around the Patawalonga Lake to help attract more people to use the facilities in the area.

Seacliff–Brighton Yacht Club to upgrade change rooms – \$500,000

Subject to Club, grant or other partner funding, this amount would cover improvements to the showers, toilets, change rooms and *Disability Discrimination Act* (DDA) compliant toilets, enabling better quality facilities that are appropriate for mixed ages as well as the public.

Glenelg Library upgrade – \$200,000

Refresh the Glenelg library ground floor as an innovative and creative community space with accessible meeting rooms, learning and maker spaces, attractive collections and updated staff workspaces.

Economic Development Strategy Implementation – \$30,000

The Economic Development Strategy (EDS) is currently under development. This is an indicative allocation to fund initiatives in this Strategy. Allocation of funding this financial year will enable prompt implementation of actions and outcomes from the Economic Development Strategy in an agile way.

Community Wellbeing Strategy – \$25,000

Development of a Community Wellbeing Strategy and action plans for focus areas, in partnership with the Holdfast Bay community. The Wellbeing Strategy will guide the efficient and effective development of multiple Council strategies and action plans within the Community Wellbeing space that are due to expire in 2023 (e.g., *Volunteering Strategy 2018–2023*; *Youth Action Plan 2018–2023*).

Climate Change Adaptation – \$60,000

As a result of a recent Climate Change Adaption Governance Assessment, this will provide an additional position who will work across Council in such areas as climate, adaption, and climate neutral planning.

Innovation Projects – \$800,000

Delivery of request management, contractor management, corporate planning and reporting, data and information knowledge management and asset management systems. These system upgrades will increase efficiency and improve service delivery.



FINANCIAL OVERVIEW

Projections for the 2023–24 financial year indicate that council will be working with a municipal operating surplus of \$515,345. Note that Alwyndor financials will appear in the final *Annual Business Plan* however as they operate as a unique entity independent of regular City of Holdfast Bay operations their financial data is not included in this draft *Annual Business Plan*.

In the 2023–24 financial year we will invest \$56.70 million in municipal operations (excluding Alwyndor) to provide services, implement programs and build and maintain essential assets. Our main areas of investment include:

- › \$40.42 million to provide services to our community.
- › \$8.08 million to upgrade and maintain community assets.
- › \$8.20 million for new capital infrastructure and service improvements.

MUNICIPAL FINANCIAL SUMMARY



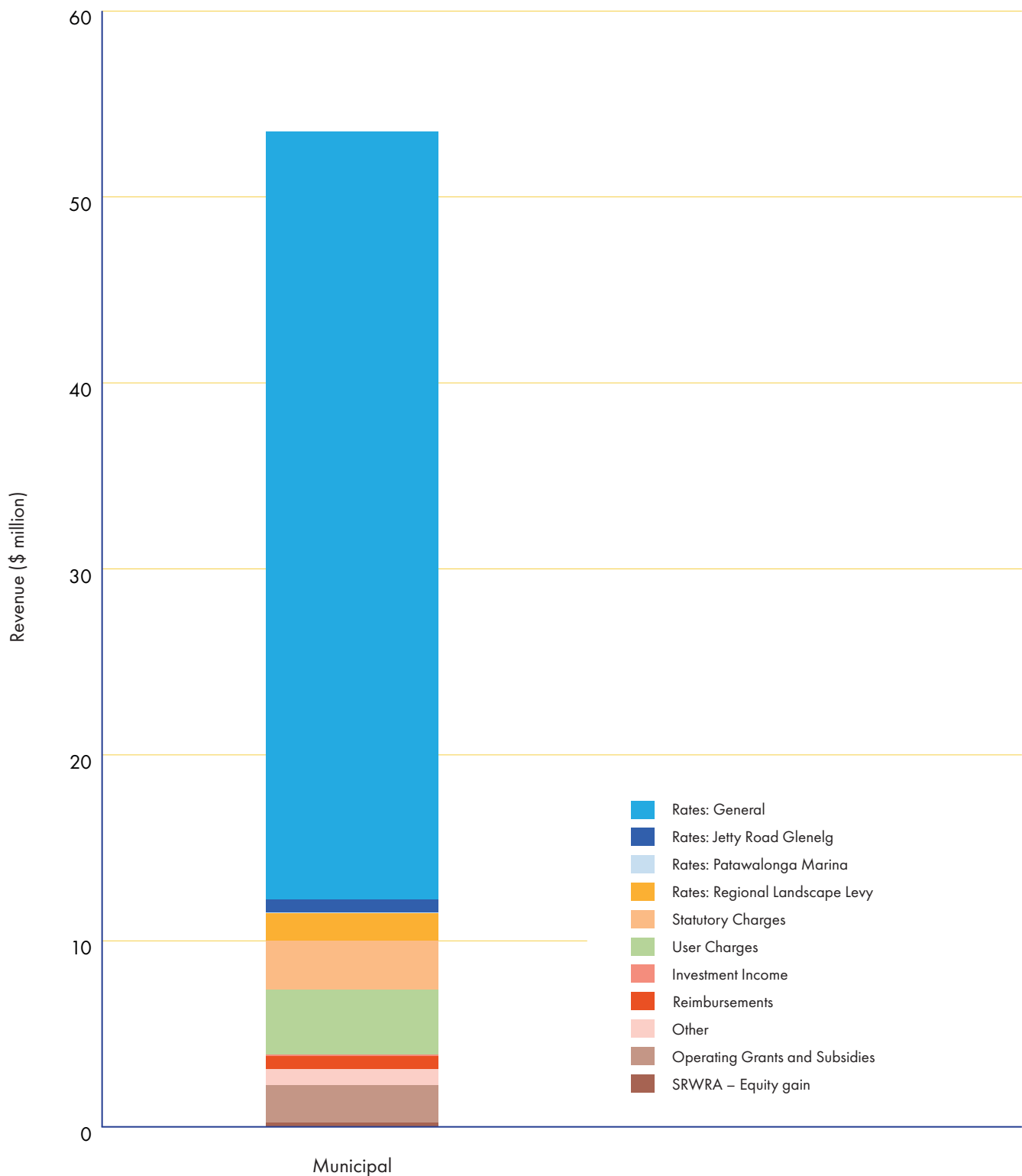
2023–24 MUNICIPAL OPERATING REVENUE \$53.51 MILLION

Council receives \$53.51 million (excluding Alwyndor) to provide services and infrastructure to the community.

MUNICIPAL OPERATING REVENUE

Rate Revenue	Million
Rates: General	\$41.28
Rates: Jetty Road Glenelg	\$0.66
Rates: Patawalonga Marina	\$0.08
Rates: Regional Landscape Levy	\$1.45
Total Rate Revenue	\$43.47
Operational Revenue	
Statutory Charges	\$2.64
User Charges (including but not limited to revenue from commercial operations)	\$3.50
Investment Income	\$0.07
Reimbursements	\$0.71
Other	\$0.85
Total Operational Revenue	\$7.77
External Revenue	
Operating Grants and Subsidies	\$2.05
SRWRA – Equity gain	\$0.22
Total External Revenue	\$2.27
TOTAL MUNICIPAL REVENUE	\$53.51

2023–24 MUNICIPAL OPERATING REVENUE



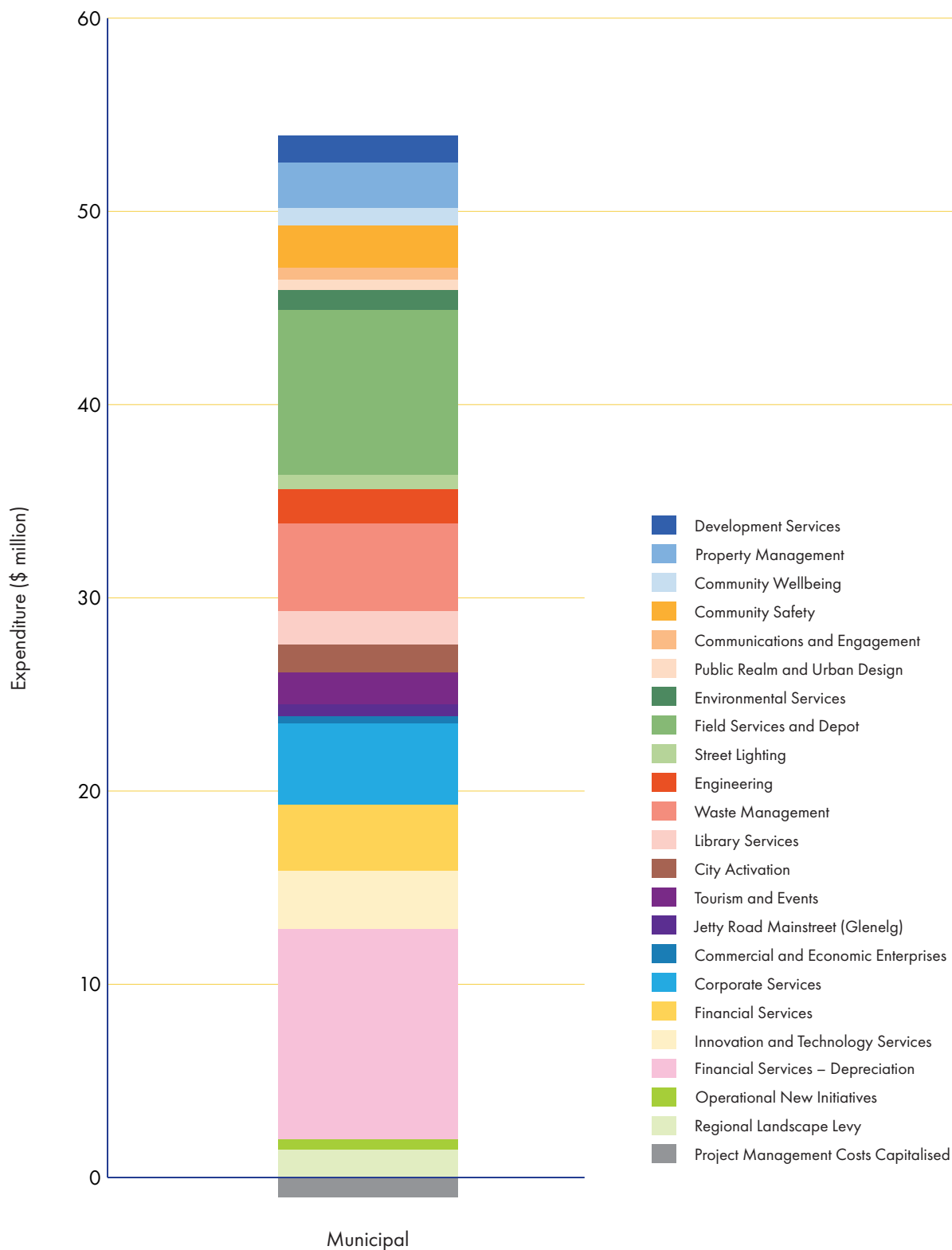
2023–24 MUNICIPAL OPERATIONAL EXPENDITURE \$52.99 MILLION

Council will spend \$52.99 million (excluding Alwyndor) to deliver services to the community.

MUNICIPAL OPERATIONAL EXPENDITURE

Services	Million
Development Services	\$1.40
Property Management	\$2.38
Community Wellbeing	\$0.87
Community Safety	\$2.22
Communications and Engagement	\$0.58
Public Realm and Urban Design	\$0.57
Environmental Services	\$1.02
Field Services and Depot	\$8.53
Street Lighting	\$0.73
Engineering	\$1.78
Waste Management	\$4.53
Library Services	\$1.73
City Activation	\$1.47
Tourism and Events	\$1.61
Jetty Road Mainstreet Glenelg	\$0.68
Commercial and Economic Enterprises	\$0.39
Corporate Services	\$4.19
Financial Services	\$3.43
Innovation and Technology Services	\$2.99
Total expenditure on services	\$41.10
Other Operational Expenditure	
Financial Services – Depreciation	\$10.91
Operational New Initiatives	\$0.54
Regional Landscape Levy	\$1.44
Project Management Costs Capitalised	-\$1.00
Total expenditure on other operational	\$11.89
Total municipal operational expenditure	\$52.99

2023–24 MUNICIPAL OPERATIONAL EXPENDITURE



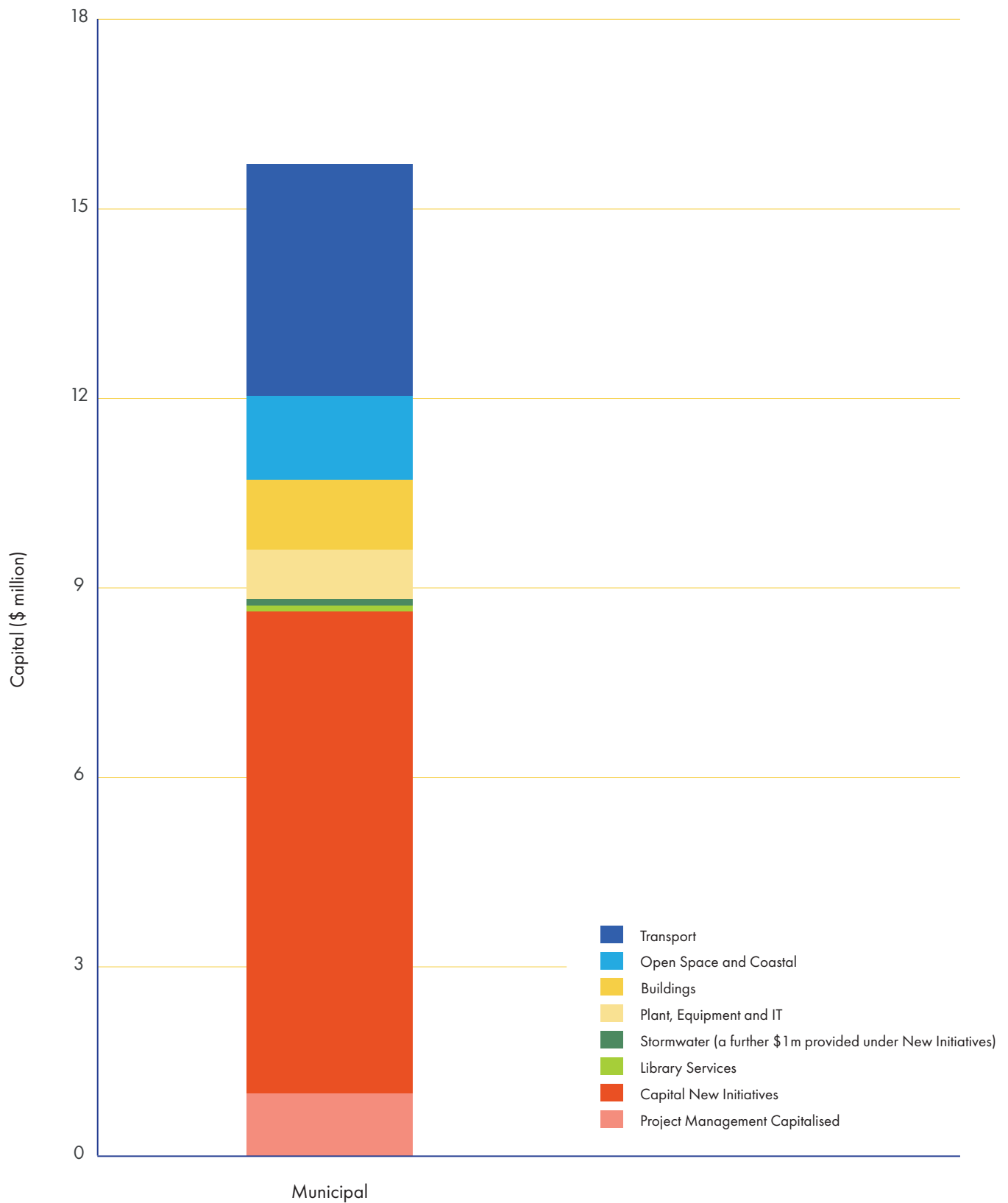
2023–24 MUNICIPAL CAPITAL PROGRAM \$15.71 MILLION

Council will spend \$15.71 million (excluding Alwyndor) on a capital program to update and maintain community assets in 2023–24.

MUNICIPAL CAPITAL PROGRAM

	Million
Transport	\$3.66
Open Space and Coastal	\$1.33
Buildings	\$1.11
Plant, Equipment and IT	\$0.78
Stormwater (a further \$1m provided under New Initiatives)	\$0.11
Library Services	\$0.09
Capital New Initiatives	\$7.63
Project Management Capitalised	\$1.00
TOTAL MUNICIPAL CAPITAL EXPENDITURE	\$15.71

2023–24 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

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

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

FINANCIAL PRINCIPLES

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

- › **Presenting a balanced budget**
We aim to fully fund the cost of services, including the depreciation of infrastructure and assets (i.e., wear and tear), in order to share the costs of services fairly between current and future users.

Insufficient funding would shift the costs burden of today's assets and services on to future users in the form of higher rates or reduced services.

- › **Maintaining infrastructure and managing assets**

We aim to maintain infrastructure (e.g., buildings and bridges) and assets (e.g., roads, kerbs, paving, machinery, irrigation systems and playground equipment) to high 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. We will keep ratepayers 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, state and local trends were considered when developing the *2023–24 Annual Business Plan*.

Economic Impacts – Inflation and Interest Rates

According to the Committee for Economic Development of Australia (CEDA) “economists have entered 2023 seesawing on their predictions for the global economy. The uncertainty that pervaded 2022 was driven by geopolitical tensions and the ongoing COVID-19 pandemic. These factors remain but have been overtaken by rising inflation. Now, the primary driver of uncertainty is how far central banks still must go to tame price pressures, and the pace at which consumer and business activity cools in response to higher interest rates.” (CEDA Committee for Economic Development of Australia, 2023, p. 5)

There are well documented issues in global and local supply chains. The shortages of supplies are impacting on prices and the ability to complete works in a timely manner.

At the end of 2022 headline annual inflation was still rising to reach 7.8 per cent (CEDA Committee for Economic Development of Australia, 2023, p. 8). Inflation has impacted unequally across Australia with Adelaide recording inflation of 8.6 per cent as at the end of December 2022 (CEDA Committee for Economic Development of Australia, 2023, p. 10). As the Reserve Bank of Australia continues to use interest rates as the main lever to curb inflation this is having impacts on the housing market and business confidence.

In the local economy, Holdfast Bay contributes 9.8 per cent of the Southern Adelaide economic output of \$29.63 billion. Compared to the regional and state economies, “the council area has still experienced growth despite significant reductions to the Accommodation and Food Service Industries, which were experiencing growth up until 2020 (REMPAN, 2023, p. 8).

Of the estimated 14,340 jobs, the largest employment sector in the council area is Health Care and Social Assistance Services (25.3 per cent), followed by Accommodation and Food Services (15.5 per cent) and Retail Trade (12.1 per cent) (REMPAN, 2023, p. 8). Tourism output (primarily driven by Accommodation and Food Services) has decreased in recent years and is estimated at \$196 million, employing 1,499 people. With decreased COVID-19 restrictions and opening up of travel this can be expected to rise through 2023 and beyond (REMPAN, 2023, pp. 8–9).

New State and Federal Governments

State and Federal elections have been held in March 2022 and May 2022 respectively, resulting in changes of Government at both levels. The agendas for both Governments is becoming more evident as time goes on. Federally there has been a focus on economic management to deal with the inflation and cost of living pressures being felt by households and businesses. This has been alongside attention being given to housing, aged care, childcare and employment.

The new State Government has focused on health, housing and education. Importantly for a tourism destination like Holdfast Bay there had been a budget boost for tourism and festivals of \$45 million over 4 years (CPA Australia, 2022).

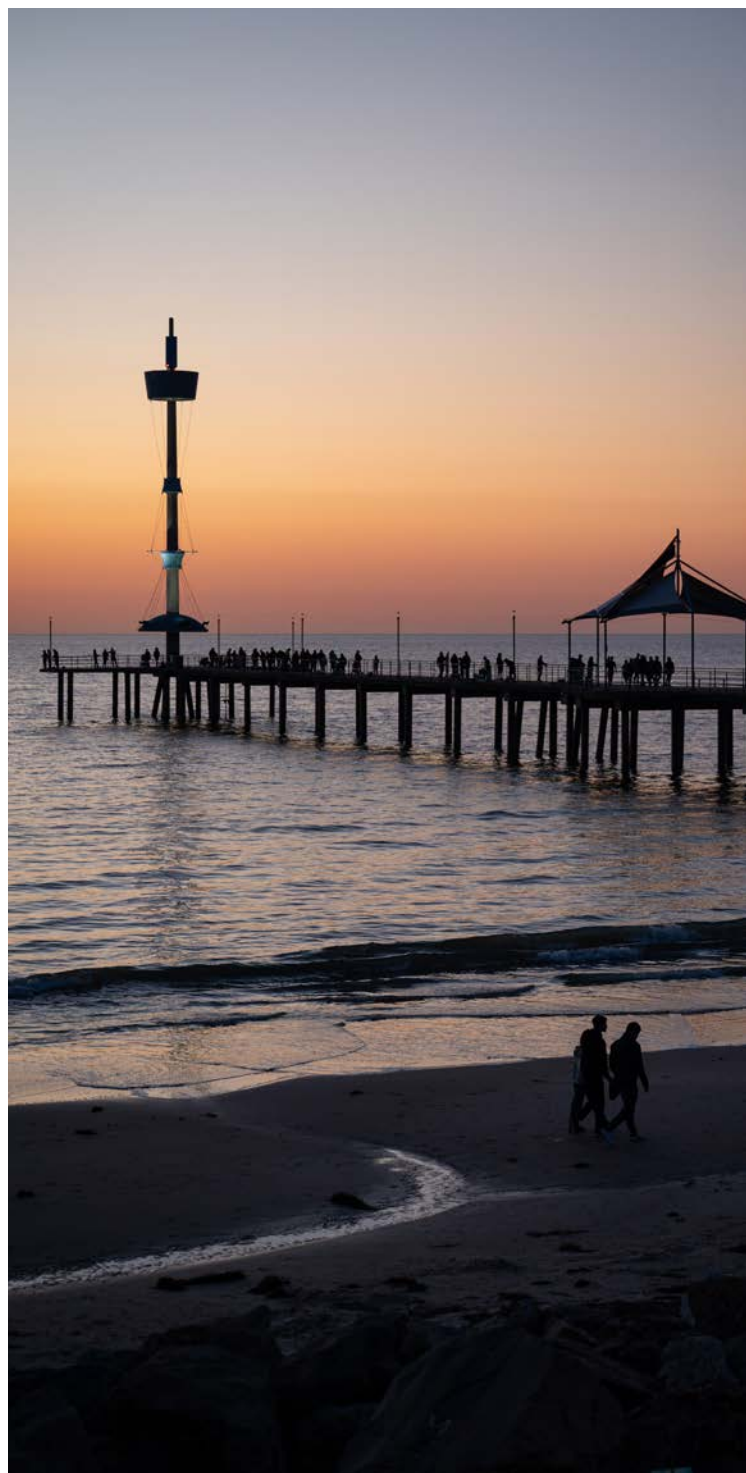
30 Year Plan for Greater Adelaide

One of the key priorities in the *State Planning Commission's Strategic Plan 2022–23* is to plan for growth and change by leading the development of Regional Plans across South Australia including a new *30 Year Plan for Greater Adelaide*.

This is intended to set the direction for future planning and development of South Australia and fulfil the vision of the State Planning Policies. It will be regionally based and its purpose is to:

- › Define the long-term spatial vision for growth and change in the region.
- › Reflect whole of government plans.
- › Focus on land-uses and integration of critical transport, employment, infrastructure and public realm.
- › Identify sufficient land supply to support housing diversity, affordable living and employment growth.
- › Aligns with principles of Good Planning and State Planning Policies.

A Greater Adelaide Regional Plan Discussion Paper is anticipated in May 2023 with consultation taking place throughout 2023–24. Given the potential impacts of infill development on the urban landscape, infrastructure and local environment, as well as the opportunities created by higher density neighbourhoods, council will engage with all available consultation opportunities to represent our community's interests.





Environmental Sustainability

Climate change is the most pressing issue impacting our environment and way of life. "The impacts of a changing climate are already being felt across southern Adelaide. Even if we achieve a substantial reduction in greenhouse gas emissions (mitigation), some changes to our climate are already locked in. This means that we also need to prepare and respond to the impacts from a changing climate (adaptation).

The most recent Intergovernmental Panel on Climate Change (IPCC) Assessment Report makes it clear that catastrophic changes will require rapidly decarbonising the entire global economy" (Resilient South, 2023).

As a coastal council, the City of Holdfast Bay is planning for the effects of climate change. Through its strategic plan, Council committed to being "South Australia's most sustainable city" and is investing in this vision each year.

Housing and homelessness

Housing affordability has been severely impacted by rising interest rates and lack of supply. "With rising interest rates, soaring rental prices and a shortage of rental stock impacting housing markets throughout the country, housing affordability and availability will be front of mind in 2023" (CEDA Committee for Economic Development of Australia, 2023, p. 36).

To boost supply, it is expected that there will be considerable pressure for higher density developments in the greater Adelaide region. This is a consideration in the *30 Year Plan for Greater Adelaide* discussed earlier.

More acutely, the stresses on the overall housing market (amongst other issues) are impacting on low-income households and increasing the number of people experiencing unstable housing or homelessness (Australian Government Department of Social Services, 2023).

While the Australian Government has recently announced a range of initiatives to improve matters, housing affordability and homelessness are issues even in affluent areas. Local Government is increasingly required to provide or connect people with services and manage the consequences of macro-economic forces or planning policies beyond its influence. Council's investment in 2023–24 in the development of a Wellbeing Strategy is, in part, a response to these growing issues.

Cybersecurity

According to the Australian Parliament, the 'cybersecurity environment is a constantly evolving and complex issue that affects numerous sectors. Strategic level policies and programs are struggling to keep up with threats as technology rapidly advances' (Parliament of Australia, 2023).

In Australia one cybersecurity incident is reported on average every seven minutes with over 76,000 cybercrime reports in 2021–22 (Australian Government, 2023). The Australian Government has set an ambitious target of becoming the most cyber secure nation by 2030 (Australian Government, 2023). Achieving such a target will require significant advances in regulation, technology and people behaviour.

There are impacts for the City of Holdfast Bay as an organisation if we are to maintain public confidence in our systems and processes to protect information which we retain. Likewise Local Government may develop a role in disseminating information for community and business education to support greater levels of cybersecurity.

Aged Care Reform Agenda

The Reform Agenda will continue to impact Alwyndor in 2023–24 and forms an integral element of our business planning in both residential and support at home services.

Alwyndor Residential Care has achieved four stars in the five star rating system which was introduced in December 2022, an achievement met by only 30 per cent of aged care providers nationally, noting only 1 per cent achieved 5 stars. This reflects our achievement of quality care, hours of nursing and compliance as well as resident satisfaction and our net promoter score across the business remains high at +81. Our focus in the coming year is to maintain this rating through further increasing registered nurse minutes of care, continuous improvement of quality clinical care and ongoing compliance with mandated activities and reporting.

We have completed Stage 1 of reform in Support at Home services through capping our fees and charges, revising our services fee structures and introducing the new reporting requirements of the Aged Care Quality and Safety Commission. We look forward to the further expansion of our services through an additional \$200,000 of federal government funding for our social support services commencing 1 July 2023. Stage 2 of Support at Home reform will be introduced from 1 July 2024. We will develop new systems to respond to the emerging service delivery model, as well as continuing to meet the increasingly complex reporting regimes across all services.

Alwyndor is well placed to meet new governance requirements by 1 October 2023, ensuring we will have enhanced clinical and client advisory systems and structures in place as well as maintaining the skill mix we have in the membership of Alwyndor Management Committee.

Alwyndor continues to be able to respond positively to these reforms and deliver our services to our home-based clients, residents and their loved ones and aspire to be the preferred provider in the City of Holdfast Bay and surrounding areas.

THE 2023–24 OPERATING ENVIRONMENT



In addition to the broad trends and issues described earlier there are more pointed matters that have an influence on how council is able to operate.

Inflation and Interest Rates

In line with the broad trends described earlier, inflation and interest rates have a direct bearing on council operations. Local Government purchases a unique range of goods and services such as fuel and construction trades to deliver renewal and maintenance works, and inflation for these is measured separately from general inflation. This Local Government Price Index (LGPI) for the year until December 2022 was 6.9% which is below the general CPI for Adelaide which is 8.6%.

The LGPI is used to assist in costing of council services and projects for the coming year. With this in mind, rates are intended to grow more in line with the lower LGPI of 6.9% rather the general Adelaide CPI of 8.6%.

The borrowing capacity of council is also impacted by the increasing interest rates. Mindful of this and the LGPI driven increases to the cost of delivering our ongoing services, council has put together a prudent draft budget and business plan. This plan keeps the rate rise to a minimum whilst meeting new legislative requirements and continuing to provide the high level of service our community expects.

We have limited the number of new capital projects, and are focussed on completing existing projects and renewals to keep our level of borrowings to a manageable level.

Local Business Confidence

Council commissions a biennial Business Confidence Survey to Holdfast Bay businesses, with the last one conducted late 2021.

Consistent with broader concerns of the impact of COVID-19 and reduced tourism, a “lack of tourists to the City of Holdfast Bay was cited as one of the key issues impacting on business profitability” (Intuito, 2022, p. 7).

At that time businesses were expecting the national, state and local economies would all be stronger over the coming year (Intuito, 2022, p. 7). Indeed Holdfast Bay is now experiencing a return of interstate visitors (particularly from Victoria, New South Wales and Queensland) and the re-emergence of international visitors.

Notably businesses were asked to “rate their level of satisfaction with various council business initiatives. All scores in 2021 are statistically significant and vastly improved on the ratings given in 2019. This is particularly rewarding and is no doubt a reflection of the focus on delivery and communication of the support council provides” (Intuito, 2022, p. 10).

Environmental Stewardship

As a coastal council, the City of Holdfast Bay has been a leader in environmental stewardship. We were the first coastal council in South Australia to recognise that the world is in a climate emergency.

The City of Holdfast Bay partners with the Cities of Marion, Mitcham and Onkaparinga and the South Australian Government in a partnership called Resilient South. Together we aim to increase climate change adaptation and emissions reduction action in the southern Adelaide region (Resilient South, 2023). Resilient South is developing a Regional Climate Action Plan that is expected to be adopted by each of the partners in 2023. This Plan will

assist in achieving carbon neutral/net zero emissions targets that the partners have endorsed. In August 2022 Council adopted a Carbon Neutral Plan with the aim of eliminating, reducing and offsetting emissions generated by council by the year 2030.

Council is developing its inaugural Urban Forest Plan in support of its ambitious target to increase tree canopy cover in the City of Holdfast Bay by 10 per cent from 15.3 per cent to 16.8 per cent by 2030. This Plan will take into account the pressures of further development and the loss of trees on private property in the city. Council recognises the importance of more trees to improve wellbeing and amenity while reducing the impacts of climate change.

In response to climate change, council is taking steps to protect the natural environment, focusing on biodiversity and protecting our unique coastal environs. We will be reducing our reliance on fossil fuels by replacing council vehicles with electric (and other low emissions) vehicles where possible. We also commenced a 100 per cent renewable electricity contract in January 2023 for electrical needs including council operated street lighting and buildings. We are continuing our water sensitive urban design projects, remediating our three gullies, improving our biodiversity and maintaining the city’s prized beaches. In this financial year, council continues implementation of its Environment Strategy to ensure that our environment and community thrive together.

There is a growing realisation that, when acquired from renewable sources, electricity is the cleanest and healthiest energy source. Rewiring Australia is promoting their Electrify Everything campaign to encourage a change to renewably powered electric items in households and businesses (Rewiring Australia, 2023). To this end, council has recently added some new elements to the Green Living rebates to include home electric vehicle chargers and changing from gas to electric appliances.

There is growing momentum around re-connecting with nature. By growing, enhancing and deepening the human relationship with the rest of nature, research shows that this will bring about a strong desire to protect nature as well as enhancing the wellbeing of people and nature (Nature-based Solutions Initiative, 2023). Holdfast Bay contributes to this in many ways including via the Holdfast Habitat Heroes, through plant giveaways, community planting and beach cleaning days, through hosting nature-based events during the SA Nature Festival and we will continue to explore novel ways to increase nature connection within our community.

Reducing Waste to Landfill

Resource consumption and waste generation go hand-in-hand. In Australia, we have generally relied on landfill to take care of our waste. However, as the population increases, so too does the volume of waste produced and resources consumed. There are concerted efforts in Adelaide and across South Australia to dramatically reduce the amount of waste going to landfill.

Council has already reached the target in the *Environment Strategy 2020–2025* to increase waste diverted from landfill from 59% to 70% between 2020 and 2025. In February 2023 the Holdfast Bay community reduced waste going to landfill by 20% compared to the same time last year. This was largely achieved when we led a state-first change to weekly household bin collections where the default bin collection model for households switched to weekly green Food Organics Garden Organics (FOGO) and fortnightly landfill bin collections.

An initial year-long trial proved so successful, with more than 1,000 households taking part, that it was extended for an additional six months with an opt-out model across 300 households. This helped to inform the city-wide move to weekly FOGO bin collections, which was announced in June 2022 and implemented at the start of July 2022.

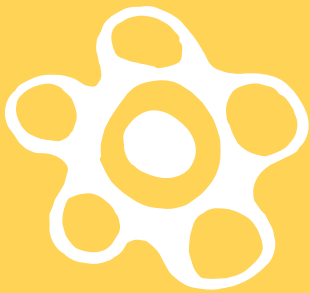
Holdfast Bay's weekly green FOGO model has been recognised as best practice by the South Australian State Government. A kerbside bin best practice guide has been developed by Green Industries SA. This guide, which is based on the Holdfast Bay model, aims to encourage other local governments to adopt a similar model to reach state landfill diversion targets.

In addition, the opening of the Southern Materials Recovery Facility (SMRF) late in 2021 has improved recycling efforts. The facility can 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. The SMRF is recognised as a national leader in resource recovery having won the "Outstanding Facility Award" at the 2022 National Waste Innovation and Recycling Awards.

External Funding sources

Council's 2023–24 budget relies heavily on property rate revenue, forecasting rates to comprise 81 per cent of revenue, excluding Alwyndor and the Landscape Levy. While the City of Holdfast Bay is a leader in South Australia for non-rate revenue, council continues to pursue options to reduce the community's rate burden by increasing revenue from other sources. This includes rent from commercial leases, off-street car parking fees, income from the Brighton Beachfront Holiday Park and Partridge House and grant funding from the Federal Government and State Government.

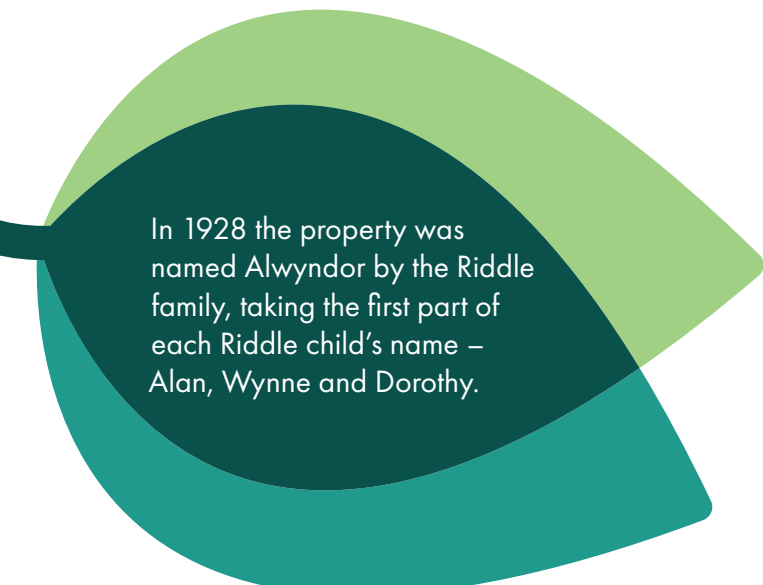
ACHIEVEMENTS, PROJECTS AND SERVICE DELIVERY



ALWYNDOR AGED CARE

ALWYNDOR AND THE CITY OF HOLDFAST BAY

Alwyndor began as the family home of the Riddles, built on Dunrobin Road, 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.

ACHIEVEMENTS

In 2022–23, Alwyndor's achievements and initiatives included:

- › Implementation of AlayaCare, a new database for our Support at Home and Therapy and Wellbeing services which streamlines our rostering and billing as well as offering clients online access to request services and to view their scheduled services.
- › A review of our food and nutrition in Residential Care. We have redeveloped our dining areas and catering services have been brought in-house. Satisfaction with all elements of our food experience has risen to 90%. We have also automated our systems for recipes, menus and resident meal preferences and selection.
- › Reviewing our End-of-Life Care, working with Palliative Care SA we trained both residential and community clinical nurses in contemporary end-of-life care approaches. This aimed to offer the best possible end-of-life experience for residents, clients and their loved ones
- › Installation of an outdoor gym in our garden area with an entrance from Cecelia Street, the outdoor gym is open to all and is used by our allied health staff to expand our services, combining indoor and outdoor wellness experiences.
- › Expanding our Home Care Packages beyond our growth targets, we now have more than 500 clients with packages in our Support at Home services and more than 3,000 Home and Social Support clients.
- › Installation of a new phone system in response to the demand our growth has created. This new system will improve efficiencies in our Customer Care team as well as ensuring calls are managed with a customer focus.



- › Continued work to restore our garden to its original glory with the reinstatement of the pond which is managed through a recycled water system. We have also restored and replaced the original plaque commemorating Stephen Cheater's Garden creation and the much-loved frog fountain.
- › Tots at Dots, Alwyndor's intergenerational playgroup recommenced after the restrictions of COVID-19 were reduced, offering a fun and enriching experience for residents and community members with their babies and toddlers.

SERVICE DELIVERY

Alwyndor provides integrated services for older people in our communities. A continuum of care is offered from home support through to end-of-life care, all 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, occupational therapy and

dental services. A day respite service commenced in April 2020 and is now available Monday to Friday each week. The Alwyndor Community Connections teams work 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. We receive funding for these services from a variety of sources which include:

- › Commonwealth Home Support Program.
- › Home Care Packages (Federal Government funding).
- › Department of Veterans Affairs.
- › Private health refunds and private client payments.
- › Medicare (via GP referral for service packages).
- › National Disability Insurance Scheme.

In 2023–24, Alwyndor will continue to promote and enable independence, active health and wellbeing for older people in the City of Holdfast Bay and surrounding areas.



WELLBEING

In 2023–24, council will allocate \$10 million to 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 Islander 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



2022–23 ACHIEVEMENTS

In 2022–23, we delivered many projects that build good health and economic success in an environment and a community that supports wellbeing. Some of these include:

- › The Christmas Pageant returned to Glenelg for the first time since 2019, with an estimated 25,000 people lining Jetty Road to view the parade of 50+ floats featuring more than 1,800 participants.
- › Developing a concept design for the Buffalo site.
- › Continuing the improvements for *Disability Discrimination Act* (DDA) compliant kerb ramps.
- › Continuing the development of the Movement and Transport Strategy.

2023–24 CAPITAL PROJECTS \$2.6 million

Including:

Glenelg Oval upgrade Stages 3 and 4 – \$1.84 million

Continuing the upgrade of this important community asset, the work for 2023–24 includes upgrades to the spectator mound including playspace, elevated *Disability Discrimination Act* (DDA) viewing area and tiered seating. Other improvements will include rebuilding cricket practice pitches and netting, as well as upgrading the caretaker's building and adjoining public toilet block.

Public Toilets, Patawalonga Lake – \$220,000

Additional toilet facilities to be placed around the Patawalonga Lake that will help attract more people to use the facilities in the area.

Seacliff–Brighton Yacht Club to upgrade change rooms – \$500,000

Subject to Club, grant or other partner funding – improvements to the showers, toilets, change rooms and DDA compliant toilets, enabling better quality facilities that are appropriate for mixed ages as well as the public.

DDA Pram Ramps and bus stop improvement – \$70,000

Install new pedestrian (DDA) compliant ramps to improve access and inclusion throughout the city.

Glenelg Community Centre Painting entrance statement – \$10,000

An inviting and vibrant new entrance statement for the Community Centre.

Brighton North Community Garden upgrades – \$4,000

Improvements to the Brighton North Community Garden including a new irrigation system, solar security cameras and hoselink retractable reels.



2023–24 NEW PROJECTS \$102,000

Including:

Community Wellbeing Strategy – \$25,000

Development of a Community Wellbeing Strategy and action plans for focus areas, in partnership with the Holdfast Bay community. The Wellbeing Strategy will guide the efficient and effective development of multiple Council strategies and action plans within the Community Wellbeing space that are due to expire in 2023 (e.g., *Volunteering Strategy 2018–2023*; *Youth Action Plan 2018–2023*).

Local Music Festival – \$30,000

Local bands to play a concert, on the Glenelg foreshore incorporating features of the 2020 and 2021 events.

Mural on the Esplanade at the end of Farrell Street – \$33,000

A mural on The Esplanade at the end of Farrell Street to address the increasing foot traffic of the coast path with the need for more public art.

2023–24 SERVICE DELIVERY \$7.45 million (excluding Alwyndor)

Development Services – \$1.40 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 the 2022–23 financial year, up to 15 April 2023, we have processed 744 developments with a total value of \$287 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 – \$2.38 million

We will manage and maintain community assets and infrastructure in an environmentally and financially sustainable way. This includes maintenance and operational support for the City of Holdfast Bay's buildings assets. As part of the building portfolio, we operate 31 public toilet facilities available 17 hours every day of the year, with each toilet serviced daily. A key component of this is the cleaning contracts which annually deliver 21,400 cleaning services across a range of buildings and Council assets.

There is also a range of renewal and new works on a suite of assets within the Council's buildings, open space and coastal portfolio.

Community Wellbeing – \$870,000

In addition to the services delivered by Alwyndor's Community Connections team, 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:

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

Community Safety – \$2.22 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 – \$580,000

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 website. 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. *Our Place* was launched in July 2020. It features the latest council news, project updates and upcoming events. Council's quarterly, printed magazine, *Our Place*, is distributed to all ratepayers with a digital copy shared via social media and emailed to 1,920 subscribers.



SUSTAINABILITY

In 2023–24, council will allocate \$21.5 million to developing 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 Kaurua 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



2022–23 ACHIEVEMENTS

In 2022–23, council delivered projects and services that supported the goal of developing a city, economy and community that is resilient and sustainable.

Activities included:

› **Flood Management**

Major upgrades to the city's stormwater drainage in line with our Stormwater Management Plan. We also completed year one of three for a comprehensive data collection of the city's underground stormwater network.

› **Coastal Works**

Replacement of showers, drinking fountains and dog bowls and improving access along the coast and renewed essential infrastructure at the Patawalonga.

› **Roads – Including Kerb and Water Table Reconstruction**

Systematic repair and replacement of the city's streets, kerbs and water table. With 6,815 linear metres of road reseal and 3,842 linear metres of kerb renewal. This included 112 kerb ramp upgrades.

› **Footpaths**

Ongoing maintenance and improvements of footpaths and cycleways to ensure they are safe with accelerated program to attend to more sites.

› **Bus Stops**

Council upgraded 15 bus stops to comply with the requirements of the *Disability Discrimination Act (DDA)*.

› **Carbon Neutral Plan**

In 2019, Council recognised that the world is in a state of climate emergency and as part of its commitment to becoming a carbon neutral organisation by 2030, Council subsequently endorsed the *City of Holdfast Bay Carbon Neutral Plan*.

› **Gullies Masterplans – Implementation**

Work continued on implementing the masterplans for Gilbertson, Pine and Barton Gullies to re-establish these small gullies as examples of local remnant vegetation with high biodiversity value. Pine Gully was a substantial program including infrastructure and landscaping, completed with funding from Green Adelaide.

› **Weekly FOGO Pilot – Phase 2**

The City of Holdfast Bay has become the first council in South Australia to change its bin collection frequencies so that red landfill bins are only collected fortnightly and green FOGO bins are collected weekly. This has enabled our community to reach an outstanding 70% diversion of waste away from landfill.

› **Solar installation and energy reduction works**

To reduce energy consumption and costs, solar systems were installed at the Glenelg Library, Brighton Library, Brighton Tennis Club, and the William Kirby Veteran Shed in Glenelg North.

2023–24 CAPITAL PROJECTS \$3.99 million

Former Buffalo Site – Amenity Improvements – \$2.2 million

Undertake important site remediation work and amenity improvements at the former Buffalo site.

Sturt Creek Biodiversity Corridor: Shannon Avenue – \$60,000

As one of the highest priorities in our Environment Strategy, this project will transform a small portion of this reserve into biodiverse corridors to improve biodiversity both in Glenelg North (where it is very low) and along the Sturt Creek.

Traffic Management Improvements – \$60,000

This will allow for several improvements to traffic management on council roads in high priority areas.

2023–24 NEW PROJECTS \$380,000

Support for Visitor Information at Glenelg Town Hall – \$80,000

Additional staffing to ensure there is coverage of the Bay Discovery Centre and Visitor Information outlet across all hours of opening, especially in a time of post COVID-19 restrictions.

Economic Development Strategy Implementation – \$30,000

The Economic Development Strategy (EDS) is currently under development, and this is likely to identify initiatives and actions that will require funding. This will enable prompt implementation of actions and outcomes from the Strategy in an agile way.

Stormwater Data Collection (pit and pipe survey) Year 2 of 3 – \$100,000

This project was identified in the Stormwater internal audit and is important to ensure data on stormwater assets is current.

Arborist Support – \$120,000

This additional position will support the Senior Arborist in building capacity and risk mitigation through the monitoring, assessment and actioning of works to council's trees.

2023–24 SERVICE DELIVERY \$17.16 million

Public Realm and Urban Design – \$570,000

Council is committed to developing and maintaining high quality urban and open spaces through 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 – \$1.02 million

Council is pursuing an Environment Strategy (2020–25) with a detailed roadmap of initiatives, to guide our decision making until 2025 and beyond. The strategy incorporates five themes:

- › Climate change resilience and working towards a carbon-neutral community.
- › Managing our coastal ecosystem.
- › Managing and improving biodiversity.
- › Waste and resource management.
- › Working together as a community.

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



Field Services & Depot – \$8.53 million

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

We will achieve this by:

- › Maintaining our many high profile and highly used open spaces and reserves.
- › Planning and implementing environmental management programs.
- › Planting and caring for trees in our streets and reserves.
- › Cleaning our streets and foreshore.
- › Maintaining the North Brighton and St Jude's cemeteries.
- › Managing and maintaining our coastal zones and foreshore.
- › Removing graffiti.
- › Maintaining gross pollutant traps to ensure that pollutants do not enter our waterways.
- › Maintaining our roads, kerbs and footpaths.

Street Lighting – \$730,000

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

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.


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.

Engineering and Traffic – \$1.78 million

The 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 storm water management plan. Our team monitors issues and improves traffic management in our City.

Waste management – \$4.53 million

Council partners with the City of Marion and Onkaparinga to provide waste management services through the Southern Regional Waste Resource Authority. Council collects waste and recyclables through weekly waste services. Council also provides free presentations and workshops to promote recycling and ethical waste management practices for residents, community groups and schools.



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



INNOVATION

In 2023–2024, council will allocate \$5 million to developing 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, startups 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

2022–23 ACHIEVEMENTS

In 2022–23, 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:

- › **Plant and Equipment Replacement**

A significant program of work to meet our operational needs and enable the safe, effective delivery of services.

- › **Enterprise Technology**

The implementation of the Enterprise Technology 2020–2023 Roadmap continued. This Roadmap identified projects to deliver people, process and technology improvements that enable the realisation of key business objectives for the Council. The significant achievements include Request Management (focusing on Elected Member and general Council requests), Information Management, Cyber Security and Asset Management.

- › **Information Technology Equipment Replacement**

This enabled the replacement of back-up infrastructure and continue our transition to a mobile workforce.

- › **Implementation of the Jetty Road Brighton Lighting Masterplan**

The installation of solar lighting bollards and upgrade of energy efficient pedestrian and street lighting along Jetty Road, Brighton.

- › **Brighton Caravan Park – Stage 2 Redevelopment**

The replacement of timeworn facilities with new sites, cabins and administration building. The upgrades improve visitor appeal, grow the Park's commercial revenue, and enhance the city's tourism offering.

- › **CCTV upgrades Glenelg**

The Glenelg CCTV expansion project involved upgrading and expanding the precinct-based CCTV infrastructure in the area. The main areas of focus for the project were improving coverage of Jetty Road, Glenelg, and the Glenelg foreshore from Broadway Kiosk to the Breakwater.

2023–24 CAPITAL PROJECTS \$1.0 million

Glenelg Library upgrade – \$200,000

This will include a refresh the Glenelg library ground floor as an innovative and creative community space with accessible meeting rooms, learning and maker spaces, attractive collections and updated staff workspaces. Glenelg Library is a high-profile Council building last upgraded in 2003.

Innovation Projects – Various Information Technology Management improvements – \$800,000

This range of business improvement projects will impact across all of Council operations. These will improve efficiency and result in better service delivery.

2023–24 NEW PROJECTS \$60,000

Climate Change Adaptation – \$60,000

As a result of a recent Climate Change Adaption Governance Assessment, these funds are for an additional position that works across Council in such areas as climate, adaption and climate neutral planning.

2023–24 SERVICE DELIVERY \$15.81 million

Library Services – \$1.73 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 2023–24, we will continue to deliver events, programs, services and activities through our two branches at Brighton and Glenelg.

City Activation – \$1.47 million

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.

Council will continue to develop an environment that assists the future viability of local businesses and creates opportunities to attract innovative industries.

Tourism and Events – \$1.61 million

Our visitor and business services include:

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

Commercial and Economic Enterprises – \$390,000

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



Corporate Services – \$4.19 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.
- › Records management.

Financial and Rating Services – \$3.43 million

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

Information and Technology Services – \$2.99 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.



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

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 they 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 2023–24, council is proposing an extensive program of services and projects. To achieve this, we expect to raise \$53.5 million in operating income and spend \$53 million in operating expenditure (excluding Alwyndor). The funds come from a variety of sources. While our income is predominantly from rates, it also includes grants from the state and Commonwealth governments and income from statutory and user charges. In 2023–24, 81 per cent of the revenue to fund municipal operations will come from rates.

OUR FINANCIAL STATEMENTS

We have included a summary of our projected financial statements for the 2023–24 financial year in this document.

A net sum of \$42 million (excluding the Landscape Levy) will be raised from rates in 2023–24.

Council owns infrastructure and assets (such as roads, drains, footpaths and buildings) with a current value of approximately \$359 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 due in part to its coastal proximity and tourism focus. The *2023–24 Annual Business Plan* forecasts a projected borrowing requirement of \$4.72 million to fund the proposed program of capital works and projects. 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*, council aims 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 and Risk 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 0.002033 cents, the rates payable will be \$1,016.50.

The charts on the following page show a comparison of the average residential rate for Adelaide metropolitan councils for 2020–21.

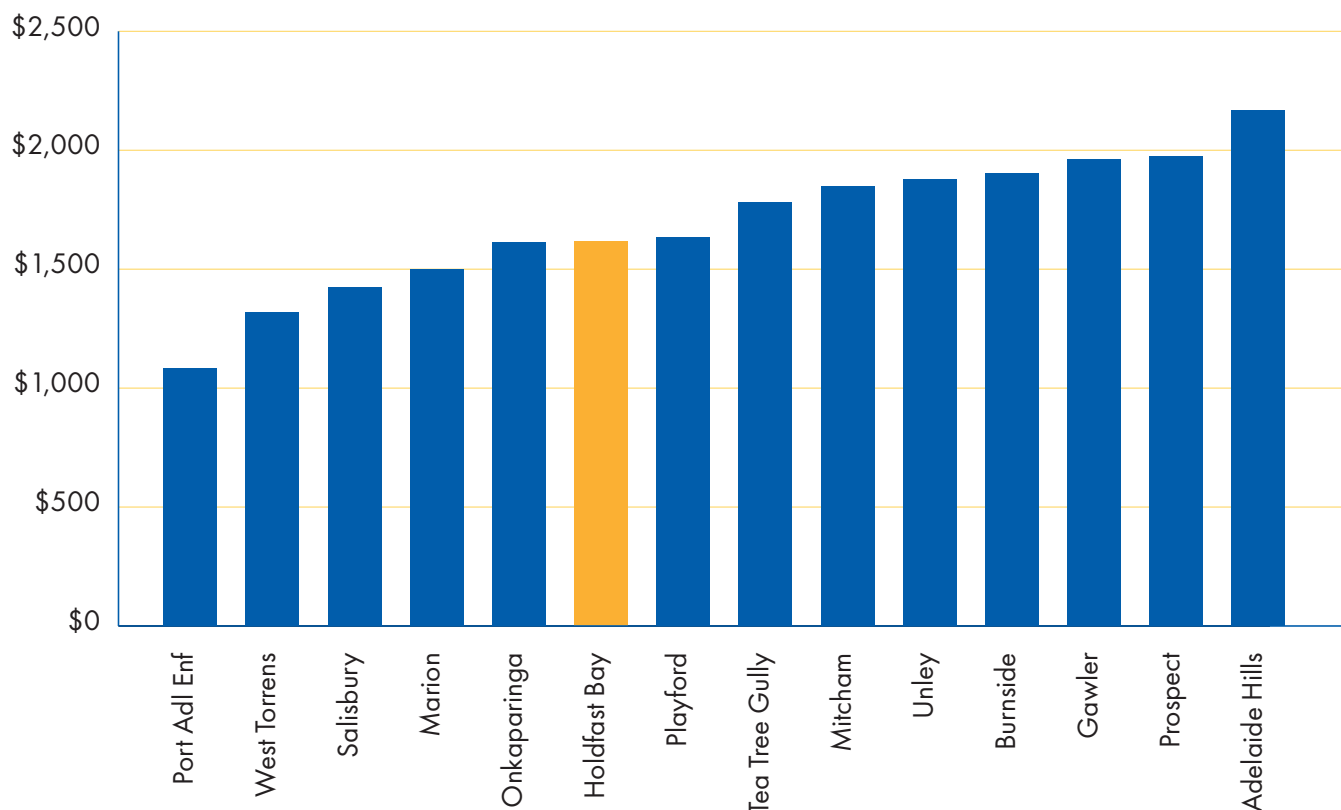
The average (mean) residential rate for the City of Holdfast Bay in 2022–23 was \$1,669. This represented a rate of 0.002033 cents in the dollar. This residential rate compares favourably to other South Australian councils.

For 2023–24 the proposed revenue from general rates is \$41,428,000 compared to \$38,593,000 for 2022–23. This is a 7.3% change in total proposed revenue from general rates compared to previous year. This comprises the increase in rates plus new development.

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

Land Use Category	2023–24 Increase
Commercial – Shop	\$212
Commercial – Office	\$150
Commercial – Other	\$225
Industry – Light	\$133
Industry – Other	\$195
Vacant Land	\$150
Other	\$147

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 2022–23 residential property value, the rate increase for the average (mean) residential premises will be approximately \$115 or \$28 per quarter. This is \$2.20 per week.

Rating Policy

Section 147 of the *Local Government Act 1999* provides council with the power to rate all land within the City of Holdfast Bay – except for land specifically exempted, such as Crown land and land occupied by council. We continually review our rating policy to ensure that it is fair and equitable. Our current rating policy, last reviewed in June 2022, is available at the Brighton Civic Centre and can be downloaded at holdfast.sa.gov.au.

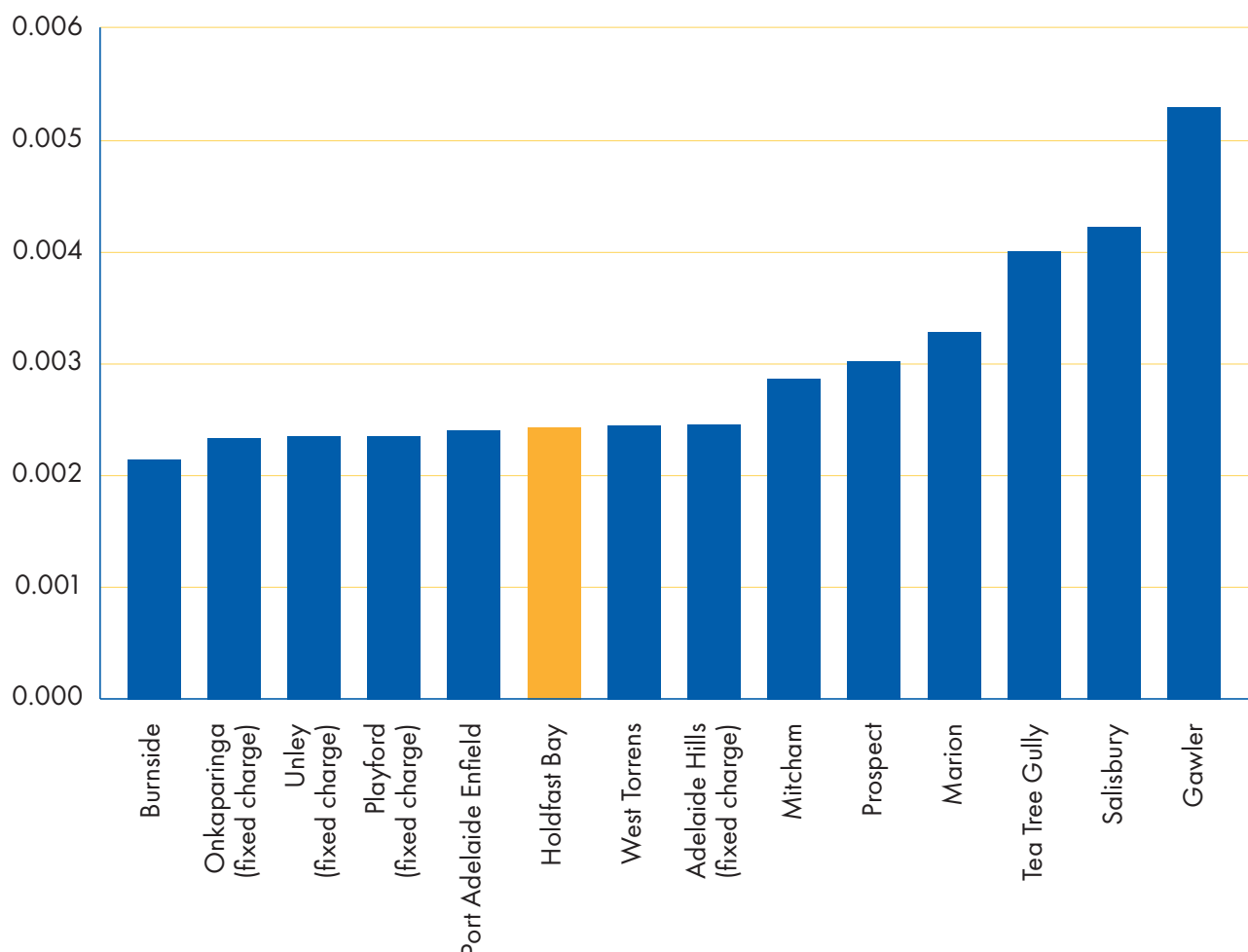
Land Valuation Method

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.

Residential Rates

The residential rate for 2023–24 has yet to be determined. Our *Draft 2023–24 Annual Business Plan* and financial statements are based on a rate revenue increase of 6.9 per cent, excluding new building construction and separate rates. The average (mean) value of properties in the City of Holdfast Bay in 2022–23 was \$821,000, with an average (mean) rate of \$1,669.

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



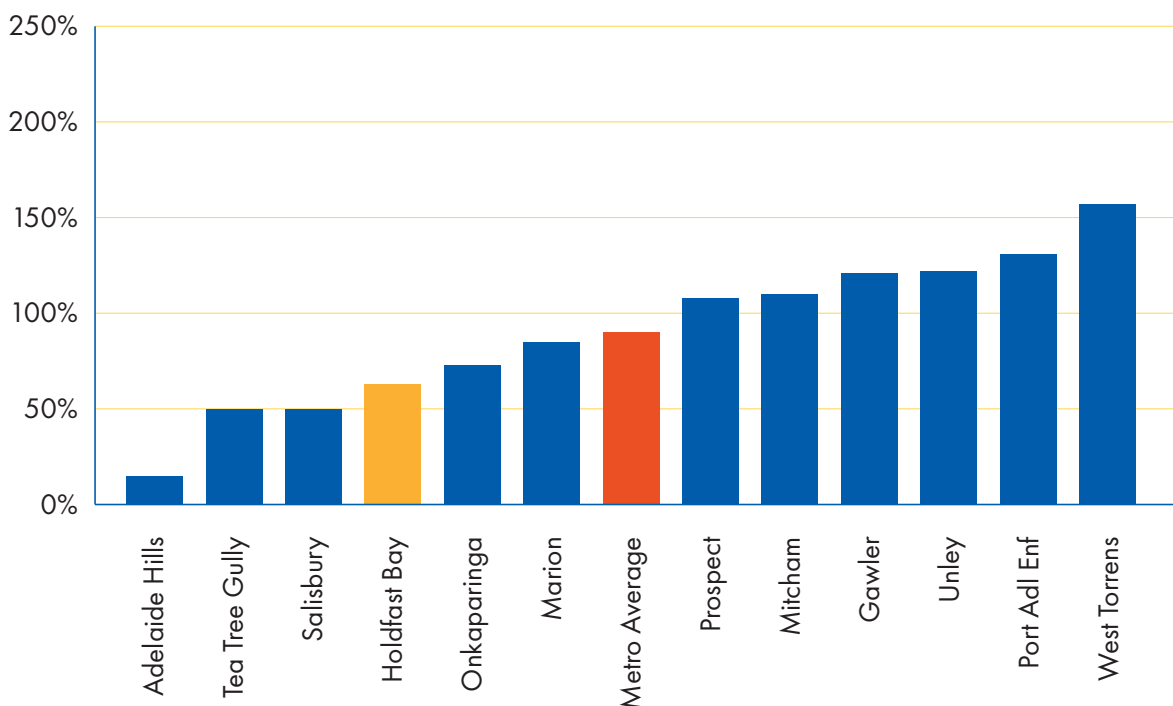
Industrial, Commercial Property and Vacant Land Rates

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 2022–23 a differential premium of 62 per cent above the residential rate was applied, equating to 12 per cent of total rate revenue (\$4.7 million) being paid by this sector. This premium compares favourably with the 2020–21 metropolitan average of 97 per cent, as shown on the following page.

In 2023–24 it is proposed to maintain the rate revenue from commercial, industrial and vacant properties at 12 per cent of our overall general rate. The premium to apply has yet to be determined.

2020–21 Metropolitan differential rate premium comparison



Separate Rate

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

1. The Jetty Road Mainstreet Separate Rate is applied to properties within the Jetty Road Mainstreet precinct to promote and enhance business viability and trade. Revenue from this separate rate is expected to raise \$660,245 in 2023–24, representing an increase of 6.9 per cent on the rate levied in 2022–23.
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 reduced by 50 per cent. The Patawalonga Marina Separate Rate for 2023–24 is expected to raise \$82,460. 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. For 2023–24 the Landscape Levy for properties in the City of Holdfast Bay will increase by \$122,000 to \$1.44 million.

Rebates

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

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

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

- › The rebate is desirable for the purpose of securing the proper development of the area or assisting or supporting a business.
- › The land is being used for educational purposes, agricultural, horticultural or floricultural exhibitions, a hospital or health centre, to provide facilities or services for children or young people, to provide accommodation for the aged or

disabled, for a residential aged care facility or a day therapy centre, or by an organisation which, in the opinion of council, provides a benefit or service to the local community.

- › The rebate relates to common property or land vested in a community corporation over which the public has a free and unrestricted right of access and enjoyment.
- › The rebate is considered by council to be appropriate to provide relief against what would otherwise amount to a substantial charge in rates payable due to a change in the basis of valuation.

Minimum rate

We impose a minimum amount payable by way of rates. In 2022–23 this rate was set at \$1,079. The minimum rate for 2023–24 has not been set at this time.

Rate relief

Support is available for people experiencing difficulty in paying their rates. A residential rate cap may be applied to provide relief to ratepayers who own properties that have been subject to increases in valuations that are deemed excessive. In 2022–23, 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 2023–24 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 2023–24, council will raise \$42.0 million in rate revenue (including separate rates but excluding the Landscape Levy), and this will yield an operating surplus ratio of 0.96 per cent. Currently, our operating ratio measure over the five years from 2017–2018 to 2021–2022 is 3.8 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 2023–24, we will continue to monitor and review council's operations to ensure that we can continue to meet the community's expectations in a financially sustainable way.

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

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

However, it is acceptable to exceed this ceiling from time to time, particularly when low interest rates offer the opportunity to develop infrastructure and facilities that will provide long-term benefit to the community. In 2023–24, the net financial liabilities ratio is forecast to increase from 72 per cent to 74 per cent (excluding Alwyndor Aged Care). The ratio is expected to decline in subsequent years as our fixed-term debt is reduced.



An additional, and arguably more relevant, indicator of 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 2023–24, our interest cover ratio is forecast to be 1.7 per cent (excluding Alwyndor Aged Care). Our net financial liabilities and interest cover ratio indicate that council remains in a strong and sustainable financial position to manage its debt levels.

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

The asset sustainability ratio measures the level of capital expenditure on the renewal and replacement of existing infrastructure and assets. It is measured against the level proposed in the *Asset Management Plan*. For 2023–24 this is forecast to be 100 per cent.



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MEASURING OUR PERFORMANCE

Council appoints an Audit and Risk 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 Holdfast 2050+*.
- › Corporate measures, which track internal operations that aim to improve the way we deliver services.

To this end, on a quarterly basis Council receives reports that track the health of the organisation and its fitness and ability to deliver the objectives expressed in *Our Holdfast 2050+*. These include:

- › Capital and operating projects – progress on each of these projects as expressed in the *Annual Business Plan*.
- › Financial management – reviewing the budget position and *Long-Term Financial Plan*.
- › 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.

The background of the entire page is a solid yellow color. Overlaid on this are several white, hand-drawn style wavy lines. These lines form organic, flowing shapes that resemble topographical map contour lines or perhaps stylized waves. There are three main clusters of these lines: one large, elongated shape on the left side; a more compact, circular cluster in the top right corner; and another cluster in the bottom right corner. The lines vary in thickness and are somewhat irregular, giving the design a modern, artistic feel.

FINANCIAL STATEMENTS – MUNICIPAL

CITY OF HOLDFAST BAY
BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS

Municipal 22/23 Original BUDGET		Municipal 23/24 BUDGET
\$		\$
38,348,000	Rates - General	41,281,000
617,630	Rates - Jetty Road Glenelg	660,245
77,140	Rates - Patawalonga Marina	82,460
1,351,000	Rates - Regional Landscape Levy	1,452,167
2,582,060	Statutory Charges	2,641,300
3,191,115	User Charges	3,498,000
2,381,546	Operating Grants & Subsidies	2,045,863
20,000	Investment Income	72,000
749,070	Reimbursements	711,264
650,410	Other	843,743
101,250	Net Equity Gain - Joint Ventures	220,000
50,069,221	Operating Revenue	53,508,042
19,105,389	Employee Costs	20,244,443
19,861,358	Materials, contracts and other expenses	21,301,562
834,830	Finance Charges	992,692
10,468,000	Depreciation	10,911,000
(944,000)	Less full cost attribution - % admin costs capitalised	(999,000)
354,000	New Initiatives - Operating	542,000
49,679,577	Less Operating Expenditure	52,992,697
389,644	= Operating Surplus/(Deficit)	515,345
10,468,000	Depreciation	10,911,000
165,847	Other non-cash provisions	60,452
10,633,847	Plus Non-Cash items in Operating Surplus/Deficit	10,971,452
11,023,491	= Funds Generated from Operating Activities	11,486,797
1,483,500	Capital (External Contributions)	483,500
474,250	Proceeds from disposal of assets	201,000
1,957,750	Plus funds sourced from Capital Activities	684,500
(7,933,700)	Capital Expenditure-Asset Renewal and Replacement	(7,081,166)
(944,000)	Capital Expenditure-Full Cost Attribution	(999,000)
(5,937,000)	New Initiatives - Capital (Gross Expenditure)	(7,629,944)
(14,814,700)	Less total capital expenditure	(15,710,110)
253,000	Plus: Repayments of loan principal by sporting groups	217,000
253,000	Plus/(less) funds provided (used) by Investing Activities	217,000
(1,580,459)	= FUNDING SURPLUS/(REQUIREMENT)	(3,321,813)
	Funded by:	
(2,959,459)	Less: Proceeds from new borrowings	(4,717,575)
1,379,000	Plus: Principal repayments of borrowings	1,395,762
(1,580,459)		(3,321,813)

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>23/24</u> <u>BUDGET</u>
\$	REVENUES	\$
38,348,000	Rates - General	41,281,000
617,630	Rates - Jetty Road Glenelg	660,245
77,140	Rates - Patawalonga Marina	82,460
1,351,000	Rates - Regional Landscape Levy	1,452,167
2,582,060	Statutory Charges	2,641,300
3,191,115	User Charges	3,498,000
2,381,546	Operating Grants & Subsidies	2,045,863
20,000	Investment Income	72,000
749,070	Reimbursements	711,264
650,410	Other	843,743
101,250	Net Equity Gain - Joint Ventures	220,000
<u>50,069,221</u>	TOTAL REVENUES	<u>53,508,042</u>
	EXPENSES	
19,105,389	Employee Costs	20,244,443
19,861,358	Materials, contracts and other expenses	21,301,562
834,830	Finance Charges	992,692
10,468,000	Depreciation	10,911,000
(944,000)	Less full cost attribution	(999,000)
354,000	New Initiatives - Operating	542,000
<u>49,679,577</u>	TOTAL EXPENSES	<u>52,992,697</u>
<u>389,644</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>515,345</u>
1,483,500	Amounts specifically for new or upgraded assets	483,500
<u>1,873,144</u>	NET SURPLUS/(DEFICIT)	<u>998,845</u>

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2024

<u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>23/24</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
443,183	Cash and cash equivalents	842,279
2,422,226	Trade and Other Receivables	2,964,725
-	Inventory	-
2,865,409	TOTAL CURRENT ASSETS	3,807,004
	NON-CURRENT ASSETS	
632,816	Financial Assets	643,769
3,414,876	Equity accounted investments-Council businesses	4,249,000
718,138,802	Land, Infrastructure, Property, Plant & Equipment	879,334,217
722,186,494	TOTAL NON-CURRENT ASSETS	884,226,986
725,051,903	TOTAL ASSETS	888,033,990
	CURRENT LIABILITIES	
5,866,943	Trade and Other Payables	8,794,848
1,379,000	Borrowings	1,395,762
3,277,750	Short-term Provisions	3,859,081
10,523,693	TOTAL CURRENT LIABILITIES	14,049,691
	NON-CURRENT LIABILITIES	
28,879,136	Long-term Borrowings	29,545,924
291,538	Long-term Provisions	281,897
29,170,674	TOTAL NON-CURRENT LIABILITIES	29,827,821
39,694,367	TOTAL LIABILITIES	43,877,512
685,357,536	NET ASSETS	844,156,478
	EQUITY	
184,787,536	Accumulated Surplus	189,102,071
500,570,000	Asset Revaluation Reserve	655,054,407
685,357,536	TOTAL EQUITY	844,156,478

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>23/24</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
182,914,392	Balance at beginning of period	188,103,226
1,873,144	Net Surplus/(Deficit)	998,845
184,787,536	Balance at end of period	189,102,071
500,570,000	ASSET REVALUATION RESERVE	655,054,407
500,570,000	TOTAL RESERVES CLOSING BALANCE	655,054,407
685,357,536	TOTAL EQUITY	844,156,478

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>23/24</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
50,187,271	Operating Receipts	53,288,042
	<u>Payments</u>	
(38,328,950)	Operating payments to suppliers and employees	(40,808,553)
(834,830)	Finance Payments	(992,692)
<u>11,023,491</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>11,486,797</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
1,483,500	Grants specifically for new or upgraded assets	483,500
474,250	Sale of replaced assets	201,000
253,000	Repayments of loans (principal) by community groups	217,000
	<u>Payments</u>	
(8,877,700)	Expenditure on renewal/replacement of assets	(8,080,166)
(5,937,000)	Expenditure on new/upgraded assets	(7,629,944)
<u>(12,603,950)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(14,808,610)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
2,959,459	Proceeds from Borrowings - External	4,717,575
	<u>Payments</u>	
(1,379,000)	Repayments of Borrowings - External	(1,395,762)
<u>1,580,459</u>	NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>3,321,813</u>
-	NET INCREASE (DECREASE) IN CASH HELD	-
443,183	CASH AND CASH EQUIVALENTS AT BEGINNING OF	842,279
	REPORTING PERIOD	
443,183	CASH AND CASH EQUIVALENTS AT END OF	842,279
<u>443,183</u>	REPORTING PERIOD	<u>842,279</u>

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2024

1,873,144	SURPLUS FROM INCOME STATEMENT	998,845
	NON-CASH ITEMS IN INCOME STATEMENT	
10,468,000	Depreciation	10,911,000
165,847	Movements in provisions	60,452
<u>10,633,847</u>	TOTAL NON-CASH ITEMS	<u>10,971,452</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(14,814,700)	Capital Expenditure	(15,710,110)
(1,379,000)	Loan Repayments - External	(1,395,762)
2,959,459	Proceeds from Borrowings - External	4,717,575
253,000	Repayments of loans (principal) by community groups	217,000
474,250	Proceeds from Disposal of Assets	201,000
<u>(12,506,991)</u>	TOTAL CASH ITEMS	<u>(11,970,297)</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 2024

<u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>23/24</u> <u>BUDGET</u> \$
50,069,221	Operating Revenues	53,508,042
(49,679,577)	less Operating Expenses	(52,992,697)
389,644	Operating Surplus/(Deficit) before Capital Amounts	515,345
Less net outlays on Existing Assets		
8,877,700	Capital Expenditure on renewal & replacement of existing assets	8,080,166
(10,468,000)	Less Depreciation	(10,911,000)
(1,590,300)		(2,830,834)
Less outlays on New and Upgraded Assets		
5,937,000	Capital Expenditure on new & upgraded assets	7,629,944
(1,483,500)	Less amounts received for for new & upgraded assets	(483,500)
4,453,500		7,146,444
(2,473,556)	Net lending/(borrowing) for financial year	(3,800,265)

PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>23/24</u> <u>BUDGET</u> \$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$389,644		\$515,345
	OPERATING SURPLUS RATIO (Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.78%		0.96%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$36,196,142		\$39,426,739
	NET FINANCIAL LIABILITIES RATIO (Total liabilities less financial assets as % of total operating revenue)	
72%		74%
	INTEREST COVER RATIO (Net interest expense as % of total operating revenue less investment income)	
1.6%		1.7%
	ASSET SUSTAINABILITY RATIO (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
100%		100%

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