

### NOTICE OF MEETING

Notice is hereby given that an ordinary meeting of Council will be held in the

**Council Chamber – Glenelg Town Hall  
Moseley Square, Glenelg**

**Tuesday 27 June 2023 at 7.00pm**

**Roberto Bria**  
**CHIEF EXECUTIVE OFFICER**

## Ordinary Council Meeting Agenda

### 1. OPENING

*The Mayor will declare the meeting open at 7:00pm.*

### 2. KAURNA ACKNOWLEDGEMENT

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

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

### 3. SERVICE TO COUNTRY ACKNOWLEDGEMENT

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

### 4. PRAYER

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

### 5. APOLOGIES

5.1 Apologies Received

5.2 Absent – Councillor O'Donohue (Approved Leave of Absence)

### 6. ITEMS PRESENTED TO COUNCIL

### 7. DECLARATION OF INTEREST

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

### 8. CONFIRMATION OF MINUTES

**That the minutes of the Ordinary Meeting of Council held on 13 June 2023 be taken as read and confirmed.**

### 9. PUBLIC PRESENTATIONS

9.1 Petitions - Nil

9.2 Presentations - Nil

9.3 Deputations - Nil

**10. QUESTIONS BY MEMBERS****10.1 Without Notice****10.2 On Notice**

10.2.1 Question on Notice - Greening the Brighton/Hove Rail Corridor - Councillor Fleming (Report No: 217/23)

10.2.2 Question on Notice – FOGO Focus Groups – Councillor Fleming (Report No: 218/23)

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

12.1 Motion on Notice – Leave of Absence – Councillor Fleming (Report No: 206/23)

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

14.1 Minutes – Jetty Road Mainstreet Committee – 7 June 2023 (Report No: 209/23).

**15. REPORTS BY OFFICERS**

15.1 Items in Brief (Report No: 207/23)

15.2 2023-24 Annual Business Plan – Consultation Results and Adoption (Report No: 210/23)

15.3 2023-24 Budget Adoption (Report No: 214/23)

15.4 2023-24 Rate Declaration (Report No: 215/23)

15.5 Monthly Financial Report – 31 May 2023 (Report No: 216/23)

15.6 Seacliff Local Area Traffic Management – Consultation Results (Report No: 191/23)

15.7 Greening the Diagonal / Oaklands / Brighton Triangle (Report No: 185/23)

15.8 Draft Greater Adelaide Regional Organisation of Councils (GAROC) 2023-24 Annual Business Plan (Report No: 212/23)

15.9 Employee Behavioural Standards (Report No: 213/23)

**16. RESOLUTIONS SUBJECT TO FORMAL MOTIONS**

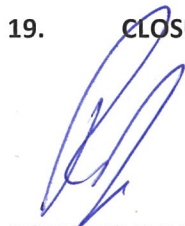
*Presented for the information of Members is a listing of resolutions subject to formal resolutions, for Council and all Standing Committees, to adjourn or lay on the table items of Council business, for the current term of Council.*

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

**18. ITEMS IN CONFIDENCE****18.1 Electrical Vehicle Charging (Report No: 211/23)**

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

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

**19. CLOSURE**

**ROBERTO BRIA**  
**CHIEF EXECUTIVE OFFICER**



Item No: 10.2.1

Subject: **QUESTION ON NOTICE – GREENING THE BRIGHTON/HOVE RAIL CORRIDOR – COUNCILLOR FLEMING**

Date: 27 June 2023

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## **QUESTION**

Councillor Fleming asked the following question:

“Can Administration provide an update on the “Greening the Brighton / Hove Rail Corridor” annual business plan initiative?”

## **ANSWER – A/General Manager Assets and Delivery**

The Greening Hove Rail Corridor is a volunteer led initiative with Council in-kind support through the provision of vegetation removal, weed control and provision of native plants. The project is focused on Kauri Parade, Railway Terrace and Addison Road Hove and it is in its final stages with significant planting across all locations. The delivery of these projects was undertaken in conjunction with volunteer groups, residents, Department for Infrastructure and Transport (DIT) and existing renewal projects. Please find a summary on each location below.

### **Kauri Parade, Seacliff**

- There were 930 local native species planted by community on Saturday 13 May 2023.
- Undertaken by 36 volunteers from Railcare, DIT/Keolos Downer, Habitat Heroes (City of Holdfast Bay volunteers) and residents.
- DIT staff collaborated with Council and volunteers in the delivery of this project including labour for the trail, weeding and spreading mulch.
- New artwork is being painted on the bus stop adjacent the site in July.
- There are 50 plants remaining to be planted by the RailCare volunteers behind the bus stop once it has been painted.

### **Railway Terrace/Caroona Avenue, Hove (sections opposite resident volunteers)**

- There were 600 local native species planted by community on Saturday 3 June 2023.
- Undertaken by 18 volunteers consisting of residents, community and Holdfast Habitat Heroes volunteers.
- There are still 450 plants to be planted in the large area on the corner of Railway Terrace and Caroona Ave, which will be completed by contractors.

Addison Road, Hove (sections opposite resident volunteers)

- There were 950 local native species planted by community on Saturday 17 June 2023.
- Undertaken by 19 volunteers consisting of residents, community and Holdfast Habitat Heroes volunteers.
- As part of the kerb renewal program, the Engineering team renewed the kerb on Addison Road including the installation of 15 tree-inlet pits to assist with passive watering of the corridor. This will assist with the growth of the street trees planted last season on Addison Road.
- There are 100 plants remaining to be planted by one of the residents due to some metal panels remaining from the TreeNet inlet works.

Item No: 10.2.2

Subject: **QUESTION ON NOTICE – FOGO FOCUS GROUPS – COUNCILLOR FLEMING**

Date: 27 June 2023

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## **QUESTION**

Councillor Fleming asked the following questions:

1. How much did Council spend on the recent FOGO focus groups and what was the breakdown of the costs?
2. Where does the feedback from these focus groups go and where can the outcomes be located?
3. How were the participants chosen?

## **ANSWER – A/General Manager Assets and Delivery**

Administration recently engaged McGregor Tan to undertake three focus groups related to the council wide Weekly FOGO roll out. Three focus groups comprising of residents on the Old Service, residents on the default Weekly FOGO service and residents that opted back in to Weekly FOGO were engaged to determine community sentiment and feedback on the new collection model.

1. McGregor Tan is Adelaide based and one of Australia's most experienced full-service social and market research agencies whose services have been used by council in the past, including for the Weekly FOGO pilots. The cost to develop, undertake and report on the three focus groups totalled \$16,500, which was partially funded through a Green Industries SA Council Modernisation Grant obtained in 2022.
2. Findings from the focus group will be shared with Elected Members at a Council Workshop in September 2023. The report will also be passed onto Green Industries SA.

Key initial findings include:

- Most participants acknowledged the need for separation through the FOGO program and praised the program's environmental benefits.
- A high level of support for the weekly FOGO collection model (including those on the Old Service).
- A high level of support for the choice and flexibility available as a part of the model.
- Need for continued promotion on the success of the model to encourage households to opt back in.

- Need for continued support for households on the Weekly FOGO model, including access to free rolls of compostable bags.
3. Potential participants were chosen through inviting Holdfast Bay residents who have signed up to be a part of McGregor Tan research programs along with utilising administration databases of households who had opted back into the program to fill in an expression of interest form. Focus group participants were chosen from varying demographics to ensure an accurate representation of the City of Holdfast Bay community.



Item No: 12.1

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

Date: 27 June 2023

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**PROPOSED MOTION**

Councillor Fleming proposed the following motion:

**That Council grant Councillor Fleming a Leave of Absence from Council for the period 25 July to 29 August 2023.**

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Item No: 14.1

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 7 JUNE 2023**

Date: 27 June 2023

Written By: General Manager, Community and Business

General Manager: Community and Business, Ms M Lock

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### **SUMMARY**

The Minutes of the Jetty Road Mainstreet Committee meeting held on 7 June 2023 are attached and presented for Council's information. Jetty Road Mainstreet Committee Agenda, Reports and Minutes are all available on Council's website and the meetings are open to the public.

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### **RECOMMENDATION**

**That Council notes the minutes of the Jetty Road Mainstreet Committee of 7 June 2023.**

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### **STRATEGIC PLAN**

Building an economy and community that is inclusive, diverse, sustainable and resilient.

### **COUNCIL POLICY**

Not applicable

### **STATUTORY PROVISIONS**

Not applicable

### **BACKGROUND**

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

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

**REPORT**

Minutes of the meetings of JRMC held on 7 June 2023 are attached for member's information.  
*Refer Attachment 1*

**BUDGET**

Not applicable

**LIFE CYCLE COSTS**

Not applicable

# Attachment 1





## **CITY OF HOLDFAST BAY**

**Minutes of the meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Mayor's Parlour Glenelg Town Hall on Wednesday 7 June 2023 at 6:00pm**

### **PRESENT**

#### **Elected Members:**

Councillor A Kane

#### **Community Representatives:**

Attitudes Boutique, Ms G Martin

Chatime, Mr A Chhoy

Cibo Espresso, Mr T Beatrice

Echelon Studio – Architecture and Design, Mr C Morley

Glenelg Finance, Mr D Murphy

Ikos Holdings Trust, Mr A Fotopoulos

Royal Copenhagen Glenelg and Brighton, Ms S Smith

Yo-Chi, Ms B Millard

#### **Staff:**

General Manager, Community & Business, Ms M Lock

Jetty Road Development Coordinator, Ms A Klingberg

Event Lead, Mr H Covill

### **1. OPENING**

The Chair, Ms G Martin, declared the meeting open at 6.02pm.

### **2. KAURNA ACKNOWLEDGEMENT**

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

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

### **3. APOLOGIES**

3.1 Apologies Received: Councillor R Abley, A Warren, B Millard

3.2 Absent:

### **4. DECLARATION OF INTEREST**

Members were reminded to declare any interest before each item.

**5. CONFIRMATION OF MINUTES****Motion**

**That the minutes of the Jetty Road Mainstreet Committee held on 3 May 2023 to be taken as read and confirmed.**

Moved S Smith, Seconded T Beatrice

**Carried**

**6. QUESTIONS BY MEMBERS**

**6.1 Without Notice: Nil**

**6.2 With Notice: Nil**

**7. PRESENTATION:****7.1 Glenelg Day Surgery Proposal**

Mr Dominic Skehan, Managing Director, Glenelg Day Surgery, provided an update on the proposal to rezone his property to allow for construction of a 10 bed hospital.

**7.2 Jetty Road Masterplan**

Ms Marnie Lock, General Manager, Community and Business provided an update on the Jetty Road Masterplan.

A Fotopoulos joined the meeting at 6.35pm

**8. REPORTS/ITEMS OF BUSINESS**

**8.1 Jetty Road Events Update**

(Report No: 190/23)

Jetty Road Mainstreet Committee (JRMCM) in partnership with the City of Holdfast Bay are responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan. This report provides an overview of recent and upcoming events.

**Motion**

**That the Jetty Road Mainstreet Committee:**

- 1. notes this report; and**
- 2. endorses \$10,000 sponsorship to the Australian Masters Games in the 2023/2024 JRMCM budget.**

Moved A Fotopoulos, Seconded T Beatrice

**Carried**

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

1. That pursuant to Section 90(3) of the *Local Government Act 1999* Council hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to discuss specific events update in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* the JRMC is satisfied that it is necessary that the public be excluded to consider the information discussed of a specific event update on the following ground:

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or

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

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

Moved Councillor Kane, Seconded D Murphy

**Carried**

M Lock provided the Jetty Road Mainstreet Committee with a verbal update on a specific event activation.

**The meeting came out of confidence at 6.54pm and the meeting was re-open to the public.**

8.2 Monthly Finance Report

(Report No: 189/23)

This report provides an update on the Jetty Road Mainstreet income and expenditure as at 30 April 2023.

**Motion**

**That the Jetty Road Mainstreet Committee:.**

1. notes this report; and
2. endorses \$11,000 to restring the Jetty Road tree fairy lights.

Moved D Murphy Seconded S Smith

**Carried**

**8.3 Marketing Update**

(Report No: 188/23)

This report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee aligned to the 2022/2023 Marketing Plan and initiatives associated to the delivery of the Jetty Road Glenelg Retail Strategy 2018-2022.

**Motion**

**That the Jetty Road Mainstreet Committee note this report.**

Moved A Chhoy, Seconded T Beatrice

**Carried**

**9. URGENT BUSINESS – Subject to the Leave of the Meeting****10. REPORTS/ITEMS OF BUSINESS:****11. DATE AND TIME OF NEXT MEETING**

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 5 July 2023 at the Glenelg Town Hall.

**12. CLOSURE**

The meeting closed at 7.11pm.

**CONFIRMED:** Wednesday 5 July 2023

**CHAIR**



Item No: 15.1

Subject: **ITEMS IN BRIEF**

Date: 27 June 2023

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

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## **SUMMARY**

These items are presented for the information of Members.

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

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## **RECOMMENDATION**

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

1. **The Glenelg Film Festival**
  2. **South Australia History Festival 2023**
  3. **Art Deco and Modernism Society of Australia (ADMSA) - Adelaide Chapter – Certificate of Commendation for Brighton Civic Centre**
  4. **New Year's Eve State Government Funding**
  5. **National Industry Turf Award**
  6. **Tram Safety and Statistic Request**
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## **REPORT**

### **1. The Glenelg Film Festival**

The inaugural Glenelg Film Festival is produced by Scuti Productions and supported by Event Cinemas Glenelg, the City of Holdfast Bay and the Jetty Road Mainstreet Committee (JRMCC). Council and the JRMCC co-fund the festival with contributions of \$10,000 each. At the time of writing, a Partnership Agreement between the Festival and the City is being finalised. The funding is being utilised to support three "Red Carpet" functions at Event Cinemas and a finale event in Colley Reserve on Saturday 23 March 2024.

Glenelg Film Festival operates throughout the year with monthly screenings leading to the annual finale event. The monthly screenings comprise of ten short films of no more than 30 minutes, filmed or produced within the past 24 months. Each month, two films are selected as "Best Film of the Month", one by the audience and one by judges, and are automatically entered into the annual film festival. The winners also receive a cash prize or vouchers worth \$250.

The monthly screenings began in May, with subsequent events scheduled for the last Tuesday of each month. Upcoming dates include 27 June, 25 July, 29 August, 31 October and 28 November 2023. At the time of writing there is no event scheduled in December, with screenings resuming on 30 January, 27 February and 21 March 2024.

Council supported event dates are:

- 31 October – Red Carpet Event
- 28 November – Red Carpet Event
- 21 March – Red Carpet Event
- 23 March – Finale event in Colley Reserve

The annual film festival (finale) event will take inspiration from the TropFest model, featuring numerous categories of short screenings. It is slated for March 2024 and will be staged in Colley Reserve. It will include an awards ceremony that will recognise best Director, Actor, Cinematographer and other film-craft determined by an independent judging panel.

## **2. South Australia History Festival 2023**

The South Australia History Festival ran from 1 to 31 May 2023, with Holdfast Bay offering nine tours and/or workshops in collaboration with Holdfast Bay Libraries, Cancer Council SA, Sacred Heart College, Kaurana Nation and community members who opened their private residence. The History Festival aims to promote the unique history and heritage of South Australia and is run annually by the History Trust of South Australia.

361 people attended events throughout May, with 32% of attendees being local residents, 61% from Metropolitan Adelaide and 7% from regional South Australia. History Centre staff also supported the William Kibby Veteran's Shed and the Glenelg Historical Society to develop and deliver an open day and walking tour.

A special thank you to all of the volunteers from across Council who helped deliver the Festival for 2023.

## **3. Art Deco and Modernism Society of Australia (ADMSA) – Adelaide Chapter**

The Chief Executive Officer received correspondence from the Art Deco and Modernism Society of Australia – Adelaide Chapter.

ADMSA Adelaide Chapter, is an organisation that is dedicated to the preservation and celebration of all aspects of Art Deco and Modernism. A quarterly journal is published by the organisation regarding 20<sup>th</sup> Century properties of significance. From time to time the ADMSA Adelaide Chapter will award certificates of commendation to the owners / custodians of the properties who have undertaken exceptional efforts to preserve, restore and protect their properties.

The Adelaide Chapter is delighted by the adjustments and enhancements made to the Brighton Civic Centre, offering congratulations and a formal commendation on the "beautiful" restoration of the building.

*Refer Attachment 1*

#### **4. New Year's Eve State Government Funding**

On 27 April 2023, the Mayor wrote to the Premier of South Australia requesting State Government support for New Year's Eve celebrations in Glenelg and Brighton. Funding was specifically requested to subsidise the significant costs of public safety measures (e.g. first aid, security, safety lighting and additional toilets) required for an occasion that attracts large numbers of people from across Adelaide, wider South Australia and beyond. A total of \$75,000 was requested; the Government has provided a grant of \$50,000. Historically the maximum grant Council has received from the State Government to support New Year's Eve is \$30,000. In 2022 the amount received from State Government was \$25,000.

*Refer Attachment 2*

#### **5. National Industry Turf Awards**

The Australian Sports Turf Managers Association held its awards on 19 June 2023. Council submitted nominations for Glenelg Oval for the award categories of Sports Turf Management Team of the Year and Excellence in Sports Field and Grounds Management. The nominations were supported by Justin Scipps, Chief Executive Officer of Glenelg Football Club, Steven Busbridge, Manager – Premier Cricket at South Australian Cricket Association and Jarret Moyse, President of Glenelg District Cricket Club. All three references were outstanding for Glenelg Oval and how it is maintained by Council's Curator, David Wark and Kris Charlton, Open Space Lead.

The awards night was attended by Bill Blyth, Manager Field Services and Kris Charlton. Glenelg Oval won the award for Excellence in Sports Field and Ground Management. The Excellence in Sports Fields and Grounds Management Award recognises a Sports Turf Manager for achieving excellence in the management, operations, and presentation of turf management.

In the last year Glenelg Oval has hosted the following events:

- SANFL – Mens and Womens
- AFLW
- AFL training for Gather Round
- SACA – Mens and Women's
- SACA - Under 18's and Under 19 Championships
- Glenelg Primary - Hosting school activities such as sports day, concert and lunch and recess every school day.

Glenelg Oval is open to the public which also adds complexities to its management. This award is an outstanding achievement and recognises the hard work that David does around the Oval and Kris for his efforts in managing the expectations of the various stakeholders.

## **6. Tram Safety and Statistic Request**

On 19 June 2023 the Mayor wrote to The Hon. Tom Koutsantonis – Minister For Infrastructure and Transport.

The letter addresses safety concerns on trams, after receiving numerous complaints from residents and gaining first-hand experience upon embarking on a routine journey, boarding from Moseley Square. It was noted that the absence of conductors on board and the lack of security, made for a very anxious and uncomfortable experience. The feeling of unease not only for her own safety but for the well-being of other commuters has brought the Mayor considerable concern for citizens.

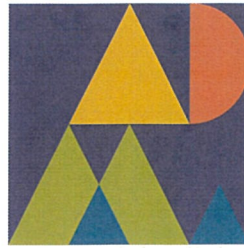
Mayor Wilson has requested the provision of statistical information regarding assaults and incidents of harassment targeting patrons within our tram system.

*Refer Attachment 3*



# Attachment 1





ART DECO &  
MODERNISM  
SOCIETY OF AUSTRALIA INC  
ADELAIDE CHAPTER

15<sup>th</sup> February 2023

Roberto Bria,  
Chief Executive Officer  
City of Holdfast Bay  
24 Jetty Road,  
Brighton SA 5048

Dear Roberto

**Re: Brighton Civic Centre**

We are a local Adelaide chapter of the Art Deco and Modernism Society of Australia (ADMSA), founded in Melbourne in 1992, as a cultural organisation dedicated to the preservation and celebration of all aspects of Art Deco and Modernism. The Society publishes a quarterly journal, *Spirit of Progress*, and is a member of an international organisation of similar bodies.

From time to time, ADMSA Adelaide Chapter awards certificates of commendation to owners/custodians of significant 20<sup>th</sup> Century properties who have undertaken special efforts to preserve restore and/or protect their properties.

The Chapter is delighted by the changes/enhancements to the above building. We wish to offer our congratulations and commendation (enclosed) on this beautiful restoration of the building.

If you have any queries in relation to this commendation or our society, please don't hesitate to contact me on 0408 598 863 or email [adelaidechapter@gmail.com](mailto:adelaidechapter@gmail.com)

Yours faithfully,

David O'Loughlin  
President,  
ADMSA Adelaide Chapter

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Art Deco & Modernism Society, Adelaide Chapter: <https://www.artdeco.org.au/chapters/adelaide-chapter/>

Adelaide Chapter facebook: <https://www.facebook.com/artdecoadelaide/>

Email: [adelaidechapter@gmail.com](mailto:adelaidechapter@gmail.com)

# Attachment 2





THE HON PETER MALINAUSKAS MP

PREMIER OF SOUTH AUSTRALIA

Ms Amanda Wilson  
Mayor  
City of Holdfast Bay  
Brighton Civic Centre  
24 Jetty Road  
BRIGHTON SA 5048

fB344240

Dear Mayor *Amanda*,

Thank you for your correspondence requesting financial support from the Government of South Australia for costs associated with the New Year's Eve Celebrations 2023.

I am pleased to offer a grant of \$50,000 (exc GST) to support the staging of this year's event.

Officers from the Grant Programs Unit within the Department of the Premier and Cabinet will contact you to finalise the details.

Should you need to make further queries, please don't hesitate to contact my Principal Liaison Officer, Mr Paul Larder on telephone 0466 932 743.

Once again, thank you for writing to me.

Yours sincerely

*[Signature]*  
Peter Malinauskas  
**PREMIER**

*12/6* / 2023

# Attachment 3





[holdfast.sa.gov.au](http://holdfast.sa.gov.au)  
Brighton Civic Centre 24 Jetty Road, Brighton SA 5048  
PO Box 19 Brighton SA 5048  
P 08 8229 9999 F 08 298 4561  
Glenelg Customer Service Centre and Library  
2 Colley Terrace, Glenelg SA 5045

## OFFICE OF THE MAYOR

19 June 2023

The Hon. Tom Koutsantonis MP  
Minister for Infrastructure and Transport  
GPO Box 1533  
Adelaide SA 5001

via email: [minister.koutsantonis@sa.gov.au](mailto:minister.koutsantonis@sa.gov.au)

Dear Minister

### Re: Tram Safety and Statistic Request

I am writing to you today as both a concerned citizen and in my capacity as the City of Holdfast Mayor.

After receiving numerous complaints from residents regarding safety concerns on trams and with the intention of gaining firsthand experience, I boarded a tram at Moseley Square and embarked on what I hoped would be a routine journey. However, to my dismay, I quickly noticed the absence of conductors on board. As the tram continued along its route, I became increasingly anxious due to the lack of security personnel and the absence of any visible measures to address passenger safety. This feeling of unease, not only for my safety but also for the well-being of other commuters sharing this mode of transportation.

Regrettably, after only four stops I chose to disembark from the tram due to the overwhelming sense of vulnerability I experienced. It deeply troubles me the lack of conductors or any dedicated security personnel on board our trams, and creates an environment where passengers feel unsafe and exposed to potential dangers. The presence of trained personnel on trams will not only act as a deterrent to potential offenders but also provide passengers with assurance that their security is a top priority. Our citizens and visitors to our State should be able to utilise public transportation without fear or apprehension.

I kindly request your assistance in obtaining the statistics regarding assaults and incidents of harassment targeting patrons within our tram system.

Thank you for your attention to this matter. I await your response in addressing the issue of passenger safety on our trams.

Yours sincerely

Amanda Wilson  
**Mayor**

cc: Mr Neil Welsh, Delivery Manager - Projects



Item No: 15.2

Subject: **2023-24 ANNUAL BUSINESS PLAN – CONSULTATION RESULTS AND ADOPTION**

Date: 27 June 2023

Written By: Corporate and Service Planning Lead

A/General Manager: Strategy and Corporate, Ms S Wachtel

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## SUMMARY

The 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 was endorsed for consultation at the Council meeting of 9 May 2023. As required by the *Local Government Act 1999* (the Act) consultation ran from 11 May to 2 June. The results of consultation on the Draft 2023-24 Annual Business Plan are presented for noting. There were 14 responses formally received through consultation from 288 downloads of the Draft 2023-24 Annual Business Plan.

Council's Audit and Risk Committee considered consultation results at its meeting of 7 June. Council also considered results informally at a workshop on 6 June.

Given this consideration of the results, a final version of the 2023-24 Annual Business Plan and related summary version are presented for Council adoption.

The 2023-24 Annual Business Plan has been developed having regard to the *Our Holdfast 2050+* strategic plan, Council's asset management plans, the 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.

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## RECOMMENDATION

### That Council:

1. **notes the results of the consultation on the Draft 2023-24 Annual Business Plan, which is provided as Attachment 1;**

2. **adopts the 2023-24 Annual Business Plan, which is provided as Attachment 2, subject to final design, minor alterations or typographical corrections; and**
  3. **adopts the summary of the 2023-24 Annual Business Plan, which is provided as Attachment 3, subject to subject to final design, minor alterations or typographical corrections.**
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## **STRATEGIC PLAN**

Each year, the Annual Business Plan is the primary document by which Council invests in a range of initiatives that deliver on the vision, objectives and aspirations of the strategic plan.

## **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

Section 123, *Local Government Act, 1999*

## **BACKGROUND**

The Draft 2023-24 Annual Business Plan was endorsed for consultation at the Council meeting of 9 May 2023 (Report No: 143/23). As required by the *Local Government Act 1999* consultation ran from 11 May to 2 June.

Community engagement was open to everyone (not limited to City of Holdfast Bay ratepayers) and promoted via:

### Digital Channels

- Email to YourHoldfast database and business databases (8,297 subscribers);
- Holdfast News e-newsletter (2,437 subscribers);
- Home pages of the City of Holdfast Bay and YourHoldfast websites, and
- Social Media posts.

### Analogue Channels

- Direct contact with resident groups (also provided with detailed Operating Budget);
- Via Brighton Civic Centre, libraries, community centres, Bay Discovery Centre and Alwyndor;
- Through the Our Place newsletter;
- Posters and large screen for print copies in libraries and Brighton Civic Centre;
- Advertisement in The Advertiser, and
- Media opportunities – Mayor’s interview on CoastFM (on 18 May 2023).



Our community was encouraged to provide comments by:

- Writing or e-mailing the Council;
- The designated Your Holdfast interactive webpage accessible directly, through emails/socials links or through the Council's website;
- Telephoning or visiting the Council's Customer Service Centre;
- Posters and large screen for print copies in libraries and Brighton Civic Centre with iPads and QR code links for direct responses, and
- Making representations to Council at its meeting of 23 May 2023.

Council's Audit and Risk Committee considered consultation results at its meeting of 7 June. Council also considered results informally at a workshop on 6 June.

## REPORT

### ***Community Engagement Results***

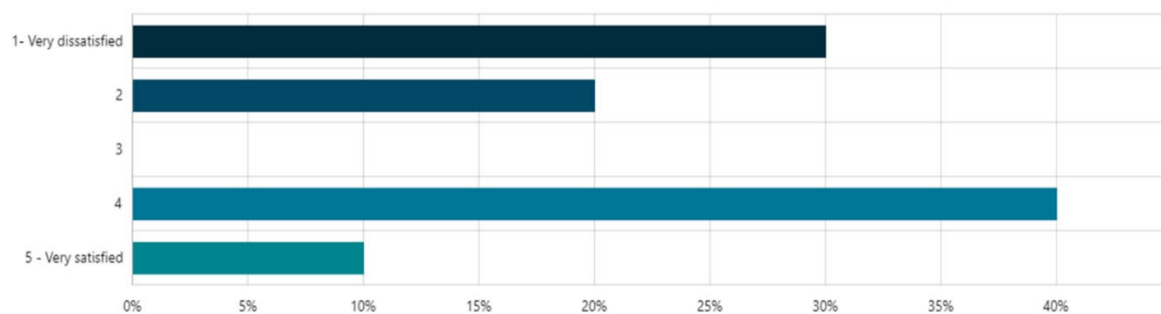
Through the consultation period, the YourHoldfast web page was visited by 381 separate visitors with 543 views. The Draft 2023-24 Annual Business Plan was downloaded 288 times.

From this, 14 responses have been received: 10 from YourHoldfast and four via email (including a detailed response from Holdfast Bay Residents Alliance (HBRA)).

The comments received on the Draft 2023-24 Annual Business Plan along with proposed responses to each of the points that have been raised are provided as Attachment 1.

*Refer Attachment 1*

When posted via the YourHoldfast website, responders were able to rate their level of satisfaction with the Draft 2023-24 Annual Business Plan. These results are shown below.



The following are some of the main areas raised in the responses received:

### ***Sustainability - Climate Change***

- Three responses commend Council for its efforts;
- One comment was critical of the minor amount (\$60,000) listed as addressing climate change;

- One response said Council should not be wasting money on climate change, and
- One comment suggested installing green and recycling bins along the Esplanade.

#### *Proposed Projects/Operational Services*

- A concern about the level of Council debt (related to the need for major projects and operational costs);
- comments about Major Projects
  - Former Buffalo Site Amenity Improvement (three comments)
  - Glenelg Oval Upgrade (two Comments)
  - Mural Esplanade Farrell St (three comments)
  - Patawalonga Toilets (two comments), and
  - Glenelg Library upgrade.
- comments about operational matters
  - City Activity – noting increase in cost for several events
  - Elected Member costs
  - Kauri Parade Sports Centre
  - Glenelg Football Club
  - Community Wellbeing
  - Innovation Projects
  - Communications and Engagement
  - Street Lighting, and
  - Waste Management.

#### *Council Staffing /Efficiency*

- An opinion that Council staffing appears to be top heavy;
- Questioning the number of cost increases across many business units – from the operating budget;
- Council should reduce expenditure to deliver real and significant reductions in residential property rates; and
- Has Council benchmarked cost effectiveness with other metropolitan councils.

#### *Alwyndor*

- A question as to the impact of Alwyndor on its negative position to ratepayers, and
- A statement that Council should divest itself of Alwyndor.

#### **2023-24 Annual Business Plan**

Section 123(6a) of the Act requires that any amendments to the Draft Annual Business Plan that was consulted on be explained in the adopted plan.

Since the publication of the Draft 2023-24 Annual Business Plan and subsequent engagement the following changes have been made to the proposed final version of the 2023-24 Annual Business Plan;

- The municipal operating surplus has reduced from \$515,345 to \$385,945.
- The municipal operating surplus ratio will reduce from 0.96 per cent to 0.72 per cent.

- The Southern Region Waste Resource Authority (SRWRA) equity gain will reduce from \$0.22 million to \$0.09 million.
- New capital infrastructure will increase from \$7.63 million to \$7.65 million.
- Alwyndor surplus will reduce from \$603,250 to \$509,117.
- The consolidated surplus (including the municipal funds and Alwyndor) is reduced from \$1,185,413 to \$895,062.
- The projected borrowing requirement will increase from \$4.72 million to \$4.74 million.
- New data has been used to replace 2020-21 information with the 2022-23 financial year residential rate, the residential rate in the dollar and the differential rate premium comparisons with metropolitan councils.

These changes are also reflected in updated municipal and Alwyndor financial statements that are included in the document.

There is also a more detailed description of works being undertaken at the former Buffalo site.

Comments received in relation to rates indicate some confusion between the proposed rate increase of 6.9% and the listed item in budget titled Rates General in the Financial Statements Municipal which shows an increase of 7.65%. In the redrafted 2023-24 Annual Business Plan it is noted that the proposed rate increase is only one component of the Rates General line item, hence the seeming difference in the increase percentages.

There is an additional capital allocation of \$20,000 included in the budget in the 2023-24 Annual Business Plan for Public Art Acquisitions. This was in line with a resolution from Council (C280223/7355) at its 28 February meeting, which had not been appropriately included in the Draft 2023-24 Annual Business Plan.

The proposed 2023-24 Annual Business Plan is provided as Attachment 2.

*Refer Attachment 2*

Section 123(9) of the Act requires that a summary of the Annual Business Plan be prepared to promote public awareness. A summary has been prepared and will be included in the winter edition of the Our Place newsletter. The proposed Summary 2023-24 Annual Business Plan is provided as Attachment 3.

*Refer Attachment 3*

Some of the key features of the 2023-24 Annual Business Plan are described below.

#### *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
- Local Government Price Index (LGPI) applied where applicable to revenue and expenditure, and
- Alwyndor and Jetty Road Mainstreet budgets to be self-funding.

This information is consistent with the 2023-24 Budget Adoption report which is being considered as part of this current agenda (Item No: 15.3 2023-24 Budget Adoption (Report No: 214/23)).

#### *Major Projects*

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

• Stormwater upgrades - Tarlton Street	\$1,000,000
• Glenelg Oval upgrade Stages 3 and 4	\$1,847,000
• Brighton Holiday Park	\$673,000
• Former Buffalo Site - Amenity Improvements	\$2,200,000
• Public Toilets, Patawalonga Lake	\$220,000
• Seacliff and 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

#### *Rate Revenue and Valuations*

The document includes rate and property information (pages 50 to 55) consistent with the rate declaration report which is being considered as part of this current agenda. (Item No: 15.4 2023-24 Rate Declaration (Report No: 215/23)).

### **BUDGET**

The cost of production of the 2023-24 Annual Business Plan will be met within the current budget.

### **LIFE CYCLE COSTS**

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

# Attachment 1



Contributor Comments	Proposed Council Response
<p>Environmental sustainability, waste management- please install green bins and recycling bins along the esplanade.</p>	<p>The idea of green and recycling bins along the Esplanade can be considered in the 2024-25 Annual Business Plan alongside other projects.</p>
<p>Footpath maintenance, upgrades not mentioned and this is disappointing? Diagonal road, cliff st Glenelg/glenelg East in particular? For years we have all been waiting patiently and still this core area is not on your list! Your report highlights major family groups 60% are your main households being family, schooling clearly is important for these families, the pathway from Cliff St, Diagonal road is not good, you can do better? Beautify this for families, the footpaths are not safe, there are no nice trees, it is embarrassing! You need to address this better? It is a small area and myself and the families who use these roads day in day out are not seen as a priority?!!!</p>	<p>Council encourages active transport in our neighbourhoods such as walking and cycling by continuing to maintain and improve our path network to be safe, accessible, and functional. Council undertakes inspections of all footpaths every four years to understand their condition and repairs needed with respect to risk. This involves walking all footpaths in the city and recording condition and defects. The last audit was in 2019 with the next scheduled to start later this year. The last footpath audit showed that footpaths were in generally good condition overall. However, it also identified many isolated defects. As a result, Council funded an Accelerated Footpath Program to repair defects, improve safety, and provide an increased level of community satisfaction. Each year we continue to repair footpath defects as they develop when identified by council or the community. A common cause is underground tree roots lifting pavers creating isolated trip hazards. The health of street trees is extremely important due to the benefits they provide for health, wellbeing, amenity, and the environment. Maintaining footpaths next to trees is a challenge for all councils and we have focused on reducing trip hazards, improving safety and walkability particularly around kindergartens, primary schools, aged care, sporting ovals and high-volume pedestrian areas. Further details regarding our footpaths can be found in the Transport Asset Management Plan 2020 which is available on Council's website. Within the overall budget for 2023/24 there is \$265,000 allocated to footpath upgrades. These are undertaken based on their condition within the relevant asset management plan. At this stage, these particular footpaths are not in the program for upgrades, however your concerns are noted.</p>
<p>To say Council is addressing climate change is ridiculous with an allocation of \$60,000. We spend millions on sporting clubs for the few- e.g. half a million to a watch club of wealth people.</p>	<p>The \$60,000 climate change adaption is to fund a new role at Council to specifically work across the whole organisation in climate change adaption and climate neutral implementation. This is one important part of the many ongoing works which Council undertakes to reduce our carbon footprint and adapt to climate change. In support of the Strategic Plan Our Holdfast 2050+,</p>

Contributor Comments	Proposed Council Response
	our Environmental Strategy and Carbon Neutral Plan provides direction for these efforts.
What is the point of quoting 20/21 figures you are hiding how this council is rated for the current period	The figures that were in the Draft Plan are updated in the final 2023 -24 Annual Business.
<p>The council should be not wasting money on climate change initiatives. I don't know how it can cost \$220K to put a toilet in near the Patawalonga. And does the council just think rate payers are made of money? \$2.2mln for the Buffalo area to be fixed up. I mean sure it needs some work but that is obscene.</p>	<p><b>Patawalonga Toilets</b> - These are indicative costs based on earthworks required to access sewage, water and power for a self contained , self cleaning toilet. These types of toilets are preferred as they reduce ongoing costs and are resistant to vandalism and misuse.</p> <p><b>Former Buffalo Site</b> - It is proposed that the improvements will include an extension of the existing rock revetment wall and infill over the foundations to create a paved area to blend in with existing ground level. This area will be fenced along the water's edge and the walking path around the Patawalonga at the Buffalo site will be realigned to improve accessibility and remove the uneven surfaces and tight corners. This redevelopment will reclaim the space and convert the site into usable public open space. This budget has included contingencies relating to soil treatment and removal, resulting in a budget proposal of \$2.2M</p>

Contributor Comments	Proposed Council Response
<p>I am writing to make comment on the City of Holdfast Bay's Draft Annual Business Plan 2023-24. In terms of the content:</p> <p>I commend the council on it's ongoing sustainability and carbon neutral plans. As a ratepayer I am very interested to know that we are doing what is required to reduce our waste, and glad the council is taking the approach that it is doing what is necessary rather than what is easy.</p> <p>Am concerned that there is little to no mention of residential development approaches/strategies. In order to maintain a way of life that promotes community health and well-being, green space in our community is not just about parks and gardens, or coastal frontages. It is also about acknowledging that higher density residential suburbs are not conducive to health and well-being. Around our home, every time one house is demolished at least 2 or 3 buildings replace it, with little to no space around the dwellings for greenery, trees or activity. Worse, there is no space for the number of cars that every dwelling accommodates. It is apparent that the higher density of the development, the less car parking is mandated, at a time when housing shortages mean that more people are inhabiting units and homes. Therefore our streets are busier and more crowded. Having moved to this area for it's ambience I am finding that this is being diminished with the ongoing reduction of residential space. It is apparent that the more dwellings occupying a block, the more land that can legally be covered. My sense of well-being is compromised as I feel there is little regard for residents, as buildings tower over boundaries, block natural light and are allowed to have clear view (clear windows allowed) into the neighbours' property. Builders have no regard to what they are doing as they are of course interested in profits! But our council should be thinking about what it wants for the residents of it's suburbs and advocating to the relevant planning authorities who don't even have to notify neighbours when development is about to occur.</p> <p>I trust that the council will consider community health and well-being as the collective views of its residents, not just the developers.</p>	<p>Planning regulation is largely now overseen by the State Government. Good design is an important aspect of planning policy that requires continuing attention as materials and community needs and preferences change. The Greater Adelaide Regional Plan (being re-written by the State Government) and State Planning Policies set the directions for development in the region. They both recognise the balancing act between growth of the city and amenity, and along with the Building Code of Australia provide policies and directions for development. Council has actively advocated to State Government to strengthen the policies and requirements for both good design and protection of valued character and heritage.</p> <p>Natural and green space is known for promoting feelings of wellbeing. In Holdfast Bay we are fortunate to have some good open green spaces and all of our residents live within 2.5 km of the beachfront, providing great places to enjoy. When linked Council with active travel (walking and cycling etc) and using public transport, there are good for health and wellbeing too and benefit the environment. It has been proven that active travel and public transport use are actually stimulated as a result of restrictions on vehicle access and parking. These may include limitations on parking availability, the cost or the convenience.</p> <p>In long established suburbs like in Holdfast Bay, providing more dwellings for increasing population is challenging and space is limited, so the options are building more intensively on sites or increasing building height. Higher density, well designed development makes living locally easier and more convenient. The challenge is to design it well.</p> <p>Car parking policies within development are also set by the State Planning policies. A review of the policies by an Expert Panel on Planning is currently with the State Government and their report is expected in the second half of 2023.</p>



Contributor Comments	Proposed Council Response
<p>A couple points: It would be nice to see more money spent on undergrounding the powerlines. Can Council consider reducing the speed cars can travel to 40 on the backstreets. Get on with updating Jetty Road Glenelg, it is looking pretty tired. I do love the markets and street parties when they happen, more please.</p>	<p>Undergrounding of power is very costly, however, Council monitors opportunities for funding support whenever it becomes available to undertake such works. A reduction to 40 km/h in some areas has been considered recently by council and was subject to community consultation. The consultation results indicated that there were mixed views on the subject of 40km/h speed limits, and therefore further work is required. The Jetty Road Glenelg will move to stages 3 and 4 in 2023-24 which includes more detailed design for the eventual up grade. City Activation is consistently seeking to add to the vibrancy of the area in support of local businesses and to enliven areas for the wider community.</p>
<p>Mayor Amanda Wilson and Somerton Ward Councillors. My wife [name redacted] and I are strongly opposed to the proposed Mural on the South Esplanade /Farrell st corner at a proposed cost of \$33,000 as outlined in the 2023/24 Business Plan. As long term residents of Glenelg South for over 35 years (Moseley St, Farrell St and now South Esplanade), we have walked down Farrell St countless times and always enjoyed the view of the sea over the seawall Feedback from residents who live close by is that this is not needed and is a waste of money, Were local residents consulted about this concept.? How long will such a mural last in the heavy weather conditions on the exposed seawall,</p>	<p>While Council acknowledges that not everyone values the same things, the proposed mural is welcomed by segments of the community, who are happy to see the beautification of the currently plain concrete wall. Public art plays an important role in improving community amenity, even in areas of existing beauty.</p>
<p>Apart from concerns toward Council looking to proceed with CPI related Rates Increases rather than considering savings in Salaries in particular ( Planning And Development a case in point ) why does the rates comparison not include Charles Sturt Council? This Council has Beach Shore expenses similar to Holdfast Bay - and notably services include extensive residential verge maintenance .</p>	<p>As noted in the Draft 2023-24 Annual Business Plan, 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. The Local Government Price Index (LGPI) for the year until December 2022 was 6.9%, being below the general CPI for Adelaide, which is 8.6% as at December 2022 . The rates have been raised by 6.9% in line with LGPI.</p>

Contributor Comments	Proposed Council Response
	<p>Council considers a wide range of matters when determining the proposed budget each year, which includes a detailed review of all operational costs. Savings in salaries at this time would only be possible by way of a reduction in services.</p> <p>The omission of Charles Sturt Council from the graph in the document is not intentional. The comparison data (which is now two years old) was taken from the SA Grants Commission. In the final version of the Annual Business Plan, it is intended to use data from the Local Government Association SA Rates Survey. This is not as formally assessed as the Grants Commission data, but does give more up to date information and is robust enough to use for comparisons.</p> <p>Using this data, the following tables show the City of Holdfast Bay in comparison with other suburban metropolitan Councils, including the City of Charles Sturt.</p> <p>More generally, comparisons at a fine grain level are more difficult to ascertain and will vary greatly depending on the size of the Council and their unique features (coast line, kilometres of roads and footpaths, population, community service expectations, property values etc). The Grants Commission does collect such data but again it is two years old and not compiled as a general comparison across a number of Councils. If this more granular data is of interest, it can be accessed here <a href="https://councilsinfocus.sa.gov.au/home">https://councilsinfocus.sa.gov.au/home</a> . It should however be noted that because the City of Holdfast Bay's figures includes Alwyndor (which is financially self-contained) some of the comparisons are skewed and do not represent a 'like for like' comparison.</p>

Contributor Comments	Proposed Council Response
<p>I may have missed it, but I note the comment about increased usage around the Patowalunga and the new public toilet facilities. The lake is a great option for kayakers and paddlers when the ocean is too rough but there are no easy launching sites.</p> <p>On behalf of all those who enjoy paddling as a recreation, it would be fantastic to have an area (near the Buffalo development) where we can launch our craft easily.</p> <p>Thank You</p>	<p>Kayak launch facilities have been recently considered. There is a concern about having non-powered recreational craft alongside powered craft who are accessing moorings. We encourage users to use the canoe facilities to the north of the bridge.</p>
<p><b>Submission Holdfast Bay Residents Alliance</b></p> <p><b>Introduction</b></p> <p>This Submission is made to the City of Holdfast Bay (<i>the Council</i>) by the Holdfast Bay Residents Alliance Inc. (<i>HBRA</i>) as part of the public consultation.</p> <p>The comprehensive written reply to our last year's submission from Council was greatly appreciated by the committee and members.</p> <p>The expectation of the homeowners is that council will enhance their investments through prudent delivery of services and management of the Council's assets and liabilities.</p> <p>HBRA welcomes the opportunity to provide input into the draft Business Plan. This submission seeks to not only provide feedback but to also seek clarification on a number of aspects and details within the Plan.</p> <p>HBRA acknowledges many positives in the Business Plan and the good work of the dedicated Elected Members, the Council management and employees.</p> <p><b>Increase in Rates</b></p> <p>As predicted by HBRA in last year's submission there was a substantial increase to many ratepayers due to the revaluation of properties by the Valuer General. A number of these valuation increases were in double digit percentiles some as high as 40%.</p> <p>Council information to the public in the 22/23 budget year stated an increase of 3.4% which was misleading. Most residents and businesses paid</p>	<p>Council regularly conducts surveys which, amongst other things, gauges the level of community satisfaction with the range and quality of services and programs. The average rating survey participants provided for this indicator in the 2023 Quality of Life survey was 8.66 out of 10.</p> <p><b>Increase in Rates</b></p> <p>In 2022/23 rates were increased by 3.2%. Actual rate revenue charged against properties was \$39,112,390 which was only \$390 higher than the budgeted amount of \$39,112,000. However, offset against this was a reduction in revenue of \$764,000 for a number of factors: rebates for eligible entities such as charitable organisations; successful objections to property valuations; and rate capping for eligible applicants.</p>

Contributor Comments	Proposed Council Response																																																							
<p>well above this figure. It should be clearly stated when dealing with the public that the figure did not take into account significant increases to the property values by the Valuer General’s Dept. which had a major impact on actual rates paid.</p> <p>Noting that the amount of revenue raised for the 2022/23 financial year was \$39,113,390, which is \$765,390 over the original budget.</p> <p>The 23/24 budget states that general rates will be raised by 6.9% however the increase in revenue from General Rates is actually 7.64%. We believe that this is the main revenue stream that effects rate payers. Why is this not highlighted as the rate increase considering this effects the majority of rate payers?</p> <p>We provide the following table as an example of the increases that have occurred since 2020 on one individual residence and one investment residence.</p> <table><tr><th>Residence (House): Year</th><th>Amount Rate</th><th>Increase</th><th>Actual % Increase</th><th>Council budget</th></tr><tr><td>2020</td><td>\$5425</td><td></td><td></td><td></td></tr><tr><td>2021</td><td>\$5528</td><td>\$103</td><td>1.9%</td><td>2.4%</td></tr><tr><td>2022</td><td>\$5744</td><td>\$216</td><td>4%</td><td>2.4%</td></tr><tr><td>2023</td><td>\$6172</td><td>\$428</td><td>6.9%</td><td>3.4%</td></tr><tr><td>2024 Estimate at 7.6%</td><td>\$6641</td><td>\$472</td><td>7.64%</td><td>6.9%</td></tr></table> <p>The increase over 4 years is \$1216 or 22.4%.</p> <table><tr><th>Investment Residence (Unit): Year</th><th>Amount Rate</th><th>Increase</th><th>Actual % Increase</th><th>Council budget</th></tr><tr><td>2020</td><td>\$1201</td><td></td><td></td><td></td></tr><tr><td>2021</td><td>\$1225</td><td>\$24</td><td>2.0%</td><td>2.4%</td></tr><tr><td>2022</td><td>\$1289</td><td>\$64</td><td>5.2%</td><td>2.4%</td></tr><tr><td>2023</td><td>\$1545</td><td>\$256</td><td>20%</td><td>3.4%</td></tr></table>	Residence (House): Year	Amount Rate	Increase	Actual % Increase	Council budget	2020	\$5425				2021	\$5528	\$103	1.9%	2.4%	2022	\$5744	\$216	4%	2.4%	2023	\$6172	\$428	6.9%	3.4%	2024 Estimate at 7.6%	\$6641	\$472	7.64%	6.9%	Investment Residence (Unit): Year	Amount Rate	Increase	Actual % Increase	Council budget	2020	\$1201				2021	\$1225	\$24	2.0%	2.4%	2022	\$1289	\$64	5.2%	2.4%	2023	\$1545	\$256	20%	3.4%	<p>In 2023/24 it is proposed that rate revenue be increased by 6.9% which is applied to the 2022/23 base amount of \$39,112,390 (see above). An additional 0.5% allowance is also made for new residential properties that have been built in the preceding year.</p> <p>Regarding the effect of property valuation increases on the amount of rates an individual property owner may pay it should be noted that Council does not receive more money because property values increase. The rates revenue to be raised in any given year, and charged to the community, does not change whether valuations of properties have risen, or indeed fallen. Rather, the total amount is apportioned out to each owner based on their individual valuation in relation to the overall value of all property in the Council area. As properties usually increase at different rates, one owner may have seen their property increase at a higher rate than that in another suburb, or street, in the City of Holdfast Bay area. Therefore, for every owner that sees their rates bill increase by more than the prescribed percentage rise, another owner will have seen theirs increase at a lower rate. An example of this can be seen in the historical tables provided, as part of your submission, for two properties. In 2021 both properties saw a percentage increase to their rates that was lower than the overall increase applied by Council. However, in the subsequent two years they paid more than the applied rate. This demonstrates that in 2021 these two properties saw their value increase at a lower rate in proportion to other areas within the Council boundary. In 2022 and 2023 the opposite was true, and their values increased at a higher rate than other areas.</p> <p>As you mentioned, previously there has been the possibility to apply to have rates capped for one year due to high rate increases resulting from these valuation movements. This opportunity will again be offered in 2023/24 with eligibility criteria shared with ratepayers once set by Council.</p>
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<p>2024 Estimate at        \$1663        \$118        7.64%        6.9% 7.64%</p> <p>The increase over 4 years is \$462 or 38%.</p> <p>No capping/ceiling was allowed by council to Investment properties – accordingly along with Land Tax and Interest rate rises, councils increase has had a significant impact on those renting in our community.</p> <p>We understand that Council has a financial difficulties process available to Rate Payers and we have shared this information with our members.</p> <p>Last year the Council provided a capping to rate payers whose rates exceeded 6%. On the basis that the Valuer General will revalue properties again this year, will a rate capping still be available? Notification of a capping should be included separately with the rate notice in lieu of the minimalistic advice provided last year. 3</p> <p>Figures provided by Council [previous reference provided] state that residential rate payers will be paying 7.4% and commercial rate payers will be paying 6.9%. Why is there a difference?</p> <p>When quoting the cost to residents why does Council quote the cost quarterly in lieu of annually especially as the billing period is for a 12-month period?</p> <p><b>Council Debt</b></p> <p>HBRA acknowledges that there have been some good capital projects completed within the Council area.</p> <p>Listed below are the historical debt levels from previous and current budgets. <b>Year</b></p> <table data-bbox="212 1141 1086 1380"> <thead> <tr> <th></th><th><b>Debt Level</b></th></tr> </thead> <tbody> <tr> <td>2017 - 18</td><td>\$17.7M</td></tr> <tr> <td>2018 - 19</td><td>\$18.1M</td></tr> <tr> <td>2019 - 20</td><td>\$24.4M</td></tr> <tr> <td>2020 - 21</td><td>\$27.8M</td></tr> <tr> <td>2021 - 22</td><td>\$30.3M</td></tr> </tbody> </table>		<b>Debt Level</b>	2017 - 18	\$17.7M	2018 - 19	\$18.1M	2019 - 20	\$24.4M	2020 - 21	\$27.8M	2021 - 22	\$30.3M	<p>The correspondence provided by Council did not mean to imply residential rates would increase by 7.4%. The budget for residential rates in 2022/23 consisted of a \$34,215,000 rate base from 2021/22 and \$165,000 for new residential properties, totalling \$34,380,000. This amount has been increased by 6.9% to give a total for 2023/24 of \$36,752,000. Remembering that a provision for rebates, as discussed previously, is then subtracted from this total, reducing actual revenue received.</p> <p>Finally, on page 52 of the Annual Business Plan the increase for the average ratepayer is provided on an annual, quarterly and weekly basis to aid readers in quantifying the impact of the rise. Most residents receive and pay their rates notice on a quarterly basis.</p>
	<b>Debt Level</b>												
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2018 - 19	\$18.1M												
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2021 - 22	\$30.3M												

Contributor Comments	Proposed Council Response
<p>2022 - 23 \$28.8M 2023 - 24 \$29.5M</p> <p>The debt has increased as has the Interest Cover Ratio. In an environment that has seen interest rates rise substantially including an increase in this year's budgeted Councils Finance Charges, HBRA questions the need for some of the capital and general expenditure which will be addressed in this submission.</p> <p><b>Major project</b> <b>Former Buffalo Site Amenity Improvements - \$2.2 million</b> HBRA and a number of residents provided feedback as part of the public consultation process. The feedback was along the lines that the proposals provided were excessive and unwarranted and the proposed road angle parking impractical. HBRA agrees that the site needs to be improved but questions what appears to be an overall excessive cost. Are the improvements that were initially being proposed being implemented and is the proposed design warranted at an excessive cost to ratepayers? If there has been a change to the original concept has this been through the public consultation process? 4 In previous Council projects (Kauri Parade) there were substantial cost blow outs due to soil and foundation problems. Has this been investigated and are these costs included in the \$2.2 million?</p>	<p><b>Former Buffalo Site Amenity Improvements - \$2.2 million</b> The feedback provided through the consultation process has been reviewed and considered. Extensive site investigations have been undertaken for the proposed design including constructability, geotechnical assessments, soil testing, and costings. Due to the nature of the site and the treatments required to remediate the foundations located at the edge of the Patawalonga where the Buffalo replica was situated, cost of construction for the entire designs developed by the external design team were estimated to be in excess of \$8M. A major component of these costs were attributed to the removal of existing foundations and remediation of the foundations. Given the cost of construction of what was originally designed, consideration of consultation feedback and competing financial priorities, Council will focus on the remediation of the former Buffalo site foundations in the immediate future and has therefore proposed a budget of \$2.2M to rectify and improve the site. The reduced project scope and proposed budget were considered by Council in April 2023.</p> <p>It is proposed that the improvements will include an extension of the existing rock revetment wall and infill over the foundations to create a paved area to blend in with existing ground level. This area will be fenced along the water's edge and the walking path around the Patawalonga at the Buffalo site will be realigned to improve accessibility and remove the uneven surfaces and tight</p>

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<p><b>Glenelg Oval Upgrade - \$1.84 million</b> Over a long period of time the Glenelg Oval has been the recipient of Council funds for various improvements. In order to clarify the cost to ratepayers can you please advise the cost of Council's funds over the last 5 years to improvements for all amenities at the Glenelg Oval complex? Has this costing been affected by any soil contamination issues?</p> <p><b>Mural Esplanade Farrell St - \$33,000</b> Initial feedback from some residents who live close by is that this is not needed and is a waste of money. Did the concept come from consultation with local residents and is there a need to spend monies on improving a site that has magnificent natural sea views? Whilst we are not experts the question has been raised how long will the mural last when exposed to harsh natural elements. Has ongoing maintenance including vandalism been taken into account?</p> <p><b>Kauri Parade Sports Centre</b> Operating expenses have increased by 24.3% to \$137,100`. Why is there a substantial increase in the expenditure? Under Commercial and Club Leases Operating revenue of \$31,000 has dropped to nil and expenses have dropped from \$60,000 to \$12,000. Has there been a restructure of revenue and costs for the complex?</p>	<p>corners. This redevelopment will reclaim the space and convert the site into usable public open space. This budget has included contingencies relating to soil treatment and removal, resulting in a budget proposal of \$2.2M. Designs of this component of the project will be released to the public in late 2023.</p> <p>Information relating to this project will be available via yourholdfast.com, informing the community with project updates.</p> <p><b>Glenelg Oval Upgrade - \$1.84 million</b> In the last 5 years Council have funded \$1,319,164 of capital works at Glenelg Oval - expenditure of \$2,794,944 offset by \$1,475,780 grant funding secured by the Glenelg Football Club and City of Holdfast Bay. With regards to soil contamination, the construction of the new uni-sex changerooms in the Southwestern corner of the oval did encounter some low level contaminated soil which was managed and funded as part of the site preparation for the new building.</p> <p><b>Mural Esplanade Farrell St - \$33,000</b> While Council acknowledges that not everyone values the same things, the proposed mural is welcomed by segments of the community, who are happy to see the beautification of the currently plain concrete wall. Public art plays an important role in improving community amenity, even in areas of existing beauty.</p> <p><b>Kauri Parade Sports Centre</b> The major increases to the operating budget for Kauri Parade Sports Centre are related to: Utilities increase of 80% in line with current market prices and Gas monitoring increase of 50% Council, as part of its environmental obligations and for site safety undertakes regular checks for landfill gas on John Mathwin Reserve and Les Scott Reserve.</p>

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<p><b>City Activity</b></p> <p>It appears that these activities represent some 4.2% of total Council expenditure.</p> <p>As advised in previous submissions HBRA is not opposed to the expenditure on City Activities however does question the effectiveness of some items of expenditure. Acknowledging that the city’s economy is to some extent reliant on visitors.</p> <p>An example of what we deem to be excessive costs would be the expenditure on the 2022 New Year’s Eve event. It is our understanding that last year the total cost was some \$304,500 for which the Jetty Road Traders paid \$10,000 and the State Government contributed \$25,000. This left a liability to the rate payers of \$259,500, a \$10,000 additional cost over budget. This is a heavy bill for the rate payers to meet on an event that encompasses a wider audience than the CHB ratepayers.</p> <p>Whilst we note that there has been a reduction in this year’s budget for New Year’s Eve, the liability on the basis that the budget is not exceeded is still \$185,000. Why are the ratepayers expected to meet such an exorbitant cost on an ongoing basis and why is the event not supported by commercially interested parties in particular a major sponsor?</p> <p>Other items that we question on the basis of return to ratepayers are:</p> <table><tr><th>Item</th><th>2023 Budget</th><th>2024 Budget</th><th>Increase \$</th><th>Increase %</th></tr><tr><td>The Local</td><td>\$4,000</td><td>\$30,000</td><td>\$16,000</td><td>650%</td></tr><tr><td>Glenelg Film Festival</td><td>\$0</td><td>\$10,000</td><td>\$10,000</td><td>100%</td></tr><tr><td>Christmas Pageant</td><td>\$74,590</td><td>\$95,200</td><td>\$20,610</td><td>27.6%</td></tr><tr><td>Glenelg Street Party</td><td>\$40,000</td><td>\$81,000</td><td>\$41,000</td><td>84%</td></tr><tr><td>#Seafood Festival</td><td>\$0</td><td>\$50,000</td><td>\$50,000</td><td>100%</td></tr><tr><td>Winter Activity - Jetty Road</td><td>\$40,000</td><td>\$65,000</td><td>\$15,000</td><td>62.5%</td></tr></table>	Item	2023 Budget	2024 Budget	Increase \$	Increase %	The Local	\$4,000	\$30,000	\$16,000	650%	Glenelg Film Festival	\$0	\$10,000	\$10,000	100%	Christmas Pageant	\$74,590	\$95,200	\$20,610	27.6%	Glenelg Street Party	\$40,000	\$81,000	\$41,000	84%	#Seafood Festival	\$0	\$50,000	\$50,000	100%	Winter Activity - Jetty Road	\$40,000	\$65,000	\$15,000	62.5%	<p>Jetty Road Mainstreet Committee (JRMCM) made no financial contribution to New Year’s Eve celebrations. The \$10,000 was a separate sponsorship.</p> <p>Council is currently seeking a greater financial contribution from the State Government in support of the New Year’s Eve events.</p> <ul style="list-style-type: none"><li><b>The Local:</b> The \$4,000 in 2023 was partial support of an event delivered by a third party. The proposed \$30,000 is a new initiative for a free community event featuring local music completely produced by council.</li><li><b>Glenelg Film Festival:</b> new cultural event that Council were approached for sponsorship support. The \$10,000 sponsorship is intended to be matched by \$10,000 from JRMCM</li><li><b>Christmas Pageant:</b> Actual amount budgeted is \$70,200, with an additional \$25,000 to be contributed by JRMCM. Council endorsed some additional features for Christmas in 2024, including filming for broadcast and</li></ul>
Item	2023 Budget	2024 Budget	Increase \$	Increase %																																
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<table><tr><td>Summer Activity</td><td>\$30,000</td><td>\$50,000</td><td>\$20,000</td><td>66.67%</td></tr><tr><td>Events Administration</td><td>\$333,912</td><td>\$413,800</td><td>\$79,888</td><td>23.92%</td></tr></table> <p># Noting that the Brighton Street Parties only increased by \$1,500?</p> <p>Last year the Council provided the background to the Winter Activation and the Glenelg Street Party. Why has the cost of these and a number of the events substantially increased and what substantial benefit do they provide the ratepayers?</p> <p>We also note that the Council advised last year that the Jetty Road events were partially funded by the Jetty Road Mainstreet Separate Rate. The proposed budget raises some \$660,245 in rates from the group. Bearing in mind the number of services and events provided to Jetty Road this seems disproportionate.</p> <p>Are events assessed singularly for their effectiveness and value for money and if the events are judged not viable, when is support withdrawn?</p>	Summer Activity	\$30,000	\$50,000	\$20,000	66.67%	Events Administration	\$333,912	\$413,800	\$79,888	23.92%	<p>a series of Santa on the beach activations. The additional elements endorsed by Council have a combined cost of \$16,000.</p> <ul style="list-style-type: none"><li>• <b>Glenelg Street Party:</b> This is the Ice Cream Festival. Event cost is shared by JRMC and Council. Net cost to Council (\$40,000) has not increased.</li><li>• <b>Seafood Festival:</b> inaugural event was held in 2022. Given the success of the 2022 event Council endorsed this becoming an annual event. This is jointly funded by JRMC (50:50 contribution)</li><li>• <b>Winter Activation:</b> jointly funded with JRMC and is a completely different offering compared to previous years. Council’s contribution is \$75,000, compared to \$65,000 in 2023.</li><li>• <b>Events administration</b> – The increase in events administration reflects detailed resource mapping of what staff and contractor resources are required to deliver the events that Council has endorsed. JRMC funds also make a contribution to this budget line.</li></ul> <p><b>Winter Activation and the Glenelg Street Party</b></p> <p>Budgets have not increased significantly beyond inflation from previous years. The winter activation is more expensive this year as it is a different concept, and the intent is that Council’s contribution can wind back in future years if the event is successful with ticket sales, etc.</p> <p>All major events have demonstrated appropriate value and economic impact. Events are measured using data made available by Spendmapp, market research and other data such as media exposure, tourism and accommodation figures, and so on.</p>
Summer Activity	\$30,000	\$50,000	\$20,000	66.67%							
Events Administration	\$333,912	\$413,800	\$79,888	23.92%							

Contributor Comments	Proposed Council Response
<p><b>Elected Members</b> The costs in the 2022 budget were \$386,000, this was increased by \$250,000 for the 2023 budget to cover the election costs. This year the budget is \$510,300 an effective increase in 2 years of \$124,300 or 32%. Why has this substantial cost occurred and what are the breakdown of these costs?</p> <p><b>Glenelg Football Club</b> The financial accounts provided do not detail the current debt owed to the Council. Last year Council advised that the debt was \$1.46m and that a review of the repayment was to be undertaken during 2023. What is the current debt and what was the cost of interest forgone due to the effects of COVID ?</p> <p><b>Holdfast Bay Community Centre</b> It is interesting to note the costs of Kauri Parade Sports and Community Centre and the lack of support by council of the Holdfast Bay Community Centre. However, there are many people who would benefit from social and other activities at the centre, resulting in improved health and wellbeing thus reducing the cost and pressure on our health system. On this basis is council planning to increase support to the Holdfast Bay Community Centre?</p>	<p><b>Elected Members</b> It appears that different sources may have been used for this comparison. The budget for all Elected Member costs was \$528,350 in 2021/22, \$534,500 in 2022/23 (less the \$250,000 for election costs), and \$510,300 in 2023/24. Elected Member allowances, which form the majority of this budget, are as follows: \$386,000 in 2021/22, \$394,000 in 2022/23, and \$420,000 in 2023/24. Member allowances are set by the South Australian Government.</p> <p><b>Glenelg Football Club</b> The current debt owed to Council is \$1,229,922, with a further principal repayment of \$200,000 expected in October 2023, reducing the remaining debt owing to \$1,029,922. At this time Council will then review the financial support being offered to the club. As part of Council's COVID financial relief measures a number of concessions were made for sporting clubs, including the deferring of interest and principal repayment for six months. For Glenelg Football Club this period would have equated to \$28,007 of forgone interest.</p> <p><b>Holdfast Bay Community Centre</b> Council agrees that such centres are important parts of the community. The Holdfast Bay Community Centre will transition from being managed by the YMCA to being Council-managed from 1 July 2023 following a request from the YMCA. The centre will continue to offer the existing programs and activities, and the City of Holdfast Bay will work with all current user groups to ensure continuity for the community. Additionally, Alwyndor will expand its services into the Holdfast Bay Community Centre from 1 July 2023. Alwyndor will offer a number of social group activities at the centre. Alwyndor will also have Support at Home staff located at the centre who will be available to provide information and advice to the community about accessing Home Care services.</p>

Contributor Comments	Proposed Council Response
<p><b>Employee Costs</b></p> <p>In previous years HBRA expressed an opinion that Council staffing appears to be top heavy and suggested that a proactive review of a structure be completed.</p> <p>Last year’s reply to HBRA from Council included the statement “It is considered that this approach is not reactive, rather enables an agile organisation structure which can adapt to changing community needs and expectations.”</p> <p>The process of reviewing positions when they become vacant is reactive. We are of the firm position that the structure of the Council and its employee costs needs to have a holistic approach. Will the Council undertake a full review of its structure?</p> <p>It would be more transparent to include the total number of staff employed by Council, including hierarchal structure indicating the positions of senior managers, managers, and other employees.</p> <p><b>Alwyndor</b></p> <p>In order to provide a clearer picture of the financials can future reporting include a current ratio and an explanation of its negative position to ratepayers?</p> <p><b>Summary</b></p> <p>We thank the Council for the opportunity to review the Annual Budget and look forward to a reply to the matters raised.</p> <p>Annexure “A” raises a number of questions by item number. Could you please provide explanations of the increased or new costs.</p>	<p>The City of Holdfast Bay will be working with the community to explore ways to grow the range of programs and activities and the community’s use of the centre.</p> <p><b>Employee Costs</b></p> <p>Council remains committed to the provision of over 200 services to the community. Council considers a wide range of matters when determining the proposed budget each year, which includes a detailed review of all operational costs.</p> <p>It is not intended to review its full structure and we reiterate our view that our current approach enables an agile organisation structure which can adapt to changing community needs and expectations.</p> <p><b>Alwyndor</b></p> <p>Alwyndor is a self-funded business which does not require or use ratepayer funds. It is governed by the Alwyndor Trust Deed. Council is the Trustee and delegates its day-to-day management of the Trust to the Alwyndor Management Committee. Council has no legal entitlement to benefit financially from the Trust, therefore Alwyndor is a self-sustaining business separate to Council.</p> <p>Alwyndor is budgeting for an operating surplus position for the 2023-24 financial year.</p>

Contributor Comments	Proposed Council Response
<p>As previously highlighted in this submission we look forward to a final budget that will have reduced costs and provide ratepayers with a viable, prudent, and frugal value for their ever-increasing annual rates.</p> <p><b>Annexure“A”</b>  City Clean Rapid Response  Item 416 – Moseley Square – increase of 72%  Item 445 – Street Cleaning – increase of 86%  Item 464 – Rapid Response – increase of 100%  Depot Operations  Item 459 – Events Preparation (Depot Costs) – an increase from \$6,000 to \$45,000 (plus 650%). The cost of events is seemingly becoming excessive and overall should be re-assessed as a financial burden on rate payers. Should this be included in the City events budget?</p> <p><b>COMMUNITY AND BUSINESS</b>  City Activation – a proposed increase of \$257,000 represents a 13% increase?  Other Expenditure – a figure of \$969,000 has been noted representing an increase of 13.6%. This is a substantial amount for an item called “Other Expenditure” and clarification would be appreciated.</p> <p><b>CITY ACTIVATION</b>  Item 313 – Local History Centre – could we be advised further on the expenditure of \$230,000 against an income of \$3,000.</p>	<p><b>General cost increases.</b>  As noted in the Draft 2023-24 Annual Business Plan, 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. These costs will impact different services differently depending on their level of consumption of fuel and consumables. Many of the front-line field services are impacted at a high level which contributes to significantly rising costs. In addition, some services such as events preparation, which were previously absorbed into overall operations are now being correctly allocated to their activity area.</p> <p><b>Community and Business</b>  Other Expenditure – increase of \$116,000 relates to:</p> <ul style="list-style-type: none"> <li>• \$40,000 – a reallocation of expenditure within the overall Jetty Road Mainstreet Committee’s budget based on their priorities for 2023/24. As this expenditure is funded from a separate rate collected on behalf of the committee it does not impact residential rate payers.</li> <li>• \$77,000 – additional funding for various events (discussed elsewhere), however, this is partially offset by increased sponsorship funding and a reallocation of budget from other lines within the events function. It is hard to analyse expenditure at this level as an event overall may not cost anymore to run, however, the expenditure type may vary between years. For example, there was a reduction in expenditure for events classified as Materials in 2022/23 because it has now been allocated to Other Expenditure in 2023/24.</li> </ul>

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<p>Item C66 – Kaurna meeting and support?</p> <p>Item C94 – Shopfront Character Grant Scheme – we request an explanation on the expenditure of \$75,000. We would state that this promotion is out of line and has no correlation with supporting residents. Jetty Road Mainstreet/Community Events.</p> <p>Item 321 – Australia Day – this item highlights a proposed income of \$10,000 against Item 321 – Australia Day expenses that has been increased by 94% to \$26,000.</p> <p>Item 324 – Glenelg Film Festival – like so many proposed events, it has to be questioned why such an event of this nature is necessary at a cost of \$10,000 and what benefit to residents does it provide?</p> <p>We are unable to understand the comment in the foreword page that “This Council department’s expenditure of \$2,975,000 with revenue of \$2,157,000” against the operating budget and expense figures detailed below. An overall increase in operating expenses of 17.79% and community events of 19.25% needs addressing on the basis of effectiveness and financial viability.</p> <p><b>COMMUNICATIONS AND ENGAGEMENT</b></p> <p>Can we please have an explanation as to why this department has increased in its operating expenses from an original 2021/22 \$367,093 to 2023/24 \$583,390, representing a 59% increase over two years.</p>	<p><b>Kaurna Meeting and Support</b></p> <p>Council administration meets regularly with a Kaurna Advisory Group who provides input on projects taking place across the City, particularly works in areas of high cultural sensitivity. Examples include Kingston Park, Tarlton St stormwater works, various public art projects, etc. This budget line pays the fees for the Kaurna advisory group members as well as associated costs (travel, catering, etc)</p> <p>See previous comments in regard to events and their effectiveness.</p> <p><b>Communications and Engagement</b></p> <p>The reported increase follows an organisational realignment in which some existing staff are now reported under Communications and Engagement. There hasn’t been an increase in staff numbers or their roles in delivering communications and engagement activities, but simply these are now</p>

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<p></p> <p><b>COMMUNITY SAFETY</b>  Item 345 – On Street Parking - \$1,382,100 – does this represent council fines?  Item 349 – Public Safety and Security - \$400,000 – please explain procedures against costs.</p> <p><b>STRATEGY AND CORPORATE</b>  An overall increase of 43.35% seems excessive?</p> <p><b>PEOPLE AND CULTURE</b>  An operating increase of approximately 17% seems excessive?</p>	<p>included within the Communications and Engagement budget rather than a different department and budget line.</p> <p>In line with increasing community expectations, Council is continually improving efforts to communicate and engage with its community, including with residents and visitors. Amongst the range of communication and engagement activities, it is worth noting that in 2021-22 the City of Holdfast website attracted 256,00 users who viewed 733,500 pages. Also of note, in 2021-22 the number of YourHoldfast.com users was 8,165 which includes 8,009 active users. The total number of users represents 21.6 per cent of the population.</p> <p>Item 345 is related to infringements.</p> <p><b>STRATEGY AND CORPORATE</b>  There was a once-off negative provision in the 2022-23 budget. In 2023-24 this provision no longer applies. When removing the once-off provision from last year, a more accurate assessment shows that Strategy and Governance cost decreased by 14%.</p> <p><b>PEOPLE AND CULTURE</b>  A number of budgetary pressures have resulted in this increase: increase in employment insurance costs for all employees, additional training requirements for all employees, additional employment costs and a reduction in anticipated revenue from the Local Government Workers Compensation Scheme.</p>

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<p><b>STRATEGY AND GOVERNANCE</b></p> <p>An operating increase of approximately 18% seems excessive?</p>	<p><b>STRATEGY AND GOVERNANCE</b></p> <p>The increase in Strategy and Governance costs relates to a one-off allocation for operating budget for 2023-24 to enable a review of Council’s suite of contract templates. This is a task that requires legal expertise, which Council does not have in-house. Council’s contract templates need to be reviewed periodically to ensure they remain up to date legally and administratively.</p>
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• Council is using the cover of high inflation to slug ratepayers with an exorbitant rate increase in 2023-24.</li> <li>• Council has demonstrably failed to deliver on one of its core financial goals – rate stability!</li> <li>• Council needs do the hard work of reducing expenditure to deliver real and significant reductions in residential property rates.</li> <li>• We are strongly opposed to the: <ul style="list-style-type: none"> <li>o proposed 7.64% increase in the Rates – General (from \$38.348 million to \$41.281 million). As a consequence, our rates: <ul style="list-style-type: none"> <li>§ will rise by more than \$465 per annum or \$116 per quarter.</li> <li>§ will have risen by more than \$1,100 (or &gt;20%) since 2019-20.</li> <li>o \$33,000 mural on the Esplanade at the end of Farrell Street.</li> </ul> </li> <li>§ It is a waste of money, unnecessary and unwanted.</li> </ul> </li> <li>• The draft Annual Business Plan needs to justify why there is a: <ul style="list-style-type: none"> <li>o 65% increase in street lighting costs (from \$0.44 million to \$0.73 million)</li> <li>o 59% increase in borrowings (from \$2.96 million to \$4.72 million)</li> <li>o 18% increase in finance charges (from \$834,830 to \$992,692)</li> <li>o 11% increase in waste management costs (from \$4.07 million to \$4.53 million)</li> <li>o 5.9% increase in employee costs (from \$19.1 million to \$20.2 million)</li> </ul> </li> <li>• The draft Annual Business Plan lacks sufficient: <ul style="list-style-type: none"> <li>o evidence demonstrating how the proposed funding of projects will maximise the return on investment of ratepayer funds.</li> </ul> </li> </ul>	

Contributor Comments	Proposed Council Response
<p>o justification as to why projects need to be undertaken in 2023-24.</p> <p>o definition of the works and measures to be undertaken and the benefits arising to residential rate payers.</p> <ul style="list-style-type: none"> <li>• The draft Annual Business Plan does not represent “value for rates”.</li> </ul> <p>Specific comments</p> <p>Page 4</p> <ul style="list-style-type: none"> <li>• “...the first coastal council in South Australia to recognise that the world is in a climate emergency”.</li> </ul> <p>o Council continues to promulgate the alarmism, fearmongering and hysteria peddled by radical climate change activists.</p> <p><b>Page 5</b></p> <ul style="list-style-type: none"> <li>• “Based on the average residential property value, the rate increase equates to approximately \$28 per quarter”.</li> </ul> <p>o The use of a quarterly figure serves to obscures the quantum of the annual increase.</p> <ul style="list-style-type: none"> <li>• “...rates have been provisionally raised by 6.9% - well below the Adelaide Consumer Price Index (CPI) of 8.6%...”</li> </ul> <p>o How has the figure of 6.9% been calculated?</p> <p>§ As tabulated on page 61, Rates – General, which are paid by residential ratepayers, will increase by 7.64 % (from \$38.348 million to \$41.281 million)</p> <p>§ Furthermore, page 51 states that revenue from general rates will rise by 7.3%</p> <p>§ Which figure is correct?</p> <p>§ Why is the increase in Rates – Jetty Road Glenelg (6.9%) less than Rates – General (7.4%)?</p> <p>§ Will rate capping be available to residents in 2023-24 and at what percentage?</p> <p>o A 7.64% increase in the Rates – General means our property rates will:</p> <p>§ rise by more than \$465 per annum or \$116 per quarter – a far cry from the claim on page 5 of an average rate rise of \$28 per quarter.</p>	<p><b>Page 5</b></p> <ul style="list-style-type: none"> <li>• On page 52 of the Annual Business Plan the increase for the average ratepayer is provided on an annual, quarterly and weekly basis to aid readers in quantifying the impact of the rise, however, most residents receive and pay their rates notice on a quarterly basis.</li> </ul> <ul style="list-style-type: none"> <li>• Total rates to be raised in 2022/23 was \$39.112 million. This amount was increased by 6.9% for 2023/24 to a new total due of \$41.811 million. In theory, if every property valuation stayed the same then each ratepayer would see their current bill increased by 6.9%.</li> </ul> <ul style="list-style-type: none"> <li>• The line on page 61 titled Rates – General includes other budgetary amounts related to rates revenue in addition to the amounts detailed above.</li> </ul> <p>O This includes a reduction in revenue of \$702,000 for a number of factors: rebates for eligible entities such as charitable organisations; successful objections to property valuations; and rate capping for eligible applicants. This amount can vary from one year to the next, which can result in differing percentage increases when the General Rates budget is looked at in isolation. However, every year, the agreed rate increase is applied to the</p>



Contributor Comments	Proposed Council Response																																																				
<p>§ have risen by more than \$1,100 (or &gt;20%) since 2019-20.</p> <p>o A 7.64% increase in Rates – General is just one percentage point below the Adelaide CPI of 8.6%:</p> <p>§ This is not good enough!</p> <p>§ No wonder Council only scores 6.8 for “...good financial management and value for rates” (page 10).</p> <p>Page 6</p> <ul style="list-style-type: none"><li>“Kurna people lived sustainably and nurtured the land and waters for some 60,000 years...”</li></ul> <p>o What is the evidence that underpins the claim of (1) 60,000 years of settlement and (2) nurtured the lands and waters of the Council area?</p> <p>Page 11</p> <ul style="list-style-type: none"><li>Council needs to explain the imperative to undertake these nominated projects in 2023-24.</li></ul>	<p>base amount. This way any movements in the rebates applied (up or down) will not affect the amount paid by other ratepayers.</p> <p>O An additional 0.5% allowance of \$172,000 has also been made for new residential properties that were built in the preceding year.</p> <p>O A reconciliation between the two years is provided below:</p> <div><table><tr><th colspan="4">CITY OF HOLDFAST BAY</th></tr><tr><th colspan="4">PROJECTED FINANCIAL STATEMENTS</th></tr><tr><th colspan="4">BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS</th></tr><tr><th><u>Municipal</u></th><th></th><th><u>Municipal</u></th><th></th></tr><tr><th><u>22/23 Original</u></th><th></th><th><u>23/24</u></th><th><u>%</u></th></tr><tr><th><u>BUDGET</u></th><th></th><th><u>BUDGET</u></th><th><u>Increase</u></th></tr><tr><td>\$</td><td></td><td>\$</td><td></td></tr><tr><td>38,348,000</td><td>Rates - General</td><td>41,281,000</td><td>7.65%</td></tr><tr><td colspan="4">Rates - General consists of:</td></tr><tr><td>39,112,000</td><td>Rates to be raised (residential/commerical)</td><td>41,811,000</td><td>6.90%</td></tr><tr><td></td><td>Budgeted Rate Growth (residential only)</td><td>172,000</td><td>0.50%</td></tr><tr><td>( 764,000)</td><td>Rebates, Rate Capping, etc.</td><td>( 702,000)</td><td>( 8.12%)</td></tr><tr><td>38,348,000</td><td></td><td>41,281,000</td><td>7.65%</td></tr></table></div> <ul style="list-style-type: none"><li>Page 51 details rate revenue increases in a format prescribed in the Local Government Act with the aim of making comparisons easier with other councils. Again, as detailed above, this is total general rates revenue and not the percentage increase applied to the last year’s rate base. The small variance to the figures detailed above is due to what is classed as rebates in the Local Government Act as opposed to individual discretion allowed to each council, however the amounts relating to the 6.9% increase remain unchanged. An adjusted version of the reconciliation above is provided highlighting this difference:</li></ul>	CITY OF HOLDFAST BAY				PROJECTED FINANCIAL STATEMENTS				BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS				<u>Municipal</u>		<u>Municipal</u>		<u>22/23 Original</u>		<u>23/24</u>	<u>%</u>	<u>BUDGET</u>		<u>BUDGET</u>	<u>Increase</u>	\$		\$		38,348,000	Rates - General	41,281,000	7.65%	Rates - General consists of:				39,112,000	Rates to be raised (residential/commerical)	41,811,000	6.90%		Budgeted Rate Growth (residential only)	172,000	0.50%	( 764,000)	Rebates, Rate Capping, etc.	( 702,000)	( 8.12%)	38,348,000		41,281,000	7.65%
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Contributor Comments	Proposed Council Response
<ul style="list-style-type: none"> <li>• Glenelg Oval upgrade Stages 3 and 4 – \$1.84 million                             <ul style="list-style-type: none"> <li>o What is the pressing requirement to have both stages funded this financial year?</li> <li>o What is the contribution from the respective sporting clubs?</li> <li>o Is there any debt owed to Council from the Glenelg Football Club? If so, what is the quantum?</li> </ul> </li> </ul> <p>Former Buffalo site – amenity improvements - \$2.2 million</p> <ul style="list-style-type: none"> <li>o This is an exorbitant expenditure.</li> <li>o What benefit cost analysis has been undertaken to support this expenditure?</li> <li>o What low-cost solutions were considered by Council? Why were they rejected?</li> </ul> <ul style="list-style-type: none"> <li>• Public Toilets – Patawalonga Lake - \$220,000                             <ul style="list-style-type: none"> <li>o What is the breakdown of this expenditure item?</li> <li>o What cheaper design options were considered by Council? Why were they rejected?</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• Glenelg Library upgrade - \$200,000                             <ul style="list-style-type: none"> <li>o As regular users of the library, we find the current facility is more than satisfactory.</li> <li>o How many new books will be purchased with this expenditure?</li> </ul> </li> </ul>	<p><b>Glenelg Oval upgrade Stages 3 and 4 – \$1.84 million</b>                      In the last 5 years Council have funded \$1,319,164 of capital works at Glenelg Oval - expenditure of \$2,794,944 offset by \$1,475,780 grant funding secured by the Glenelg Football Club and City of Holdfast Bay.                      Glenelg Football Club currently has a debt outstanding with Council of \$1.2 million and is expected to be approximately \$1.0 million by the end of the year when upcoming payments are received.</p> <p><b>Former Buffalo Site – amenity improvements</b>                      It is proposed that the improvements will include an extension of the existing rock revetment wall and infill over the foundations to create a paved area to blend in with existing ground level. This area will be fenced along the water's edge and the walking path around the Patawalonga at the Buffalo site will be realigned to improve accessibility and remove the uneven surfaces and tight corners. This redevelopment will reclaim the space and convert the site into usable public open space. This budget has included contingencies relating to soil treatment and removal, resulting in a budget proposal of \$2.2M</p> <p><b>Public Toilets - Patawalonga Lake - \$220,000</b>                      These are indicative costs based on earthworks required to access sewage, water and power for a self-contained , self-cleaning toilet. These types of toilets are preferred as they reduce ongoing costs and are resistant to vandalism and misuse.</p> <p><b>Glenelg Library Upgrade</b>                      This will 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. As a valued and highly used community building it attracts 84,000 visits and lends</p>

Contributor Comments	Proposed Council Response
<ul style="list-style-type: none"> <li>• Economic Development Strategy Implementation - \$30,000 <ul style="list-style-type: none"> <li>o “...an indicative allocation...prompt implementation...in an agile way.”</li> <li>o This reads like a blank cheque to be spent on undefined works and measures.</li> </ul> </li> <li>• Community Wellbeing Strategy - \$25,000 <ul style="list-style-type: none"> <li>o Will consultants be engaged in the development of the Strategy?</li> <li>o What meaningful and tangible benefits will this expenditure generate for ratepayers?</li> </ul> </li> <li>• Climate Change Adaption - \$60,000 <ul style="list-style-type: none"> <li>o The actions of the world’s major polluters (China, India, United States and Russia) ensure that any actions by the Council of Holdfast Bay are completely irrelevant.</li> <li>o What tangible and measurable impact on global climate change will be generated by this initiative?</li> </ul> </li> <li>• Innovation Projects - \$800,000 <ul style="list-style-type: none"> <li>o What projects are being funded?</li> <li>o IT upgrades are notorious for being delivered late and over budget.</li> <li>o What contingencies are in place to ensure the projects are done on time and on budget?</li> </ul> </li> </ul> <p>Page 16</p> <ul style="list-style-type: none"> <li>• Municipal Operations Expenditure <ul style="list-style-type: none"> <li>o What studies has Council done to benchmark the cost effectiveness of its</li> </ul> </li> </ul>	<p>192,000 items each year. The refresh will extend building use for five years to allow planning for library services facilities across the City to be completed. The Glenelg Library has not kept pace with changing community needs by providing adequate meeting spaces, technology training areas and maker space options. The project ensures the library team is able to innovate and provide quality library services for the community."</p> <p>The Economic Development Strategy is currently being produced. Some budget needs to be set aside for implementation, even if the Strategy has not yet been completed. The Council will approve the Strategy and thereby agree on the spending.</p> <p>The Community Wellbeing Strategy will enable one of Council’s key focus areas in its Strategic Plan to be advanced.</p> <p>Many Council actions in response to climate change are not about reducing global emissions but is rather about making the community more resilient against the impacts of climate change</p> <p>There are a wide range of IT projects to be delivered in 2023-24, ranging from technical to business transformation. Governance of IT projects is subject to an ICT Governance Steering Committee, which monitors key project delivery.</p> <p>Benchmarking cost effectiveness is not straightforward, due to substantial differences between councils in environmental conditions and community expectations. For a number of years, Council participated in a nation-wide</p>

Contributor Comments	Proposed Council Response																																
<p>service delivery as compared to other metropolitan councils?</p> <ul style="list-style-type: none"><li>o Street lighting</li></ul> <p>§ Why has expenditure increased by more than 65% from \$0.44 million to \$0.73 million?</p> <ul style="list-style-type: none"><li>o Waste Management</li></ul> <p>§ Why has expenditure increased by more than 11% from \$4.07 million to \$4.53 million?</p> <p>Page 21</p> <ul style="list-style-type: none"><li>• Policies and practices – rate stability</li><li>o “To ensure a reasonable degree of stability and predictability in the overall rates”.</li></ul> <p>§ Council has demonstrably failed to achieve this goal with its the proposed 7.64% increase in Rates – General.</p> <p>Page 24</p> <ul style="list-style-type: none"><li>• Environmental sustainability</li><li>o “Climate change is the most pressing issue impacting our environment and way of life.”</li></ul> <p>§ Yet more fear mongering.</p> <ul style="list-style-type: none"><li>o “The impacts of a changing climate are already being felt across southern Adelaide.”</li></ul> <p>§ Exactly what impacts are being felt across the Council area?</p> <p>§ What demonstrable and measurable amelioration of climate change will be generated from Council’s environmental sustainability initiatives?</p> <p>Page 25</p> <ul style="list-style-type: none"><li>• Cyber security</li><li>o “...may develop a role in disseminating information for community and business education to support greater levels of cybersecurity”.</li></ul> <p>§ Why does Council need to take action on this issue?</p> <p>§ How will the proposal avoid duplicating existing Federal and State government funded programs and policy initiatives?</p> <p>Page 27</p>	<p>benchmarking process but stopped around two years ago as the cost was not justified.</p> <div><p><u>CITY OF HOLDFAST BAY</u> <u>PROJECTED FINANCIAL STATEMENTS</u> <u>BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS</u></p><table><tr><th><u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u></th><th></th><th><u>Municipal</u> <u>23/24</u> <u>BUDGET</u></th><th><u>%</u> <u>Increase</u></th></tr><tr><td>\$</td><td></td><td>\$</td><td></td></tr><tr><td>38,348,000</td><td>Rates - General</td><td>41,281,000</td><td>7.65%</td></tr><tr><td colspan="4"><b>Rates - General consists of:</b></td></tr><tr><td>39,112,000</td><td>Rates to be raised (residential/commerical)</td><td>41,811,000</td><td>6.90%</td></tr><tr><td></td><td>Budgeted Rate Growth (residential only)</td><td>172,000</td><td>0.50%</td></tr><tr><td>( 519,000)</td><td>Rebates, Rate Capping, etc.</td><td>( 555,000)</td><td>6.94%</td></tr><tr><td><u>38,593,000</u></td><td></td><td><u>41,428,000</u></td><td><u>7.35%</u></td></tr></table></div> <ul style="list-style-type: none"><li>• Rates – Jetty Road Glenelg is a separate rate collected on behalf of the Jetty Road Mainstreet Board to promote business in the area. As this is a rate specifically raised to provide funding for specific ratepayers they have the option to set any increase they require. For 2023/24 they have used the same principal as Council in using the December 2022 Local Government Price Index of 6.9%.</li><li>• Rate capping will be made available again for 2023/24. The exact amount will be set by Council at the end of June as part of the rate setting process. As an estimate it will probably be around 10% as this provides a margin of 3.1% above the standard rate rise and would be similar to the margin set last year.</li></ul>	<u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>23/24</u> <u>BUDGET</u>	<u>%</u> <u>Increase</u>	\$		\$		38,348,000	Rates - General	41,281,000	7.65%	<b>Rates - General consists of:</b>				39,112,000	Rates to be raised (residential/commerical)	41,811,000	6.90%		Budgeted Rate Growth (residential only)	172,000	0.50%	( 519,000)	Rebates, Rate Capping, etc.	( 555,000)	6.94%	<u>38,593,000</u>		<u>41,428,000</u>	<u>7.35%</u>
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Contributor Comments	Proposed Council Response
<ul style="list-style-type: none"> <li>Environmental stewardship</li> <li>“...the first coastal council in South Australia to recognise that the world is in a climate emergency”.</li> </ul> <p>§ Council continues to promulgate the alarmism, fearmongering and hysteria peddled by radical climate change activists.</p> <ul style="list-style-type: none"> <li>“...some new elements to the Green Living rebates to include home electric vehicle chargers and changing from gas to electric appliances”.</li> </ul> <p>§ Why should residential rate payer funds be used to subsidize home modifications for the sole benefit of individual residents?</p> <p>§ Why is Council pursuing an unjustified vilification of gas energy?</p> <p>§ What is the measurable reduction in greenhouse gas emissions that will be derived from this proposed expenditure?</p> <p>Page 30</p> <ul style="list-style-type: none"> <li>Alwyndor Aged care</li> <li>Council should divest itself from Alwyndor.</li> </ul> <p><b>Page 33</b></p> <ul style="list-style-type: none"> <li>2023-24 capital projects</li> <li>Glenelg Community Centre Painting – entrance statement – \$10,000</li> </ul> <p>§ What is an “entrance statement”?</p> <p>§ Why does this expenditure need to be undertaken in 2023-24?</p> <p><b>Page 35</b></p> <ul style="list-style-type: none"> <li>Local Music Festival – \$30,000</li> <li>Anecdotal evidence would suggest that attendance during 2023-23 was</li> </ul>	<p><b>Alwyndor Aged Care</b></p> <p>Alwyndor is a self-funded business which does not require, or use ratepayer funds. It is governed by the Alwyndor Trust Deed. Council is the Trustee and delegates its day to day management of the Trust to the Alwyndor Management Committee. Council has no legal entitlement to benefit financially from the Trust, therefore Alwyndor is a self-sustaining business separate to Council.</p> <p>Alwyndor is budgeting for an operating surplus position for the 2023-24 financial year.</p> <p><b>Glenelg Community Centre Painting – entrance statement – \$10,000</b></p> <p>This is a mural to enliven the entrance to the Community Centre.</p> <p><b>Local Music Festival - \$30,000</b></p> <p>There were no Local events in 2023 or in 2022, however the turnout for 2020 and 2021 were both in the thousands.</p>

Contributor Comments	Proposed Council Response
<p>modest at best.</p> <ul style="list-style-type: none"> <li>o What benefit cost analysis has been undertaken of attendance in 2022-23?</li> <li>o Again, why should residential rates be used to fund activities where businesses are the principal beneficiaries?</li> <li>• Mural on the Esplanade at the end of Farrell Street – \$33,000</li> <li>o We are strongly opposed to this initiative – it is a complete waste of money!</li> <li>o There has been no consultation with affected residents.</li> <li>o No compelling evidence has been presented to justify the need for this project.</li> <li>o It will be a major detraction from the ocean views.</li> </ul> <p><b>Page 37</b></p> <ul style="list-style-type: none"> <li>• Communications and Engagement – \$580,000</li> <li>o It is a very large budget for engaging with approximately 38,000 residents.</li> <li>o 12 elected councillors are an unnecessary financial burden on ratepayers.</li> </ul> <p><b>Page 45</b></p> <ul style="list-style-type: none"> <li>• CCTV upgrades Glenelg</li> <li>o What has been the reduction in crime / antisocial behaviour as a result of CCTV installations on Jetty Road, Glenelg?</li> <li>o What steps has Council undertaken to confirm its CCTV network does not include any surveillance equipment from Chinese manufacturers such as Hikvision and Dahua?</li> <li>o Does the Council's CCTV network have the capability to undertake facial recognition?</li> <li>o Does the Council rule out the use of facial recognition on its CCTV network?</li> </ul> <p><b>Page 46</b></p> <ul style="list-style-type: none"> <li>• City Activation - \$1.47 million</li> <li>o What activities are proposed for this expenditure?</li> </ul>	<p><b>Mural on the Esplanade at the end of Farrell Street – \$33,000</b></p> <p>It is intended that this mural will complement sea views. Community consultation is included as part of the annual business plan process. There have been calls from residents and coast park users who have identified the location as one that would benefit from some public art.</p> <p><b>CCTV Upgrades Glenelg</b></p> <p>We have no specific data on crime reduction specifically related to CCTV, however SAPOL is convinced of their effectiveness.</p> <p>Equipment is not in breach of any policy or law in regard to foreign ownership concerns.</p> <p>There is no intention of using facial recognition in any public CCTV systems.</p> <p><b>City Activation</b></p> <p>All major events have demonstrated appropriate value and economic impact. Events are measured using data made available by Spendmapp, market</p>

Contributor Comments	Proposed Council Response
<p>o What benefit cost analysis has been undertaken to determine the effectiveness and value for money of events funded in 2022-23?</p> <p>o What are the direct and tangible benefits to ratepayers from these activities?</p> <p>o What quantum of Rates – General are being used to fund these activities, given that Rates – Jetty Road Glenelg only amounts to \$660,245?</p> <p>o Why should residential rates be used to fund activities where businesses are the principal beneficiaries?</p> <ul style="list-style-type: none"> <li>• Tourism and Events - \$1.61 million</li> </ul> <p>o What are the direct and tangible benefits to ratepayers from these activities?</p> <p>o What benefit cost analysis has been undertaken to determine the effectiveness and value for money of events funded in 2022-23?</p> <p>o What quantum of Rates – General are being used to fund these activities, given that Rates – Jetty Road Glenelg only amounts to \$660,245?</p> <p>o Why should residential rates be used to fund street parties, fireworks, food festivals, film festivals, artisan markets and other tourism development activities when businesses are the principal beneficiaries of increased visitation?</p> <p>o Why are residential ratepayer funds being used for New Years Eve fireworks display, which predominantly benefit people who do not live in the Council area?</p> <p><b>Pages 51 and 61</b></p> <ul style="list-style-type: none"> <li>• “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 the total proposed revenue from general rates compared to the previous year.”</li> </ul> <p>o How does this statement align with Page 5, which states that “...rates have been provisional raised by 6.9%...”</p> <p>o These figures to not match the numbers tabulated on page 61 (\$41,281,000 and \$38,348,000, respectively).</p>	<p>research and other data such as media exposure, tourism and accommodation figures, and so on.</p>                      <p>Pages 51 and 61</p> <ul style="list-style-type: none"> <li>• See answers to Page 5 questions.</li> </ul>

Contributor Comments	Proposed Council Response
<ul style="list-style-type: none"> <li>o How have the numbers on page 51 been calculated?</li> <li>o What is the amount for “new development”?</li> </ul>	
<p><b>From 5049 coastal Community Association</b></p> <p>We can appreciate that, even with a proposed 6.9% increase in Rates (Ouch!), that capital expenditures in the city have had to be limited in 2023-24. Upgrades at the Brighton Holiday Park and Brighton Seacliff Yacht Club are welcome but these “private” projects are not ones that our Association is in a position to provide much feedback on. (We have yet to view the Holiday Park Master Plan). We are pleased that work is continuing on remediation of Pine Gully and we hope that further greening and beautification works will also be undertaken. The Wheatland St and Singelton Rd (and bridge) gateways to Seacliff and Kingston Park remain rather unattractive compared to other beach entry points in the city. We also hope that external funding sources are still available so that projects like Stage 2 of Seacliff Plaza can proceed in the next few years.</p>	<p>Appreciate comments -</p>



# Attachment 2



# OUR PLAN FOR OUR PLACE

**2023–24  
ANNUAL BUSINESS PLAN**



# OUR PLAN FOR OUR PLACE

## AMENDMENTS TO 2023–24 ANNUAL BUSINESS PLAN FOLLOWING ENGAGEMENT

Section 123 (6a) of the *Local Government Act 1999* requires that any amendments to the *Draft Annual Business Plan* that was consulted on be explained in the adopted plan.

Since the publication of the *Draft 2023–24 Annual Business Plan* and subsequent engagement the following changes have been made to this final version of the *2023–24 Annual Business Plan*;

- › The municipal operating surplus has reduced from \$515,345 to \$385,945.
- › The municipal operating surplus ratio will reduce from 0.96 percent to 0.72 per cent.
- › The Southern Region Waste Resource Authority (SRWRA) equity gain will reduce from \$0.22 million to \$0.09 million.
- › New capital infrastructure will increase from \$7.63 million to \$7.65 million.
- › Alwyndor surplus will reduce from \$603,250 to \$509,117.
- › The consolidated surplus (including the municipal funds and Alwyndor) is reduced from \$1,185,413 to \$895,062.
- › The projected borrowing requirement will increase from \$4.72 million to \$4.74 million.
- › New data has been used to replace 2020–21 information with the 2022–23 financial year residential rate, the residential rate in the dollar and the differential rate premium comparisons with metropolitan councils.

These changes are also reflected in updated municipal and Alwyndor financial statements that are included.

Other changes include a more detailed description of works being undertaken at the former Buffalo site and an explanation of the difference between the rate increase being applied and the change to the Rates – General item in the budget.

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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 *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, rates have been 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.

We look forward to delivering on this plan for our community.



**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'.

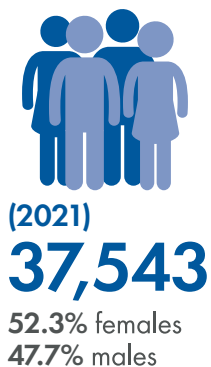
The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. Wituwartingga became the municipality of Brighton in 1858.

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%. Others worked from home.



## SNAPSHOT



## MEDIAN AGE



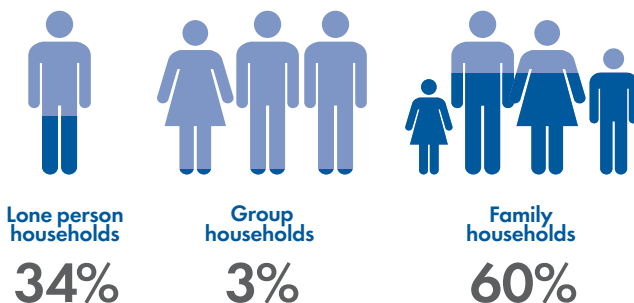
## MOST COMMON AGE GROUP



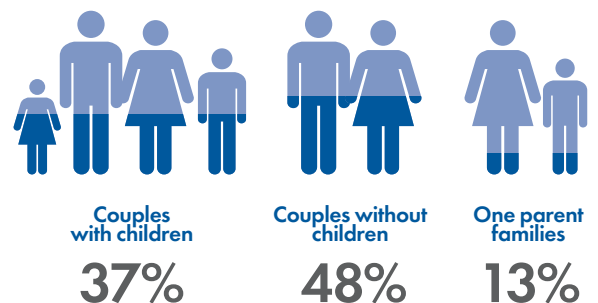
**LOW**

- Unemployment for those in the workforce, but the cohort with the greatest number is not in the labour force.

## 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

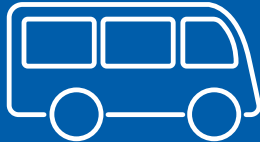
**300**

people attend our four Community Centres



**747**

people visit the libraries



**20** trips on the Community Wellbeing bus



Everyday, maintenance and other works are carried out at Glenelg Oval by our Open Spaces team

**7,200**

bin lifts for residential and business waste collection



**206sq metres**

of roads resealed



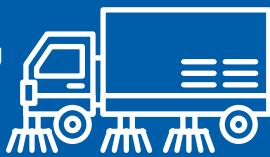
**60**

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. This includes rock revetment walls and fill to ground level. Fencing at the water's edge and improvements to walking paths and landscaping will be completed.

### **Public Toilets, Patawalonga Lake – \$220,000**

Install a public toilet around the Patawalonga Lake for existing users and 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 implementation.

### **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 \$385,945. For the same period Alwyndor is projected to work with an operating surplus of \$509,117.

In the 2023–24 financial year we will invest \$56.69 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.
- › \$8.19 million for new capital infrastructure and service improvements.



# **MUNICIPAL FINANCIAL SUMMARY**



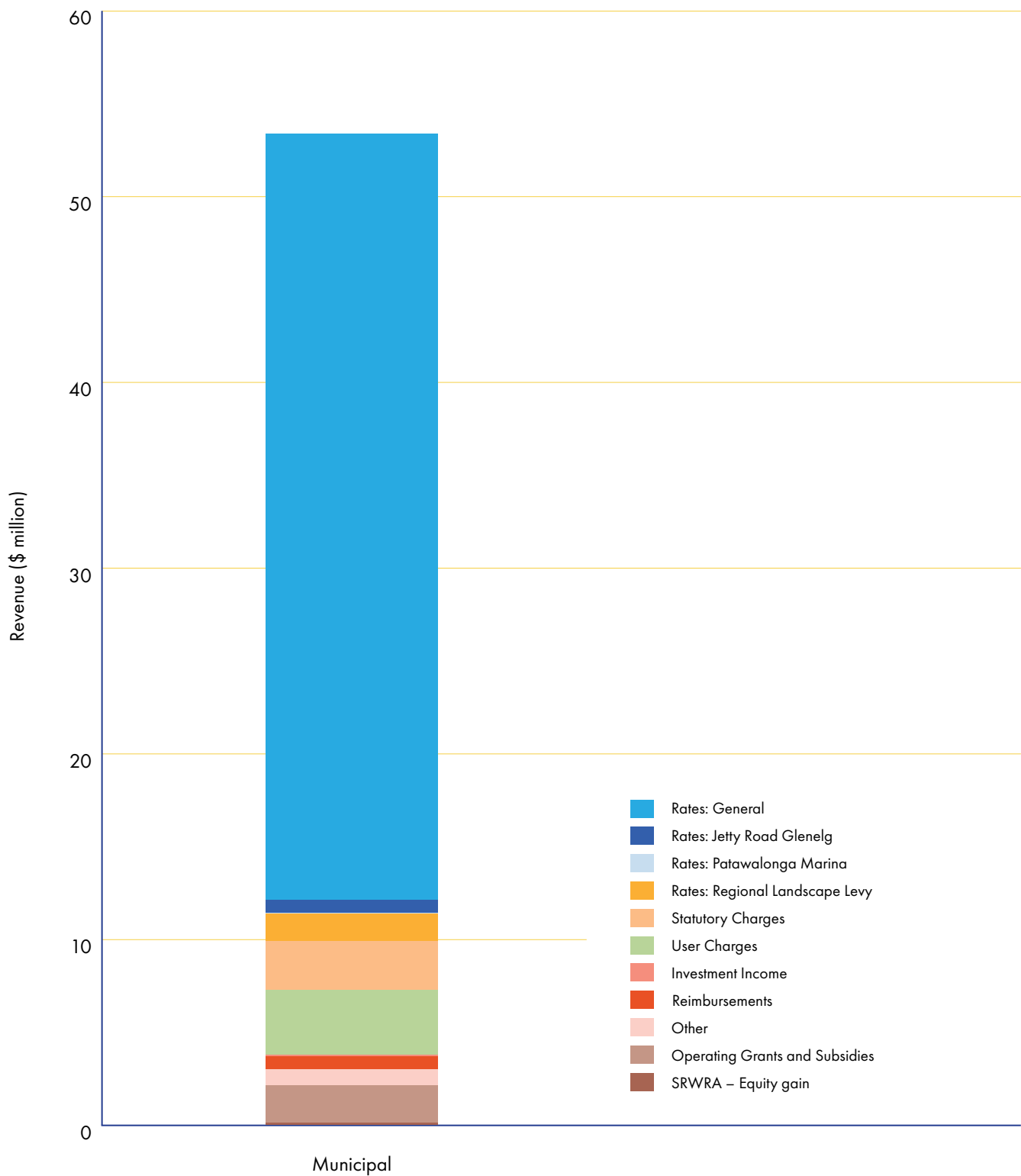
## 2023–24 MUNICIPAL OPERATING REVENUE \$53.38 MILLION

Council receives \$53.38 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
<b>Operational Revenue</b>	
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
<b>External Revenue</b>	
Operating Grants and Subsidies	\$2.05
SRWRA – Equity gain	\$0.09
Total External Revenue	\$2.14
<b>TOTAL MUNICIPAL REVENUE</b>	<b>\$53.38</b>

## 2023–24 MUNICIPAL OPERATING REVENUE





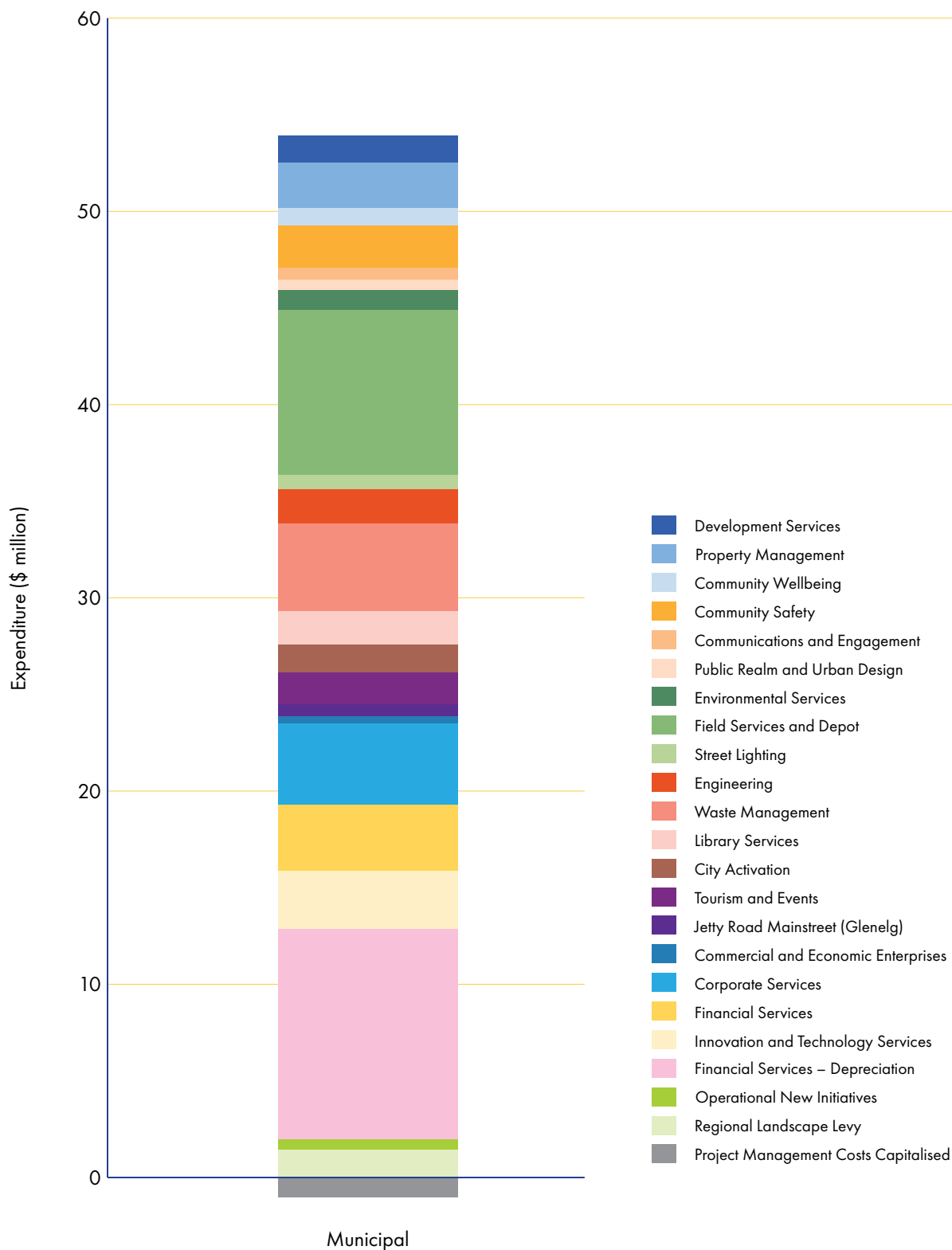
## 2023–24 MUNICIPAL OPERATIONAL EXPENDITURE \$52.99 MILLION

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
<b>Total expenditure on services</b>	<b>\$41.10</b>
<b>Other Operational Expenditure</b>	
Financial Services – Depreciation	\$10.91
Operational New Initiatives	\$0.54
Regional Landscape Levy	\$1.44
Project Management Costs Capitalised	-\$1.00
<b>Total expenditure on other operational</b>	<b>\$11.89</b>
<b>Total municipal operational expenditure</b>	<b>\$52.99</b>

## 2023–24 MUNICIPAL OPERATIONAL EXPENDITURE



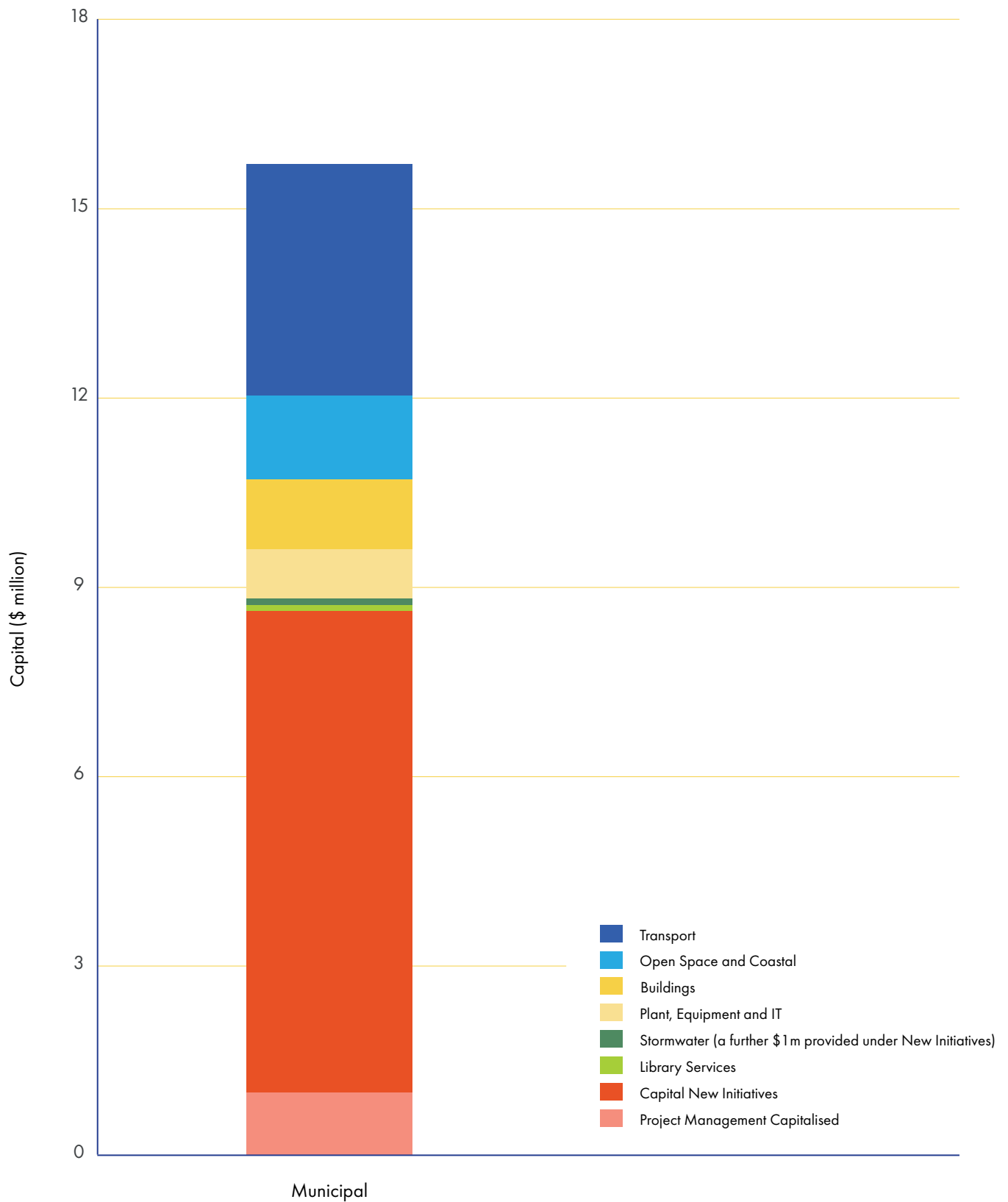
## 2023–24 MUNICIPAL CAPITAL PROGRAM \$15.73 MILLION

Council will spend \$15.73 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	\$7.65
Project Management Capitalised	\$1.00
<b>TOTAL MUNICIPAL CAPITAL EXPENDITURE</b>	<b>\$15.73</b>

# 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 Commonwealth 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.

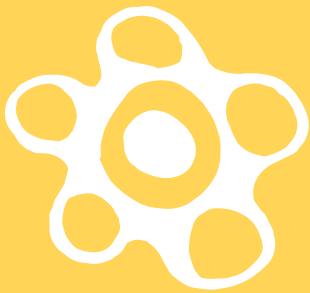
Holdfast Bay's weekly green FOGO model has been recognised as best practice by the South Australian State Government. A kerbside bin best practice guide has been developed by Green Industries SA. This guide, which is based on the Holdfast Bay model, aims to encourage other local governments to adopt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

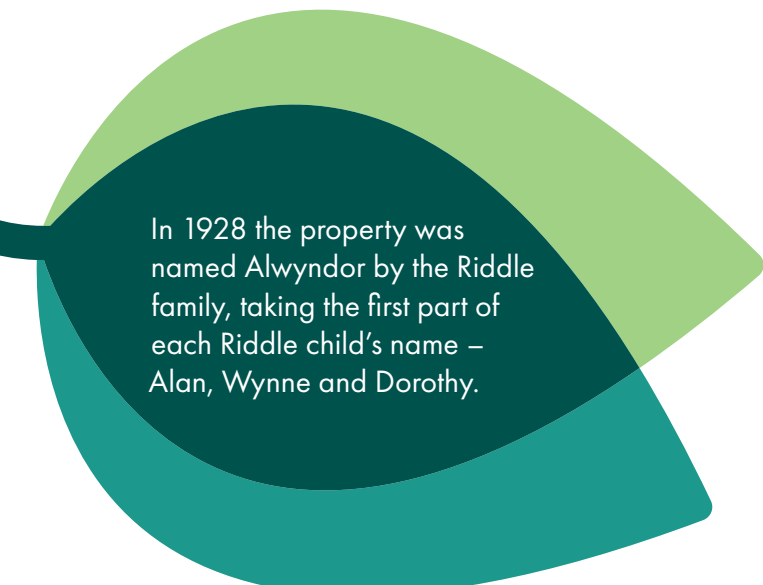
# **ACHIEVEMENTS, PROJECTS AND SERVICE DELIVERY**



# 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 for existing users and 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 – 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 websites. 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](http://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. This includes rock revetment walls and fill to ground level. Fencing at the water's edge and improvements to walking paths and landscaping will be completed.

### 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

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.



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# INNOVATION

In 2023–24, 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 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 implementation.

## 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 \$53.4 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.

The municipal operating surplus for 2034–24 is projected to be \$385,945. For 2023–24, Alwyndor is projected to have an operating surplus of \$509,117. The consolidated surplus for 2023–24 is budgeted to be \$895,062.

## OUR FINANCIAL STATEMENTS

We have included a summary of our projected financial statements for the municipal and the Alwyndor operating budgets 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 \$4.74 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 2022–23.

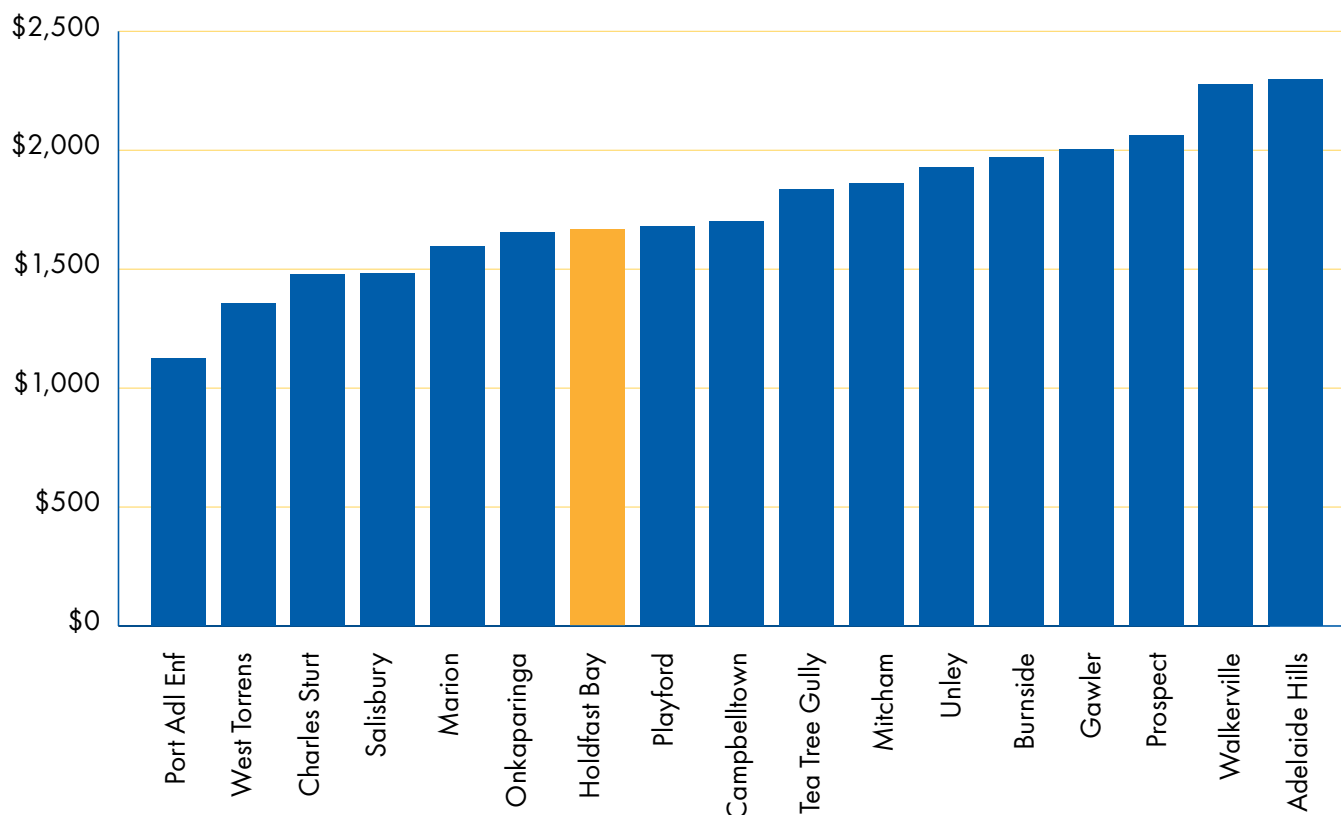
The average (mean) residential rate for the City of Holdfast Bay in 2022–23 was \$1,669. This represented a rate of 0.002033 cents in the dollar. This residential rate compares favourably to other South Australian councils.

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

## 2022–23 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](http://holdfast.sa.gov.au).

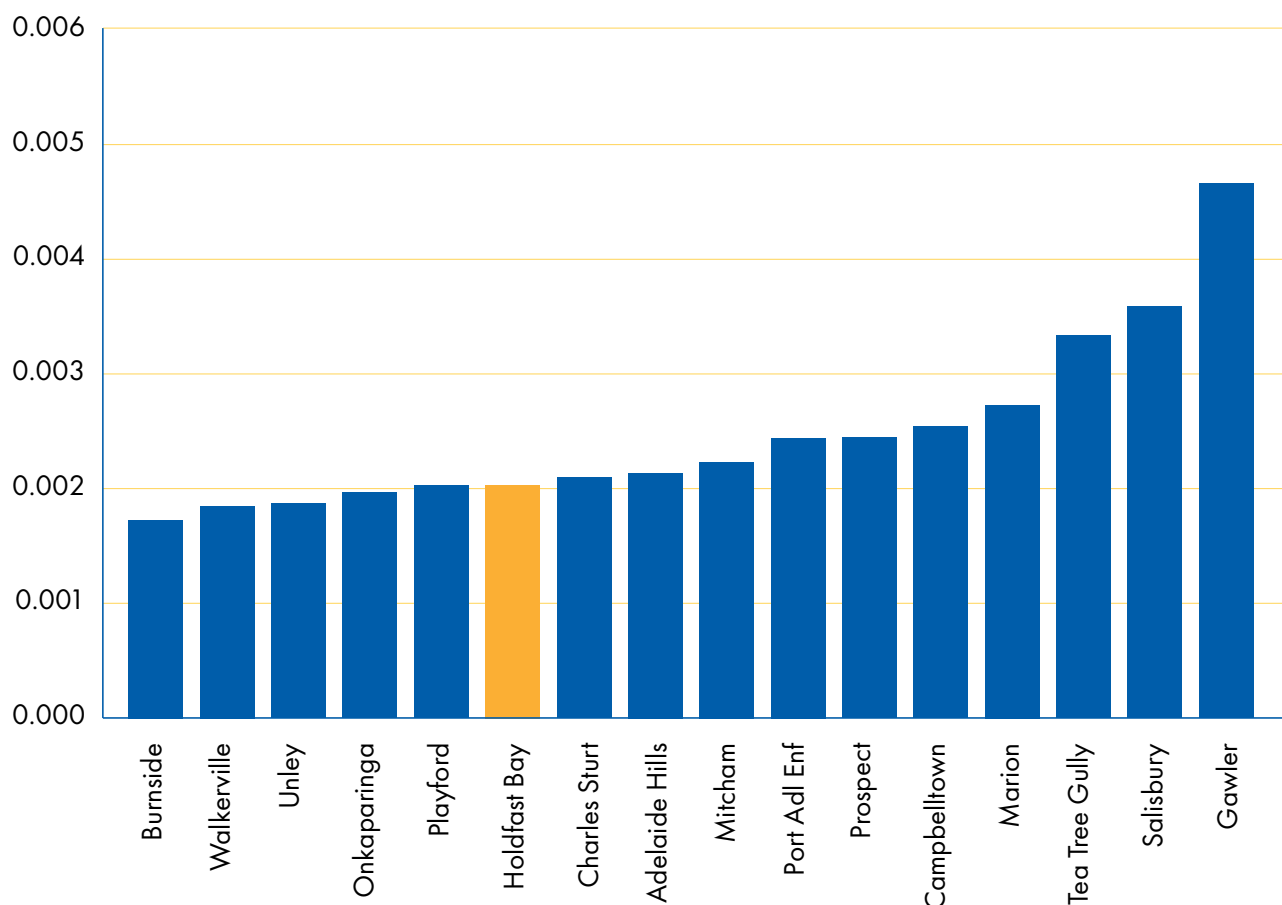
### Land Valuation Method

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

This 2023–24 *Annual Business Plan* and financial statements are based on a rate 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.

## 2022–23 Residential rate-in-the-dollar comparison (cents)



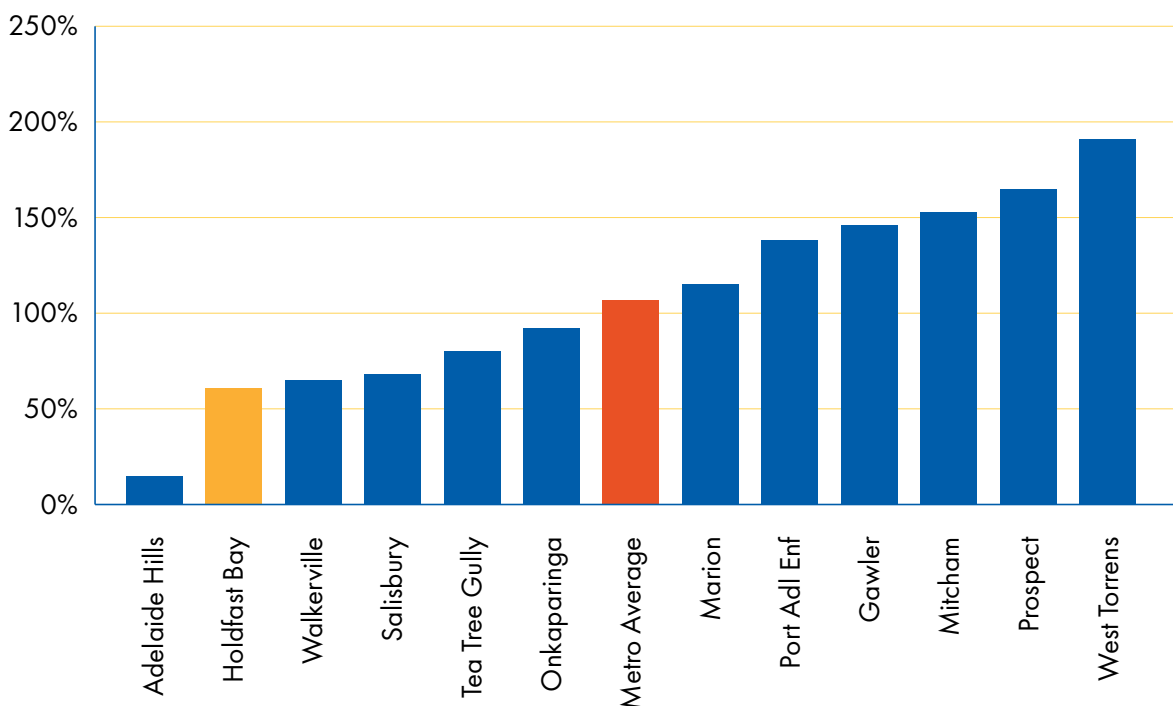
## Industrial, Commercial Property and Vacant Land Rates

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. These ratios will continue into 2023–24.

This premium compares favourably with the 2022–23 metropolitan average of 107 per cent, as shown on the following page.

## 2022–23 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. This will continue into 2023–24. Council offers a range of hardship provisions. Visit [holdfast.sa.gov.au](https://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 0.72 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.



# **FINANCIAL STATEMENTS – MUNICIPAL**

**CITY OF HOLDFAST BAY**  
**BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS**

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$		\$
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	90,600
<u>50,069,221</u>	<b>Operating Revenue</b>	<u>53,378,642</u>
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
<u>49,679,577</u>	<b>Less Operating Expenditure</b>	<u>52,992,697</u>
<u>389,644</u>	<b>= Operating Surplus/(Deficit)</b>	<u>385,945</u>
10,468,000	Depreciation	10,911,000
165,847	Other non-cash provisions	189,852
<u>10,633,847</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>11,100,852</u>
<u>11,023,491</u>	<b>= Funds Generated from Operating Activities</b>	<u>11,486,797</u>
1,483,500	Capital (External Contributions)	483,500
474,250	Proceeds from disposal of assets	201,000
<u>1,957,750</u>	<b>Plus funds sourced from Capital Activities</b>	<u>684,500</u>
( 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)	( 7,649,944)
<u>( 14,814,700)</u>	<b>Less total capital expenditure</b>	<u>( 15,730,110)</u>
253,000	Plus: Repayments of loan principal by sporting groups	217,000
<u>253,000</u>	<b>Plus/(less) funds provided (used) by Investing Activities</b>	<u>217,000</u>
<u>( 1,580,459)</u>	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	<u>( 3,341,813)</u>
<b>Funded by:</b>		
( 2,959,459)	Less: Proceeds from new borrowings	( 4,737,575)
1,379,000	Plus: Principal repayments of borrowings	1,395,762
<u>( 1,580,459)</u>		<u>( 3,341,813)</u>

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

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$	<b>REVENUES</b>	\$
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	90,600
<u>50,069,221</u>	<b>TOTAL REVENUES</b>	<u>53,378,642</u>
	<b>EXPENSES</b>	
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>	<b>TOTAL EXPENSES</b>	<u>52,992,697</u>
<u>389,644</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>385,945</u>
1,483,500	Amounts specifically for new or upgraded assets	483,500
<u>1,873,144</u>	<b>NET SURPLUS/(DEFICIT)</b>	<u>869,445</u>



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

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$		\$
	<b>CURRENT ASSETS</b>	
443,183	Cash and cash equivalents	842,279
2,422,226	Trade and Other Receivables	2,964,725
-	Inventory	-
2,865,409	<b>TOTAL CURRENT ASSETS</b>	3,807,004
	<b>NON-CURRENT ASSETS</b>	
632,816	Financial Assets	643,769
3,414,876	Equity accounted investments-Council businesses	4,119,600
718,138,802	Land, Infrastructure, Property, Plant & Equipment	879,354,217
722,186,494	<b>TOTAL NON-CURRENT ASSETS</b>	884,117,586
725,051,903	<b>TOTAL ASSETS</b>	887,924,590
	<b>CURRENT LIABILITIES</b>	
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	<b>TOTAL CURRENT LIABILITIES</b>	14,049,691
	<b>NON-CURRENT LIABILITIES</b>	
28,879,136	Long-term Borrowings	29,565,924
291,538	Long-term Provisions	281,897
29,170,674	<b>TOTAL NON-CURRENT LIABILITIES</b>	29,847,821
39,694,367	<b>TOTAL LIABILITIES</b>	43,897,512
685,357,536	<b>NET ASSETS</b>	844,027,078
	<b>EQUITY</b>	
184,787,536	Accumulated Surplus	188,972,671
500,570,000	Asset Revaluation Reserve	655,054,407
685,357,536	<b>TOTAL EQUITY</b>	844,027,078

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

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
182,914,392	Balance at beginning of period	188,103,226
1,873,144	Net Surplus/(Deficit)	869,445
184,787,536	Balance at end of period	188,972,671
500,570,000	<b>ASSET REVALUATION RESERVE</b>	655,054,407
500,570,000	<b>TOTAL RESERVES CLOSING BALANCE</b>	655,054,407
685,357,536	<b>TOTAL EQUITY</b>	844,027,078

**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)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<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>	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>11,486,797</u>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<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	( 7,649,944)
<u>( 12,603,950)</u>	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<u>( 14,828,610)</u>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
2,959,459	Proceeds from Borrowings - External	4,737,575
	<u>Payments</u>	
( 1,379,000)	Repayments of Borrowings - External	( 1,395,762)
<u>1,580,459</u>	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<u>3,341,813</u>
-	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-
443,183	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	842,279
	<b>REPORTING PERIOD</b>	
443,183	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	842,279
	<b>REPORTING PERIOD</b>	

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

1,873,144	<b>SURPLUS FROM INCOME STATEMENT</b>	869,445
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
10,468,000	Depreciation	10,911,000
165,847	Movements in provisions	189,852
<u>10,633,847</u>	<b>TOTAL NON-CASH ITEMS</b>	<u>11,100,852</u>
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
( 14,814,700)	Capital Expenditure	( 15,730,110)
( 1,379,000)	Loan Repayments - External	( 1,395,762)
2,959,459	Proceeds from Borrowings - External	4,737,575
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>	<b>TOTAL CASH ITEMS</b>	<u>( 11,970,297)</u>
	<b>NET INCREASE/(DECREASE)</b>	
-	<b>IN CASH AND CASH EQUIVALENTS</b>	-

**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2024**

<b><u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u></b>		<b><u>Municipal</u> <u>23/24</u> <u>BUDGET</u></b>
\$		\$
50,069,221	Operating Revenues	53,378,642
( 49,679,577)	less Operating Expenses	( 52,992,697)
<u>389,644</u>	Operating Surplus/(Deficit) before Capital Amounts	<u>385,945</u>
	<b>Less net outlays on Existing Assets</b>	
8,877,700	Capital Expenditure on renewal & replacement of existing assets	8,080,166
( 10,468,000)	Less Depreciation	( 10,911,000)
<u>( 1,590,300)</u>		<u>( 2,830,834)</u>
	<b>Less outlays on New and Upgraded Assets</b>	
5,937,000	Capital Expenditure on new & upgraded assets	7,649,944
( 1,483,500)	Less amounts received for new & upgraded assets	( 483,500)
<u>4,453,500</u>		<u>7,166,444</u>
<u>( 2,473,556)</u>	<b>Net lending/(borrowing) for financial year</b>	<u>( 3,949,665)</u>

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

<b><u>Municipal</u> <u>22/23 Original</u> <u>BUDGET</u></b>		<b><u>Municipal</u> <u>23/24</u> <u>BUDGET</u></b>
\$		\$
	<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>	
\$389,644		\$385,945
	<b>OPERATING SURPLUS RATIO</b>	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.78%		0.72%
	<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>	
\$36,196,142		\$39,446,739
	<b>NET FINANCIAL LIABILITIES RATIO</b>	
	(Total liabilities less financial assets as % of total operating revenue)	
72%		74%
	<b>INTEREST COVER RATIO</b>	
	(Net interest expense as % of total operating revenue less investment income)	
1.6%		1.7%
	<b>ASSET SUSTAINABILITY RATIO</b>	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
100%		100%



# **FINANCIAL STATEMENTS – ALWYNDOR**

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

<u>Alwyndor</u> <u>22/23 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>
\$		\$
5,575,565	User Charges	8,637,532
13,653,029	Operating Grants & Subsidies	15,909,148
445,000	Investment Income	856,797
5,360,638	Reimbursements	8,028,770
3,992,579	Other	7,361,163
<u>29,026,811</u>	<b>Operating Revenue</b>	<u>40,793,410</u>
20,916,284	Employee Costs - Salaries & Wages	28,240,823
6,966,053	Materials, contracts and other expenses	10,282,689
68,000	Finance Charges	142,800
1,357,889	Depreciation	1,617,981
<u>29,308,226</u>	<b>Less Operating Expenditure</b>	<u>40,284,293</u>
<u>( 281,415)</u>	<b>= Operating Surplus/(Deficit)</b>	<u>509,117</u>
1,357,889	Depreciation	1,617,981
192,771	Other non-cash provisions	580,558
<u>1,550,660</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>2,198,539</u>
<u>1,269,245</u>	<b>= Funds Generated from Operating Activities</b>	<u>2,707,656</u>
( 523,971)	Capital Expenditure-Asset Renewal and Replacement	( 1,902,620)
<u>( 523,971)</u>	<b>Less total capital expenditure</b>	<u>( 1,902,620)</u>
<u><u>745,274</u></u>	<b>= FUNDING SURPLUS</b>	<u><u>805,036</u></u>
<b>Funded by:</b>		
745,274	Increase/(Decrease) in cash and cash equivalents	805,036
<u><u>745,274</u></u>		<u><u>805,036</u></u>

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

<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>
\$		\$
5,575,565	<b>REVENUES</b>	8,637,532
13,653,029	User Charges	15,909,148
445,000	Operating Grants & Subsidies	856,797
5,360,638	Investment Income	8,028,770
3,992,579	Reimbursements	7,361,163
<u>29,026,811</u>	Other	<u>40,793,410</u>
	<b>TOTAL REVENUES</b>	
20,916,284	<b>EXPENSES</b>	28,240,823
6,966,053	Employee Costs	10,282,689
68,000	Materials, contracts and other expenses	142,800
1,357,889	Finance Charges	1,617,981
<u>29,308,226</u>	Depreciation	<u>40,284,293</u>
	<b>TOTAL EXPENSES</b>	
<u>( 281,415)</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>509,117</u>
<u><u>( 281,415)</u></u>	<b>NET SURPLUS/(DEFICIT)</b>	<u><u>509,117</u></u>

**CITY OF HOLDFAST BAY**  
**PROJECTED BALANCE SHEET - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2024**

<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>
\$		\$
	<b>CURRENT ASSETS</b>	
3,200,000	Cash and cash equivalents	3,500,000
1,425,102	Trade and Other Receivables	3,515,403
<u>4,625,102</u>	<b>TOTAL CURRENT ASSETS</b>	<u>7,015,403</u>
	<b>NON-CURRENT ASSETS</b>	
17,034,904	Financial Assets	14,057,240
36,576,260	Land, Infrastructure, Property, Plant & Equipment	40,278,004
<u>53,611,164</u>	<b>TOTAL NON-CURRENT ASSETS</b>	<u>54,335,244</u>
<u>58,236,266</u>	<b>TOTAL ASSETS</b>	<u>61,350,647</u>
	<b>CURRENT LIABILITIES</b>	
35,108,377	Trade and Other Payables	33,886,533
1,803,574	Short-term Provisions	2,783,426
<u>36,911,951</u>	<b>TOTAL CURRENT LIABILITIES</b>	<u>36,669,959</u>
	<b>NON-CURRENT LIABILITIES</b>	
240,202	Long-term Provisions	280,873
<u>240,202</u>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<u>280,873</u>
<u>37,152,153</u>	<b>TOTAL LIABILITIES</b>	<u>36,950,832</u>
<u>21,084,113</u>	<b>NET ASSETS</b>	<u>24,399,815</u>
	<b>EQUITY</b>	
5,599,102	Accumulated Surplus	5,562,172
9,070,657	Asset Revaluation Reserve	12,423,289
6,414,354	Other Reserves	6,414,354
<u>21,084,113</u>	<b>TOTAL EQUITY</b>	<u>24,399,815</u>

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

<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
5,880,517	Balance at beginning of period	5,053,055
( 281,415)	Net Surplus/(Deficit)	509,117
<u>5,599,102</u>	Balance at end of period	<u>5,562,172</u>
9,070,657	<b>ASSET REVALUATION RESERVE</b>	12,423,289
6,414,354	<b>ALWYNDOR RESERVES</b>	6,414,354
<u>15,485,011</u>	<b>TOTAL RESERVES CLOSING BALANCE</b>	<u>18,837,643</u>
<u>21,084,113</u>	<b>TOTAL EQUITY</b>	<u>24,399,815</u>

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

<b><u>Alwyndor</u></b> <b><u>22/23</u></b> <b><u>BUDGET</u></b>		<b><u>Alwyndor</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
29,026,811	Operating Receipts	40,573,904
	<u>Payments</u>	
( 27,689,566)	Operating payments to suppliers and employees	( 38,199,159)
( 68,000)	Finance Payments	( 142,800)
<u>1,269,245</u>	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>2,231,945</u>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<u>Receipts</u>	
( 709,832)	Net Purchase of Investment Securities	( 1,218,330)
	<u>Payments</u>	
( 403,971)	Expenditure on renewal/replacement of assets	( 1,378,199)
( 120,000)	Expenditure on new/upgraded assets	( 524,421)
<u>( 1,233,803)</u>	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<u>( 3,120,950)</u>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
339,213	Proceeds from Aged Care Facility Deposits	889,005
<u>339,213</u>	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<u>889,005</u>
374,655	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-
	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	
2,825,345	<b>REPORTING PERIOD</b>	3,500,000
	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	
<u>3,200,000</u>	<b>REPORTING PERIOD</b>	<u>3,500,000</u>

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

( 281,415)	<b>SURPLUS/(DEFICIT) FROM INCOME STATEMENT</b>	509,117
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
1,357,889	Depreciation	1,617,981
192,771	Increase (decrease) in provisions - nett	104,847
<u>1,550,660</u>	<b>TOTAL NON-CASH ITEMS</b>	<u>1,722,828</u>
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
( 523,971)	Capital Expenditure	( 1,902,620)
-	Loan Repayments - External	-
339,213	Proceeds from Aged Care Facility Deposits	889,005
( 709,832)	Net Purchase of Investment Securities	( 1,218,330)
<u>( 894,590)</u>	<b>TOTAL CASH ITEMS</b>	<u>( 2,231,945)</u>
	<b>NET INCREASE/(DECREASE)</b>	
<u>374,655</u>	<b>IN CASH AND CASH EQUIVALENTS</b>	<u>-</u>



**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2024**

<u>Alwyndor</u> <u>22/23 Original</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$
29,026,811	Operating Revenues	40,793,410
( 29,308,226)	less Operating Expenses	( 40,284,293)
<u>( 281,415)</u>	Operating Surplus/(Deficit) before Capital Amounts	<u>509,117</u>
	<b>Less net outlays on Existing Assets</b>	
403,971	Capital Expenditure on renewal & replacement of existing assets	1,378,199
( 1,357,889)	Less Depreciation	( 1,617,981)
<u>( 953,918)</u>		<u>( 239,782)</u>
	<b>Less outlays on New and Upgraded Assets</b>	
120,000	Capital Expenditure on new & upgraded assets	524,421
<u>552,503</u>	<b>Net lending/(borrowing) for financial year</b>	<u>224,478</u>

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

<u>Alwyndor</u> <u>22/23 Original</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$
	<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>	
-\$281,415		\$509,117
	<b>OPERATING SURPLUS RATIO</b> (Operating surplus/(deficit) before capital amounts as % of general revenue)	
-1.0%		1.2%
	<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>	
\$15,492,147		\$15,878,189
	<b>NET FINANCIAL LIABILITIES RATIO</b> (Total liabilities less financial assets as % of total operating revenue)	
53%		39%
	<b>INTEREST COVER RATIO</b> (Net interest expense as % of total operating revenue less investment income)	
0.2%		0.3%
	<b>ASSET SUSTAINABILITY RATIO</b> (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
30%		85%

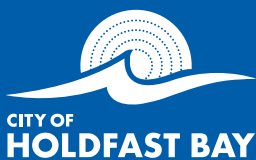
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# Attachment 3



# RATES

Council has budgeted to raise \$42.02 million in revenue from general rates (excluding the Landscape Levy but including separate rates). This includes a rate increase of 6.9 per cent, which equates to an increase of \$2.20 per week for the average residential household.

We have also budgeted for additional income of \$9.90 million from a range of non-rate revenue sources, including but not limited to revenue from our commercial operations, grants and subsidies.

## ASSISTANCE WITH YOUR RATES

Your rates are based on the value of your property, as assessed and set annually by the State Valuation Office.

You can pay your rates in full as a single payment or in quarterly instalments. Support may be available if you have difficulty in paying your rates.

If you are a residential ratepayer, you can apply to have your increase capped at 10 per cent. This option aims to limit the impact of large increases in property values and is subject to the criteria set out in the application form.

For more information on rate structures, payment options and rebates plus eligibility criteria and application forms for rate capping, please visit [holdfast.sa.gov.au/rates](https://holdfast.sa.gov.au/rates) or contact us on (08) 8229 9999.

# FUNDING OUR PLANS FOR 2023–24

We have budgeted for:

- › A consolidated operating surplus of \$895,062 (Alwyndor surplus of \$509,117 and municipal operations surplus of \$385,945).<sup>1</sup>
- › A consolidated operating income of \$94.2 million to cover our operating expenditure of \$93.3 million.
- › A 6.9 per cent rate increase (excluding separate rates and the *Landscape Levy*<sup>2</sup>).

In 2023–24, we will invest \$56.69 million to provide services, implement programs and build or maintain essential assets, including:

- › \$40.42 million to provide services to our community
- › \$8.08 million to upgrade and maintain community assets
- › \$8.19 million for new capital infrastructure and service improvements.

## READ MORE ABOUT OUR PLANS

This document serves as a summary. For more information on our 2023–24 budget, services and projects, you can access a full copy of the *2023–24 Annual Business Plan*:

- › online at [holdfast.sa.gov.au/annual-plans](https://holdfast.sa.gov.au/annual-plans)
- › at the Brighton Civic Centre, 24 Jetty Road, Brighton
- › at the Brighton Library, 20 Jetty Road, Brighton
- › at the Glenelg Library, 2 Colley Terrace, Glenelg.

## FINANCIAL 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. The *2023–24 Annual Business Plan* forecasts a project borrowing requirement of \$4.74 million to fund the proposed program of works.

Council works with the following financial targets:

1. To achieve an operating ratio of 0–10 per cent
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

<sup>1</sup> Alwyndor is a self-funding operation of the City of Holdfast Bay.

<sup>2</sup> The *Landscape South Australia Act 2019* requires councils to collect the Landscape Levy (formerly called the NRM Levy) on behalf of the state government.



# OUR ANNUAL BUSINESS PLAN & BUDGET 2023–24 SUMMARY



## HOW OUR FUNDS ARE SPENT

### OPERATIONAL

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 & Traffic	\$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 & Rating Services	\$3.43
Innovation and Technology Services	\$2.99
<b>Total</b>	<b>\$41.10</b>

### Other Operational Expenditure

	Million
Financial Services – Depreciation	\$10.91
Operational New Initiatives	\$0.54
Regional Landscape Levy	\$1.44
Project Management Cost Capitalised	(\$1.0)
<b>Total expenditure on other operational</b>	<b>\$11.89</b>

### Total Municipal Operational Expenditure \$52.99

### CAPITAL Expenditure

	Million
Transport	\$3.66
Open Space and Coastal	\$1.33
Buildings	\$1.11
Plant & Equipment + IT	\$0.78
Stormwater (a further \$1m provided under New Projects)	\$0.11
Library	\$0.09
Capital New Initiatives	\$7.65
Project Management Capitalised	\$1.0

### Total Municipal Capital Expenditure \$15.73

### ALWYNDOR

Alwyndor is a self-funded business unit of the City of Holdfast Bay.

Total revenue	\$40.79
Total expenditure	\$40.28
<b>Net surplus (deficit)</b>	<b>\$0.51</b>

## WHERE OUR FUNDS COME FROM

### 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
<b>Total Rate Revenue</b>	<b>\$43.47</b>

### Operational Revenue Million

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
<b>Total Operational Revenue</b>	<b>\$7.77</b>

### External Revenue Million

Operating Grants and Subsidies	\$2.05
SRWRA – Equity gain	\$0.09
<b>Total External Revenue</b>	<b>\$2.14</b>

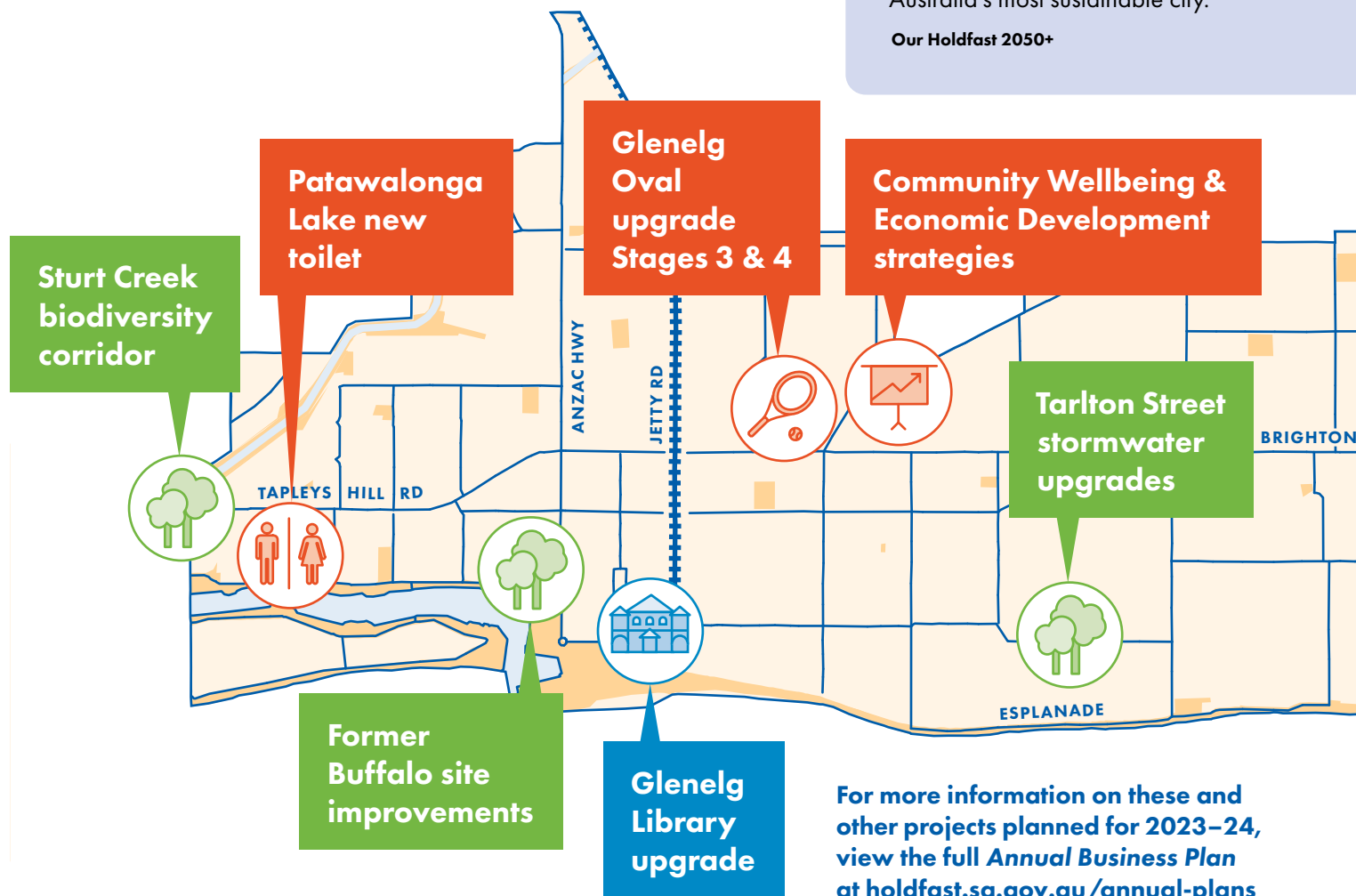
### Total Municipal Revenue \$53.38

# PROJECTS AND ACTIVITIES FOR 2023–24

## OUR VISION

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

Our Holdfast 2050+



## MAJOR ACHIEVEMENTS 2022–23





## WELLBEING

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



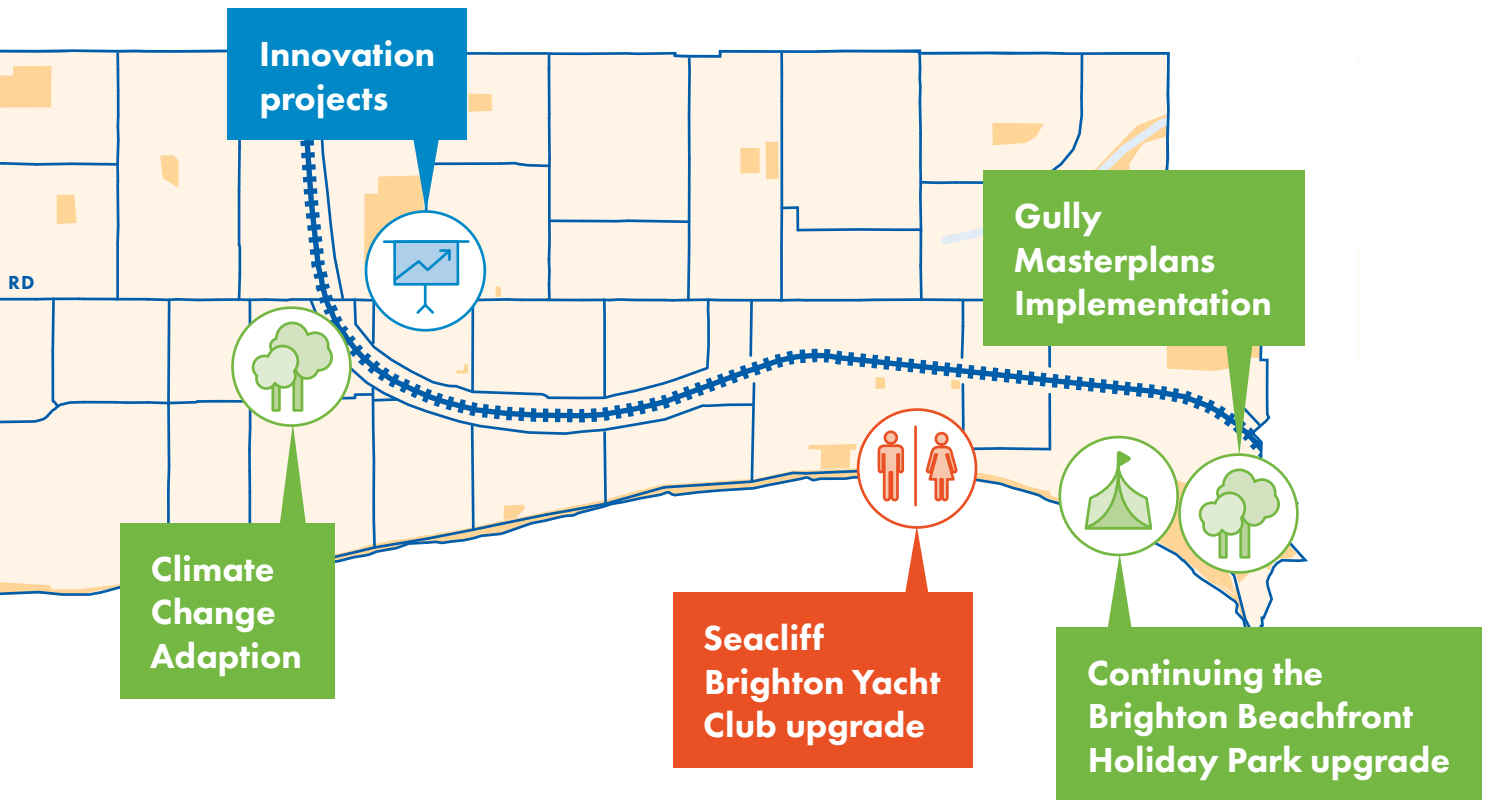
## SUSTAINABILITY

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

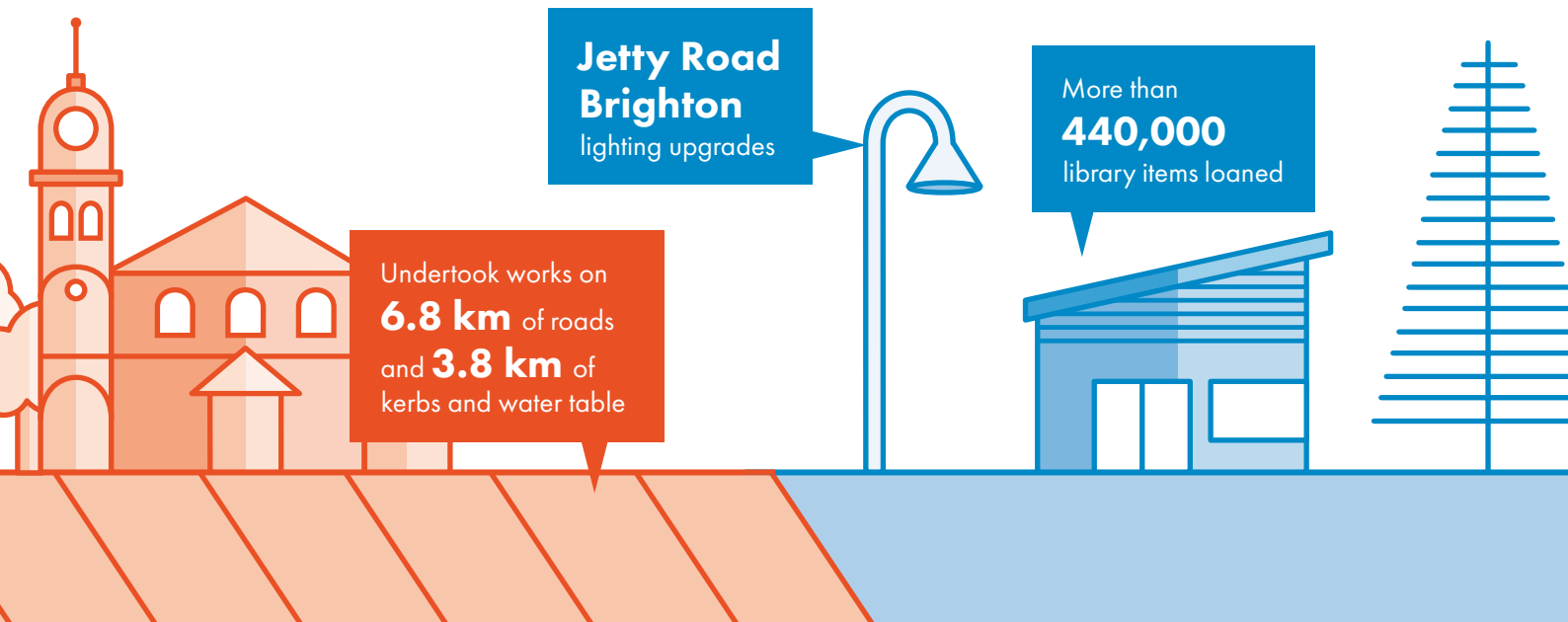


## INNOVATION

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



A full list of achievements will be outlined in the *Annual Report* published in December 2023.



Item No: 15.3

Subject: **2023-24 BUDGET ADOPTION**

Date: 27 June 2023

Written By: Manager, Finance

A/General Manager: Strategy and Corporate, Ms S Wachtel

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## **SUMMARY**

The 2023-24 Budget is presented for adoption following adoption of the Annual Business Plan.

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## **RECOMMENDATION**

**That in respect of the financial year ended 30 June 2024:**

**1. The 2023-24 Budget which consists of:**

- (a) the Budgeted Income Statement;**
- (b) the Budgeted Balance Sheet;**
- (c) the Budgeted Statement of Changes in Equity;**
- (d) the Budgeted Statement of Cash Flow;**
- (e) the Budgeted Uniform Presentation of Finances; and**
- (f) the Budgeted Financial Indicators**

**be adopted subject to the following amendments:**

**Any budget changes arising from Council's consideration of the 2023-24 Annual Business Plan be included in the budgeted financial statements and relevant documents;**

- 2. the fees and charges incorporated in the Annual Business Plan be adopted and that the relevant policies be updated accordingly;**
- 3. notes the Draft Southern Region Waste Resource Authority Business Plan and Budget 2023-24 (Attachment 4);**

4. **Council, in accordance with the 2023-24 Annual Business Plan and budget, approves new loan borrowings of up to \$4.74 million to be negotiated in accordance with Council's treasury policy; and**
5. **the Mayor and the Chief Executive Officer be authorised to execute any relevant documentation in relation to new borrowings on behalf of Council and affix the common seal thereto.**

## **STRATEGIC PLAN**

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

## **COUNCIL POLICY**

Treasury Management

## **STATUTORY PROVISIONS**

*Local Government Act 1999, Section 123.*

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

## **BACKGROUND**

This report has been prepared to enable the adoption of the 2023-24 Budget.

Council have undertaken four workshops, and have received and considered several reports in relation to the Budget for 2023-24 including:

14 March 2023	Report No: 74/23 Minutes – Jetty Road Mainstreet Committee – 1 March 2023
28 March 2023	Report No: 97/23 Minutes – Audit and Risk Committee – 15 March 2023
11 April 2023	Report No: 123/23 – Events Planning: 2023/24
09 May 2023	Report No: 148/23 Minutes – Audit and Risk Committee – 3 May 2023
09 May 2023	Report No: 143/23 Draft 2023-24 Annual Business Plan
13 June 2023	Report No: 196/23 Minutes – Audit and Risk Committee – 7 June 2023
27 June 2023	Report No: 210/23 Annual Business Plan

## **REPORT**

The Audit and Risk Committee received an updated report on the 2023-24 Annual Business Plan and consultation outcomes at its meeting on 7 June 2023. The Audit and Risk Committee noted

that the draft 2023-24 Annual Business Plan and Budget satisfies Council's financial sustainability and performance measures and supported its presentation to Council for adoption.

### **Amendments to 2023-24 draft budget**

Since the publication of Council's draft budget, notification has been received that the Southern Region Waste Resource Authority's (SRWRA) 2023-24 draft budget forecasts an operating surplus of \$604,000. Council's 15% equity share of this surplus would equate to \$90,600 - the draft budget had forecast \$220,000. The SRWRA budget was due to be considered and adopted by their Board on 26 June 2023.

*Refer Attachment 4*

The above variation totals \$129,400 in an equity movement which will impact Council's operating surplus, reducing it from \$515,345 to \$385,945, but will have no impact on Council's cash position and requirement to borrow. Council's forecast Operating Surplus Ratio will reduce from 0.96% to 0.72% while all other financial indicators and measures will remain unchanged.

An additional capital expenditure amount has been included, in line with Council's resolution (C280223/7355) to annually consider a \$20,000 budget allocation for potential public art acquisitions. This will have no impact on the forecast operating surplus but will require additional borrowings of \$20,000 from a total of \$4.72 million to \$4.74 million. Council's financial indicators, including its forecast Net Financial Liabilities Ratio, will remain unchanged.

There are a number of changes to the draft 2023-24 Alwyndor budget as published in the Annual Business Plan. This has resulted in a decrease in the operating surplus from \$670,068 to \$509,117, combined with a decrease in capital expenditure from \$1,912,733 to \$1,902,620. This has resulted in a reduction of Alwyndor's funding surplus from \$950,683 to \$805,036. The main reasons for the changes are itemised below.

- Additional \$108,000 in investment income following a closer review of the 2023 actual performance, the expected effects of rising rates on 2023/24, and the assumption that excess funds will be invested.
- Additional corporate wages to Support at Home growth (\$257,000).
- Revised Agency costs to increase Provider Assist hours (\$56,000).
- Decrease in Software Licence costs following a more detailed review of the budget (\$97,000).
- Additional IT Support costs submitted by SIMM IT to reflect increase in users (\$53,000).
- Decrease in capital expenditure due to vehicle quotes being less than originally estimated (\$10,000).

This has resulted in a consolidated operating surplus result of \$895,062.

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

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

*Refer Attachment 1*

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

The annual fees and charges for 2023-24 were reviewed and incorporated into the Annual Business Plan.

*Refer Attachment 2*

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

*Refer Attachments 3 and 4*

### **Long-Term Financial Plan (LTFP)**

The Municipal LTFP was presented to the Audit and Risk Committee in March 2023 (Report No: 91/23) and updated financial indicator charts were presented at subsequent Council budget workshops. The key financial indicators of the LTFP were then updated for the 31 March 2023 budget update and the final draft 2023-24 budget.

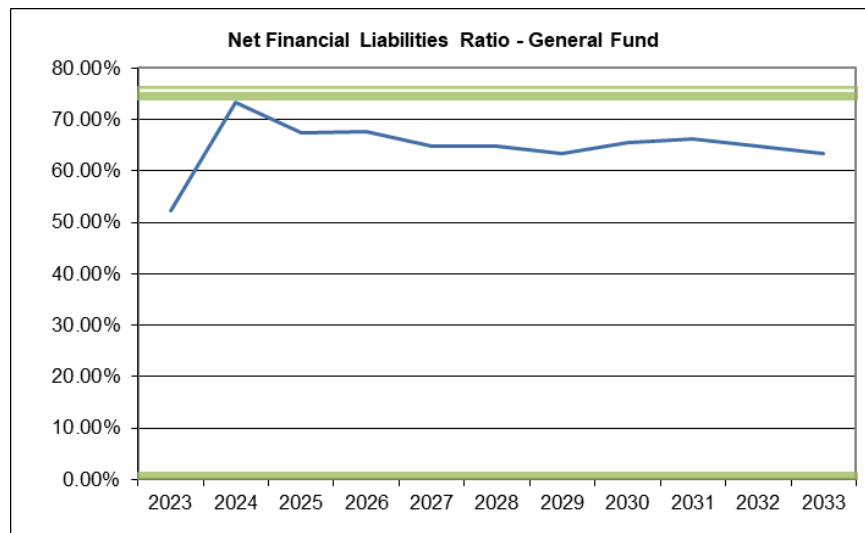
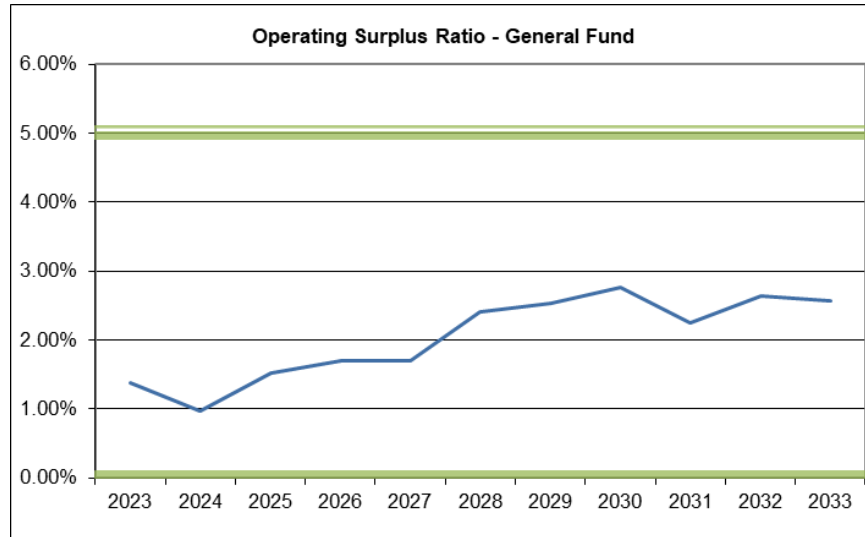
The LTFP parameters have also been updated for the latest (May 2023) CPI forecasts as published by the Reserve Bank of Australia (RBA). The comparative effect of the changes are shown in the table below. Forecast employment costs have also increased as a result of recent negotiations and have been reforecast.

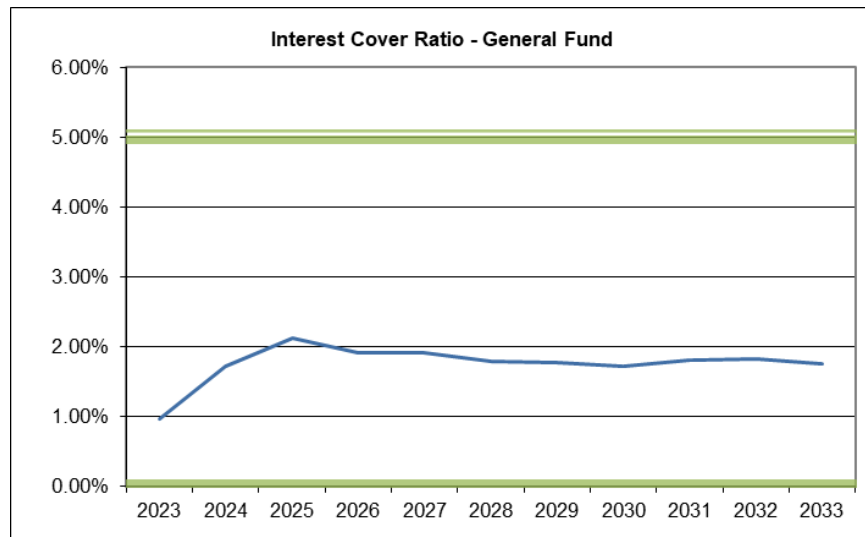
<b>Year</b>	<b>Previous LGPI LTFP Forecast</b>	<b>Updated LGPI LTFP Forecast</b>
2024/25	2.53%	4.5%
2025/26	2.47%	3.2%
2026/27	2.51%	2.8%
	<b>Previous Employment Cost Forecast</b>	<b>Updated Employment Cost Forecast</b>
2024/25	3%	4%
2025/26	3%	4%
Thereafter – unchanged from previous LTFP forecasts		



The plan also includes Council's current approved capital commitments as well as annual provisions of \$1,000,000 for new capital initiatives and \$500,000 for new operational initiatives.

These updates have been modelled in the Municipal LTFP resulting in updated forecasts and charts which were presented to the Audit and Risk Committee on 7 June 2023.





The updated LTFP indicates that Council is financially sustainable while meeting its performance measures. They indicate that over a ten-year forecast period Council will:

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

While the current base case satisfies Council's performance targets and measures, future major projects will require careful consideration as to their priority, timing, and funding.

## **BUDGET**

This report adopts the 2023-24 budget and fees and charges.

## **LIFE CYCLE COSTS**

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

# Attachment 1



**CITY OF HOLDFAST BAY**  
**BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS**

<b>Municipal 22/23 Original BUDGET</b>		<b>Municipal 23/24 BUDGET</b>
\$		\$
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	90,600
<u>50,069,221</u>	<b>Operating Revenue</b>	<u>53,378,642</u>
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
<u>49,679,577</u>	<b>Less Operating Expenditure</b>	<u>52,992,697</u>
<u>389,644</u>	<b>= Operating Surplus/(Deficit)</b>	<u>385,945</u>
10,468,000	Depreciation	10,911,000
165,847	Other non-cash provisions	189,852
<u>10,633,847</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>11,100,852</u>
<u>11,023,491</u>	<b>= Funds Generated from Operating Activities</b>	<u>11,486,797</u>
1,483,500	Capital (External Contributions)	483,500
474,250	Proceeds from disposal of assets	201,000
<u>1,957,750</u>	<b>Plus funds sourced from Capital Activities</b>	<u>684,500</u>
( 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)	( 7,649,944)
<u>( 14,814,700)</u>	<b>Less total capital expenditure</b>	<u>( 15,730,110)</u>
253,000	Plus: Repayments of loan principal by sporting groups	217,000
<u>253,000</u>	<b>Plus/(less) funds provided (used) by Investing Activities</b>	<u>217,000</u>
<u>( 1,580,459)</u>	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	<u>( 3,341,813)</u>
<b>Funded by:</b>		
( 2,959,459)	Less: Proceeds from new borrowings	( 4,737,575)
1,379,000	Plus: Principal repayments of borrowings	1,395,762
<u>( 1,580,459)</u>		<u>( 3,341,813)</u>

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

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$	<b>REVENUES</b>	\$
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	90,600
<u>50,069,221</u>	<b>TOTAL REVENUES</b>	<u>53,378,642</u>
	<b>EXPENSES</b>	
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>	<b>TOTAL EXPENSES</b>	<u>52,992,697</u>
<u>389,644</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>385,945</u>
1,483,500	Amounts specifically for new or upgraded assets	483,500
<u><u>1,873,144</u></u>	<b>NET SURPLUS/(DEFICIT)</b>	<u><u>869,445</u></u>

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

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$		\$
	<b>CURRENT ASSETS</b>	
443,183	Cash and cash equivalents	842,279
2,422,226	Trade and Other Receivables	2,964,725
-	Inventory	-
2,865,409	<b>TOTAL CURRENT ASSETS</b>	3,807,004
	<b>NON-CURRENT ASSETS</b>	
632,816	Financial Assets	643,769
3,414,876	Equity accounted investments-Council businesses	4,119,600
718,138,802	Land, Infrastructure, Property, Plant & Equipment	879,354,217
722,186,494	<b>TOTAL NON-CURRENT ASSETS</b>	884,117,586
725,051,903	<b>TOTAL ASSETS</b>	887,924,590
	<b>CURRENT LIABILITIES</b>	
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	<b>TOTAL CURRENT LIABILITIES</b>	14,049,691
	<b>NON-CURRENT LIABILITIES</b>	
28,879,136	Long-term Borrowings	29,565,924
291,538	Long-term Provisions	281,897
29,170,674	<b>TOTAL NON-CURRENT LIABILITIES</b>	29,847,821
39,694,367	<b>TOTAL LIABILITIES</b>	43,897,512
685,357,536	<b>NET ASSETS</b>	844,027,078
	<b>EQUITY</b>	
184,787,536	Accumulated Surplus	188,972,671
500,570,000	Asset Revaluation Reserve	655,054,407
685,357,536	<b>TOTAL EQUITY</b>	844,027,078

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

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$	<b>ACCUMULATED SURPLUS</b>	\$
182,914,392	Balance at beginning of period	188,103,226
1,873,144	Net Surplus/(Deficit)	869,445
184,787,536	Balance at end of period	188,972,671
500,570,000	<b>ASSET REVALUATION RESERVE</b>	655,054,407
500,570,000	<b>TOTAL RESERVES CLOSING BALANCE</b>	655,054,407
685,357,536	<b>TOTAL EQUITY</b>	844,027,078

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

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b> \$ (OUTFLOWS)		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b> \$ (OUTFLOWS)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<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>	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>11,486,797</u>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<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	( 7,649,944)
<u>( 12,603,950)</u>	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<u>( 14,828,610)</u>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
2,959,459	Proceeds from Borrowings - External	4,737,575
	<u>Payments</u>	
( 1,379,000)	Repayments of Borrowings - External	( 1,395,762)
<u>1,580,459</u>	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<u>3,341,813</u>
-	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-
443,183	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	842,279
	<b>REPORTING PERIOD</b>	
443,183	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	842,279
	<b>REPORTING PERIOD</b>	

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

1,873,144	<b>SURPLUS FROM INCOME STATEMENT</b>	869,445
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
10,468,000	Depreciation	10,911,000
165,847	Movements in provisions	189,852
<u>10,633,847</u>	<b>TOTAL NON-CASH ITEMS</b>	<u>11,100,852</u>
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
( 14,814,700)	Capital Expenditure	( 15,730,110)
( 1,379,000)	Loan Repayments - External	( 1,395,762)
2,959,459	Proceeds from Borrowings - External	4,737,575
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>	<b>TOTAL CASH ITEMS</b>	<u>( 11,970,297)</u>
	<b>NET INCREASE/(DECREASE)</b>	
<u>-</u>	<b>IN CASH AND CASH EQUIVALENTS</b>	<u>-</u>



**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2024**

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$		\$
50,069,221	Operating Revenues	53,378,642
( 49,679,577)	less Operating Expenses	( 52,992,697)
389,644	Operating Surplus/(Deficit) before Capital Amounts	385,945
<b>Less net outlays on Existing Assets</b>		
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)
<b>Less outlays on New and Upgraded Assets</b>		
5,937,000	Capital Expenditure on new & upgraded assets	7,649,944
( 1,483,500)	Less amounts received for for new & upgraded assets	( 483,500)
4,453,500		7,166,444
( 2,473,556)	<b>Net lending/(borrowing) for financial year</b>	( 3,949,665)

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

<b><u>Municipal</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$		\$
<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>		
\$389,644		\$385,945
<b>OPERATING SURPLUS RATIO</b>		
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.78%		0.72%
<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>		
\$36,196,142		\$39,446,739
<b>NET FINANCIAL LIABILITIES RATIO</b>		
	(Total liabilities less financial assets as % of total operating revenue)	
72%		74%
<b>INTEREST COVER RATIO</b>		
	(Net interest expense as % of total operating revenue less investment income)	
1.6%		1.7%
<b>ASSET SUSTAINABILITY RATIO</b>		
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
100%		100%

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

<b>Alwyndor</b> <b>22/23 Original</b> <b>BUDGET</b>		<b>Alwyndor</b> <b>23/24</b> <b>BUDGET</b>
\$		\$
5,575,565	User Charges	8,637,532
13,653,029	Operating Grants & Subsidies	15,909,148
445,000	Investment Income	856,797
5,360,638	Reimbursements	8,028,770
3,992,579	Other	7,361,163
<u>29,026,811</u>	<b>Operating Revenue</b>	<u>40,793,410</u>
20,916,284	Employee Costs - Salaries & Wages	28,240,823
6,966,053	Materials, contracts and other expenses	10,282,689
68,000	Finance Charges	142,800
1,357,889	Depreciation	1,617,981
<u>29,308,226</u>	<b>Less Operating Expenditure</b>	<u>40,284,293</u>
<u>( 281,415)</u>	<b>= Operating Surplus/(Deficit)</b>	<u>509,117</u>
1,357,889	Depreciation	1,617,981
192,771	Other non-cash provisions	580,558
<u>1,550,660</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>2,198,539</u>
<u>1,269,245</u>	<b>= Funds Generated from Operating Activities</b>	<u>2,707,656</u>
( 523,971)	Capital Expenditure-Asset Renewal and Replacement	( 1,902,620)
<u>( 523,971)</u>	<b>Less total capital expenditure</b>	<u>( 1,902,620)</u>
<u>745,274</u>	<b>= FUNDING SURPLUS</b>	<u>805,036</u>
<b>Funded by:</b>		
745,274	Increase/(Decrease) in cash and cash equivalents	805,036
<u>745,274</u>		<u>805,036</u>

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

<b>Alwyndor</b> <b>22/23</b> <b>BUDGET</b>		<b>Alwyndor</b> <b>23/24</b> <b>BUDGET</b>
\$		\$
5,575,565	<b>REVENUES</b> User Charges	8,637,532
13,653,029	Operating Grants & Subsidies	15,909,148
445,000	Investment Income	856,797
5,360,638	Reimbursements	8,028,770
3,992,579	Other	7,361,163
<u>29,026,811</u>	<b>TOTAL REVENUES</b>	<u>40,793,410</u>
20,916,284	<b>EXPENSES</b> Employee Costs	28,240,823
6,966,053	Materials, contracts and other expenses	10,282,689
68,000	Finance Charges	142,800
1,357,889	Depreciation	1,617,981
<u>29,308,226</u>	<b>TOTAL EXPENSES</b>	<u>40,284,293</u>
<u>( 281,415)</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>509,117</u>
<u>( 281,415)</u>	<b>NET SURPLUS/(DEFICIT)</b>	<u>509,117</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED BALANCE SHEET - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2024**

<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$
	<b>CURRENT ASSETS</b>	
3,200,000	Cash and cash equivalents	3,500,000
1,425,102	Trade and Other Receivables	3,515,403
<u>4,625,102</u>	<b>TOTAL CURRENT ASSETS</b>	<u>7,015,403</u>
	<b>NON-CURRENT ASSETS</b>	
17,034,904	Financial Assets	14,057,240
36,576,260	Land, Infrastructure, Property, Plant & Equipment	40,278,004
<u>53,611,164</u>	<b>TOTAL NON-CURRENT ASSETS</b>	<u>54,335,244</u>
<u>58,236,266</u>	<b>TOTAL ASSETS</b>	<u>61,350,647</u>
	<b>CURRENT LIABILITIES</b>	
35,108,377	Trade and Other Payables	33,886,533
1,803,574	Short-term Provisions	2,783,426
<u>36,911,951</u>	<b>TOTAL CURRENT LIABILITIES</b>	<u>36,669,959</u>
	<b>NON-CURRENT LIABILITIES</b>	
240,202	Long-term Provisions	280,873
<u>240,202</u>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<u>280,873</u>
<u>37,152,153</u>	<b>TOTAL LIABILITIES</b>	<u>36,950,832</u>
<u>21,084,113</u>	<b>NET ASSETS</b>	<u>24,399,815</u>
	<b>EQUITY</b>	
5,599,102	Accumulated Surplus	5,562,172
9,070,657	Asset Revaluation Reserve	12,423,289
6,414,354	Other Reserves	6,414,354
<u>21,084,113</u>	<b>TOTAL EQUITY</b>	<u>24,399,815</u>

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

<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$
	<b>ACCUMULATED SURPLUS</b>	
5,880,517	Balance at beginning of period	5,053,055
( 281,415)	Net Surplus/(Deficit)	509,117
<u>5,599,102</u>	Balance at end of period	<u>5,562,172</u>
9,070,657	<b>ASSET REVALUATION RESERVE</b>	12,423,289
6,414,354	<b>ALWYNDOR RESERVES</b>	6,414,354
<u>15,485,011</u>	<b>TOTAL RESERVES CLOSING BALANCE</b>	<u>18,837,643</u>
<u>21,084,113</u>	<b>TOTAL EQUITY</b>	<u>24,399,815</u>

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

<u>Alwyndor</u> <u>22/23</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$ (OUTFLOWS)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
29,026,811	Operating Receipts	40,573,904
	<u>Payments</u>	
( 27,689,566)	Operating payments to suppliers and employees	( 38,199,159)
( 68,000)	Finance Payments	( 142,800)
<u>1,269,245</u>	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>2,231,945</u>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<u>Receipts</u>	
( 709,832)	Net Purchase of Investment Securities	( 1,218,330)
	<u>Payments</u>	
( 403,971)	Expenditure on renewal/replacement of assets	( 1,378,199)
( 120,000)	Expenditure on new/upgraded assets	( 524,421)
<u>( 1,233,803)</u>	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<u>( 3,120,950)</u>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
339,213	Proceeds from Aged Care Facility Deposits	889,005
<u>339,213</u>	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<u>889,005</u>
374,655	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-
	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	
2,825,345	<b>REPORTING PERIOD</b>	3,500,000
<u>3,200,000</u>	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	
	<b>REPORTING PERIOD</b>	<u>3,500,000</u>

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

( 281,415)	<b>SURPLUS/(DEFICIT) FROM INCOME STATEMENT</b>	509,117
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
1,357,889	Depreciation	1,617,981
192,771	Increase (decrease) in provisions - nett	104,847
<u>1,550,660</u>	<b>TOTAL NON-CASH ITEMS</b>	<u>1,722,828</u>
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
( 523,971)	Capital Expenditure	( 1,902,620)
-	Loan Repayments - External	-
339,213	Proceeds from Aged Care Facility Deposits	889,005
( 709,832)	Net Purchase of Investment Securities	( 1,218,330)
<u>( 894,590)</u>	<b>TOTAL CASH ITEMS</b>	<u>( 2,231,945)</u>
	<b>NET INCREASE/(DECREASE)</b>	
<u>374,655</u>	<b>IN CASH AND CASH EQUIVALENTS</b>	<u>-</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2024**

<b><u>Alwyndor</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Alwyndor</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$		\$
29,026,811	Operating Revenues	40,793,410
( 29,308,226)	less Operating Expenses	( 40,284,293)
( 281,415)	Operating Surplus/(Deficit) before Capital Amounts	509,117
<b>Less net outlays on Existing Assets</b>		
403,971	Capital Expenditure on renewal & replacement of existing assets	1,378,199
( 1,357,889)	Less Depreciation	( 1,617,981)
( 953,918)		( 239,782)
<b>Less outlays on New and Upgraded Assets</b>		
120,000	Capital Expenditure on new & upgraded assets	524,421
<u>552,503</u>	<b>Net lending/(borrowing) for financial year</b>	<u>224,478</u>

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

<b><u>Alwyndor</u></b> <b><u>22/23 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Alwyndor</u></b> <b><u>23/24</u></b> <b><u>BUDGET</u></b>
\$		\$
<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>		
-\$281,415		\$509,117
<b>OPERATING SURPLUS RATIO</b>		
	(Operating surplus/(deficit) before capital amounts as % of general revenue)	
-1.0%		1.2%
<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>		
\$15,492,147		\$15,878,189
<b>NET FINANCIAL LIABILITIES RATIO</b>		
	(Total liabilities less financial assets as % of total operating revenue)	
53%		39%
<b>INTEREST COVER RATIO</b>		
	(Net interest expense as % of total operating revenue less investment income)	
0.2%		0.3%
<b>ASSET SUSTAINABILITY RATIO</b>		
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
30%		85%

# Attachment 2





## Fees and Charges

2022-23

2023-24

<b>EVENT HIRE FEES</b>		
Minimum fee to cover administration costs - includes GST	\$284.00	\$292.00
Vehicled display		
- Bond	\$524.00	Subject to event
- Hire - includes GST	\$524.00	\$539.00
Small recreational events - (i.e. 50-200 core participants)		
- Bond	\$687.00	\$707.00
- Hire - includes GST	\$687.00	\$707.00
Large events		
- Bond	\$1,818.00	Subject to event
- Hire - includes GST	\$1,987.00	\$2,043.00
Commercial events		
- Bond	\$1,818.00	Subject to event
- Hire - includes GST	\$2,683.00	\$2,759.00
Promotional activities (up to 4 hours)		
- Bond	\$640.00	Subject to event
- Hire - includes GST	\$754.00	\$776.00
Promotional activities (full day)		
- Bond	\$1,818.00	Subject to event
- Hire - includes GST	\$1,818.00	\$1,869.00
Hire of jetty (up to 4 hours)		
- Bond	\$640.00	Subject to event
- Hire - includes GST	\$754.00	\$776.00
Hire of jetty (full day)		
- Bond	\$1,818.00	Subject to event
- Hire - includes GST	\$1,818.00	\$1,869.00
Filming		
- Bond	\$349.00	\$540.00
- Hire - includes GST	\$525.00	\$540.00
Multi-day Events		
- Bond	Subject to event	Subject to event
Low impact events - Hire includes GST	from \$2,850 per week, or part thereof	starting from \$2,930 per week, or part thereof
High impact events - Hire includes GST	from \$3,570 per week, or part thereof	starting from \$3,670 per week, or part thereof
Road closures	Subject to event	Subject to event
Grass remediation levy	Subject to event	Subject to event
Event bins	\$11.00	\$18.00
<i>Note: Hire and Bond fees may change without notice - costs may vary depending on event requirements</i>		
<b>ADMINISTRATIVE FEES</b>		
Copy of previous year's rates notice (per rateable property, per quarter)	\$12.00	\$12.00
Assessment record extract	\$12.00	\$12.00
Photocopies – A4 size (per side)	\$1.00	\$1.00
Photocopies – A3 size (per side)	\$1.00	\$1.00
Voters roll (copy of)	\$110.00	\$110.00
Freedom of Information *	(Legislated Fee to be advised 1 July 2022)	As per statutory regulations
<i>*MPs only charged for FOI access if costs exceed \$1000</i>		
<b>PROPERTY SEARCHES (STATUTORY)</b>		
Section 7 - Property details	As per statutory regulations	As per statutory regulations
Section 187(3)(e) - Certificate of Liabilities on rates and charges	As per statutory regulations	As per statutory regulations
<b>OUTDOOR DINING</b>		
<i>Location (per m2 per annum)</i>		
South Esplanade (Broadway Kiosk)	\$330.00	\$340.00
Moseley Square - exposed	\$119.00	\$123.00
Moseley Square - enclosed	\$330.00	\$340.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$216.00	\$223.00
Jetty Road, Brighton	\$102.00	\$105.00
Colley Terrace	\$119.00	\$123.00
Other locations	\$75.00	\$77.00
Foreshore (Glenelg)	\$102.00	\$105.00



## Fees and Charges

2022-23

2023-24

<b>GOODS ON FOOTPATH</b>		
Location (per m2 per annum)	\$206.00	\$213.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$119.00	\$127.00
Jetty Road, Brighton	\$59.00	\$63.00
Foreshore (Glenelg)	\$100.00	\$107.00
Other locations	\$52.00	\$55.00
<b>STREET TRADING PERMITS (GST Exempt)</b>		
Per event	\$169.00	\$179.00
<b>SUPPORTED RESIDENTIAL FACILITIES</b>		
Application and licence (subject to gazetted schedule)	As per Schedule 1 of the regulations	As per Schedule 1 of the regulations
<b>DEVELOPMENT AREA</b>		
Plan search fee	\$100.00	\$120.00
Photocopying (per page) - admin photocopying fees	Refer admin fees	Refer admin fee
Development Application fees are set under the Development Act and are not subject to Council discretion.		
<b>ROAD AND PROPERTY RELATED CHARGES</b>		
<b>Encroachment Permit - section 221</b>		
Application fee - type 1 (market valuation not required to set permit fee)	\$150.00	\$150.00
Application fee - type 2 (market valuation required to set permit fee)	POA	POA
<b>Encroachment Annual Fee</b>		
Type 1 - Verandah, cornice, awning, hood, sign (non freestanding), pergola, or covered way projecting from non-residential premises and being used directly for any commercial purpose or activity.	Minimum fee: \$150	Minimum fee: \$150
15% of the Gross Rental Value of one square metre of the Relevant Adjacent Property multiplied by the area of the verandah, pediment, cornice, awning, hood, sign, pergola, or covered way, expressed in square metres.* + Minimum fee: \$150.00		
Type 2 - Any balcony projecting from non-residential premises and being used directly for any commercial purpose or activity.	Minimum fee: \$150	Minimum fee: \$150
20% of the Gross Rental Value of one square metre of the Relevant Adjacent Property multiplied by the area of the balcony, expressed in square metres.* + Minimum fee: \$150.00		
Type 3 - Verandah, pediment, cornice, awning, hood, sign, pergola, or covered way projecting from premises and being used directly for any commercial purpose or activity.	Minimum fee: \$150	Minimum fee: \$150
3% of the Gross Rental Value of one square metre of the Relevant Adjacent Property multiplied by the area of the verandah, pediment, cornice, awning, hood, sign, pergola, or covered way, expressed in square metres.* + Minimum fee: \$150.00		
Type 4 - Any balcony projecting from premises and being used directly for any commercial purpose or activity.	Minimum fee: \$150	Minimum fee: \$150
3% of the Gross Rental Value of one square metre of the Relevant Adjacent Property multiplied by the area of the balcony, expressed in square metres.* + Minimum fee: \$150.00		
Type 5 - Any overpass, sky bridge, or other structure, not being a balcony, verandah, pediment, cornice, awning, hood, sign, pergola, or covered way.	Minimum fee: \$150	Minimum fee: \$150
20% of the Gross Rental Value of one square metre of the Relevant Adjacent Property multiplied by the area of the overpass, bridge or other structure expressed in square metres.* + Minimum fee: \$150.00		
Type 6 - Any footing or other structure including any tunnel, duct, underpass, lift of escalator pit, lift or escalator footing or lift overrun.	Minimum fee: \$150	Minimum fee: \$150
1% above the annualised last published Consumer Price Index for Adelaide of the value of the area on or under the public street or public place occupied by the encroachment.* + Minimum fee: \$150.00		
Type 7 - Signs and/or advertisements which are not in the form of an applied finish to the encroachment (i.e. painted or stencilled).	Minimum fee: \$200	Minimum fee: \$200
\$200.00 per square metre of total surface area.* Minimum fee: \$200.00		
<p>*A fee at 50% of the standard rate described in Parts 1 to 6 above to encroachments applies as follows:</p> <ul style="list-style-type: none"> <li>- Where a property is State or local heritage listed (or on an interim/provisional list) as contained in the Holdfast Bay (City) Development Plan or on the State Heritage Register, or contained as a proposed heritage place within a draft Development Plan Amendment; or</li> <li>- Where the property owner demonstrates that the encroachment was constructed prior to 1945, and/or contributes to the historic character of the building (as determined by Council's Heritage Advisory Service provider).</li> </ul> <p>+ An additional fee of \$100.00 per annum is applicable where the encroachment also incorporates signs in the form of applied finishes (i.e. painted or stencilled) which are not limited to the name and/or logo of the business conducted on the site and/or constitutes third part advertising.</p>		





## Fees and Charges

2022-23

2023-24

ROAD AND PROPERTY RELATED CHARGES (continued)		
<b>Verges</b>		
Verge maintenance	\$295.00	\$295.00
<b>Street Tree</b>		
Minimum removal cost	\$625.00	\$625.00
Removal cost (per m3 in volume)	\$160.00	
Removal cost (per metre, over 2 meters in height)		\$294.00
Stump munching	\$50.00	\$50.00
Street tree replacement (per tree - labour, materials, minimum 3 years watering & pruning)	\$2,135.00	\$2,135.00
Administration fee	\$168.00	\$168.00
Lost amenity value using revised Burnley method (value calculated for each individual tree)	POA	POA
<b>HOARDING</b>		
Application fee	\$63.00	\$67.00
Fee - (per m2 per day or part thereof) (on road) excluding car parks which attract a separate fee	\$0.95	\$1.00
Footpath closure (per m2 per day or part thereof)*	\$0.95	\$1.00
Road closure with hoarding (per m2(per day or part thereof)* - capped at one day^	\$300.00	\$300.00
Traffic management plan assessment - private works*	\$130.00	\$138.00
Community directional sign	\$140.00	\$149.00
Fees for paid car park use or closure (per day)*	Current car park rate	Current car parking rate
Fees for free or permit parking use or closure (per day, per parking bay)	\$56.00	\$59.00
*Permit fee for major city development greater than \$20,000 is assessed through consideration of locality, area used, duration and community benefit.		
^ Applications greater than one day will be considered separately.		
<b>Bulk bin licence</b>		
Application fee	\$69.00	\$74.00
Additional fees (per day)	\$28.00	\$30.00
<b>LIBRARY CHARGES (Includes GST)</b>		
Photocopies		
- A4 sheets	\$0.20	\$0.20
- A3 sheets	\$0.30	\$0.30
Printing - word processing/CD ROM		
- per A4 sheet (black & white)	\$0.20	\$0.20
- per A4 sheet (colour)	\$1.00	\$1.00
- per A3 sheet (colour)	\$2.00	\$2.00
Library programs and events		various
Sale of library materials		
- Magazines	\$0.50	\$0.50
- Books, AV, Jigsaws	\$1.00	\$1.00
Lost library items	Replacement cost	Replacement cost
Document delivery	Cost recovery	Cost recovery
<b>CEMETERY CHARGES</b>		
Interment rights in perpetuity	\$23,200.00	\$24,000.00
New or Renewal Lease		
- 25 year lease	\$2,620.00	\$3,000.00
- 5 year lease	\$575.00	\$620.00
Digging of Grave (burials) – either new ground or a re-open of existing lease		
- Baby grave 4'6" x 3'	\$740.00	\$800.00
- Child under 10 years (child depth)	\$930.00	\$1,020.00
- Single depth/standard grave size	\$2,000.00	\$2,200.00
- Double depth/standard grave size	\$2,200.00	\$2,500.00
- Triple depth/standard grave size	\$2,600.00	\$3,200.00
- Exhumations	POA	POA
- Remove and replace ledger	\$682.00	\$710.00
- Remove concrete only	\$595.00	\$640.00
- Remove and replace concrete	\$1,225.00	\$1,450.00
- Lift and deepen	\$1,056.00	\$1,300.00
- Vault preparation and sealing	\$1,820.00	\$2,300.00
- Saturday surcharge	\$555.00	\$680.00
- Late fee after 3pm Monday to Thursday	\$340.00	\$420.00
- Late fee after 3pm Friday	\$515.00	\$590.00
- Excess soil removal	\$115.00	\$190.00
- Gravesite search (each additional search thereafter)	\$40.00	\$55.00
- Late notice (<48 hours notice)	\$270.00	\$320.00
Interment of cremated remains (into grave site)	\$470.00	\$520.00



## Fees and Charges

2022-23

2023-24

<b>CEMETERY CHARGES (continued)</b>		
Columbarium Wall Charges		
- Memorial rights in perpetuity (columbarium wall charges only)	\$14,500.00	\$16,100.00
- North Brighton wall	\$1,750.00	\$2,100.00
- King George Avenue wall	\$1,750.00	\$2,100.00
- St Jude's wall	\$1,750.00	\$2,100.00
- Standard 8 line computer set plaque	\$505.00	\$700.00
North Brighton MAS System Memorials		
- Memorial rights in perpetuity (North Brighton MAS Blocks only)	\$9,500.00	\$11,200.00
- Site fee - lease 50 years	\$2,160.00	\$2,600.00
- Plaque	\$520.00	\$610.00
Monumental Work Application Fees		
- New monument	\$163.00	\$210.00
- Addition to existing	\$85.00	\$100.00
Lease of Memorial Seats (10 Years)		
- Memorial seats along the foreshore	\$4,200.00	\$4,600.00
- Memorial seats on Council parks and reserves	\$2,850.00	\$3,100.00
Glenelg/Brighton seaside memorials - engraving	\$1,760.00	\$1,800.00
<b>ANIMALS</b>		
Dog Registration Fees		
- Standard (microchipped and desexed)	\$50.00	\$52.50
- Standard and trained	\$45.00	\$47.50
- Non-standard	\$100.00	\$105.00
- Non-standard and trained	\$90.00	
- Puppy (under 6 months old)	\$50.00	\$52.50
- Puppy trained (under 6 months old)	\$45.00	
- Business registration		
1 dog	\$100.00	\$105.00
2 dogs	\$200.00	\$210.00
3 dogs	\$300.00	\$315.00
4 dogs	\$400.00	\$420.00
5 to 10 dogs	\$500.00	\$525.00
11 to 20 dogs	\$1,000.00	\$1,050.00
21 to 30 dogs	\$1,500.00	\$1,600.00
Over 30 dogs	\$2,000.00	\$2,100.00
- Assistance dog	\$0.00	\$0.00
- Assistance dog in training	\$0.00	
- Concession card holder rebate	50% of applicable registration fee	50% of applicable registration fee but not late fee
- New registrations lodged in June	\$0.00	\$0.00
- Late registration fee	\$20.00	\$20.00
<i>Upon written request from dog owner whose dog has deceased between 1 July - 30 September Council may approve at 50% rebate</i>		
Roll of compostable dog bags		\$15.75
Animal Management Fee as per Dog and Cat Management Act 1995		Per legislation
Animal collection - short term hold at council		\$55.00
Cat collection and impound		\$105.00
Other animals collection and impound		\$105.00
Dog acceptance fee (impound fee) 72 hour holding fee - RSPCA		\$262.00
Sustenance fee care and feeding		\$60.00
Dangerous dog / menacing dog collars		\$40.00
<i>Pensioner assistance given with 50% discount on above fees for animal collection</i>		



## Fees and Charges

2022-23

2023-24

OTHER		
Damage to Council property (including removal of posters) - \$45 minimum (\$45 per ½ hour or part thereof).	\$45/half-hour	\$45/half-hour
Remove overgrown vegetation - \$180 minimum (\$45 per ½ hour or part thereof, minimum charge 2 hours).	\$45/half-hour	\$45/half-hour
Impounding and public notice		Cost recovery
Towing		Cost recovery
Locksmith		Cost recovery
Parking offence as per Road Traffic (Miscellaneous) Regulations 1999 and Private Parking Areas Regulations 2014	Per legislation	Per legislation
Immunisation	\$15 service fee + cost recovery	\$20 service fee + cost recovery
High risk manufactured water systems	As per statutory regulations	As per statutory regulations
Local nuisance exemption application (per application)	\$200.00	\$210.00
Legionella water sampling	\$84.00	\$90.00
Food inspections as per Food Act 2001 regulated fees*	Maximum allowed as per legislation	Maximum allowed as per legislation
Food auditing per hour	\$175.00	\$181.00
Desk top food audit per hour	\$87.00	\$94.00
Food truck permits (specified locations) per month	\$204.00	\$217.00
Food truck permits (specified locations) per year	\$2,040.00	\$2,170.00
Annual food permits at an event approved location (per food stall)*	\$225.00	\$230/yr or \$155/day
<i>*At the discretion of the authorised officer fees may not be applicable for a recognised charity / not for profit organisation if documentation from the Australian Taxation Office demonstrating status can be provided or other evidence.</i>		
Personal Training Permits:		
- Category A - 12 months	\$90.00	\$90.00
- Category A - 3 months	\$40.00	\$40.00
- Category B - 12 months	\$170.00	\$170.00
- Category B - 3 months	\$80.00	\$80.00
- Category C - 12 months	\$230.00	\$230.00
- Category C - 3 months	\$100.00	\$100.00
- Administrative fee for changes	\$20.00	\$20.00
Classes, Activities, School Holiday Programs and other Community Events	various	various
OFF-STREET CAR PARKING (Hourly Rate includes GST, Permits are exempt)		
<b>Ticket Parking Fees (per hour)</b>		
Elizabeth Street		
Off-season (March to August)	\$3.00	\$3.30
Peak-season (September to February)	\$3.50	\$3.60
Buffalo Car Park	\$2.00	\$2.20
Glenelg Cinema - Partridge Street		
First two hours	Free	Free
Third hour	\$3.00	\$3.20
Fourth hour	\$4.00	\$4.10
Subsequent hours	\$5.50	\$5.60
Maximum fee	\$30.00	\$30.00
Business permits*	\$5/day	\$5/day
Cinema Patrons		
First four hours	Free	Free
Subsequent hours	\$5.50/hour	5.60/hr
Maximum fee	\$30.00	\$30.00
<i>*Eligibility at the discretion of the authorised officer</i>		




## Fees and Charges

2022-23

2023-24

<b>ON-STREET CAR PARKING (Hourly Rate includes GST, Permits are exempt)</b>		
Ticket Parking Fees (per hour) - Colley Terrace/Anzac Highway		
Off-season (March to August)	\$3.00	\$3.30
Peak-season (September to February)	\$3.00	\$3.60
Ticket Parking Fees (per hour) - New Locations		
Off-season (March to August)	\$3.00	\$3.30
Peak-season (September to February)	\$3.50	\$3.60
<i>*merchant fees or other fees may apply for ticket machines, this fee will be displayed on the ticket machine</i>		
Residential Parking Permits (per annum)	\$149.00	\$155.00
3P Parking (per annum)	\$149.00	\$155.00
Temporary Parking Controls (per parking bay, per day)	\$54.00	\$59.00
<b>COMMUNITY CENTRES</b>		
<b>Glenelg Community Centre</b>		
<i>Available for hire after 4pm Monday to Saturday and all day on Sundays</i>		
Community	\$25/hour	\$30/hour
Private	\$50/hour	\$50/hour
Commercial	\$100/hour	\$100/hour
<b>Holdfast Bay Community Centre</b>		
<b>Private Function Hire</b>		
Mawson Hall with commercial kitchen* > 200 people / 120 people with dance floor		\$112/hour
Mawson Hall (only)* > 200 people		\$75/hour
Childrens area with kitchen* > 45 people		\$64/hour
Art McCauley Room with kitchen* > 20 people		\$54/hour
Youth Zone* > 12 people		\$32/hour
<i>* \$430 bond and \$110 cleaning fee</i>		
<b>Community Group Hire</b>		
Mawson Hall with commercial kitchen		\$64/hour
Mawson Hall (only)		\$37/hour
Childrens area with kitchen		\$32/hour
Art McCauley Room with kitchen		\$27/hour
Youth Zone		\$19/hour
<b>Commercial Kitchen Hire</b>		
Commercial kitchen with cool room ^		\$43/hour
<i>^ \$160 bond</i>		
<b>HISTORY &amp; CULTURE</b>		
Sale of books, postcards and artwork	various	various
High-resolution photograph	\$15/image	\$15/image
Exhibitions and events	various	various
House History	\$30.00	\$30.00
Gallery hire		POA

 <b>Hire Options</b>	2022/23 Fees			2023/24 Fees		
	Private/Corporate Bookings (for weddings, children's birthday parties and memorial services please refer to our packages section)		Not For Profit & Community Benefit Events	Private/Corporate Bookings (for weddings, children's birthday parties and memorial services please refer to our packages section)		Not For Profit & Community Benefit Events
	Mon - Thu MIN 2 HOURS	Fri, Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only UP TO 3 HOURS	Mon-Fri MIN 2 HOURS	Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only UP TO 3 HOURS
<b>Venue Only</b> <i>(hirer responsible for all set up/pack down and clean up)</i>						
<b>House</b>						
Partridge Room/Kitchen (Rm 1)	\$130 - \$190 per hour	\$180 - \$230 per hour	\$85 - \$155 for up to 3 hours	\$130 - \$190 per hour	\$180 - \$230 per hour	\$85 - \$155 for up to 3 hours
Courtyard Room/Kitchen (Rm 3) and Library	\$130 - \$190 per hour	\$180 - \$230 per hour	\$85 - \$155 for up to 3 hours	\$130 - \$190 per hour	\$180 - \$230 per hour	\$85 - \$155 for up to 3 hours
Mayoresses Parlour	\$110 - \$150 per hour	\$120 - \$160 per hour	\$75 - \$155 for up to 3 hours	\$110 - \$150 per hour	\$120 - \$160 per hour	\$75 - \$155 for up to 3 hours
Garden Room incl. Kitchen (Rm 8)	\$110 - \$180 per hour	\$130 - \$200 per hour	\$85 - \$155 for up to 3 hours	\$120 - \$180 per hour	\$150 - \$200 per hour	\$85 - \$155 for up to 3 hours
Partridge Room, Courtyard Room, Library, Kitchen	\$240 - \$390 per hour	\$300 - \$400 per hour	\$180 - \$350 for up to 3 hours	\$240 - \$390 per hour	\$300 - \$400 per hour	\$180 - \$350 for up to 3 hours
Entire House/Exclusive Use	\$295 - \$450 per hour	\$395 - \$595 ph Max \$3000	\$330 - \$540 for up to 3 hours	\$295 - \$450 per hour	\$395 - \$595 ph Max \$3000	\$330 - \$540 for up to 3 hours
<b>Grounds</b>						
Elm Tree Courtyard	\$100 - \$130 per hour	\$125 - \$230 per hour	\$70 - \$160 for up to 3 hours	\$100 - \$130 per hour	\$125 - \$230 per hour	\$70 - \$160 for up to 3 hours
Pond Lawn	\$100 - \$130 per hour	\$125 - \$230 per hour	\$70 - \$160 for up to 3 hours	\$100 - \$130 per hour	\$125 - \$230 per hour	\$70 - \$160 for up to 3 hours
House Lawn	\$100 - \$130 per hour	\$115 - \$225 per hour	\$70 - \$160 for up to 3 hours	\$100 - \$130 per hour	\$115 - \$225 per hour	\$70 - \$160 for up to 3 hours
Sun Dial Lawn	\$100 - \$130 per hour	\$115 - \$225 per hour	\$70 - \$160 for up to 3 hours	\$100 - \$130 per hour	\$115 - \$225 per hour	\$70 - \$160 for up to 3 hours
All reservable grounds areas [Rate = Elm Tree + Sun Dial Lawn]	\$200 - \$350 per hour	\$350 - \$550 ph max \$3000	\$175 - \$350 for up to 3 hours	\$200 - \$350 per hour	\$350 - \$550 ph max \$3000	\$175 - \$350 for up to 3 hours
Additional hire time						
<b>Additional Options</b>						
Staff assistance (set up / pack down furniture)	\$80-\$120 per hour	\$120-\$175 per hour	\$80	\$80-\$120 per hour	\$120-\$175 per hour	\$80
Cleaning	\$80	\$120	\$80	\$100	\$150	\$100
Wifi internet access	On application	On application	On application	On application	On application	On application
Data projector and screen (flat rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Sound equipment incl. microphone & CD player (flate rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Lecturn (flat rate)	\$50	\$50	Inc if available	\$50	\$50	Inc if available
Wedding ceremony chairs (per chair)	\$5	\$5	\$5	\$5	\$5	\$5
Cocktail Table	\$25	\$25	\$25	\$25	\$25	\$25
Flower pedestal (per item)	\$10	\$10	Inc if available	\$10	\$10	Inc if available
Table linen (per item)	\$25 per cloth	\$25 per cloth	\$25 per cloth	\$30 per cloth	\$30 per cloth	\$30 per cloth
Wedding arch/circle/sash	\$100	\$100	\$100	\$100	\$100	\$100
Smart TV Screen	\$200	\$300	\$300	\$200	\$300	\$300

**Note:**

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


Partridge House Packages	Inclusions	2022/23 Venue Hire Fees			2023/24 Venue Hire Fees		
		Mon - Thu	Fri, Sat & Sun	Public Holiday	Mon - Fri	Sat & Sun	Public Holiday
<b>Weddings</b>							
Ceremony only	2 hours exclusive use of reservable space in grounds or entire house, 24 chairs for guests, signing table and 2 chairs, photography permit, 3 reserved parking spaces, set up, pack down and clean up. 1 hour rehearsal prior to wedding day.	\$1,000	\$1,200	\$1,500	\$1,000	\$1,200	\$1,500
Ceremony and refreshment table	2.25 hours exclusive use of reservable space in grounds or entire house, 24 chairs for guests, signing table and 2 chairs, photography permit, 3 reserved parking spaces, set up, pack down and clean up. 1 hour rehearsal prior to wedding day. Drinks table with white cloth and silver tubs and ice set up for clients own drinks to be supplied for refreshments after the service. Glassware additional cost. POA	\$1,100	\$1,300	\$1,600	\$1,100	\$1,350	\$1,650
Reception only	6 hours exclusive use of entire house or reservable space in grounds, chairs and tables for up to 100 guests, photography permit, 3 reserved parking spaces, set up, pack down and clean up. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)	\$1,300	\$1,600 - \$1,800	\$1,800 - \$2,000	\$1,300	\$1,600 - \$1,800	\$1,800 - \$2,000
Ceremony + reception	Up to 8 hours from 4pm-midnight exclusive use of reservable space in grounds and house. 24 guest chairs, signing table and 2 chairs for ceremony, photography permit, chairs and tables for up to 100 guests, 3 reserved parking spaces, set up, pack down and clean up 1 hour rehearsal to be booked in with Partridge House. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)	\$2,000 - \$2,500	\$2,200 - \$3,000	\$3,000	\$2,000 - \$2,500	\$2,200 - \$3,000	\$3,000
Extended ceremony + reception	Ideal for a marquee or more elaborate reception set up. Up to 15 hours exclusive use of reservable space in grounds or entire house (typically 9am-midnight). 24 guest chairs, signing table and 2 chairs for ceremony, photography permit, chairs and tables for up to 100 guests, 3 reserved parking spaces, set up, pack down and clean up, 1 hour rehearsal to be booked in with Partridge House. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)				\$3,000	\$3,000-\$3,500	\$3,750
<b>Private Events</b>							
Day time event (before 5pm) <i>Valid only for bookings made within 3 months of the event date</i>	Up to 4 hours exclusive use of Partridge Room, Courtyard Room, Kitchen and front lawn, chairs and tables for up to 100 guests (indoor only)	\$650 - \$1,200	\$1,000 - \$1,500	\$1,000 - \$2,000	\$650 - \$1,200	\$1,000 - \$1,500	\$1,000 - \$2,000
Evening event (after 5pm) <i>Valid only for bookings made within 3 months of the event date</i>	Up to 6.5 hours exclusive use of Partridge Room, Courtyard Room, Kitchen and front lawn, chairs and tables for up to 100 guests (indoor only).	\$700 - \$1,500	\$1,100 - \$1,750	\$1,200 - \$2,000	\$700 - \$1,500	\$1,100 - \$1,750	\$1,200 - \$2,000
<b>Memorial /Funeral Service</b>							
<b>Inside Partridge House</b>							
Service only	2 hours including audio visual equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.	\$650	\$950	\$1,100	\$600-\$700		
Service & refreshments	2.5 hours including refreshments for up to 50, audio visual equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.	\$850	\$1,200	\$1,300	\$750-\$900		
<b>Outside Under Elm Tree</b>							
Service only	2.5 hours including audio equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.	\$850	\$1,200	\$1,300	\$700-\$900		
Service & refreshments	3 hours including refreshments for up to 50, audio equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.	\$1,100	\$1,350	\$1,550	\$1100-\$1200		

Note:

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

# Kauri Community and Sports Centre

Attachment 2

 <b>Hire Options Kauri Community &amp; Sports Centre</b>	2022/23 Fees			2023/24 Fees		
	Private/Corporate Bookings		Not For Profit & Community Benefit Events	Private/Corporate Bookings		Not For Profit & Community Benefit Events
	Monday-Friday Between 9am–5pm 10% surcharge after 5pm	Weekend 9am-5pm Or Public holiday 10% surcharge after 5pm	Monday-Friday 9am–5pm 10% surcharge after 5pm	Monday-Friday Between 9am–5pm 10% surcharge after 5pm	Weekend 9am-5pm Or Public holiday 10% surcharge after 5pm	Monday-Friday 9am–5pm 10% surcharge after 5pm
<b>Venue Only</b> <i>(hirer responsible for all set up/pack down and clean up)</i>						
Function Room	\$255/day or \$150/4hrs	\$360/day or \$210/4hrs	\$220/day or \$130/4hrs or \$40/hr	\$275/day or \$175/4hrs	\$380/day or \$225/4hrs	\$230/day or \$135/4hrs or \$45/hr
Meeting Room	\$120/day or \$70/half day or \$25/hr	\$160/day or \$100/half day or \$35/hr	\$100/day or \$60/half day or \$20/hr	\$135/day or \$80/half day or \$30/hr	\$175/day or \$110/half day or \$45/hr	\$110/day or \$75/half day or \$30/hr
<b>Additional Options</b>						
Staff assistance (set up / pack down furniture)	\$40/hr	\$60/hr	\$40/hr	\$45/hr	\$65/hr	\$45/hr
Cleaning	\$60/hr	\$100/hr	\$60/hr	\$67/hr	\$110/hr	\$65/hr
Wifi internet access, Data projector, sound equipment including microphone & CD player	On application	On application	On application	On application	On application	On application
Lecturn (flat rate)	\$20	\$20	included if available	\$25	\$25	included if available
Chairs (per chair)	\$2	\$2	\$2	\$3	\$3	\$3
Tables (per table)	\$20	\$20	\$20	\$25	\$25	\$25
Table with linen	\$35	\$35	\$35	\$40	\$40	\$40

**Note:**

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

## COMMUNITY WELLBEING FEES & CHARGES 2023/2024

Service	Subsidised Fees	Private Fees	General Information
<b>COMMUNITY TRANSPORT</b>			
Community Bus – single trip (One Way)	\$2.55	\$3.80	Per one way trip to local destinations
Let's Explore	\$12.00	N/A	Per return trip
Personal Transport – one way trip <b>WITHIN</b> council boundaries – whether by a <b>VOLUNTEER DRIVER</b> or a <b>TAXI</b>	\$5.00	\$10.00	Cost per one way trip Council volunteer or Taxi company with which Council has an agreement delivers the service
Personal Transport in a <b>TAXI – OUTSIDE</b> council boundaries (within a 10km radius) – whether by a <b>VOLUNTEER DRIVER</b> or a <b>TAXI</b>	\$10.00	\$20.00	Cost per one way trip Council volunteer or Taxi company with which Council has an agreement delivers the service
Personal Transport in a <b>TAXI – OUTSIDE</b> council boundaries (within a 20km radius) – whether by a <b>VOLUNTEER DRIVER</b> or a <b>TAXI</b>	\$15.00	\$30.00	Cost per one way trip Council volunteer or Taxi company with which Council has an agreement delivers the service



# Attachment 3



## 2023/24 Jetty Road Mainstreet Summary Budget

2022/23 Budget	Revenue	2023/24 Budget
617,630	General Rates Raised	660,245
20,000	Other Income	20,000
<b>637,630</b>		<b>680,245</b>
	<b>Expenses</b>	
211,984	Employee Costs	221,205
42,500	Sponsorships	53,000
37,500	Professional Services	40,000
57,000	Event Management	53,000
50,000	Signage	50,000
32,896	Public Relations	40,000
22,000	Marketing	22,000
43,750	Promotional Items	-
15,000	Retail Strategy Implementation	-
2,500	Food & Drink	2,500
60,000	Publications	60,000
15,000	Advertisements	25,000
1,000	Directory Board	3,540
500	Donations	-
1,000	Other Expenditure	15,000
40,000	Winter Activation	75,000
30,000	Summer Activation	50,000
50,000	Spring Street Party	-
-	Seafood Festival	50,000
(75,000)	Carry Forward Budget	(80,000)
<b>637,630</b>		<b>680,245</b>
<b>-</b>	<b>Net Profit/(Loss)</b>	<b>-</b>

# Attachment 4





# DRAFT BUSINESS PLAN & BUDGET FY24

Constituent Council Distribution - May 2023

## TABLE OF CONTENTS

1. Draft Business Plan 2023 – 2024
2. Draft Budget Parameters & Assumptions
3. Draft Capital Contributions & Equity Investments – FY24
4. Draft Budgeted Financial Statements – FY24

## 1. Draft Business Plan – 2023- 2024

### Vision

We are leaders in delivering innovative and sustainable waste management solutions for the benefit of our southern Adelaide communities and the environment.

### Mission

We accept and process waste at a price point that balances cost, environmental outcomes and community expectations; provide information and market intelligence to assist our Constituent Councils in their waste management strategies; and respond to our Constituent Council's requests for assessment of waste management methods and/or services.

### Purpose

To maintain an effective, cost efficient and environmentally responsible waste management service for our Constituent Councils and their communities by maximising the use of the SRWRA landfill site, assets and infrastructure.

### Our Strategy

To improve and increase the diversity of materials accepted at SRWRA and maximise waste avoidance, re-use, recycling and recovery opportunities prior to landfill disposal. We do this by building effective relationships with our joint venture partners, stakeholders and customers, capitalising on and promoting the circular environmental economy, being an incubator for compatible industries and operating a financially sustainable, well managed and appropriately governed enterprise.

### Overarching Principles

**Governance** – we provide good governance and accountability to our Constituent Councils

**Safety and environmental compliance** - we care for our people and our environment

**Financial Sustainability** – we are financially viable

**Community** - we are a responsible part of our community and achieve great outcomes for them

### Strategic Plan Horizon

Developing new ventures (Stage Two: 2019-2026) – research, modelling and testing of initiatives that will position SRWRA as an environmental hub that drives broader environmental outcomes and generates strong revenues.

### Objective

To identify, assess, and where viable implement initiatives that deliver the goals of the organisation, complement land-fill activities, enhance environmental and financial sustainability and contribute to positive community attitudes toward SRWRA.

## Strategic Plan KPIs

1. Workplace Health and Safety	Zero lost time injuries (LTI's) recorded for the 2022 Financial Year, maintain a rate of zero lost time injuries.
2. EPA Compliance	Maintain EPA Licence.
3. Service Mix to Support Constituent Councils	Services are aligned to reflect the ongoing needs of the Constituent Councils
4. Landfill Closure Costs are Fully Funded	Annual update of closure and post closure costs reflected in the Long-Term Financial Plan.
5. Landfill Airspace Life/Future Space	30 years into the future.
6. Diversion of Waste from Landfill	>33% to increase by 1% per year.
7. Power Produced from Site	>22,000 MWh per Annum.
8. Circular Economy	Plan, develop and implement elements of the circular economy that supports SRWRA's business requirements.

## Strategic Plan 2019 to 2026 Actions – Extract

NUMBER	ACTION	TIMING	MEASURE
2.1	Actively seek multiple revenue streams to ameliorate risks associated with a narrow product/service base.	Opportunities are identified	The Board is informed about all potential opportunities and timing allows for exploration and considered decisions.
2.2	Continue investigating methods to contain litter.	Ongoing, or activated in response to EPA or community requirements	Off-site litter reduces year-on-year.
2.3	Undertake basic modelling to maintain an up-to-date understanding of the implications of different business options (e.g. increased tonnages, baling, green waste) in readiness for decision-making when conditions change.	Annual update of key options	The Board receives an annual update about the implications of key options Councils have access to this information to support procurement and policy decisions.
2.4	Business cases are developed and implemented for prioritised ventures (e.g., Material Recovery Facility, Solar Farm, Water Storage, Gas Mitigation, Redevelopment of Buffer Land).	As set by Board	Business cases are delivered according to Board deadlines.
2.5	Monitor Constituent Council demand for potential SRWRA provision of collection services (to Constituent and other Councils) to generate revenues and improve control over waste streams and volumes.	As requested by Councils	Business models to support these assessments are available should they be needed.
2.6	If viable, identify opportunities to develop circular economies and undertake research to identify how SRWRA volumes contribute to, and can generate revenues from these economies.	As set by Board	Viability determined, and if positive, implementation plan has been developed.
2.7	Investigate opportunities to co-locate compatible industry at the SRWRA site to support the local circular economy.	As set by Board	Viability determined, and if positive, implementation plan has been developed.



## Business Plan Actions

1. Resource Recovery – we deliver commercially sustainable solutions for our Constituent Councils and community				
NUMBER	ACTION	STRATEGIC PLAN KPI / ACTION	TIMING	MEASURE
1.1	Grow the customer base for SRWRA and its Joint Ventures.	2.1, 2.6	June 2024	Additional customers secured.
1.2	Implement year 1 of the Communication and Education Strategy	KPI 3	June 2024	Year 1 actions completed.
1.3	Progress the development of the Circular Economy Park	KPI 8	June 2024	Process to change the planning zone from ‘Deferred Urban’ commenced.
1.4	Investigate options to increase diversion from landfill	KPI 6	June 2024	Opportunities identified and presented to the Board
1.5	Seek opportunities to source landfill cell construction and capping material from customers	KPI 4	June 2024	Tonnages and cost offsets to landfill capping liability identified
1.6	Maximise the use of recovered resources on site	KPI 8	June 2024	Recovered resources are prioritised for use in construction and maintenance works at the SRWRA site where appropriate

2. Operational Excellence – we deliver a financially sustainable and well governed business model that values safety, regulatory compliance, and positive environmental outcomes.

NUMBER	ACTION	STRATEGIC PLAN KPI / ACTION	TIMING	MEASURE
2.1	Continuously review and improve workplace safety systems.	KPI 1	September 2023	Implement and complete the 2023 Risk Evaluation Action Plan (WHSIM Plan).
2.2	Maximise remaining landfill airspace.	KPI 5, KPI 6 2.3	June 2024	Maintain a forward fill plan and gaining efficiencies in reuse of daily / interim cover that is regularly reported. Maintain construction plan for cell construction and capping.
2.3	Maximise the compatible use of buffer land.	KPI 8 2.1, 2.8	June 2024	Opportunities are presented to the Board as they arise.
2.4	Continuous improvement of litter capture on site.	KPI 2 2.2	June 2024	Litter fencing works are delivered. Operational management practices across the SRWRA site are enhanced.
2.5	Conduct organisational review to ensure SRWRA is positioned to meet our strategic objectives and future business needs such as buffer land development / EcoPark	KPI 4	December 2023	Revised resource model presented to the Board

3. Governance & Risk – we maintain contemporary business systems and processes that ensure effective governance and minimise risk for the organisation

NUMBER	ACTION	STRATEGIC PLAN KPI / ACTION	TIMING	MEASURE
3.1	Maintain a contemporary suite of policies.	KPI 1	June 2024	Policies of the Board are developed, reviewed, and updated within the nominated review periods.
3.2	Work in accordance with the Risk Management Policy and Framework.	KPI 1 KPI 2	As per meeting schedule	Risk report provided to each ordinary meeting of the Audit Committee and Board.
3.3	Implement a Records Management System	KPI 3	June 2024	System to manage the process of SRWRA record creation, access, maintenance and archival or disposal implemented.
3.4	Board and Committee meetings are delivered as per the agreed timing and schedule.	KPI 3	As per meeting schedule	Board and Committees of the Board meetings are held at a frequency compliant with their respective Charter / Terms of Reference.
3.5	The Annual Business Plan and Budget is prepared, reviewed and reported and adopted in accordance with statutory timelines.	KPI 4	June 2024	Annual Business Plan and Budget adopted within statutory timeframes. Budget Reviews are delivered within statutory timeframes.

## 2. Draft Budget Parameters & Assumptions – FY24

### Key Parameters:

In preparing the annual budget, the following key parameters will be applied:

1. Annual Budgets are prepared on the basis that they are consistent with the objectives and initiatives of the Strategic Plan.
2. SRWRA Operations are based on a commercial approach
  - a. Gate fees to reflect the objectives of the Strategic Plan
  - b. Operating expenses are contained
3. Appropriate net return on investment is realised
  - a. SRWRA gate fees are reviewed annually by the Board as part of the annual budgeting process
  - b. Operating expenses are analysed and minimised, while still meeting SRWRA operating and legislative requirements
4. Joint Venture 'share in net profit' will be brought to account in SRWRA's budget. Where there are variations in accounting treatments between the Joint Ventures and SRWRA, SRWRA will ensure its budget reflects the required accounting standards for a Local Government Subsidiary with relevant explanations and reconciliations.
5. Future site post closure rehabilitation and landfill cell capping is assessed and funded by the annual gate fees charged over an estimated remaining filling life of the landfill and via the value of buffer land holdings.
6. Operating surplus is maintained over the life of the Long Term Financial Plan (LTFP), individual years may from time to time, be in deficit, if the underlying trend is a surplus.
7. SRWRA will budget for the necessary capacity to meet all legislative requirements i.e., Local Government Act and Regulations, Work Health & Safety, EPA licencing conditions.
8. Asset Management plans are in place and are reflected in budget figures.
9. Capital works program is planned and funded over the life of the Long Term Financial Plan.
10. Budget methodology:
  - a. The principle approach to the budget is based on a blend of bottom up and zero based budgeting. This primarily includes forecasting quantities and rates/prices wherever possible for both income and expenditure. Where this is not possible or efficient, the forecasted budget is based on prior financial year Budget Review 2 data and adjusted to reflect known variations, appropriate indices and/or changes in assumptions and cost drivers.
  - b. All new services or service levels use a zero based budgeting approach.

- c. The SRWRA annual budget is reviewed on a quarterly basis each financial year in line with the Local Government Financial Management Regulations (2011), with budget reviews including changes and developments within the business and direct market.
- d. The forecast annual movement in the Consumer Price Index (CPI) as at June 2023 is used as a base indexation rate, unless other more relevant data or indices(s) are applicable.

### Key Assumptions:

#### 1. Price indices and interest rates

Due to the unusually high Adelaide all groups CPI for year ending 31 December 2022, at 8.60% the highest in the country, and that the key driver of this increase was in the domestic holiday travel and accommodation category, this latest CPI release has not been utilised in income and expenditure movement for SRWRA budgeting purposes.

A forecast CPI for the year ending June 2023 will be utilised to index costs and prices for the 2023/24 budget unless an alternative index is more appropriate (e.g., contracted rates).

Future indexation for use in the LTFP will be based on assessment of RBA forecasts and forecast SA Treasury rates.

Forecast interest rates will be assessed based on ANZ and LGFA forecasts for the 2023/24 year.

Longer term rates for use in the LTFP will be based on assessment of SA Treasury, RBA Forecasts and Tier 1 banking institutions.

#### 2. Waste Volumes

Waste volumes are re-assessed at the end of each quarter. Volumes are assessed in line with the data provided from the Joint Ventures, Constituent Councils, and major customers and in line with the updated Strategic and Long Term Financial Plan.

Changes within the operations of the Joint Ventures will materially affect the number of tonnes to landfill being received by SRWRA. This will be included in the long-term financial planning considerations.

SRWRA will identify opportunities to diversify and grow the revenue base, however, any potential commercial opportunities will need to consider the impact on the long term value of SRWRA's buffer land holdings.

#### 3. Waste Prices

The majority of SRWRA's waste income from landfill operations is from commercial operators and our Joint Venture Operations. These prices are based on commercial agreements with relevant indexation/variation clauses.

The LTFP and Budget will be developed consistent with the Strategic Plan reflecting anticipated revenue requirements and informing required gate prices over the longer term.

Constituent Councils benefit from lower gate base rates in lieu of annual distributions, a minimum forecast CPI increase will be applied to constituent council gate fees.

#### **4. Waste Levy**

The State Government reviews the Solid Waste Levy on an annual basis, this levy has increased by 2% per annum over the last three years.

A forecast increase in line with the estimated June 2023 CPI figure has been applied for the FY24 budget, taking the metropolitan waste levy to \$160 per tonne (up from \$149 per tonne in the current year), the levy amount for regional (non-metro) waste is half this amount (forecast at \$80 per tonne).

SRWRA, in its LTFP, has assumed that in subsequent years the Solid Waste Levy will continue to increase at the rate of forecast Adelaide CPI per annum.

Waste fill received by SRWRA also attracts this levy, but due to the use of this material as daily cover within the landfill, SRWRA receive a 10% deduction on our monthly levy payments.

Placement of other waste materials (such as crushed concrete or bitumen) for operational purposes (such as interim capping and road construction) attract the Solid Waste Levy unless it is an EPA approved operational use (AOU).

SRWRA has EPA approvals for AOU across five operational applications. AOU declarations are granted annually by the EPA and represent a financial risk to SRWRA if adequate AOU tonnes are not approved.

#### **5. Joint Venture – Southern Recycling Centre**

The Southern Recycling Centre (SRC) continues to produce sustainable results in relation to diversion from landfill and shared costs.

Projections reflected in the SRWRA budget are based initially on the adopted budget and LTFP of the SRC which has been ratified by the SRC Advisory Committee.

Throughout the year, budget reviews will be undertaken based on year-to-date results and adjusted SRC forecasts for the remainder of the year. This will result in revised budgets potentially varying from the SRC adopted budgets but better reflecting the forecast whole of year impact for SRWRA.

SRWRA will include its expected share in the net profit of the SRC operations in the forecasted Statement of Comprehensive Income as well as any expected cash distributions, inter entity loan transactions and equity investment transactions expected between SRC and joint venture partners.

#### **6. Joint Venture – Southern Material Recovery Facility**

The Southern Material Recovery Facility (SMRF) commenced operations in 2021-22.

Projections reflected in the SRWRA budget are based initially on the adopted budget and LTFP of the SMRF which has been ratified by the SMRF Advisory Committee.

Throughout the year, budget reviews will be undertaken based on year-to-date results and adjusted SMRF forecasts for the remainder of the year. Forecast variances in market commodity pricing will be included in these budget reviews. This will result in revised budgets potentially varying from the SMRF adopted budgets but better reflecting the forecast whole of year impact for SRWRA.

SRWRA will include its expected share in the net profit of the SMRF operations in the forecasted Statement of Comprehensive Income as well as any expected cash distributions, inter entity loan transactions and equity investment transactions expected between SMRF and joint venture partners.

## **7. Employment Costs**

All staff are on individual contracts and any wage increases are based on merit. For budgeting purposes, the forecast Adelaide CPI for the year ending March 2023 will be utilised.

Resource requirements and current resourcing models will be reviewed as part of the budget.

## **8. Competitive Environment**

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

### 3. Capital Contributions & Equity Investments

Capital Contributions and Equity Investments (\$,000)	2022-23 Carried Forward Budget	2023-24 Budget Requirement
<b>Capital Works</b>		
<b><u>Landfill (Regulatory Compliance)</u></b>		
Capping Southern Batter	144	75
Rock & Concrete Crushing - Capping Material	-	65
Stage 10 - Cell Lining & Construction	38	3,250
Stormwater Management	115	-
Groundwater Monitoring Bores	12	-
Site Fencing	7	19
Litter Fencing	-	97
<b><u>Plant &amp; Equipment Purchases</u></b>		
Site Utility (Replacement)		45
Site Utility (Additional)		45
<b><u>Site Works</u></b>		
Site Landscaping for DA (Bonded Works)	16	-
Site Power Backup (Auto Start Generators)	-	62
Landfill Access Road - Resurfacing	-	141
Pedestrian Management	-	85
<b><u>Land and Buildings</u></b>		
Weighbridge & Admin Buildings - Refurbishment	-	161
Rental Property - Refurbishment	-	60
<b>Total Capital Works</b>	<b>332</b>	<b>4,104</b>
<b>Equity Investments</b>		<b>753</b>



# Southern Region Waste Resource Authority (SRWRA)

## Budgeted Uniform Presentation of Finances

	2022/23 \$'000 Adopted Budget	2022/23 \$'000 BR3	2023/24 \$'000 Draft Budget
Operating Revenues	12,782	17,884	16,432
less Operating Expenses	(12,109)	(16,415)	(15,828)
<b>Operating Surplus/(Deficit)</b>	<b>673</b>	<b>1,469</b>	<b>604</b>
<b>Net Outlays on Existing Assets</b>			
Capital Expenditure on renewal and replacement of Existing Assets	(143)	(238)	(704)
Depreciation, Amortisation, Impairment	1,050	1,510	1,641
Proceeds from Sales of Replaced Assets	-	-	-
	<b>907</b>	<b>1,272</b>	<b>937</b>
<b>Net Outlays on New and Upgraded Assets</b>			
Capital Expenditure on New and Upgraded Assets	(219)	(633)	(3,325)
Amounts received specifically for New and Upgraded Assets	-	-	-
Proceeds from Sales of Surplus Assets	-	-	-
	<b>(219)</b>	<b>(633)</b>	<b>(3,325)</b>
<b>Net Lending/(Borrowing) for Financial Year</b>	<b>1,361</b>	<b>2,108</b>	<b>(1,784)</b>

# Southern Region Waste Resource Authority (SRWRA)

## Budgeted Statement of Comprehensive Income

2021/22		2022/23	2022/23	2023/24	Variance: Draft FY24 v FY23 BR3
Audited Actual		Adopted Budget	BR3	Draft Budget	
\$'000		\$'000	\$'000	\$'000	
<b>Income</b>					
10,534	User Charges	10,324	14,781	13,784	(997)
656	Investment Income	668	804	932	128
-	Reimbursements	-	-	-	-
2,309	Other	273	361	315	(46)
2,988	Net gain - equity accounted Joint Venture	1,517	1,938	1,401	(537)
<b>16,487</b>	<b>Total Income</b>	<b>12,782</b>	<b>17,884</b>	<b>16,432</b>	<b>(1,452)</b>
<b>Expenses</b>					
951	Employee Costs	1,125	1,165	1,817	652
1	Finance Costs	-	273	-	(273)
11,671	Materials, Contracts & Other Expenses	9,934	13,467	12,370	(1,097)
936	Depreciation, Amortisation & Impairment	1,050	1,510	1,641	131
<b>13,559</b>	<b>Total Expenses</b>	<b>12,109</b>	<b>16,415</b>	<b>15,828</b>	<b>(587)</b>
<b>2,928</b>	<b>Operating Surplus / (Deficit)</b>	<b>673</b>	<b>1,469</b>	<b>604</b>	<b>(865)</b>
13	Net Gain/(Loss) on Disposal of Assets	-	-	-	-
-	Amounts received specifically for new or upgraded assets	-	-	-	-
<b>2,941</b>	<b>Net Surplus / (Deficit)</b>	<b>673</b>	<b>1,469</b>	<b>604</b>	<b>(865)</b>
<b>1,153</b>	<b>Other Comprehensive Income</b>				
	Changes in revaluation surplus - propoerty, plant & equipment	-	-	-	-
<b>4,094</b>	<b>Total Comprehensive Income</b>	<b>673</b>	<b>1,469</b>	<b>604</b>	<b>(865)</b>

# Southern Region Waste Resource Authority (SRWRA)

## Budgeted Statement of Financial Position

2021/22		2022/23	2022/23	2023/24	
Audited Actual		Adopted Budget	BR3	Draft Budget	Variance: Draft FY24 v FY23 BR3
\$'000		\$'000	\$'000	\$'000	\$'000
	<b>Current Assets</b>				
5,828	Cash & Cash Equivalents	4,038	5,675	3,463	(2,212)
2,501	Trade & Other Receivables	1,808	2,501	2,501	-
400	Related Party Loan	150	400	-	(400)
<b>8,729</b>	<b>Total Current Assets</b>	<b>5,996</b>	<b>8,576</b>	<b>5,964</b>	<b>(2,612)</b>
	<b>Non-Current Assets</b>				
8,808	Equity Accounted Joint Venture	10,771	11,195	11,948	753
25,693	Property, Plant & Equipment	25,737	25,054	27,442	2,388
<b>34,501</b>	<b>Total Non-Current Assets</b>	<b>36,508</b>	<b>36,249</b>	<b>39,390</b>	<b>3,141</b>
<b>43,230</b>	<b>Total Assets</b>	<b>42,504</b>	<b>44,825</b>	<b>45,354</b>	<b>529</b>
	<b>Current Liabilities</b>				
3,203	Trade & Other Payables	3,302	3,363	3,363	-
119	Provisions	128	119	130	11
<b>3,322</b>	<b>Total Current Liabilities</b>	<b>3,430</b>	<b>3,482</b>	<b>3,493</b>	<b>11</b>
	<b>Non-Current Liabilities</b>				
13,723	Provisions	13,419	13,689	13,603	(86)
<b>13,723</b>	<b>Total Non-Current Liabilities</b>	<b>13,419</b>	<b>13,689</b>	<b>13,603</b>	<b>(86)</b>
<b>17,045</b>	<b>Total Liabilities</b>	<b>16,849</b>	<b>17,171</b>	<b>17,096</b>	<b>(75)</b>
<b>26,185</b>	<b>Net Assets</b>	<b>25,655</b>	<b>27,654</b>	<b>28,258</b>	<b>604</b>
	<b>Equity</b>				
23,810	Accumulated Surplus	24,433	25,279	25,883	604
2,375	Asset Revaluation Reserve	1,222	2,375	2,375	-
<b>26,185</b>	<b>Total Equity</b>	<b>25,655</b>	<b>27,654</b>	<b>28,258</b>	<b>604</b>

Southern Region Waste Resource Authority (SRWRA)

Budgeted Statement of Changes in Equity

2021/22		2022/23	2022/23	2023/24	Variance: Draft FY24 v FY23 BR3 \$'000
Audited Actual		Adopted Budget	BR3	Draft Budget	
\$'000		\$'000	\$'000	\$'000	
<b>Accumulated Surplus</b>					
20,869	Balance at beginning of period	23,760	23,810	25,279	1,469
2,941	Net Surplus/(Deficit)	673	1,469	604	(865)
-	Transfers from reserves	-	-	-	-
-	Transfers to reserves	-	-	-	-
-	Distribution to Councils	-	-	-	-
23,810	Balance at end of period	24,433	25,279	25,883	604
<b>Asset Revaluation Reserve</b>					
1,222	Balance at beginning of period	1,222	2,375	2,375	-
1,153	Gain on Revaluation of Property, Plant & Equipment	-	-	-	-
-	Transfers from reserve	-	-	-	-
2,375	Balance at end of period	1,222	2,375	2,375	-
26,185	Total Equity	25,655	27,654	28,258	604

DRAFT

# Southern Region Waste Resource Authority (SRWRA)

## Budgeted Statement of Cash Flows

2021/22		2022/23	2022/23	2023/24	
Audited Actual		Adopted Budget	BR3	Draft Budget	Variance: Draft FY24 v FY23 BR3
\$'000		\$'000	\$'000	\$'000	\$'000
	<b>Cash Flows from Operating Activities</b>				
	<b>Receipts</b>				
13,334	Operating Receipts	10,597	15,552	14,099	(1,453)
656	Investment Receipts	668	804	932	128
	<b>Payments</b>				
(12,228)	Operating Payments to Suppliers and Employees	(11,382)	(15,189)	(14,262)	927
(1)	Finance Payments	-	-	-	-
<b>1,761</b>	<b>Net Operating Cash Flows</b>	<b>(117)</b>	<b>1,167</b>	<b>769</b>	<b>(398)</b>
	<b>Cash Flows from Investing Activities</b>				
	<b>Receipts</b>				
57	Sale of Replaced Assets	-	-	-	-
700	Distribution received from equity accounted Joint Venture	1,277	1,750	1,401	(349)
	<b>Payments</b>				
-	Expenditure on Renewal/Replacement Assets	(143)	(238)	(704)	(466)
(1,730)	Expenditure on New/Upgraded Assets	(219)	(633)	(3,325)	(2,692)
(703)	Contributions to equity accounted Joint Ventures	(525)	(2,199)	(753)	1,446
<b>(1,676)</b>	<b>Net Cash Flows Investing Activities</b>	<b>390</b>	<b>(1,320)</b>	<b>(3,381)</b>	<b>(2,061)</b>
	<b>Cash Flows from Financing Activities</b>				
	<b>Receipts</b>				
1,500	Proceeds from Related Party Loan Repayments	-	-	400	400
	<b>Payments</b>				
(400)	Payments to Related Party Entity Loans	-	-	-	-
<b>1,100</b>	<b>Net Cash Flows from Financing Activities</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>400</b>
<b>1,185</b>	<b>Net Increase / (Decrease) in Cash Held</b>	<b>273</b>	<b>(153)</b>	<b>(2,212)</b>	<b>(2,059)</b>
<b>4,643</b>	<b>Cash &amp; Cash Equivalents at start of period</b>	<b>3,765</b>	<b>5,828</b>	<b>5,675</b>	<b>(153)</b>
<b>5,828</b>	<b>Cash &amp; Cash Equivalents at end of period</b>	<b>4,038</b>	<b>5,675</b>	<b>3,463</b>	<b>(2,212)</b>

Item No: 15.4

Subject: **2023-24 RATE DECLARATION**

Date: 27 June 2023

Written By: Rates Administrator

A/General Manager: Strategy and Corporate, Ms S Watchel

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## SUMMARY

General, differential and separate rates have been identified to fund Council's activities, together with the Regional Landscape Levy, as contained within the approved 2023-24 budget document.

Council is now in a position to formally declare the rates for the 2023-24 financial year.

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## RECOMMENDATION

### 1. Adoption of Valuations

That the total capital value of land within Council's area of \$20,012,728,760, as provided by the State Valuation Office, be adopted for rating purposes for the 2023-24 financial year.

### 2. Declaration of Differential General Rates

In order to raise a total net amount of \$41,372,204 from the differential general rate:

- (a) in respect of rateable land with a land use of Commercial-Shop (Category 2), Commercial-Office (Category 3), Commercial-Other (Category 4), Industrial-Light (Category 5), Industrial-Other (Category 6), and Vacant Land (Category 8) , a Differential General Rate of 0.31423 cents in the dollar is declared on the capital value of such land;
- (b) in respect of rateable land with a land use of Residential (Category 1) and Other Land (Category 9) uses, a Differential General Rate of 0.193109 cents in the dollar is declared on the capital value of such land;
- (c) pursuant to Section 158 of the *Local Government Act 1999*, a minimum amount payable by way of the General Rate is fixed at \$1,153;
- (d) pursuant to Section 153(3) and (4) of the *Local Government Act 1999*, a maximum increase of 10% (of the general rate declared for the same

property for the 2022/23 financial year) is fixed in the general rate charged on rateable land that is used for residential purposes and constitutes the principal place of residence of a principal ratepayer. Any amount exceeding the 10% increase will be remitted in full on application. The cap on an increase in general rates under this Section will not apply where property values have increased as a result of the following events: new building work and/or development activity greater than \$5,000 in previous two financial years; changes in land use wholly or partially; changes in zoning; the ownership of the rateable property has changed since 1 July of the previous year; the property is no longer the principal place of residence.

### 3. Declaration of Separate Rates

#### Jetty Road Mainstreet

(a) In exercise of the powers contained in Section 154 of the *Local Government Act 1999* and in order to support and improve the activity of promoting and enhancing business viability, profitability and trade, commerce and industry in Jetty Road Glenelg, a Differential Separate Rate of 0.118403 cents in the dollar is declared on the capital value of all rateable land:

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

#### Patawalonga Marina

- (b) (i) In exercise of the powers contained in Section 154 of the *Local Government Act 1999* and in order to carry out the activity of the maintenance and upkeep of the Boat Lock in the Patawalonga basin, a Separate Rate of 0.95351 cents in the dollar of the capital value of land, is declared on all rateable land within the Patawalonga basin bounded by the high-water mark; and
- (ii) in exercise of the powers contained in Section 158(1)(b) of the *Local Government Act 1999* the amount that would otherwise be payable by way of rates in respect of this separate rate is altered by fixing the maximum amount of the separate rate payable for assessments within the area to which this separate

rate applies where the capital values of which exceed \$95,437 at \$910.

**4. Imposition of Regional Landscape Levy**

In exercise of the powers contained in Section 69 of the *Landscape South Australia Act 2019* and Section 154 of the *Local Government Act 1999*, in order to reimburse the Council for the amount contributed to the Green Adelaide Board, being \$1,443,423, the Council declares a separate rate of 0.00748876 cents in the dollar of the capital value of all rateable land in the Council area.

**5. Payment**

That:

- (a) in accordance with Section 181(1) of the *Local Government Act 1999*, all rates are payable in four equal (or approximately equal) instalments, the due dates being:
- 1 September 2023;
  - 1 December 2023;
  - 1 March 2024; and
  - 3 June 2024
- provided that in cases where the initial account requiring payment of rates is not sent by the time set by the *Local Government Act 1999* (the "Act"), or an amended account is required to be sent, the Chief Executive Officer is authorised to fix the date by which rates must be paid in respect of those assessments affected; and
- (b) pursuant to Section 181 (4)(b) of the *Local Government Act 1999*, the Chief Executive Officer is authorised to enter into agreements with ratepayers relating to the payment of rates in any case of hardship or financial difficulty, or where it is considered in the best interests of Council so to do (as determined by the Chief Executive Officer).

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

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**STRATEGIC PLAN**

This document contributes to the vision of the Strategic Plan by ensuring the financial sustainability of Council.

**COUNCIL POLICY**

Rating Policy

**STATUTORY PROVISIONS**

*Local Government Act 1999*, Section 44 and Chapter 10.



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

## BACKGROUND

This report has been prepared to enable the declaration of the 2023-24 rates.

Council has received and considered various reports and minutes in relation to the Budget and Rating for 2023-24 including:

14 March 2023	Report No: 74/23 Minutes – Jetty Road Mainstreet Committee – 1 March 2023
28 March 2023	Report No: 97/23 Minutes – Audit and Risk Committee – 15 March 2023
11 April 2023	Report No: 123/23 – Events Planning: 2023/24
09 May 2023	Report No: 148/23 Minutes – Audit and Risk Committee – 3 May 2023
09 May 2023	Report No: 143/23 Draft 2023-24 Annual Business Plan
13 June 2023	Report No: 196/23 Minutes – Audit and Risk Committee – 7 June 2023
27 June 2023	Report No: 210/23 Annual Business Plan

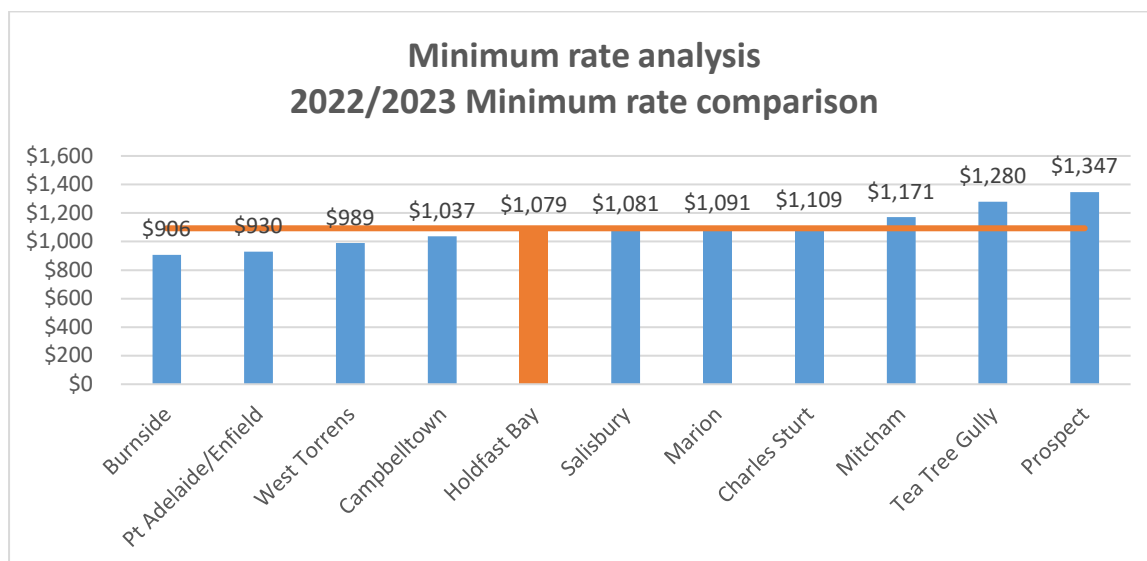
## REPORT

### Minimum Rate

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

For 2022-23, the minimum rate was \$1,079 and applied to 28.75% of all rateable properties which includes residential, commercial, industrial, vacant and other type properties.

The average minimum rate for councils in metropolitan Adelaide that applied a minimum rate in 2022-23 was \$1,093. The following chart shows how Holdfast Bay currently compares to other councils.



The 2023-24 budget has provided for a 6.9% overall rate revenue increase exclusive of new development growth. It is recommended that a 6.9% increase be applied to the minimum rate equating to an increase of \$74 to \$1,153. This equates to 5,973 properties or 28.35% of rateable properties that will have the minimum rate levied.

### **General Rates**

The proposed rates are based on the Supplementary Valuation Reports issued by the State Valuation Office, up to and including supplementary report dated 11 June 2023. General rate revenue for 2023-24 will increase by 6.9%, excluding new developments, the State Government Regional Landscape Levy, and allowances for rate capping and rebates.

The differential general rate in the dollar to be applied to Residential and Other Land in 2023-24 is set at 0.193109 cents, (compared with 0.203271 cents in 2022-23). A general differential rate revenue amount of \$36,735,125 will be raised, equating to 87.5% of the overall rates raised.

The increase in rates payable for a median residential rateable property value is \$80. This is based on a median residential property value of \$810,000 (increase of \$80,000 from 2022-23) with the amount payable of \$1,564 (\$1,434 in 2022-23).

### **Differential General Rates**

The *Local Government Act 1999* allows councils to differentiate rates based on land use. Council currently applies a 62% higher rate-in-the-dollar for commercial, industrial and vacant land purposes. Vacant land is included in the differential general rate to encourage development. Research with other councils indicates that Holdfast Bay has a comparatively low proportion of commercial and industrial properties.

The differential general rate in the dollar to be applied to Commercial, Industrial and Vacant Land in 2023-24 is set at 0.31423 cents, (compared with 0.32796 cents in 2022-23).

The overall amount of differential rates generated in 2022-23 was \$4,980,828 representing approximately 13.1% of Council's overall general rates raised. A differential of 62.7% for 2023-24 results in an amount of \$5,247,875 being raised, equating to 12.5% of the overall rates raised.

### **Valuation Data and Residential Rate Capping**

The Valuer-General has performed a review of all valuation data for all properties in SA. The latest property data is based on the property market at 1 January 2023 and effective for the 2023-24 rating year. This has resulted in a significant increase to the overall valuation of properties within City of Holdfast Bay. The total capital value of land within Council's area is \$20,012,728,760 for 2023-24 compared to \$17,750,855,300 for 2022-23.

Council's existing Rating Policy includes a rate cap to provide relief to ratepayers who own residential properties that have been subject to a significant increase in valuation. For the 2022-23 year ratepayers could apply for a reduction if their annual rates bill increased in

excess of 6%. For 2023-24 it is recommended to increase the cap to 10% which is a margin of 3.1% above the average rate increase of 6.9%. This margin is consistent with that applied in previous years.

Rate capping is based on the residential rate levied only and excludes any concessions or previous concessions granted, Regional Landscape Levy and separate rates. It is difficult to forecast the number of ratepayers that could potentially benefit from rate capping as to be eligible several requirements, including the exclusion of building improvements in excess of \$5,000 in previous two financial years, are taken into account.

### **Separate Rates**

#### Jetty Road Mainstreet

Details of the recommended 2023-24 budget from the Jetty Road Mainstreet Management Committee have been incorporated into Council's budget comprising a separate rate amounting to \$660,245 (\$617,630 for 2022-23), which equates to a 6.9% increase in the separate rate.

The separate rate will be imposed on all rateable land:

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

The valuation of the 380 properties totals \$557,627,534 for which a separate rate of 0.118403 cents in the dollar of Capital Value will return the required amount (compared with 0.124231 cents for 2022-23).

#### Patawalonga Marina

In addition to general rates being levied against berth owners within the Patawalonga Marina, a separate rate will be levied for the purpose of lock maintenance. This separate rate will be applied to 170 properties within the high water mark of the Patawalonga basin and generate a nett revenue of \$82,460.

The valuation of the 170 properties totals \$45,339,591 for which a separate rate of .95351 cents in the dollar of Capital Value would return the required amount. There are nine properties along Cygnet Court that contribute to the Patawalonga Marina separate rate which include a land component and consequently the total capital value of these properties is substantially more than the capital value of their individual marina berth. To ensure that these properties do not contribute substantially more to the Patawalonga Marina rate than the other berth owners, a maximum rate of \$910 (\$851 in 2022-23), equating to a Capital Value of \$95,437 is proposed.

#### Regional Landscape Levy

Under Section 69 of the *Landscape South Australia Act 2019*, Council is required to pay a sum of \$1,443,423 (2022-23 \$1,321,000) to the Green Adelaide Board. The total amount to be raised, allowing for a provision for rebates, is \$1,468,923.

A Separate Rate is required to be levied across the total City to recoup \$1,443,423 plus a provision of \$25,500 for applicable rebates. The valuation of such properties amounts to \$19,622,130,004 for which a separate rate of 0.00748876 cents in the dollar of Capital Value would return the required amount.

## BUDGET

This report declares the amount and distribution of rates as adopted in the 2023-24 budget.

Rate description	Amount (Adopted 2023-24 Budget)
General Rates	\$36,584,625
General Differential Rates	\$5,226,375
New Development/Growth	\$172,000
Patawalonga Lock Rates	\$82,460
Landscape Levy	\$1,443,423
Jetty Road Mainstreet	\$660,245
Fines/Legal Fees	\$100,000
Rate Capping/Valuation Objections	(\$60,000)
Rebates – LG Act and Council	(\$742,000)

## LIFE CYCLE COSTS

Not applicable

Item No: 15.5

Subject: **MONTHLY FINANCIAL REPORT – 31 MAY 2023**

Date: 27 June 2023

Written By: Management Accountant

A/General Manager: Strategy and Corporate, Ms S Watchel

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## **SUMMARY**

Attached are financial reports as at 31 May 2023. They comprise a Funds Statement and a Capital Expenditure Report for Council's Municipal activities and Alwyndor Aged Care. The adjusted forecast budget includes the carried forward amount as approved by Council 23 August 2022 and the three quarterly budget updates approved by Council 25 October 2022, 14 February 2023 and 26 April 2023.

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

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## **RECOMMENDATION**

**That Council receives the financial reports and budget update for the 11 months to 31 May 2023 and notes:**

- **no change to the Municipal activities 2022/23 revised budget forecast; and**
  - **no change to the Alwyndor Aged Care 2022/23 revised budget forecast.**
- 

## **STRATEGIC PLAN**

Not applicable

## **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

Not applicable

## **BACKGROUND**

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

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

*Refer Attachment 1*

## **REPORT**

A comprehensive budget update was conducted for the period ending 31 March 2023 and approved by Council 26 April 2023. Following this review the majority of the current variances to date are due to budget and actuals timing differences over the first eleven months of the financial year.

There are major positive variances within Community Safety due to higher than forecasted revenue from car parking and hoarding fees and within Capital Expenditure due to delays in the timing of a number of capital projects.

### **Alwyndor Aged Care**

A comprehensive budget update was conducted for the month ending 28 February 2023 and approved by Council 28 March 2023. Details of the major year-to-date variances, along with amounts and notes, have been prepared and are attached to this report.

*Refer Attachment 1*

# Attachment 1





## City of Holdfast Bay Municipal Funds Statement as at May 2023

2022 - 2023 Original Budget \$'000	Year to Date				2022 - 2023 Adopted Forecast \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000			
131	158	228	(71)	Cemeteries	131	1
495	467	487	(19)	Commercial & Club Leases	495	
(1,458)	(1,404)	(1,420)	17	Council Administration	(1,458)	
(917)	(722)	(710)	(12)	Development Services	(907)	
1,730	949	949	-	FAG/R2R Grants	1,882	
(1,825)	(1,745)	(1,703)	(42)	Financial Services	(1,886)	
(10,468)	(7,858)	(7,838)	(20)	Financial Services-Depreciation	(10,468)	
(267)	-	-	-	Financial Services-Employee Leave Provisions	(267)	
(830)	(447)	(416)	(31)	Financial Services-Interest on Borrowings	(598)	
101	-	-	-	Financial Services-SRWRA	202	
38,455	38,903	38,911	(8)	General Rates	38,569	
(2,867)	(2,637)	(2,620)	(17)	Innovation & Technology	(2,867)	
(614)	(541)	(537)	(4)	People & Culture	(641)	
(612)	(498)	(511)	13	Public Realm and Urban Design	(578)	
(819)	(743)	(730)	(13)	Strategy & Governance	(878)	
(1,204)	(960)	(937)	(23)	City Activation	(1,248)	
1,266	1,253	1,408	(155)	Commercial - Brighton Caravan Park	1,435	2
44	48	54	(6)	Commercial - Partridge House	44	
(888)	(893)	(854)	(39)	Community Events	(956)	
-	(20)	123	(142)	Jetty Road Mainstreet	(93)	3
(563)	(478)	(491)	13	Communications and Engagement	(563)	
(351)	(311)	(304)	(8)	Community and Business Administration	(351)	
892	1,364	1,605	(241)	Community Safety	1,182	4
(574)	(452)	(475)	23	Community Wellbeing	(578)	
(533)	(509)	(517)	8	Customer Service	(573)	
(1,518)	(1,310)	(1,251)	(59)	Library Services	(1,518)	5
(302)	(267)	(265)	(1)	Assets & Delivery Administration	(302)	
(1,413)	(1,119)	(1,049)	(70)	Engineering & Traffic	(1,518)	6
(966)	(587)	(538)	(49)	Environmental Services	(796)	
(8,137)	(7,485)	(7,524)	39	Field Services & Depot	(8,398)	
(2,036)	(1,797)	(1,755)	(41)	Property Management	(2,095)	
(439)	(435)	(429)	(6)	Street Lighting	(569)	
(4,072)	(3,435)	(3,403)	(32)	Waste Management	(4,072)	
945	-	-	-	Less full cost attribution - % admin costs capitalised	945	
<b>390</b>	<b>6,489</b>	<b>7,486</b>	<b>(998)</b>	<b>=Operating Surplus/(Deficit)</b>	<b>709</b>	
10,468	7,858	7,838	20	Depreciation	10,468	
166	-	-	-	Other Non Cash Items	65	
<b>10,634</b>	<b>7,858</b>	<b>7,838</b>	<b>20</b>	<b>Plus Non Cash Items in Operating Surplus/(Deficit)</b>	<b>10,533</b>	
<b>11,023</b>	<b>14,347</b>	<b>15,324</b>	<b>(977)</b>	<b>=Funds Generated from Operating Activities</b>	<b>11,242</b>	
1,484	3,835	3,841	(5)	Amounts Received for New/Upgraded Assets	4,712	
474	1,205	1,205	-	Proceeds from Disposal of Assets	1,936	
<b>1,958</b>	<b>5,041</b>	<b>5,045</b>	<b>(5)</b>	<b>Plus Funds Sourced from Capital Activities</b>	<b>6,648</b>	
(9,094)	(8,342)	(6,824)	(1,518)	Capital Expenditure on Renewal and Replacement	(13,574)	
(5,721)	(5,905)	(4,232)	(1,673)	Capital Expenditure on New and Upgraded Assets	(17,595)	
<b>(14,815)</b>	<b>(14,247)</b>	<b>(11,056)</b>	<b>(3,191)</b>	<b>Less Total Capital Expenditure</b>	<b>(31,169)</b>	7
253	253	270	(18)	Plus:Repayments of loan principal by sporting groups	253	
<b>253</b>	<b>253</b>	<b>270</b>	<b>(18)</b>	<b>Plus/(less) funds provided (used) by Investing Activities</b>	<b>253</b>	
<b>(1,581)</b>	<b>5,393</b>	<b>9,583</b>	<b>(4,191)</b>	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	<b>(13,026)</b>	
<b>Funded by</b>						
-	416	416	-	Increase/(Decrease) in Cash & Cash Equivalents	-	
-	3,891	8,365	(4,474)	Non Cash Changes in Net Current Assets	-	
(2,960)	-	-	-	Less: Proceeds from new borrowings	(14,405)	
1,379	1,086	803	283	Plus: Principal repayments of borrowings	1,379	
<b>(1,581)</b>	<b>5,393</b>	<b>9,583</b>	<b>(4,191)</b>	<b>=Funding Application/(Source)</b>	<b>(13,026)</b>	



Note 1 – Cemeteries - \$71,000 favourable

Memorial (\$55,000) and cemetery (\$21,000) related revenue higher than forecast.

Note 2 – Commercial - Brighton Caravan Park - \$155,000 favourable

Year to date Caravan Park revenue higher than forecast.

Note 3 – Jetty Road Mainstreet- \$142,000 favourable

Year to date savings on marketing (\$76,000), employment costs (\$37,000) and event management (\$29,000). Unspent funds will be carried forward to 2023/24.

Note 4 – Community Safety - \$241,000 favourable

Employment cost savings due to temporary vacancies (\$62,000) along with higher than forecast revenue for car parking (\$102,000), hoarding fees (\$48,000) and food related permits (\$30,000).

Note 5 – Library Services - \$59,000 favourable

Employment cost savings due to temporary vacancies.

Note 6 – Engineering & Traffic - \$70,000 favourable

Employment cost savings due to temporary vacancies (\$38,000) and year to date savings on the Integrated Transport Strategy Priorities operational project (\$32,000) – any unspent funds will be proposed as a 2023/24 carry forward.

Note 7 – Capital Expenditure - \$3,191,000 favourable

There are positive variances on a number of capital projects mainly due to the timing of projects. A review of the capital program was undertaken as part of the March 2023 budget update and a number of major projects are forecast to be incomplete as at 30 June 2023 including the following:

- Brighton Caravan Park – stage 2 redevelopment
- Stormwater Management Plan Implementation
- Seacliff Plaza upgrade
- Kingston Park – Kiosk
- Glenelg Oval Stage 3 and 4
- Paringa Park - Playground Renewal
- Jetty Rd Glenelg - M'plan – Stg 2



# City of Holdfast Bay Capital Expenditure Summary by Budget Item to May 2023

2022-23 Original Budget \$'000	Year to Date				Revised Forecast \$'000
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(944)	-	-	-	- Full Cost Attribution	(944)
(806)	(742)	(748)		5 Information Technology	(892)
(989)	(868)	(343)	(525)	Commercial and Economic Enterprises	(2,996)
-	-	(5)		5 Partridge House	-
(85)	(79)	(73)		(6) Brighton Library	(85)
-	(25)	(23)		(2) Sport and Recreation	(562)
(13)	(9)	(12)		2 Depot and Stores	(13)
(1,306)	(1,430)	(1,393)	(37)	Machinery Operating	(2,700)
(2,322)	(2,438)	(2,135)	(303)	Road Construction and Re-seal Program	(2,799)
-	(15)	-		(15) Car Park Construction	(100)
(453)	(453)	(364)	(89)	Footpath Program	(453)
(1,200)	(640)	(91)	(549)	Stormwater Drainage Program	(3,907)
-	(225)	(114)	(111)	Traffic Control Construction Program	(351)
(1,122)	(960)	(963)		3 Kerb and Water Table Construction Program	(1,360)
(30)	(20)	-		(20) Other Transport - Bus Shelters etc.	(30)
(3,487)	(4,244)	(3,650)	(595)	Reserve Improvements Program	(8,588)
(1,302)	(1,468)	(860)	(609)	Land, Buildings and Infrastructure Program	(3,438)
(450)	(546)	(200)	(346)	Streetscape Program	(1,261)
(306)	(67)	(49)		(18) Foreshore Improvements Program	(670)
-	(19)	(36)		16 Caravan Park - General	(19)
(14,815)	(14,247)	(11,056)	(3,191)	Total	(31,169)



## Alwyndor Aged Care Funds Statement as at 31 May 2023

2022-23 Original Budget \$'000	Year to Date				2022-23 Adopted Forecast \$'000	Note
	Original Budget YTD \$'000	Actual YTD \$'000	Variance \$'000			
5,576	5,101	5,910	(810)	User Charges	6,667	
13,653	12,521	13,162	(641)	Operating Grants and Subsidies	14,447	
445	394	601	(207)	Investment Income	663	
5,361	4,878	4,816	62	Reimbursements	5,323	
3,993	3,644	4,989	(1,345)	Other Income	5,355	
<b>29,027</b>	<b>26,537</b>	<b>29,479</b>	<b>(2,941)</b>	<b>Operating Revenue</b>	<b>32,456</b>	<b>1</b>
(20,916)	(19,150)	(20,180)	1,030	Employee Costs - Salaries & Wages	(21,827)	<b>2</b>
(6,966)	(6,383)	(8,461)	2,078	Materials, Contracts and Other Expenses	(9,470)	<b>3</b>
(68)	(62)	(99)	37	Finance Charges	(123)	
(1,358)	(1,246)	(1,250)	4	Depreciation	(1,344)	
<b>(29,308)</b>	<b>(26,841)</b>	<b>(29,990)</b>	<b>3,148</b>	<b>Less Operating Expenditure</b>	<b>(32,764)</b>	
<b>(281)</b>	<b>(304)</b>	<b>(511)</b>	<b>207</b>	<b>=Operating Surplus/(Deficit)</b>	<b>(308)</b>	<b>4</b>
-	-	(31)	31	Net gain/(loss) on disposal of investments	(16)	
-	-	334	(334)	Net gain/(loss) on Fair Value movement on investments	479	
<b>(281)</b>	<b>(304)</b>	<b>(208)</b>	<b>(96)</b>	<b>=Net Surplus/(Deficit)</b>	<b>155</b>	
1,358	1,246	1,250	(4)	Depreciation	1,344	
-	-	31	(31)	Net gain/(loss) on disposal of investments	-	
-	-	(334)	334	Net gain/(loss) on Fair Value movement on investments	-	
193	177	183	(6)	Provisions	354	
<b>1,551</b>	<b>1,423</b>	<b>1,130</b>	<b>293</b>	<b>Plus Non Cash Items in Operating Surplus/(Deficit)</b>	<b>1,698</b>	
<b>1,269</b>	<b>1,119</b>	<b>922</b>	<b>197</b>	<b>=Funds Generated from Operating Activities</b>	<b>1,390</b>	
(524)	(830)	(1,074)	244	Capital Expenditure on New and Upgraded Assets	(1,106)	
<b>(524)</b>	<b>(830)</b>	<b>(1,074)</b>	<b>244</b>	<b>Less Total Capital Expenditure</b>	<b>(1,106)</b>	
<b>745</b>	<b>288</b>	<b>(152)</b>	<b>441</b>	<b>= Funding SURPLUS/(REQUIREMENT)</b>	<b>284</b>	<b>4</b>
<b>Funded by</b>						
745	288	(152)	441	Increase/(Decrease) in Cash & Cash Equivalents	284	
<b>745</b>	<b>288</b>	<b>(152)</b>	<b>441</b>	<b>=Funding Application/(Source)</b>	<b>284</b>	

## Alwyndor - Notes May 2023

### 1 Operating Revenue

Operating Revenue is favourable by \$2,941k. This is mainly due to Support at Home client growth remaining strong and exceeding monthly targets.

Residential experienced higher government funding (ACFI up to 30 September 2022 and the new funding model AN-ACC from 1 October 2022 for permanent residents). Occupancy levels have continued to be strong.

COVID-19 grant income of \$257k has been offset by higher costs in Residential.

### 2 Employee Costs – Salaries & Wages

The variance in employee costs (\$1,030k unfavourable) is comprised of:

- Residential – additional carers in response to higher acuity residents (offset by higher government funding (ACFI / AN-ACC) as part of Operating Revenue) and staff COVID-19 payments (offset by COVID-19 Grant Income as part of Operating Revenue)
- Wage increases, consistent with Enterprise Agreement, are higher than the 2% assumed in the budget noting the national wage increase and associated workforce market forces at 4.6%.

### 3 Materials, Contracts and other Expenses

The \$2,078k YTD increase is attributed to:

- Extraordinary contract labour costs incurred with the introduction and implementation of the new catering model
- Additional brokered services in Support at Home which are recovered as part of Operating Revenue.

### 4 Operating Deficit

#### May 2023 YTD

The \$511k Operating Deficit, after allowing for depreciation and capital expenditure, has led to a funding deficit of \$152k as at May YTD. This will be funded by Alwyndor's existing cash reserves.

Item No: 15.6

Subject: **SEACLIFF LOCAL AREA TRAFFIC MANAGEMENT – CONSULTATION RESULTS**

Date: 27 June 2023

Written By: Traffic and Transport Lead

A/General Manager: Assets and Delivery, Mr J Mitchell

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## **SUMMARY**

At the Ordinary Meeting of Council on the 26 July 2022, Council adopted a Motion (C260722/2685) for Administration to undertake preliminary designs for Single Lane Slow Points to be installed on Waratah Street and Myrtle Road to provide joint benefits of Local Area Traffic Calming and increased opportunities for urban greening.

Consultation was undertaken, to seek feedback from residents directly affected by the proposed scheme. The results were generally not in favour of the proposed treatment, and whilst the majority of residents supported controls for speed of vehicles, the loss of on-street parking to create greening opportunities was not favoured.

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## **RECOMMENDATION**

**That Council:**

- 1. notes the responses provided to the consultation and acknowledge the community sentiment around preservation of on-street parking; and**
  - 2. not proceed with the proposed concept and maintain current arrangement to maximise parking.**
- 

## **STRATEGIC PLAN**

Support the creation of safer places.

## **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

*Road Traffic Act 1961*

## BACKGROUND

In response to Council resolution C141221/2496, Report No: 305/22 presented to Council detailing possible local area traffic calming treatments for use on Waratah Street and Myrtle Road, Seacliff, Council subsequently adopted motion C260722/2685 at the Ordinary Meeting of Council on the 26 July 2022, which stated:

1. *That Administration prepare a preliminary design and detailed costing for single lane slow points on both Waratah Street and Myrtle Road; and that this preliminary design is taken to the residents of Waratah Street and Myrtle Avenue for Community Consultation; and*
2. *That Administration bring back a report to Council with the preliminary design, the detailed costings, and the results of the community consultation prior to being considered in a list of projects seeking new initiative funding in the 2023/24 financial year.*

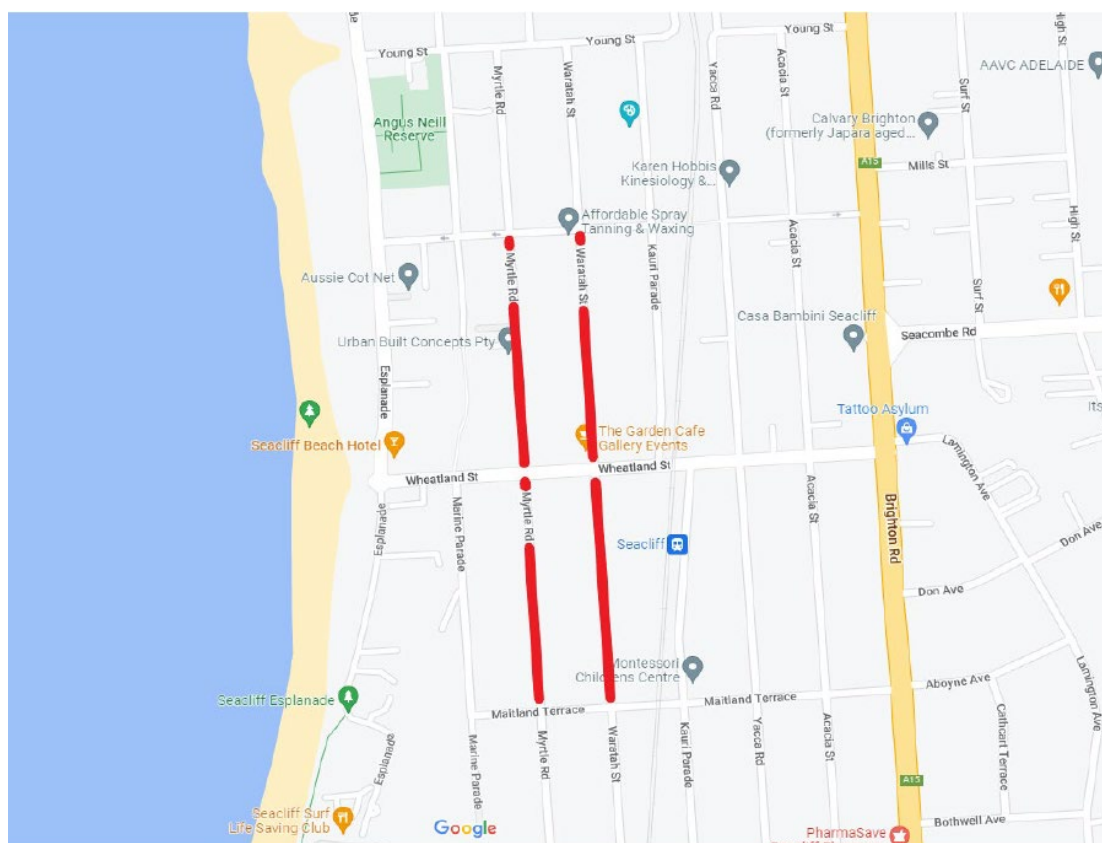


Figure 1: Location plan

Preliminary design work was undertaken by a design consultant, with the resulting sketches being distributed to households (both residents and owners) of both streets via letter drop/post with an explanatory letter requesting feedback, Preliminary Design Plan and some additional information in the form of Frequently Asked Questions (FAQs).

*Refer Attachment 1*

In addition, two informal “street-meets” were held, with residents to discuss the proposal with the City’s Traffic team in person. The street-meets were split by street to manage

numbers. Residents of Myrtle Road were invited on the 24 April between 5.00-6.00pm, with residents of Waratah Street invited on the 27 April between 5.00-6.00pm.

## REPORT

The consultation attracted a good response rate, with 57 (30%) responses received from 193 letters delivered. The street-meets were also very well attended. The responses received, both from written responses and recorded directly at the street-meets were broadly categorised into 'for' or 'against' the proposed Local Area Traffic Management scheme, with a number of key themes identified that were recurrent through the responses. These themes are discussed, to highlight the factors prioritised by the respondents.

The overall result of the submissions received was 21 (37%) submissions in support of the proposed traffic management scheme, with 36 (63%) against the scheme. We received 12 (21%) responses specifically in favour of opportunities for increased urban greening, and 28 (49%) responses reiterated that speeding vehicles were a primary concern, importantly 16 of those were responses not in favour of the proposal as presented.

Of the responses against the proposed scheme, 10 (18%) cited the specific positioning of the devices as a factor in their response. Whilst it is considered possible that some of these residents could support a scheme where devices were relocated, it is equally possible that residents adjacent the new locations could then have similar concerns. We received 25 (44%) responses that specified any loss of on-street parking was undesirable. With regard to alternative treatments suggested, 22 (39%) responses advocated for a change to the posted speed limit, whereas 7 (12%) responses specifically preferred speed humps.

These written and recorded responses generally followed the impressions received by the Traffic team at the two street meet sessions. There were 10 responses that specifically expressed a desire for parking arrangements not to be altered on this street (either by installation of devices, or even staggered parking arrangements), and whilst this does not seem a significant percentage, this sentiment was also strongly represented at the street meets.

*Refer Attachment 2*

There was high support (39%) in favour of a speed limit change. Speed limits in South Australia must be approved under delegation from the Commissioner of Highways and are not delegated to Local Government Authorities (Council). The Department for Transport and Infrastructure (DIT) produce guidelines around the application of speed limits and criteria to be met prior to requesting a change to speed zones. These guidelines are used in an initial review by the Local Government, with a Council resolution sought to request a speed limit change from DIT. DIT will then consider the proposed speed limit with additional information such as evidence of consultation, traffic data and a traffic impact statement being taken as supporting evidence.

Council previously considered a proposed 40km/h speed limit for streets west of Brighton Road, as potentially suiting the requirements of the Speed Limit Guideline for an area speed zone. The proposal was noted by Council, with an intent to review speed limits across Council following the development of the Movement and Transport Strategy. The feedback provided will be incorporated in any upcoming review.

**Consultation results summary table:**

<b>Data</b>	<b>Count</b>	<b>Percentage (%)</b>
Total letters distributed	193	
Total responses	57	30%
Positive response	21	37%
Negative response	36	63%

<b>Key Themes</b>	<b>Count</b>	<b>Percentage (%)</b>
Speeding occurs	28	49%
Speeding not a concern	11	19%
Positive for greening	12	21%
Positive dependent on location	10	18%
Anti-parking loss	25	44%
Anti-parking change	10	18%
Preferred treatment – speed limit	22	39%
Preferred treatment – speed humps	7	12%

The key engagement summary finding from the local community which responded, was that a majority are against the proposed plan. Speeding does remain a concern, however the results showed they were against any net parking loss.

Alternate options such as a staggered parking solution identified in Report No: 305/22 (26 July 2022), are still not preferred as there will still be notable parking loss and this option will no longer meet the greening targets of the original motion.

The traffic counts detailed in Report No: 305/22 (26 July 2022) identified that traffic behaviour is compliant to the state default speed limits. See table below.

<b>Road name</b>	<b>Section</b>	<b>Volume (vehicles per day)</b>	<b>85<sup>th</sup> percentile speed (km/h)</b>	<b>Average speed (km/h)</b>	<b>Vehicles exceeding 40 km/h</b>	<b>Vehicles exceeding 50 km/h</b>
Myrtle Road	Portland - Wheatland	230	43.1	33.4	28.8%	2.8%
Myrtle Road	Wheatland - Maitland	536	43.9	36.4	33.4%	2.0%
Waratah Street	Portland - Wheatland	856	49.5	42.4	69.7%	13%
Waratah Street	Wheatland - Maitland	1000 est	50.7	43.7	76%	17.3%

The recommendation based on the traffic data and community engagement feedback is not to proceed with the proposed concept and maintain the current arrangement to maximise parking.

**BUDGET**

Not applicable

**LIFE CYCLE COSTS**

Not applicable



# Attachment 1





[holdfast.sa.gov.au](http://holdfast.sa.gov.au)

Brighton Civic Centre 24 Jetty Road, Brighton SA 5048

PO Box 19 Brighton SA 5048

P 08 8229 9999 F 08 8298 4561

Glenelg Customer Service Centre and Library

2 Colley Terrace, Glenelg SA 5045

18<sup>th</sup> April 2023

Dear Waratah Street Owner/Resident

### **Proposed Local Area Traffic Calming – Myrtle Road and Waratah Street - Seacliff**

The City of Holdfast Bay is investigating options to provide urban greening and traffic calming on Myrtle Road and Waratah Street, Seacliff and we seek your feedback on the concept plans that have been developed.

#### **Background**

The City of Holdfast Bay traffic team have investigated concerns from residents of poor driver behaviours on Waratah Street Seacliff, predominantly through speeding. During the investigation, it was identified that any treatments to calm traffic movements on Waratah Street may also need to be performed on Myrtle Road, as traffic calming measures can potentially relocate issues to other nearby streets.

In addition it was noted that the narrow road and verges do not allow for urban greening within the existing road reserve and therefore options for the planting of trees and landscaping have been incorporated within the proposed traffic treatments.

The concept plans propose the introduction of single lane slow points on Myrtle Road and Waratah Street in order to calm traffic flows and provide planting spaces for street trees and low-level landscaping.

The current parking restrictions on both Myrtle Road and Waratah Street effectively prioritise one direction of traffic over the other with all on-street parking on one side of the road. The proposed scheme would break up this single-direction priority by placing restrictions and parking opportunities on alternating sides of the road. This would result in changes to the current on-street parking opportunities, and some reduction of available spaces, due to the installation of the slow points.

#### **Feedback**

We invite your feedback on this proposed scheme, a copy of which is enclosed with this letter. We have also included some Frequently Asked Questions to provide additional background information.



A 'street meet' with City of Holdfast Bay staff and Elected Members is planned for **5:00pm – 6:00pm** on **Thursday 27<sup>th</sup> April** at the park on the corner of Wheatland Street and Kauri Parade, as an opportunity to discuss the proposal and ask questions.

We encourage all residents to respond with their feedback. Please provide your address with the response.

Feedback can be provided to indicate whether or not you support this concept, or any comments you may have, via email to [mail@holdfast.sa.gov.au](mailto:mail@holdfast.sa.gov.au) or by telephone to 8229 9999, prior to 5pm Friday 5<sup>th</sup> May 2023.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'R Skipper', is positioned above the printed name.

Rhys Skipper  
**Traffic & Transport Lead**

## **Frequently Asked Questions**

### **Why are traffic calming measures being considered for Waratah and Myrtle Street?**

Both Waratah Street and Myrtle Street have histories of residents contacting Council with concerns around speeding vehicles. Traffic counts recorded higher speeds on Waratah Street than we would like. Myrtle Road has been included as it runs parallel to Waratah Street and it was considered that traffic may relocate from Waratah Street if the traffic calming devices were installed.

### **What are Traffic Control Devices?**

Traffic Control Devices are elements added to a road environment to alter driver behaviour. They can be as simple as line marking to better direct traffic movements, or as complex as single lane slow points or driveway links to slow traffic.

### **Why have single lane slow points been selected?**

Single lane slow points have been selected in this instance for the traffic calming effect, as vehicles must travel around them in a natural give-way movement, as well as to provide an opportunity for urban planting, including street trees.

### **Will this scheme reduce the traffic on these streets?**

The scheme will make Waratah Street and Myrtle Road less attractive to through-traffic, who do not have a specific destination on these streets, and we anticipate that these vehicles will find alternate, more appropriate routes.

### **Will these devices create a safer environment?**

Yes, by slowing speeds and reducing through-traffic, safety will be improved for pedestrians, cyclists and other road users.

### **Why is there a device outside my house, and not somewhere else?**

Traffic Control Devices need to be placed at regular intervals to provide a consistent road environment and should not be placed so far apart that vehicles feel they can increase their speed. The devices are placed on alternate sides of the road so as not to prioritise one direction of traffic over the other and to provide parking opportunities on both sides of the road.

**How will these devices impact on-street parking?**

The devices take up half of the road width, requiring vehicles to travel around them, therefore parking has to be restricted on the opposite side of the road to allow for space for vehicles to pass. These have been kept to a minimum using existing parking controls where possible, however seven spaces are calculated to be lost on Waratah Street and five spaces on Myrtle Road through implementing this scheme.

**What trees will be planted?**

Based on the concepts, each traffic device will have landscaping elements incorporating low level planting and trees wherever possible based on underground and overhead services. Tree species will be selected based on site conditions and utility locations. The landscaping will ensure sight distance for safe property access is maintained.

**What is the cost and is it funded?**

Council has not currently funded this project and will consider funding as part of the Annual Business planning process. The cost is estimated to be \$90,000 per road.

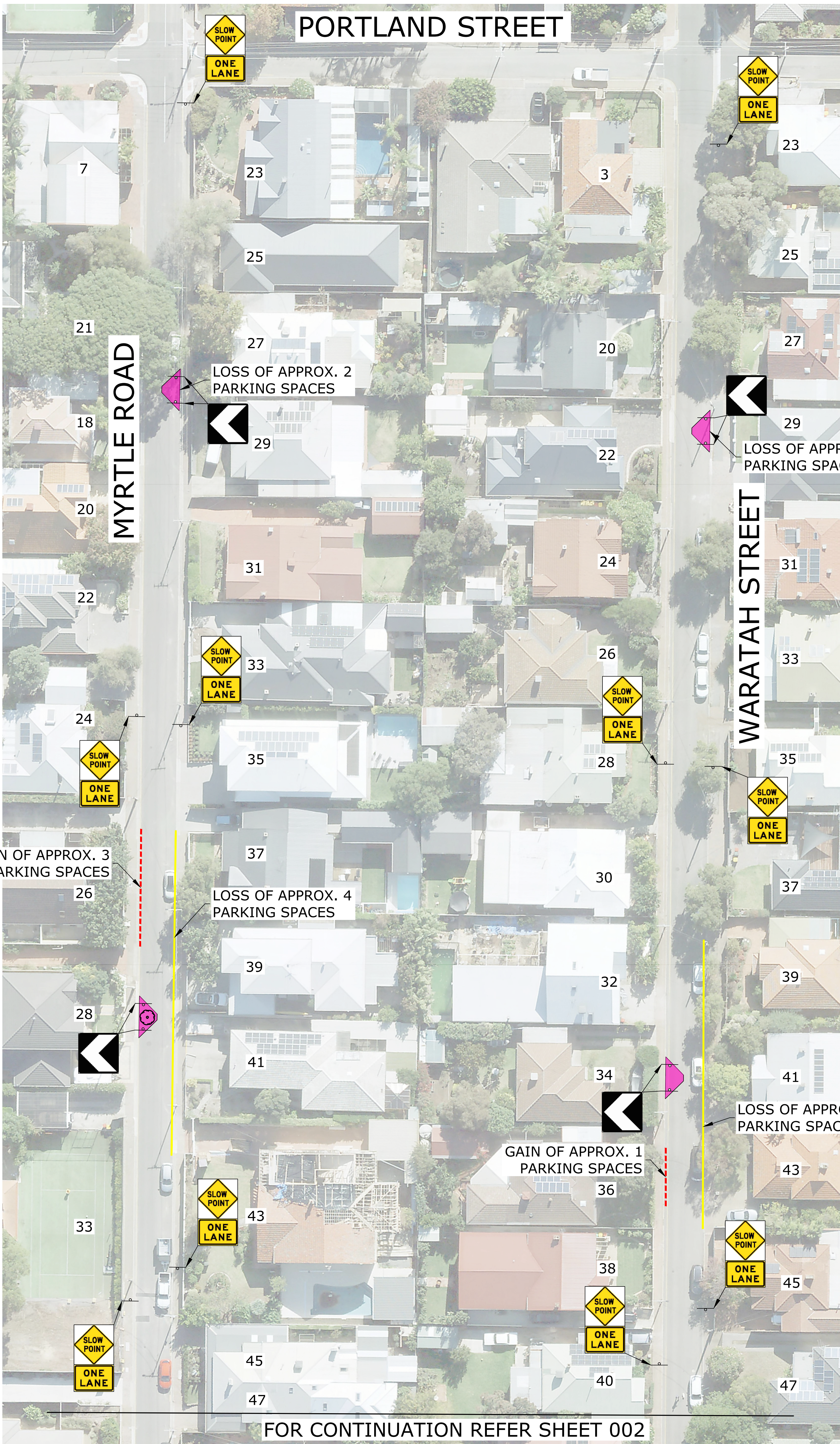
**Is additional street lighting required?**

Each traffic control device may require increased street lighting. This will be assessed during the detailed design phase.

**What happens next?**

Following this consultation Council will assess the feedback and bring a report back to Council with a recommendation.



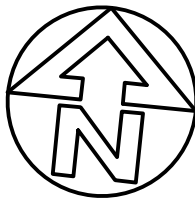


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Job Number: 222011  
Filename: Consultation Set  
Revision: Rev A  
Date: 2023-04-17  
Drawn: Tonkin

# Seacliff Traffic Calming Consultation Drawings Sheet 001

City of Holdfast Bay

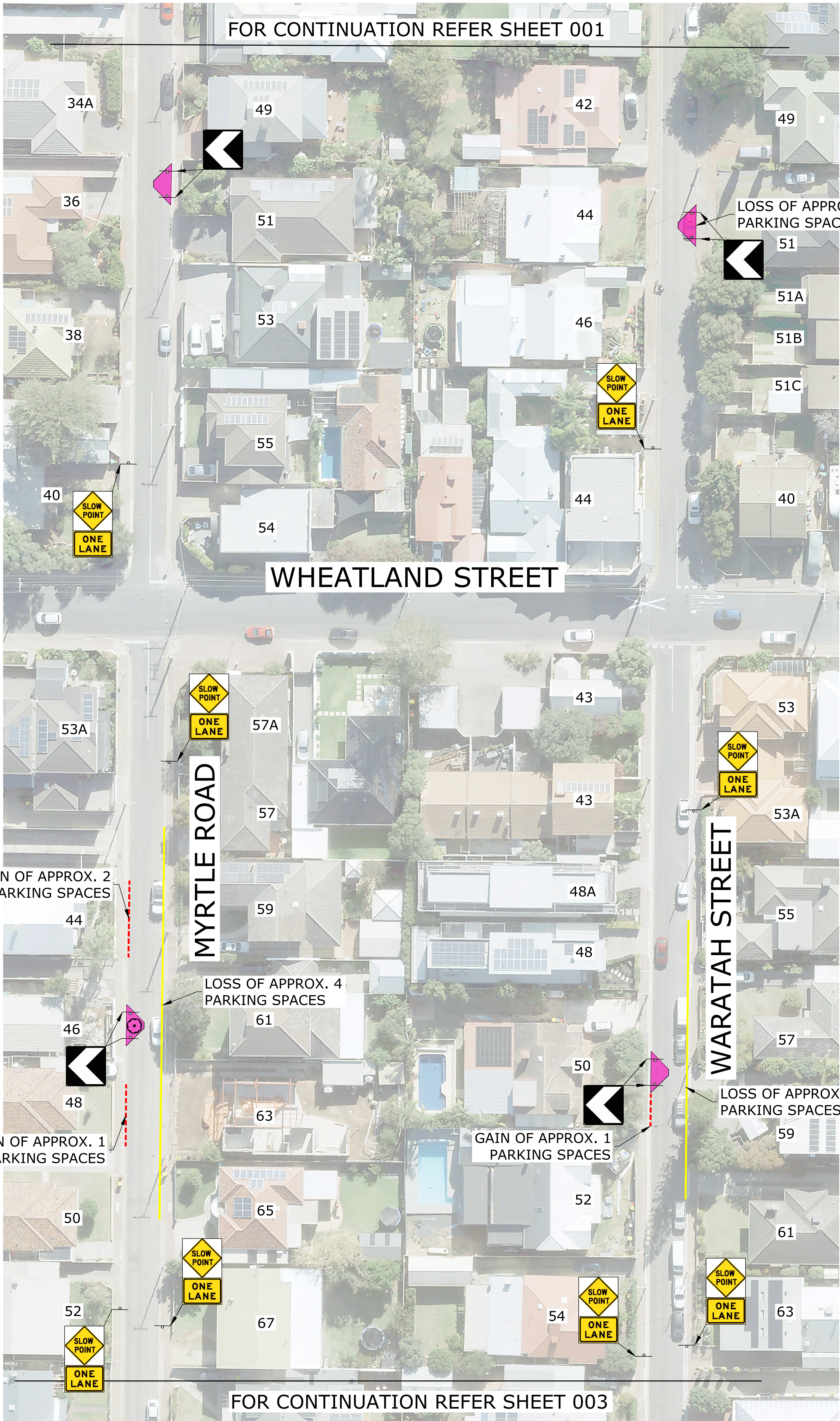


0 3 6 12 18  
1:300 (A1); 1:600 (A3)

## LEGEND

- NEW YELLOW LINE
- REMOVAL OF EXISTING YELLOW LINE
- NEW ISLAND ON ROADSIDE (WITH LOW LEVEL PLANTINGS)
- NEW ISLAND ON ROADSIDE (WITH TREE)



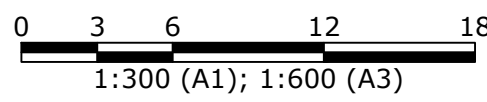
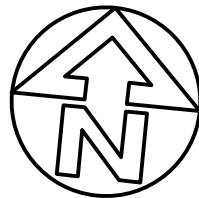


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Job Number: 222011  
 Filename: Consultation Set  
 Revision: Rev A  
 Date: 2023-04-17  
 Drawn: Tonkin

# Seacliff Traffic Calming Consultation Drawings Sheet 002

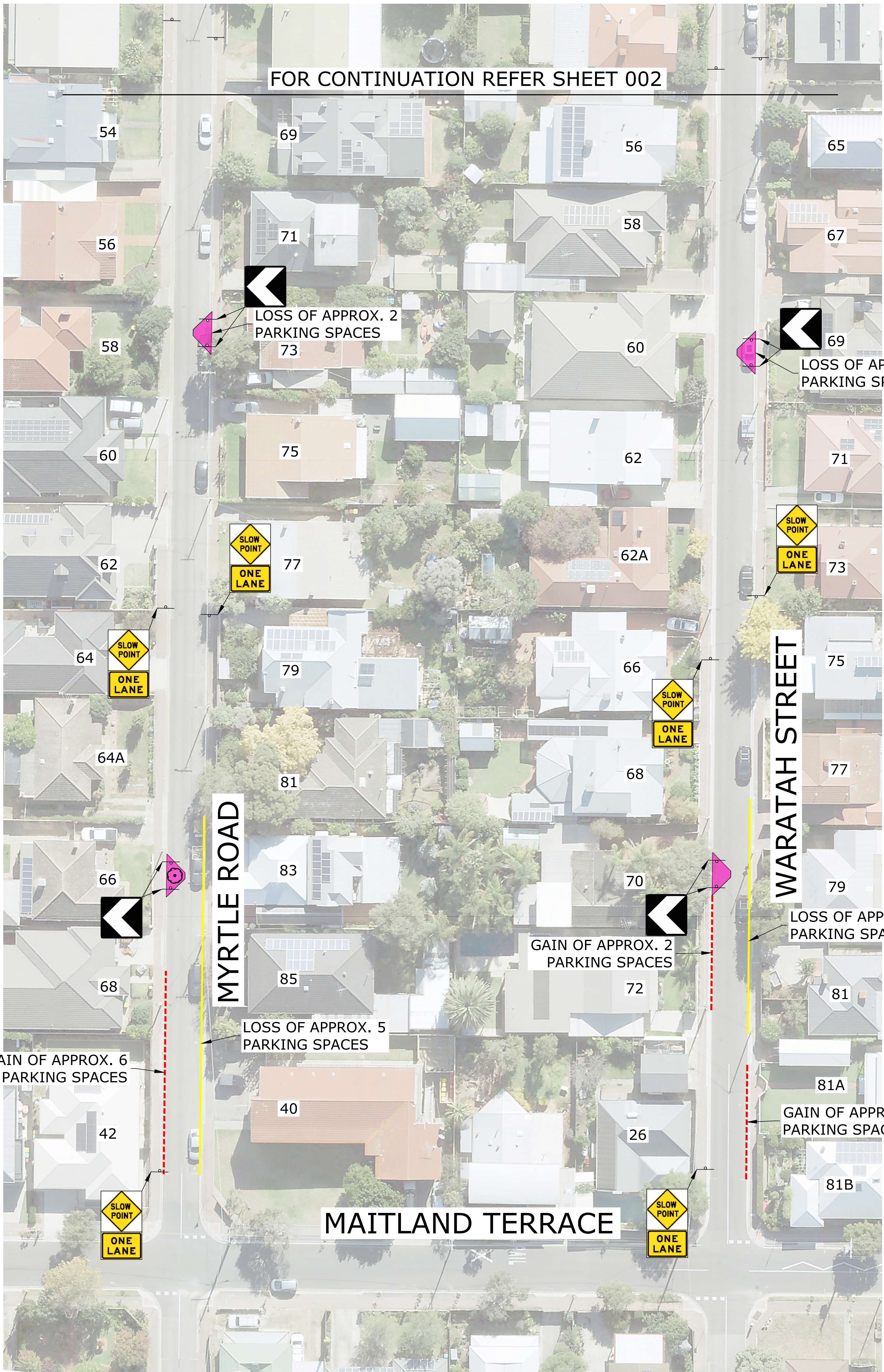
City of Holdfast Bay



## LEGEND

- NEW YELLOW LINE
- REMOVAL OF EXISTING YELLOW LINE
- NEW ISLAND ON ROADSIDE (WITH LOW LEVEL PLANTINGS)
- NEW ISLAND ON ROADSIDE (WITH TREE)

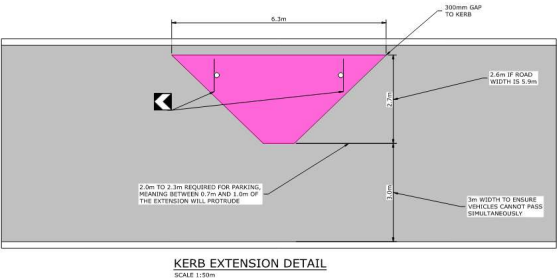






Seacliff greening LATM - Cost estimate

Item	Cost	Description
New Light Column	\$15,000	
New Luminaire Installed on Stobie	\$5,000	
Kerb Extension	\$6,000	Box out existing road and installation of new kerb
Low Level Veg	\$1,000	
Tree Species Installation	\$3,000	Will require additional excavation
Signage	\$250	Per sign
Linemarking	\$2	Per metre



	Cost	Comment
Myrtle 1	\$ 22,000.00	Kerb extension + new light column + low level veg.
Myrtle 2	\$ 24,000.00	Kerb extension + new light column + trees
Myrtle 3	\$ 12,000.00	Kerb extension + new stobie luminaire + low level veg.
Myrtle 4	\$ 24,000.00	Kerb extension + new light column + tree
Myrtle 5	\$ 7,000.00	Kerb extension + low level veg.
Myrtle 6	\$ 14,000.00	Kerb extension + new stobie luminaire + tree
Signage	\$ 6,000.00	4 sign posts per kerb extension
Linemarking	\$ 322.00	Approx 161m
TOTAL	\$ 109,322.00	

	Cost	Comment
Waratah 1	\$ 12,000.00	Kerb extension + new pole luminaire + low level veg.
Waratah 2	\$ 12,000.00	Kerb extension + new stobie luminaire + low level veg.
Waratah 3	\$ 12,000.00	Kerb extension + new stobie luminaire + low level veg.
Waratah 4	\$ 7,000.00	Kerb extension + low level veg.
Waratah 5	\$ 12,000.00	Kerb extension + new stobie luminaire + low level veg.
Waratah 6	\$ 12,000.00	Kerb extension + new stobie luminaire + low level veg.
Signage	\$ 6,000.00	4 sign posts per kerb extension
Linemarking	\$ 240.00	Approx 120m
TOTAL	\$ 73,240.00	

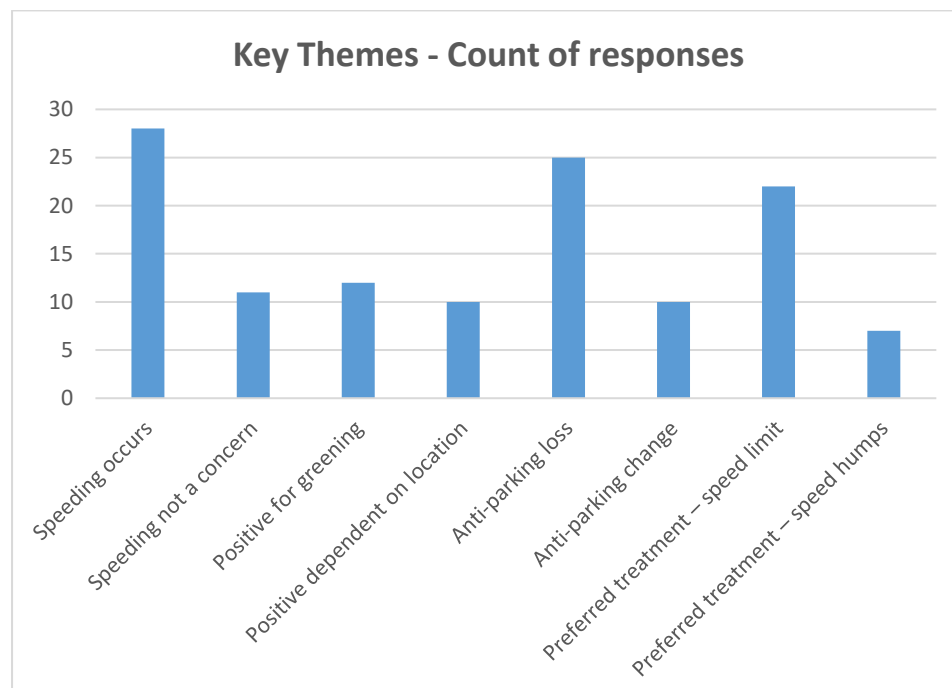
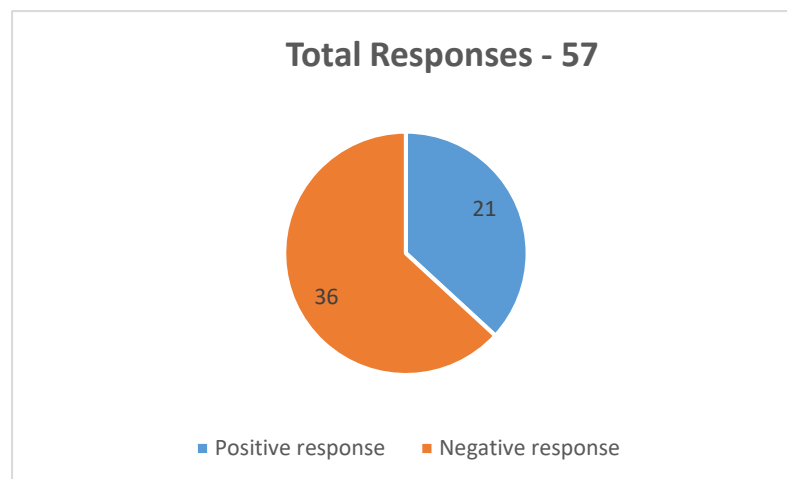
# Attachment 2



## Engagement Summary

Data	Count	Percentage (%)
Total letters distributed	193	
Total responses	57	30%
Positive response	21	37%
Negative response	36	63%

Key Themes	Count	Percentage (%)
Speeding occurs	28	49%
Speeding not a concern	11	19%
Positive for greening	12	21%
Positive dependent on location	10	18%
Anti-parking loss	25	44%
Anti-parking change	10	18%
Preferred treatment – speed limit	22	39%
Preferred treatment – speed humps	7	12%



## Seacliff Local Area Traffic calming - Register of Responses

[illegible]

Item No: 15.7

Subject: **GREENING THE DIAGONAL / OAKLANDS / BRIGHTON ROADS TRIANGLE**

Date: 27 June 2023

Written By: Manager, Public Realm and Urban Design

A/General Manager: Strategy and Corporate, Ms S Wachtel

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## SUMMARY

This report provides options and recommendations for the greening of the Diagonal / Oaklands / Brighton Roads triangle and recommendations for the future acquisition of land for conversion to public open space.

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## RECOMMENDATION

**That Council approves the \$20,000 currently in the 2022/23 operating budget for increasing open space and greening within the Diagonal / Oaklands / Brighton Roads triangle be allocated to invest in targeted urban greening within this area to increase the tree canopy in line with Strategic Plan objectives and improve the street amenity.**

---

## STRATEGIC PLAN

2030 Aspiration - We have achieved our key environmental objectives, including becoming a carbon-neutral community and increasing our tree canopy to 16.8 per cent.

## COUNCIL POLICY

Not applicable

## STATUTORY PROVISIONS

Not applicable

## BACKGROUND

As part of Council's 2022/23 Operating Budget, \$20,000 was allocated for an investigation of additional open green space in the Diagonal Road / Oaklands Road / Brighton Road triangle. The area is comprised predominately of privately owned residential allotments, along with three aged care facilities and some commercial enterprises along Brighton Road. There are five residential properties that are State Government (SA Housing Authority) owned. The only green open space of any note is the privately owned Sacred Heart College Oval and sports facilities which are not available for use by the general public. As such, this area is lacking any publicly accessible open space.

Industry benchmarks for the geographical spread of open space and playspaces vary, but ideally open space should be located within a 500m radius of every resident, taking into consideration access barriers such as main roads and topography. Other industry benchmarks for open space accessibility refer to walking time rather than distance, and in flat terrain such as Holdfast Bay, a 10-minute walk is considered acceptable. In this context, within the surrounding streets, 100m to the north is Glenelg Oval; 100m to the west is Sutherland Reserve; 300m to the south is Paringa Reserve; and 400m to the east (within City of Marion) is Hazelmere Reserve. It should be noted that these locations are on the other side of Oaklands, Diagonal and Brighton Roads.

The lack of open space in this area has previously been identified as an issue by some residents, and Administration has assessed the area for any immediate and longer-term opportunities. To date, all investigations undertaken by Council's Public Realm and Urban Design team have been at nil cost to the budget, leaving available the \$20,000 allocated within the 2022/23 budget.

On 9 December 2022, the State Government (Department of Trade and Investment) released guidelines for its new Open Space Grant Program, specifically to assist councils in the land purchase for conversion to pocket parks. Pocket parks are typically small parcels of land that are most often located in developed, urban areas with a primary purpose to provide passive recreation and respite opportunities for residents. Pocket parks can also be used for community gardens and social gathering spaces such as barbecue settings and shelters.

Details of this grant are outlined further in this report, however in summary, this new grant will fund up to 50% of the purchase price only of the parcel of land a Council wishes to acquire to redevelop into local public open space/pocket park.

## **REPORT**

In order to address the lack of public open space in the Diagonal / Oaklands / Brighton Roads triangle, the area has been assessed for immediate and longer-term opportunities to increase the public open space and enhance the urban greening, both utilising the existing \$20,000 budget and also more strategically through the possible purchase of land.

### **Immediate opportunities**

Within the existing \$20,000 budget, the immediate opportunities to enhance the urban greening within the budget are limited but include increasing the street tree plantings and sustainable planting to help deliver Council's key environmental objectives. This would assist in helping green and cool the neighborhood along with improving the visual amenity of the streetscape.

In addition, there may be opportunities to turn existing protuberances into garden beds or Water Sensitive Urban Design (WSUD) installations to support local stormwater collection, with Elgar Avenue being an example. This area is within the five-year ARI flood inundation zone, therefore additional WSUD design could provide additional benefits.

### **Longer-term opportunities**

There has been some informal discussion in the past about Council increasing its network of public open space by acquiring a residential block and converting it to public open space. Other Councils, such as City of Campbelltown and City of Marion have done so previously and created new public open space for their residents. This typically requires adjoining parcels of land to maximise the opportunities for future use of the new open space.

In December 2022, the State Government Department for Trade and Investment released the guidelines for the new 2022-23 Open Space Grant Program – Land Purchase for Pocket Parks grant. The intent of the grant is to support councils in purchasing land for the use as pocket parks. This grant closed in February and there is likely to be only one round of funding per financial year.

The parcel of land they are encouraging councils to acquire and redevelop is 2,000m<sup>2</sup> and could be over a period of several years to acquire adjoining properties if available. This land size is a guide only and the State Government understands it may not be possible to achieve this in most cases.

There is no limit to the amount being sought, however it must be matched by the council and any purchase costs and on-costs above the grant amount are the responsibility of Council. If successful in receiving grant funding, Council would be responsible for legal fees, transfer fees, stamp duty and all costs associated with clearing and subsequent redevelopment of the land is not covered by the grant. As such, Council would need to factor in the price of establishing a public reserve and associated site fitments from scratch on a brownfield site, in addition to 50% of land purchase price and on costs.

With regards to the Diagonal / Oaklands / Brighton Roads triangle area, in the 12 months from December 2021-December 2022, only five properties of over 700m<sup>2</sup> sold within the area for an average price of \$1.094m. To achieve the maximum benefit from purchasing a block of land for this purpose, Council should ideally be targeting a large (greater than 700m<sup>2</sup>) allotment, preferably a corner allotment to maximise flexibility in design and enhanced passive surveillance. In the event Council proceeds with the acquiring land within this area, it is recommended the acquisition be conducted in a targeted off-market manner, to ensure the appropriate location and size land parcels.

More broadly, Council may wish to investigate other locations within the City of Holdfast Bay to target for the strategic acquisition of land for conversion to a public open space.

It is the recommendation of Administration that Council considers a budget allocation through future budget considerations for land purchases and on-costs in future years.

## **BUDGET**

\$20,000 is allocated in the 2022/23 operating budget and proposed to be carried forward for expenditure in 2023/24.

## **LIFE CYCLE COSTS**

Nil until project scope confirmed.

Item No: 15.8

Subject: **DRAFT GREATER ADELAIDE REGIONAL ORGANISATION OF COUNCILS 2023-24 ANNUAL BUSINESS PLAN**

Date: 27 June 2023

Written By: Manager Strategy and Governance

A/General Manager: Strategy and Corporate, Ms S Wachtel

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## SUMMARY

The Committee of Greater Adelaide Regional Organisation of Councils (GAROC) wrote to member councils in early May 2023, inviting feedback on their draft 2023-24 Annual Business Plan (ABP).

In referring the ABP for comment, the Chairperson notes “[i]n drafting this ABP, it is clear there are too many objectives and actions requested of the LGA Secretariat and resources are now spread too thin”, thereby requesting councils to prioritise actions. Recommended prioritisation is provided in the required template, which is appended as Attachment 3.

Feedback was due to the LGA Secretariat by 5pm on Friday 23 June 2023. As Council were not able to consider this matter until after the deadline passed, an Administrative draft was sent in time for the deadline, on the understanding that Council may have had different views, which would be provided after their deliberations.

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## RECOMMENDATION

**It is recommended that Council endorses the prioritisation of proposed GAROC actions as detailed in Attachment 3.**

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## STRATEGIC PLAN

GAROC’s three high level priorities align with Council’s vision, objectives and aspirations as contained in *Our Holdfast 2050+*.

1. Climate change and circular economy
2. Urban planning
3. Liveability / community leadership

## COUNCIL POLICY

Not applicable



## STATUTORY PROVISIONS

Not applicable

## BACKGROUND

The GAROC Committee, formally established through the LGA Constitution in October 2018, is a Committee of the Local Government Association and is responsible to the Board of Directors for the discharge of its function.

The role of GAROC is regional advocacy, policy initiation and review, leadership, engagement and capacity building within the GAROC region.

The Committee is made up of two council members from each regional grouping of members, in addition to the Lord Mayor of the City of Adelaide as a standing member. The Committee is currently represented by:

- Mayor Heather Holmes-Ross (GAROC Chair) - City of Mitcham
- Lord Mayor Jane Lomax-Smith - City of Adelaide
- Councillor Don Palmer - City of Unley
- Mayor Claire Boan - City of Port Adelaide Enfield
- Mayor Michael Coxon - City of West Torrens
- Mayor Gillian Aldridge - City of Salisbury
- Councillor Lucas Jones - City of Tea Tree Gully
- Mayor Kris Hanna - City of Marion
- Councillor Anna Leombruno - Campbelltown City Council

Council membership to the GAROC region is:

Regional Grouping of Members	Members
North	Gawler Playford Salisbury Tea Tree Gully
West	Charles Sturt Holdfast Bay Port Adelaide Enfield West Torrens
South	Marion Mitcham Onkaparinga
East	Adelaide Hills Burnside Campbelltown Norwood Payneham & St Peters Prospect Unley Walkerville

## REPORT

In line with the Terms of Reference, GAROC is required to develop, in consultation with member councils, an Annual Business Plan for the next financial year by June of each year. The GAROC Chairperson wrote to member councils in early May 2023, inviting feedback on their draft 2023-24 Annual Business Plan (ABP).

*Refer Attachment 1*

The ABP has three high level priorities that have been identified, as follows:

1. Climate Change and circular economy - including urban heat, tree management and canopy, waste management and circular economy.
2. Urban Planning - including the Thirty-Year Plan for Greater Adelaide
3. Liveability/Community Leadership - including infill and dense housing impacts, safety and housing affordability.

*Refer Attachment 2*

In referring the ABP for comment, the Chairperson notes “[i]n drafting this ABP, it is clear there are too many objectives and actions requested of the LGA Secretariat and resources are now spread too thin”, thereby requesting Councils to prioritise actions.

The ABP has been considered by key staff and ranked in order of Council priorities, as expressed in existing strategies and plans. Administration’s recommended prioritisation is provided in the required template, which is appended as Attachment 3.

*Refer Attachment 3*

Feedback was due to the LGA Secretariat by 5pm on Friday 23 June 2023. As Council were not able to consider this matter until after the deadline passed, an Administrative draft was sent in time for the deadline, on the understanding that Council may have had different views, which would be provided after the Council meeting.

## BUDGET

Not applicable

## LIFE CYCLE COSTS

Not applicable

# Attachment 1



In reply please quote our reference: ECM 792148 JM

3 May 2023

All GAROC Regional Grouping Mayors

**Via email to all GAROC Regional Grouping Mayors and Chief Executive Officers**

Dear Mayors and Chief Executive Officers

**Consultation – draft GAROC 2023-24 Annual Business Plan**

Metropolitan councils play an essential role in the long-term prosperity, sustainability and wellbeing of the Greater Adelaide community. The Greater Adelaide Regional Organisation of Councils (GAROC), a committee of the Local Government Association of SA (LGA), represents these councils and provides an important regional lens on key issues for the sector.

GAROC operates within the strategic framework of the LGA and has prepared a draft 2023-24 Annual Business Plan (ABP) to guide activities for the next financial year.

In drafting this ABP, it is clear there are too many objectives and actions requested of the LGA Secretariat and resources are now spread too thin. Many of the actions within the draft ABP are based on previous decisions of General Meetings, LGA Board or GAROC and all with the best of intentions.

While the broader role of GAROC will be considered as part of the LGA Constitution Review, we are currently required to prepare an ABP and consult with member councils by June. The challenge for GAROC now is to refine the objectives and activities further. To inform and assist with this process we now seek councils' input into the draft ABP. While meeting our member consultation requirements, critically this will support the GAROC committee to refine the final document and ensure a focussed ABP will deliver real outcomes for the sector.

We therefore now invite and look forward to your input and feedback on the priorities, objectives and actions proposed to be included in the ABP.

The following three higher level priorities have been identified to help guide the activities and actions of GAROC in 2023-24:

1. Climate Change and circular economy – including urban heat, tree management and canopy, waste management and circular economy.
2. Urban Planning – including the Thirty-Year Plan for Greater Adelaide.
3. Liveability – community leadership – including infill and dense housing impacts, safety and housing affordability.

While the LGA Secretariat is not resourced to undertake all the actions and resolve all the issues within these priorities, assistance with prioritising will ensure we can undertake advocacy, leadership, policy initiation and review on behalf of LGA member councils and their communities.

In addition, GAROC aims to engage with and build the capacity of metropolitan councils as part of the LGA's Membership Proposition and Communications Strategy and is discussing various opportunities to support this in the sector.

GAROC is keen to hear from members on the objectives and actions that are of the highest priority and would most support members to achieve their own strategic objectives or add the most value to councils and their communities.

We welcome your feedback in both ranking objectives and actions, and you may also like to provide additional commentary including on what you think is not there but should be.

### **Consultation process and timeline**

A Consultation document summarising the objectives and actions is attached for your response.

Please provide your response by **5:00pm, Friday 23 June 2023** to the LGA Secretariat via Jenny McFeat ([jenny.mcfeat@lga.sa.gov.au](mailto:jenny.mcfeat@lga.sa.gov.au)).

GAROC will consider feedback received and a final draft of the revised ABP at its meeting on 3 July 2023.

There will be multiple opportunities for councils to have input into the review of the LGA Constitution and ancillary documents, and further information will be sent to councils once that separate project scope has been finalised and consultant engaged. The ABP is a requirement of the current governance framework for GAROC and your input at this time is appreciated.

As GAROC considers its activities for the next financial year, it is important that we have a strong, united voice for metropolitan councils and represent your shared interests within the sector, your input is therefore invaluable. Following consultation with member councils, GAROC will resolve a focussed, achievable agenda and ensure that sufficient resources are available to achieve quality, timely outcomes on the selected priorities.

On behalf of the GAROC committee, I would like to thank you in advance for engaging with GAROC as we prepare for work throughout the year ahead.

Kind regards



Mayor Dr Heather Holmes-Ross

**Chairperson - Greater Adelaide Regional Organisation of Councils (GAROC)**

Phone: 08 8224 2000

Email: [lga@lga.sa.gov.au](mailto:lga@lga.sa.gov.au)

Attach: ECM 792155 – Consultation feedback document – GAROC draft Annual Business Plan 2023-24  
ECM 791234 – Draft for consultation – GAROC Annual Business Plan 2023-24

# Attachment 2



# ***Draft* GAROC Annual Business Plan 2023-24**

**Draft**

**May 2023**

# Draft

## Introduction

The object of the Local Government Association (LGA) is to achieve public value through the promotion and advancement of the interests of local government by:

1. Advocating to achieve greater influence for local government in matters affecting councils and communities.
2. Assisting member councils to build capacity and increase sustainability through integrated and coordinated local government.
3. Advancing local government through best practice and continuous improvement.

The Greater Adelaide Regional Organisation of Councils (GAROC) is established as a committee of the LGA and is responsible to the LGA for the discharge of its functions. GAROC is a strong, united voice for metropolitan councils and represents their shared interests for the benefit of the Greater Adelaide community.

GAROC supports the LGA Board of Directors to provide advocacy, policy initiation and review, leadership, engagement and capacity building for the benefit of metropolitan South Australian councils and their communities.

The role of GAROC is to provide a forum for regional advocacy, develop policy consideration for the sector and provide strategic advice to the LGA Board, leadership, engagement and capacity building for councils in the GAROC region. The GAROC region is the combined local government area of each LGA Member listed in Appendix 1 and the City of Adelaide.

The table below summarises these roles, which will drive its strategic objectives and underpin achievement of its purpose, consistent with the LGA Strategic Management Framework.

Role	GAROC will:
Regional Advocacy	Represent members' interests on issues that matter to all metropolitan councils to the LGA, State and Federal Government and with key stakeholders.
Policy Initiation and Review	Consider policy that is of strategic importance to all metropolitan councils.  Review items of business put forward by member councils and advise on policy matters as requested by the LGA.
Leadership	Initiate actions and lead activities that provide benefit to all metropolitan councils.  Develop and maintain relationships with state and federal governments.
Engagement and Capacity Building in the Region(s)	Engage with members within the GAROC Regional Grouping and keep them informed of the activities of GAROC.  Actively promote communication between members, and between members and the LGA.



**GAROC Guiding principles:**

GAROC has developed the following guiding principles to operate under, we will:

1. Be community centred and put people first in our decision making.
2. Prioritise and address issues that are common across the metropolitan region.
3. Carefully consider items of business from any member in the metropolitan area for consideration by the LGA Board of Directors or at a General Meeting.
4. Collaborate closely with the LGA and South Australian Regional Organisation of Councils (SAROC).
5. Be nimble, agile and responsive to the needs of metropolitan councils.

**Our stakeholders & partners**

GAROC recognises that to be successful and deliver value for metropolitan councils on behalf of the LGA Board we, and the LGA Secretariat on our behalf, need to work in close collaboration and engagement with our key stakeholders and partners including:

- Metropolitan councils
- SAROC Committee
- State Government and its agencies
- Federal Government and its agencies
- Members of Parliament
- Other peak bodies, associations and statutory authorities

As a committee of the LGA, GAROC operates within the LGA Strategic Plan 2021-2025 and prepares an annual plan within that framework. GAROC supports the LGA to 'advocate, assist and advance' the interests of local government.

**GAROC Budget**

To support the delivery of its Annual Business Plan (ABP), GAROC and SAROC each receive an allocation of \$100,000 from the Local Government Research and Development Scheme. GAROC also receives an additional allocation of \$40,000 in lieu of the funding allocation made to Regional LGAs to enable the delivery of capacity building activities via regional groupings of councils.

The budget/resources allocated to items within the GAROC ABP indicate whether it is a carryover from a previous resolution of GAROC (project underway) or whether it will be approved with the adoption of this ABP.

## 2023-24 Strategic themes and objectives

In accordance with the LGA Constitution and its terms of reference, GAROC will fulfil its functions in a manner consistent with the 'LGA Strategic Management Framework'. The GAROC annual plan has therefore been developed linking the LGA's strategic objectives outlined in the [LGA Strategic Plan 2021-2025](#), objectives/initiatives identified through the LGA Advocacy Plan and Policy Manual, and annual planning input from GAROC members, and consultation with member councils.

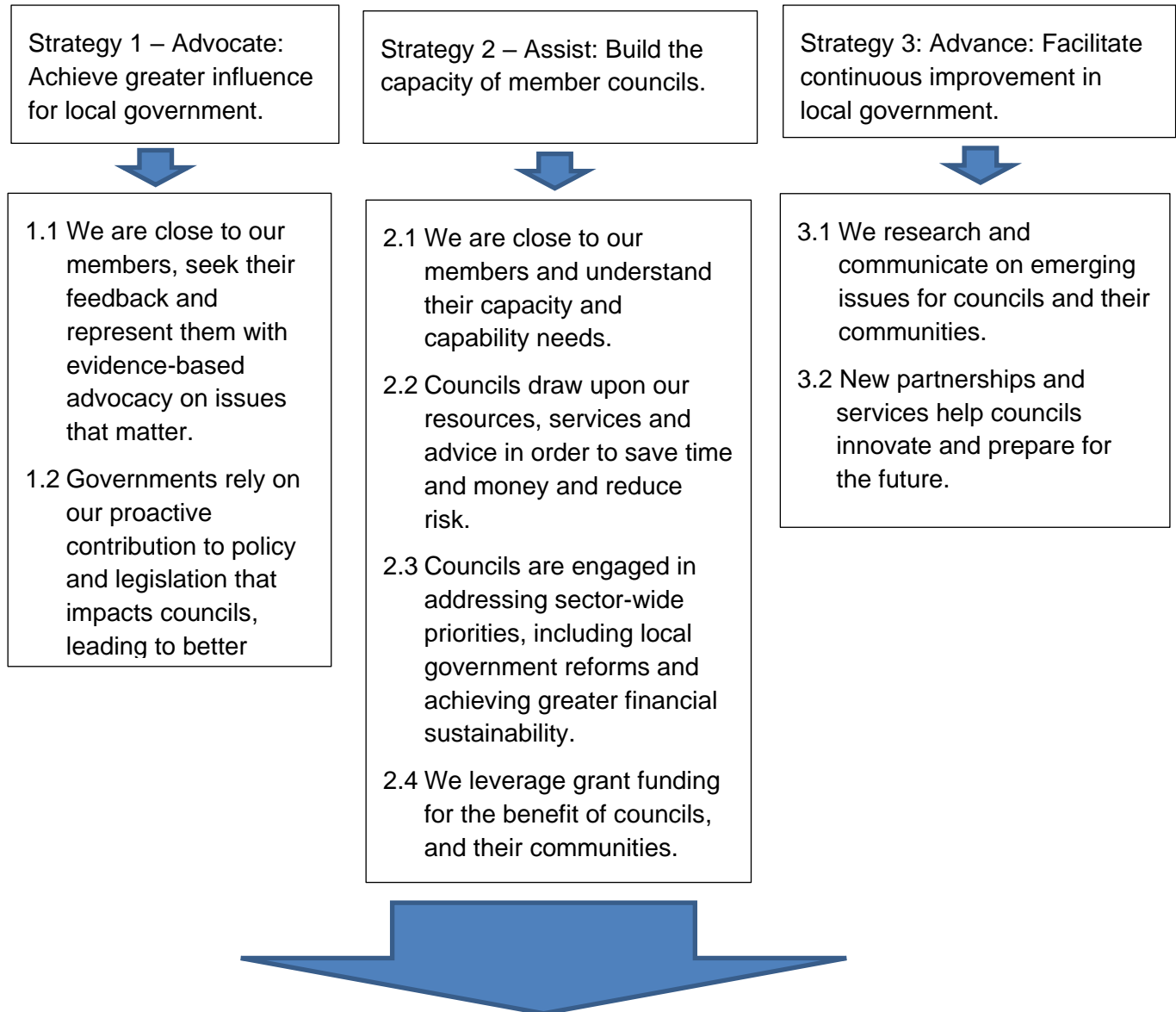
These priorities will help guide the activities and actions GAROC in 2023-24.

The engagement activities which may be coordinated through GAROC (e.g. workshops, networking, leadership forums) are consistent with the [LGA Communications Strategy 2021-2024](#).

GAROC Priorities	Related Key LGA Strategies from 2021-2025 LGA Strategic Plan	Related Key LGA Outcome from 2021-2025 LGA Strategic Plan
<ol style="list-style-type: none"> <li>Climate Change &amp; circular economy – including urban heat, tree management and tree canopy; waste management and circular economy.</li> <li>Urban Planning including the Thirty-Year Plan for Greater Adelaide</li> <li>Liveability – community leadership – to address issues faced specifically by the greater Adelaide region regarding liveability including infill and dense housing impacts, safety and housing affordability.</li> </ol>	<p>Strategy 1 – Advocate: Achieve greater influence for local government.</p> <p>Strategy 2 – Assist: Build the capacity of member councils.</p> <p>Strategy 3: Advance: Facilitate continuous improvement in local government.</p>	<ol style="list-style-type: none"> <li>1.1 We are close to our members, seek their feedback and represent them with evidence-based advocacy on issues that matter.</li> <li>1.2 Governments rely on our proactive contribution to policy and legislation that impacts councils, leading to better outcomes for communities.</li> <li>2.1 We are close to our members and understand their capacity and capability needs.</li> <li>2.2 Councils draw upon our resources, services and advice in order to save time and money and reduce risk.</li> <li>2.3 Councils are engaged in addressing sector-wide priorities, including local government reforms and achieving greater financial sustainability.</li> <li>2.4 We leverage grant funding for the benefit of councils, and their communities.</li> <li>3.1 We research and communicate on emerging issues for councils and their communities.</li> <li>3.2 New partnerships and services help councils innovate and prepare for the future.</li> </ol>

Graphically this can be shown as:

### LGA Strategic Plan 2021-2025



### GAROC Annual Strategic Objectives 2023-24

GAROC Priorities		
Climate Change & circular economy	Urban Planning including the 30 Year Plan for Greater Adelaide	Liveability – community leadership

Draft

## **GAROC Priority 1: Climate Change & circular economy**

Objective – Deliver the advocacy identified in the LGA Climate Commitment Action Plan 2021-23.

Objective – Advocate for greater funding for councils to reduce their community emissions profiles for climate risk management, waste management, coastal management and stormwater management.

Objective – Pursue opportunities to work collaboratively with government agencies and other organisations with aligned goals and values on projects, programs and campaigns that will assist local government action on climate change.

Objective – Advocate for continued improved recognition of and response to climate change in the Planning and Design Code.

Objective – Advocate for greater Commonwealth Government funding and action on climate change, including funded schemes and incentives to support the uptake of electric vehicles.

Objective – Advocate for State and Federal Government funding to support investment in climate-ready infrastructure to protect against and repair damage from sea-level rise, flooding, fire and extreme weather.

<b>Actions</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>
1. Appointment of a LGA Climate Change Policy Officer to provide guidance to member councils and coordinate access to resources to understand climate risks and the prioritisation of risk reduction action. This role would take on the primary coordination and lead on activities listed below and will work closely with Central Coordinator Regional Climate Partnerships (CCRCP) which is State Government funded role)	2-3 year contract	\$120,000 R&D Application - awaiting approval \$50,000 from GAROC for 2023-24	Leadership Regional advocacy
2. Continued support for the State-Local Government Climate Change Partnership.	Ongoing	Through CCRCP role and LGA Secretariat	Leadership Regional advocacy

3. Increase awareness of the role and value of councils in managing climate risks through the LGA's ongoing awareness campaigns and stakeholder engagement actions.	Ongoing	LGA Secretariat	Leadership Regional advocacy
4. Advocate for greater support for councils to address climate change via the local government members on the Premier's Climate Change Council.	Ongoing	LGA Secretariat	Regional advocacy
5. Continue to integrate climate change impact on all relevant LGA Advocacy Submissions.	Ongoing	LGA Secretariat	Regional advocacy Policy initiation and review
6. Maintain a high level of engagement with and participation in the Adaptation Practitioners Network.	Ongoing	LGA Secretariat	Leadership
7. Advocacy and collaboration with State Government in relation to urban greening and heat mapping to assist with better intelligence on climate risk and vulnerabilities to assist councils make informed mitigation decisions.	Ongoing	LGA Secretariat	Regional advocacy Policy initiation and review
8. Provide regular briefings to state and federal Govt and Industry to build support for local government's position on circular economy, waste and recycling.	Ongoing	LGA Secretariat	Leadership Regional advocacy
9. Facilitate metropolitan economic development forum exploring circular economy business models.	December 2023	LGA Secretariat - \$7,000 carryover from 2022-23	Leadership
10. Collaborate with State Govt on initiatives and opportunities created by the decarbonisation of the economy and the Local Government sector's role (forms part of State-Local Government Economic Development Accord)	Ongoing	LGA Secretariat	Leadership Regional advocacy

11. Initiatives that partner metropolitan and regional councils together to achieve mutual benefits, such as investigations into decarbonising the local government sector and carbon offsetting opportunities.	Ongoing	LGA Secretariat	Leadership Regional advocacy Policy initiation and review
12. Collaborate with State Government and industry groups on guidance and training for councils to better understand carbon accounting, carbon reduction planning, offsetting, and procuring carbon neutral products and services (focus on high emissions services like waste management and road building and maintenance)	Ongoing	LGA Secretariat	Leadership Policy initiation and review
13. Finalisation and implementation of LGA Model Waste Documents (suite of tendering materials).	December 2023	Current ABP - \$23,000 carryover from 2022-23	Leadership
14. Development of sector-wide climate risk framework and capacity- building program to benefit all councils and their communities, working in partnership with the Mutual Liability Scheme.	Ongoing	LGA Secretariat and MLS	Leadership
15. Collaborate with the State Government on tools that promote cool and resilient homes within the community, which may include the use of rating systems.	Ongoing	LGA Secretariat	Leadership Regional advocacy
16. Advocate with State and Federal Governments for integrated funding strategies that leverage federal investment, especially those that target – climate-ready infrastructure investment and scaling-up community-led disaster resilience programs.	Ongoing	LGA Secretariat	Leadership Regional advocacy

<b>GAROC Priority 2: Urban Planning including the Thirty-Year Plan for Greater Adelaide</b>			
<p>Objective – To continue to engage with the State Planning Commission (SPC) to enable close collaboration and evidenced based investigations during the review of the Thirty-Year Plan for Greater Adelaide.</p> <p>Objective – Provide advocacy leadership as part of the consultation process on the Thirty-Year Plan for Greater Adelaide.</p> <p>Objective – Provide advocacy on further proposed changes to the Planning, Development and Infrastructure Act and other planning instruments (results of Expert Panel Review of Planning system) to deliver quality planning and design outcomes that improve the amenity, liveability and sustainability of communities.</p> <p>Objective - Advocacy on SPC lead projects including the Urban tree canopy, Significant and regulated trees and Open Space.</p>			
<b>Actions</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>
1. Support councils with their submissions to the State Planning Commission on the Thirty-Year Plan for Greater Adelaide.	Ongoing to June 2024 (may extend beyond)	LGA Secretariat	Leadership Regional advocacy
2. Support GAROC with submission and or facilitation of forum to consolidate sector issues to inform submission as part of consultation on Thirty-Year Plan for Greater Adelaide.	Ongoing to June 2024 (may extend beyond)	LGA Secretariat	Leadership Regional advocacy Policy initiation and review
3. Host forums and workshops to facilitate exchange of information between councils, Department of Investment and Trade and the SPC in relation to the Thirty-Year Plan for Greater Adelaide and other urban planning matters as needed.	Ongoing to June 2024 (may extend beyond)	LGA Secretariat	Leadership Regional advocacy
4. Understand impacts to members on changes to the ePlanning system to inform advocacy and support opportunities.	June 2024	LGA Secretariat	Leadership Regional advocacy
5. Engage on SPC lead projects of regional significance and provide advocacy on behalf of the sector.	Ongoing	LGA Secretariat	Leadership

			Regional advocacy
6. Advocate with State Government in any forthcoming reviews or strategies to ensure Local government interests on local heritage issues are fully represented, including community participation in heritage listing process and more robust heritage management.	Ongoing	LGA Secretariat	Leadership Regional advocacy Policy initiation and review



### **GAROC Priority 3: Liveability – community leadership**

Objective – Support councils fulfill their role to improve the liveability of local communities.

Objective - Support councils decision-making in the Planning and design of urban spaces including engagement at the design stage of State Government infrastructure projects to ensure good urban design and coordinated, holistic placemaking that supports better outcomes as infill development occurs.

Objective – Assist councils to support initiatives to manage homelessness, welfare and safety in their communities, and advocate on these issues where appropriate.

Objective – Secure additional State Government investment to provide ongoing sustainable and equitable funding for councils to deliver immunisation and other preventative health services.

Objective – Supporting councils liveability goals through promoting physical activity and active transport in alignment with LGA/Wellbeing SA Partnership agreement.

<b>Actions</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>
1. Collaborate with the State Government and State Planning Commission on the preparation, consultation and implementation of Design Standards for infrastructure in the public realm.	June 2024	LGA Secretariat	Leadership Regional advocacy
2. Informed review of mandatory rebates, discounts and exemptions resulting in councils' discretion to determine rating structures which produce the best outcomes for all community members	March 2024	LGA Secretariat - \$35,000 carryover from 2022-23	Leadership Regional advocacy Policy initiation and review
3. Continue advocacy in relation to urban trees (pocket parks, heat mapping).	Ongoing	LGA Secretariat	Leadership Regional advocacy

4. Ongoing collaboration with the State Govt and the South Australian Alliance to End Homelessness through the Local Government Homelessness Network.	Ongoing	LGA Secretariat - \$20,000 carryover from 2022-23	Leadership Regional advocacy Policy initiation and review
5. Finalise Data tools consultancy project which will include advice to councils on how to access and use subscription-based data tools to support decision-making in the Planning and Design of urban spaces.	June 2024	LGA Secretariat - \$50,000 – carryover from 2022-23	Leadership Regional advocacy Policy initiation and review
6. Continue to support initiatives that promote public health and community wellbeing.	Ongoing	LGA Secretariat	Leadership Regional advocacy Policy initiation and review
7. Continue to lobby for State Govt / Local Govt / Industry forum to include development of response to statewide housing supply and affordability.	Ongoing	LGA Secretariat	Regional Advocacy Leadership
8. Lobbying for State Government leadership to provide ongoing operational support to ensure an effective response to hoarding and squalor in South Australia (funding from SAROC)	Ongoing	LGA Secretariat	Regional advocacy
9. Advocacy with new Service Level Agreement and updating MoU with State Government – review of school-based immunisation funding and models.	Ongoing	LGA Secretariat	Leadership Regional advocacy
10. Development and delivery of learning sessions and tools and resources, informed and co-designed with councils, advice and support to councils and state government regarding community wellbeing, in partnership with Wellbeing SA.	To June 2024	Co-funded by Wellbeing SA and LGA (R&D)	Leadership Regional advocacy Policy initiation and review

11. Broad advocacy to State Government regarding mental health outcomes and suicide prevention.	Ongoing	LGA Secretariat	Leadership Regional advocacy
12. Strengthening collaboration between the State and Local Government for the implementation of community wellbeing initiatives. Focus areas include mental health promotion, physical activity and active living, healthy eating and food systems, council level Public Health Partner Authority Agreements, healthy workplaces.	Ongoing	Co-funded by Wellbeing SA and LGA (R&D)	Leadership Regional advocacy Policy initiation and review
13. Advocacy to inform ongoing stormwater management reform being progressed by the State Government via an Expert Panel and SA Water (Resilient Water Futures)	Ongoing	LGA Secretariat - \$40,000 – carryover from 2022-23	Leadership Regional advocacy

# Draft

## **Strategic Plan Implementation and Review**

Under GAROC's Terms of Reference, the Committee is required to develop an Annual Business Plan (ABP) which supports the delivery of the Strategic Plan and present it to the Board of Directors for approval by June each year.

In accordance with the LGA Constitution and structure of the GAROC as a committee of the LGA, the Strategic Plan is that of the LGA.

GAROC will assess its performance against the ABP each quarter; and provide an Annual Report to the LGA Board of Directors by September each year summarising its performance against the ABP strategic objectives and actions.

The GAROC 2023-24 ABP provides the specific actions against which the activities of GAROC may be monitored.

## Appendix 1

### Regional Groupings of Members within GAROC – effective 29 October 2020.

<b>GAROC Regional Grouping</b>	<b>Members</b>
North	Gawler Playford Salisbury Tea Tree Gully
West	Charles Sturt Holdfast Bay Port Adelaide Enfield West Torrens
South	Marion Mitcham Onkaparinga
East	Adelaide Hills Burnside Campbelltown Norwood Payneham & St Peters Prospect Unley Walkerville
	Adelaide

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# Attachment 3



## Member Council - Consultation document - Draft 2023-24 GAROC Annual Business Plan

Name of Council: City of Holdfast Bay  
*(please add your council's name and complete the green shaded area with your feedback)*

GAROC Priority 1: Climate Change & circular economy	Please rank the objectives from the first column in order of priority for your council – use 1, 2, 3 etc
Objective 1 – Deliver the advocacy identified in the <u>LGA Climate Commitment Action Plan 2021-23</u> .	6
Objective 2 – Advocate for greater funding for councils to reduce their community emissions profiles for climate risk management, waste management, coastal management and stormwater management.	1
Objective 3 – Pursue opportunities to work collaboratively with government agencies and other organisations with aligned goals and values on projects, programs and campaigns that will assist local government action on climate change.	4
Objective 4 – Advocate for continued improved recognition of and response to climate change in the Planning and Design Code.	2
Objective 5 – Advocate for greater Commonwealth Government funding and action on climate change, including funded schemes and incentives to support the uptake of electric vehicles.	5
Objective 6 – Advocate for State and Federal Government funding to support investment in climate-ready infrastructure to protect against and repair damage from sea-level rise, flooding, fire and extreme weather.	3
<p><b>Please add any other comments relating to the above objectives or related matters:</b></p> <p>Council's preference is to take a preventative approach to climate change as much as possible, therefore, any actions aimed at reducing emissions are supported as a priority. Nevertheless, as a coastal council, mitigating impacts is also critical.</p> <p>It is considered that Objective 5 could be rationalised to be a sub-set of Objectives 2 or 3. Objective 1 is supported in principle, noting that the plan expires this year.</p>	

Actions for GAROC Priority 1 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)
<p>1. Appointment of a LGA Climate Change Policy Officer to provide guidance to member councils and coordinate access to resources to understand climate risks and the prioritisation of risk reduction action.</p> <p><i>This role would take on the primary coordination and lead on activities listed below and will work closely with Central Coordinator Regional Climate Partnerships (CCRCP) which is State Government funded role)</i></p>	2-3 year contract	<p>\$120,000 R&amp;D Application - awaiting approval</p> <p>\$50,000 from GAROC for 2023-24</p>	<p>Leadership</p> <p>Regional advocacy</p>	<p>Yes / No</p> <p>Comments: This role would be an important improvement in capacity for the LGA, which currently struggles to provide advice and council support specifically in relation to climate, including as this relates to other LG priorities (e.g. housing, asset management, open space and canopy etc).</p>	1
<p>2. Continued support for the State-Local Government Climate Change Partnership.</p>	Ongoing	<p>Through CCRCP role and LGA Secretariat</p>	<p>Leadership</p> <p>Regional advocacy</p>	<p>Yes</p> <p>Comments: a coordinated approach is critical to ensuring state and local governments work cohesively on climate and</p>	1

<b>Actions for GAROC Priority 1 objectives</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>	<b>Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.</b>	<b>If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)</b>
				improve efficiencies through a standardised approach, as facilitated by the RCPs and LGA.	
3. Increase awareness of the role and value of councils in managing climate risks through the LGA’s ongoing awareness campaigns and stakeholder engagement actions.	Ongoing	LGA Secretariat	Leadership Regional advocacy	Yes, in part  Comments: coordination and engagement activities are useful, particularly when they result in aggregating resources for greater gains. Awareness campaigns should be limited to where specific actions are required.	3
4. Advocate for greater support for councils to address climate change via the local government members on the Premier’s Climate Change Council.	Ongoing	LGA Secretariat	Regional advocacy	Yes  Comments: supported insofar as this Council provides tangible value	3
5. Continue to integrate climate change impact on all relevant LGA Advocacy Submissions.	Ongoing	LGA Secretariat	Regional advocacy	Yes	1

Actions for GAROC Priority 1 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)
			Policy initiation and review	Comments: impacts on climate mitigation (emissions reduction) and adaptation (preparation for a changing climate) should be included on all submissions to ensure this critical consideration does not fall through the gaps and be confined to an “environmental issue”.	
6. Maintain a high level of engagement with and participation in the Adaptation Practitioners Network.	Ongoing	LGA Secretariat	Leadership	Yes / No  Comments: This is useful for individual practitioners to build officer-level connections and maintain awareness of sector initiatives.	2
7. Advocacy and collaboration with State Government in relation to urban greening and	Ongoing	LGA Secretariat	Regional advocacy	Yes	1

Actions for GAROC Priority 1 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)
heat mapping to assist with better intelligence on climate risk and vulnerabilities to assist councils make informed mitigation decisions.			Policy initiation and review	Comments: State Government has substantial data and resources that can assist councils. As climate change is not contained by local government boundaries, broader cooperation is necessary. The historic model of state government acting independently on data acquisition and publication is no longer appropriate at a time when we need to ensure up-to-date climate, hazard and risk data is collected in a way that it can be used by and is accessible to all stakeholders.	



<b>Actions for GAROC Priority 1 objectives</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>	<b>Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.</b>	<b>If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)</b>
8. Provide regular briefings to state and federal Govt and Industry to build support for local government’s position on circular economy, waste and recycling.	Ongoing	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: Councils’ work on these matters needs to be celebrated and supported.	3
9. Facilitate metropolitan economic development forum exploring circular economy business models.	December 2023	Current ABP - \$7K (carryover)	Leadership	Yes  Comments: Building circular economy (and beyond) capability across the metropolitan region is vital to reduce long term environmental impacts. Working with the private sector to both improve their mitigation actions and ensure they are prepared for the unavoidable impacts of climate change is critical as businesses underpin our region’s prosperity and if	1

Actions for GAROC Priority 1 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)
				their business models are unsustainable our communities will suffer. Small to medium enterprises are particularly important as these smaller businesses often lack the capacity to plan for change.	
10. Collaborate with State Govt on initiatives and opportunities created by the decarbonisation of the economy and the Local Government sector’s role (forms part of State-Local Government Economic Development Accord)	Ongoing	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: These are matters that cannot be tackled by any one council alone, therefore requires state support.	1
11. Initiatives that partner metropolitan and regional councils together to achieve mutual benefits, such as investigations into decarbonising the local government sector and carbon offsetting opportunities.	Ongoing	LGA Secretariat	Leadership Regional advocacy Policy initiation and review	Yes  Comments: helping to coordinate joint efforts is strongly supported.	1

<b>Actions for GAROC Priority 1 objectives</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>	<b>Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.</b>	<b>If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)</b>
12. Collaborate with State Government and industry groups on guidance and training for councils to better understand carbon accounting, carbon reduction planning, offsetting, and procuring carbon neutral products and services (focus on high emissions services like waste management and road building and maintenance)	Ongoing	LGA Secretariat	Leadership  Policy initiation and review	Yes  Comments: Building capability in local government on these complex matters is supported	1
13. Finalisation and implementation of LGA Model Waste Documents (suite of tendering materials).	December 2023	Current ABP - \$23K (carryover)	Leadership	No  Comments: Minor changes required to be aligned with new GISA best practice guidelines, particularly with regard to FOGO waste collection frequency.	4
14. Development of sector-wide climate risk framework and capacity- building program to benefit all councils and their communities, working in partnership with the Mutual Liability Scheme.	Ongoing	LGA Secretariat and MLS	Leadership	Yes  Comments: The risks around climate change are insufficiently understood and the legal obligations	1

Actions for GAROC Priority 1 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)
				and risks posed to council have not been properly explored. This work is important and will help integrate climate considerations into the financial, legal and risk frameworks used by councils and the LGA MLS.	
15. Collaborate with the State Government on tools that promote cool and resilient homes within the community, which may include the use of rating systems.	Ongoing	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: Council has submitted a motion to GAROC on this matter, seeking to increase the quality of buildings. Continued advocacy to improve housing quality will result in the triple outcomes of a healthier, safer community; increased economic activity (including	1

Actions for GAROC Priority 1 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)
				supporting the housing sector) but building better buildings; and reduced emissions (due to longer building life and more sustainable materials/practices).	
16. Advocate with State and Federal Governments for integrated funding strategies that leverage federal investment, especially those that target – climate-ready infrastructure investment and scaling-up community-led disaster resilience programs.	Ongoing	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: Commonwealth and State funding is welcome and necessary in response to climate change impacts. Requirements for high levels of in-kind funding from councils make such state and federal funding difficult to access, particularly for councils with lower resource bases,	1

Actions for GAROC Priority 1 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5? (with 1 being most important)
				meaning that money does not flow to the regions that need it most..	



<b>GAROC Priority 2: Urban Planning including the Thirty-Year Plan for Greater Adelaide</b>	<b>Please rank the objectives in the first column in order of priority for your council – use 1, 2, 3 etc</b>
Objective 1 – To continue to engage with the State Planning Commission (SPC) to enable close collaboration and evidenced based investigations during the review of the Thirty-Year Plan for Greater Adelaide.	2
Objective 2 – Provide advocacy leadership as part of the consultation process on the Thirty-Year Plan for Greater Adelaide.	This seems similar to/covered by Objective 1
Objective 3 – Provide advocacy on further proposed changes to the Planning, Development and Infrastructure Act and other planning instruments (results of Expert Panel Review of Planning system) to deliver quality planning and design outcomes that improve the amenity, liveability and sustainability of communities.	1
Objective 4 - Advocacy on SPC lead projects including the Urban tree canopy, Significant and regulated trees and Open Space.	3
<p><b>Please add any other comments relating to the above objectives or related matters:</b></p> <p>High quality urban planning is essential to the wellbeing of all communities. With changes in planning legislation, relatively little in relation to urban planning is within the control of councils, much to the community's disgruntlement. Ensuring that neighbourhoods are proactively planned (whether green or brownfields) to enable liveability, walkability and sustainability can be theoretically achieved by any level of government – so long as it is done. At present, the greater concern is that state-level policies are not prescriptive enough to proactively create wellbeing, while councils cannot enforce high quality local outcomes.</p>	

<b>Actions for GAROC Priority 2 objectives</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>	<b>Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.</b>	<b>If the action is a priority for your council can you please rank using 1-5?</b>
1. Support councils with their submissions to the State Planning Commission on the Thirty-Year Plan for Greater Adelaide.	Ongoing to June 2024 (may extend beyond)	LGA Secretariat	Leadership Regional advocacy	No  Comments: Council is capable of creating their own submission.	Nil
2. Support GAROC with submission and or facilitation of forum to consolidate sector issues to inform submission as part of consultation on Thirty-Year Plan for Greater Adelaide.	Ongoing to June 2024 (may extend beyond)	LGA Secretariat	Leadership Regional advocacy Policy initiation and review	Yes  Comments: A joint proposal on behalf of GAROC is worthwhile	3
3. Host forums and workshops to facilitate exchange of information between councils, Department of Investment and Trade and the SPC in relation to the Thirty-Year Plan for Greater Adelaide and other urban planning matters as needed.	Ongoing to June 2024 (may extend beyond)	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: enabling information exchanges is worthwhile	2
4. Understand impacts to members on changes to the ePlanning system to inform advocacy and support opportunities.	June 2024	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: advice on legislative changes is always worthwhile and welcome	1

<b>Actions for GAROC Priority 2 objectives</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>	<b>Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional feedback as preferred underneath your selection of yes or no.</b>	<b>If the action is a priority for your council can you please rank using 1-5?</b>
5. Engage on SPC lead projects of regional significance and provide advocacy on behalf of the sector.	Ongoing	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: regional coordination is critical in regards to urban planning	1
6. Advocate with State Government in any forthcoming reviews or strategies to ensure Local government interests on local heritage issues are fully represented, including community participation in heritage listing process and more robust heritage management.	Ongoing	LGA Secretariat	Leadership Regional advocacy Policy initiation and review	Yes  Comments: heritage is of significant interest to the City of Holdfast Bay	1

GAROC Priority 3: Liveability – community leadership	Please rank the objectives in the first column in order of priority for your council – use 1, 2, 3 etc
Objective 1 – Support councils fulfill their role to improve the liveability of local communities.	1
Objective 2 – Support councils decision-making in the Planning and design of urban spaces including engagement at the design stage of State Government infrastructure projects to ensure good urban design and coordinated, holistic placemaking that supports better outcomes as infill development occurs.	4
Objective 3 – Assist councils to support initiatives to manage homelessness, welfare and safety in their communities, and advocate on these issues where appropriate.	2
Objective 4 – Secure additional State Government investment to provide ongoing sustainable and equitable funding for councils to deliver immunisation and other preventative health services.	5
Objective 5 – Supporting councils liveability goals through promoting physical activity and active transport in alignment with LGA/Wellbeing SA Partnership agreement.	3
<p><b>Please add any other comments relating to the above objectives or related matters:</b></p> <p>Objective 5 is closely related to objectives 1 and 2.</p> <p>Objective 2 should be less about council decision-making (which is limited in the context of the planning system) and more about advocating for involvement in improving state policy to support liveability and community wellbeing (not transport decisions driven by short-term economic considerations). Having clear state policy that prioritises good urban design along with active and public transport in infrastructure investment and design decisions would greatly assist councils to improve liveability.</p> <p>Homelessness is a very important matter for the City of Holdfast Bay and more than advocacy is required. As State government divests front-line service delivery to the not-for-profit sector, a coordination gap appears, which to date, councils have frequently filled. This should not be an unfunded expectation, given councils' lack of ability to single-handedly resolve homelessness.</p> <p>While council provides some immunisation services already, it is questionable whether local government is the correct tier of government or mechanism to provide front-line medical services.</p>	

<b>Actions for GAROC Priority 3 objectives</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>	<b>Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional comments as preferred underneath your selection of yes or no.</b>	<b>If the action is a priority for your council can you please rank using 1-5?</b>
1. Collaborate with the State Government and State Planning Commission on the preparation, consultation and implementation of Design Standards for infrastructure in the public realm.	June 2024	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: Having clear state policy that prioritises good urban design along with active and public transport in infrastructure investment and design decisions would greatly assist councils to improve liveability.	1
2. Informed review of mandatory rebates, discounts and exemptions resulting in councils’ discretion to determine rating structures which produce the best outcomes for all community members	March 2024	LGA Secretariat - \$35,000 carryover from 2022-23	Leadership Regional advocacy Policy initiation and review	Yes  Comments: the ability for councils to determine rebates, rather than there being mandatory rebates, is supported.	5
3. Continue advocacy in relation to urban trees (pocket parks, heat mapping).	Ongoing	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: question this action being in this part of the plan, when Priority 2, Objective 4 is ‘Advocacy on	1

Actions for GAROC Priority 3 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional comments as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5?
				SPC lead projects including the Urban tree canopy, Significant and regulated trees and Open Space.’	
4. Ongoing collaboration with the State Govt and the South Australian Alliance to End Homelessness through the Local Government Homelessness Network.	Ongoing	LGA Secretariat - \$20,000 carryover from 2022-23	Leadership Regional advocacy Policy initiation and review	Yes  Comments: homelessness is an issue of great community concern, with a growing number of rough sleepers in our city. As economic conditions worsen and housing availability remains unresolved, this is likely to increase.  Councils need assistance to support urgent social and economic issues (linked to liveability) relating to housing affordability stress, homelessness, and cost-of-living pressures.	1



Actions for GAROC Priority 3 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional comments as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5?
				<p>The high visibility of rough sleeping often leaves many believing it is the only way that homelessness is experienced, but it comprises less than 10 per cent of Australia’s homelessness situation. More people are sleeping in cars, couch surfing and living in places without security of tenure across metro council areas.</p> <p>About 80 to 85 per cent of people coming into the Toward Home Alliance are new to homelessness. It’s likely going to get worse before it gets better.</p>	

Actions for GAROC Priority 3 objectives	Timing	Budget / Resources	Link to GAROC role	Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional comments as preferred underneath your selection of yes or no.	If the action is a priority for your council can you please rank using 1-5?
5. Finalise Data tools consultancy project which will include advice to councils on how to access and use subscription-based data tools to support decision-making in the Planning and Design of urban spaces.	June 2024	LGA Secretariat - \$50,000 – carryover from 2022-23	Leadership Regional advocacy Policy initiation and review	Yes  Comments: limited information from this project is currently available. While it notionally sounds positive, further information would be valuable.	3
6. Continue to support initiatives that promote public health and community wellbeing.	Ongoing	LGA Secretariat	Leadership Regional advocacy Policy initiation and review	Yes  Comments: community wellbeing is a critical focus area for Council, however, the scope of this action is unclear.	3
7. Continue to lobby for State Govt / Local Govt / Industry forum to include development of response to statewide housing supply and affordability.	Ongoing	LGA Secretariat	Regional Advocacy Leadership	Yes  Comments: housing availability is a critical concern that will take multi-party effort to address. The Commonwealth government	2

<b>Actions for GAROC Priority 3 objectives</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>	<b>Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional comments as preferred underneath your selection of yes or no.</b>	<b>If the action is a priority for your council can you please rank using 1-5?</b>
				should also be included, per NGA motions.	
8. Lobbying for State Government leadership to provide ongoing operational support to ensure an effective response to hoarding and squalor in South Australia (funding from SAROC)	Ongoing	LGA Secretariat	Regional advocacy	Yes  Comments: Hoarding and squalor are complex matters that often require multi-disciplinary support, which is not envisaged by existing roles and responsibilities.	3
9. Advocacy with new Service Level Agreement and updating MoU with State Government – review of school-based immunisation funding and models.	Ongoing	LGA Secretariat	Leadership  Regional advocacy	Yes  Comments: Periodic reviews of MOUs and funding arrangements are welcome, however, and recommended at intervals of 5 years.	4
10. Development and delivery of learning sessions, tools and resources, informed / co-designed with councils, advice / support to councils and state government	To June 2024	Co-funded by Wellbeing SA and LGA (R&D)	Leadership  Regional advocacy  Policy initiation and review	Yes  Comments: wellbeing is one of Council’s three focus areas. Co-design of policy	1

<b>Actions for GAROC Priority 3 objectives</b>	<b>Timing</b>	<b>Budget / Resources</b>	<b>Link to GAROC role</b>	<b>Council comment – please advise if action is a priority from your council’s perspective by selecting yes or no. Please add additional comments as preferred underneath your selection of yes or no.</b>	<b>If the action is a priority for your council can you please rank using 1-5?</b>
regarding community wellbeing ( <i>in partnership with Wellbeing SA</i> ).				and funding is particularly welcomed.	
11. Broad advocacy to State Government regarding mental health outcomes and suicide prevention.	Ongoing	LGA Secretariat	Leadership Regional advocacy	Yes  Comments: mental health support is a critical area of need across the whole community.	1
12. Strengthening collaboration between the State and Local Government for the implementation of community wellbeing initiatives. <i>Focus areas include mental health promotion, physical activity and active living, healthy eating and food systems, council level Public Health Partner Authority Agreements, healthy workplaces.</i>	Ongoing	Co-funded by Wellbeing SA and LGA (R&D)	Leadership Regional advocacy Policy initiation and review	Yes  Comments: This appears to be a repeat of earlier actions (eg, 6, 10, 11)	1
13. Advocacy to inform ongoing stormwater management reform being progressed by the State Government via an Expert Panel and SA Water (Resilient Water Futures)	Ongoing	LGA Secretariat - \$40,000 – carryover from 2022-23	Leadership Regional advocacy	Yes  Comments: integrated catchment-wide management approaches are strongly favoured.	1

Item No: 15.9

Subject: **EMPLOYEE BEHAVIOURAL STANDARDS**

Date: 27 June 2023

Written By: Manager, Strategy and Governance

A/General Manager: Strategy and Corporate, Ms S Wachtel

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## **SUMMARY**

A new section (120A) of the *Local Government Act 1999* (the Act) commenced operation on 17 November 2022, which requires all councils to consider, within six months after the conclusion of each periodic election, whether it should adopt employee behavioural standards.

As these provisions are new, the Local Government Association was seeking clarification regarding a number of matters. The delay in receiving this clarification has resulted in this matter being put to Council outside the six month period.

To satisfy section 120A of the Act, this report requests Council to consider the adoption of Employee Behavioural Standards, noting Administration's view that additional standards are not required at this time.

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## **RECOMMENDATION**

**That Council, having considered the requirements of section 102A of the *Local Government Act 1999* and existing arrangements in place that specify standards of behaviour for council employees, is of the view that additional employee behavioural standards are not to be adopted at this time.**

---

## **STRATEGIC PLAN**

Statutory compliance

## **COUNCIL POLICY**

Code of Conduct (for employees)  
Child Safe Environment Policy

## STATUTORY PROVISIONS

Section 102A of the *Local Government Act 1999*.

## BACKGROUND

The existing Code of Conduct for employees at the City of Holdfast Bay is provided as Attachment 1. The current Code of Conduct, which is applicable to all employees, was endorsed by the Senior Leadership Team in July 2021 and is scheduled for review in July 2024.

*Refer Attachment 1*

## REPORT

A new section (120A) of the *Local Government Act 1999* (the Act) commenced operation on 17 November 2022. This section requires all councils to consider, within six months after the conclusion of each periodic election, whether it should adopt employee behavioural standards.

Employee behavioural standards may specify standards of behaviours to be observed by employees of councils and provide for any other matter relating to the behaviour of employees of the council.

This new requirement for Council to consider adopting employee behavioural standards does not of itself require a council to change their existing policies.

Typically, the Act leaves all matters of human resource management to the Chief Executive Officer (CEO). Examples include:

- Section 103 - The CEO is responsible for appointing, managing, suspending and dismissing the other employees of the council (on behalf of the council).
- Section 104 - Subject to any relevant Act, award or industrial agreement, the remuneration and other conditions of service of an employee of the council will be as determined by the CEO.
- Section 107 - The CEO must ensure that sound principles of human resource management are applied to employment in the administration of the council and must take reasonable steps to ensure that those principles are known to all employees. This section includes obligations to provide employees with safe and healthy working conditions, to protect employees from sexual harassment and ensure that appropriate processes exist for dealing with complaints relating to sexual harassment.

It is understood that from a policy perspective, there was no intent that the reforms would result in councils (as in the elected body) needing to adopt policies and procedures that duplicate the CEO's responsibilities under other sections of the Act. Nevertheless, the section stands as drafted, which puts the requirement to consider the matter to Council.



While section 120A provides a discretionary power for an elected body to set behavioural standards for council employees if they wish to, it is considered preferable (and more compatible with the rest of the Act) that these responsibilities remain with the CEO. To that end, a future report relating to delegations will seek to resolve this issue.

In the meantime, Council is still obligated to consider, within six months of the election, whether it should adopt employee behavioural standards. The conclusion of the 2022 election was 18 November 2022. This means that Council was technically required to consider the matter by 18 May 2023. The delay in presenting this report for Council's consideration was caused by delays in receiving information from the Local Government Association (LGA).

The LGA were seeking legal advice to clarify a number of matters and to ensure that councils had the relevant information to support decision making regarding adoption (or not) of employee behavioural standards. Unfortunately, the timeframe for provision of the information by the LGA has fallen outside of the legislative deadline. Whilst the failure to consider the requirements of section 120A within the relevant timeframe is technically a breach of the Act, the LGA has documented evidence as to the bases of the delay. In the event of a query regarding the breach, Council would be provided with supporting material from the LGA. Whilst it would be a matter for the Ombudsman to determine, it is considered unlikely that action would be pursued against Council relating to the breach. Other councils are in similar positions.

For reference, the LGA has prepared a Model Employee Behavioural Standard, which is provided as Attachment 2. These model standards do not deviate far from the former Employee Code of Conduct and address the general behaviour principles, responsibilities, and welfare requirements in addition to setting out procedures for complaints. This new Standard can be considered in due course, when the Code of Conduct is set to be reviewed (July 2024).

*Refer Attachment 2*

Having regard to the existing documents in place that regulate employee behaviour at the City of Holdfast Bay, it is not recommended to adopt the Model Employee Behavioural Standard at this time. However, should Council wish to do so, a process will need to be implemented that ensures the appropriate consultation with employees and relevant industrial organisations prior to any formal adoption occurring.

## **BUDGET**

Not applicable

## **LIFE CYCLE COSTS**

Not applicable

# Attachment 1



ECM Document Set ID	4150516
First Issued / Approved:	May 2018
Last Reviewed:	July 2021
Next Review:	July 2024

## 1. PREAMBLE

The City of Holdfast Bay is committed to ensuring that the highest levels of performance and behaviour are demonstrated in all its dealings to support its culture of “a place that proudly delivers great things”.

### 1.1 Background

The City of Holdfast Bay recognises that its capacity to achieve its strategic directions and goals will depend upon the behaviour and commitment of its workers to operate and behave in the best interests of Council and the community.

### 1.2 Purpose

The City of Holdfast Bay Code of Conduct and organisational Values (ARISE) set out the standard of conduct required and the ethics and values that workers are bound to uphold.

### 1.3 Scope

The Code of Conduct applies to all employees, volunteers and anyone providing services on behalf of the City of Holdfast Bay (excluding Alwyndor Aged Care).

### 1.4 Strategic Reference

Culture— Enabling High Performance.

## 2. PRINCIPLES

### 2.1 Organisational Values

Workers are committed to upholding the following Values and their associated behaviours:

**Achievement** – Deliver agreed outcomes for our Community.

**Respect** – Act with honesty and integrity.

**Innovation** – Seek better ways.

**Simplicity** – Easy to do business with.

**Engagement** – Provide opportunities for all to participate.

### 2.2 Responsibilities

All workers must:

2.2.1 Behave in a manner that is consistent with Council’s Values.

2.2.2 Show respect, honesty and consideration for all people in communication, behaviour, advice, decision-making and service delivery.

2.2.3 Ensure that personal interests, including financial interests, do not influence or interfere with the performance of their role.

2.2.4 Act with care and diligence in the performance of their duties.

## CODE OF CONDUCT

- 2.2.5 Treat everyone with whom they have contact in the course of their engagement with Council with courtesy and respect, and without discrimination or harassment.
- 2.2.6 Maintain appropriate confidentiality with respect to information that they obtain or generate in connection with their employment with Council.
- 2.2.7 Disclose, and take reasonable steps to avoid, any conflict of interest (actual, perceived or potential) arising in connection with their engagement with Council.
- 2.2.8 Exercise reasonable care in their use of Council resources and use such resources only for approved Council purposes.
- 2.2.9 Comply with all lawful and reasonable directions given by Council or any person whom has authority to give the direction on behalf of Council.
- 2.2.10 Comply with all organisational policies, procedures, rules and contractual obligations.
- 2.2.11 Comply with all applicable legislative requirements when acting in the course of their engagement with Council.
- 2.2.12 Demonstrate respect for Council, and anyone associated with Council, in relation to comments posted on social networking platforms.
- 2.2.13 Refrain from making unauthorised statements to the media about Council or its business.

Council employees are also bound by the Local Government Act 1999 and the Local Government (General) Regulations 2013.

### 3. REFERENCES

#### 3.1 Legislation

- *Disability Discrimination Act 1992*
- *Equal Opportunity Act 1984 (SA)*
- *Fair Work Act 1994*
- *Independent Commissioner Against Corruption Act 2012*
- *Local Government Act 1999*
- *Local Government (General) Regulations 2013*
- *Work Health and Safety Act 2012*

#### 3.2 Other References

- Customer Feedback and Complaints Policy
- Fair Treatment Procedures
- Managing Misconduct & Disciplinary Procedures
- Organisational Development Policy
- Quality Working Culture Policy
- Workforce Planning Policy
- Workplace Relations Policy
- City of Holdfast Bay Disability & Access Inclusion Plan 2020 to 2024

# Attachment 2



# **Employee Behavioural Standards**

**Guideline and  
Model Standard**  
May 2023

*This model standard was developed to support the commencement of the conduct management reforms as part of the implementation of the Statutes Amendment (Local Government Review) Act 2021 and associated changes to the Local Government Act 1999.*

*This resource has been prepared by the Local Government Association of SA (LGA) to assist councils with implementation of legislative changes arising from Local Government Reforms for the guidance of and use by member councils.*

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## Foreword

This document has been developed to assist councils with the implementation of reforms associated with conduct management for council employees, arising from the *Statutes Amendment (Local Government Review) Act 2021*.

One focus of the reform process related to conduct and integrity matters, primarily for council members, however, a consistent approach to treatment of relevant provisions of the *Local Government Act 1999* (the Local Government Act) for council employees has been adopted.

This has resulted in changes to the former Code of Conduct for Council Employees established in accordance with (now deleted) section 110 of the Local Government Act.

## Background

Prior to the commencement of reforms in November 2022, section 110 of the Local Government Act provided that the Governor, by regulation, could prescribe a code of conduct to be observed by the employees of all councils.

In 2014 the then Minister for Planning published a Code of Conduct for Council Employees for the purposes of section 110(1) of the Local Government Act. That Code was comprehensive, and all council employees were obligated to observe the Code of Conduct.

Following the commencement of the Local Government (General) (Employee Code of Conduct) Variation Regulations 2018 on 2 April 2018 the Code of Conduct for Council Employees for the purposes of section 110 was set out in Schedule 2A of the *Local Government (General) Regulations 2013*. The Code of Conduct was amended to provide requirements for council employees in relation to Gifts and Benefits only.

Many council chief executive officers addressed the change of scope in 2018 by adding requirements to employment instruments, amending existing HR policies or adopting an 'Employee Code of Conduct' to ensure there were clear expectations in place regarding the conduct and behaviour of council employees.

Documents relating to employee behaviour and conduct that were introduced following the changes in 2018 remain in operation following the commencement of reforms in November 2022.

## Legislative Framework

Consistent with arrangements in place for council members, 'conduct' has been separated into behaviour, integrity and criminal matters. The changed approach sees 'integrity matters' for council employees now captured directly within the Local Government Act. These include protection of confidential information, register of interest requirements, gifts and benefits, and conflict of interest.

In relation to behavioural matters, new section **120A—Behavioural standards** of the Local Government Act commenced operation on 17 November 2022. The section provides that a council may prepare and adopt **employee behavioural standards** that:

- Specify standards of behaviour to be observed by employees of councils; and
- Provide for any other matter relating to behaviour of employees of councils.

There is an obligation for councils to:

- (in the case of a council that has employee behavioural standards in effect) review the operation of the employee behavioural standards; or
- in any other case, consider whether it should adopt employee behavioural standards

within six (6) months after the conclusion of each periodic election.

## **Interaction of section 120A with other sections of the Local Government Act**

To support the preparation of this document the LGA sought legal advice. As a consequence of the advice received, clarification was sought from the Office of Local Government (OLG) regarding the interaction of section 120A with other sections of the Local Government Act. In particular, the provisions that require the chief executive officer (CEO) to ensure that sound principles of human resource management are applied to employment in the administration of the council.

Under Sections 103 and 104 of the Local Government Act, the CEO is responsible for appointing, managing, suspending and dismissing employees of the Council. Subject to any relevant Act, award or industrial agreement, the remuneration and other conditions of service of such employees will be as determined by the CEO. The CEO also has statutory responsibilities to ensure safe and healthy working conditions and to protect employees from sexual harassment and unlawful discrimination (s.107). In accordance with Sections 96, 98, 99A and 102A, the Council's elected members are responsible for such decisions with respect to the CEO.

The clarification provided by OLG is included as Appendix 1 to this document. It confirms that the introduction of section 120A did not intend that councils would need to adopt policies and procedures that a CEO may deem necessary in the context of existing CEO responsibilities within the Local Government Act.

## **Existing 'codes of conduct' (or similar) adopted by the council**

In circumstances where a **council** (being the elected member body, rather than the CEO) has previously adopted codes of conduct or rules/requirements regarding the way in which employees act or conduct themselves in the workplace and those councils wish to ensure continuing validity of those documents they will need to follow the process set out in section 120A of the Local Government Act. That is, the existing documents will need to be re-adopted by the council in accordance with section 120A, which includes the obligation to consult with relevant industrial organisations.

In the alternative, the council may wish to revoke the operation of previously adopted documents and leave the issue to be managed by the CEO in accordance with their responsibilities under sections 103, 104 and 107.

## **Council considerations**

The obligation in the Local Government Act requires councils to consider whether to adopt employee behavioural standards within six months after a periodic election. It is not the case the employee behavioural standards must be adopted within this timeframe. Nor is it the case that a council **must** adopt employee behavioural standards at all, rather a council is obligated to consider the adoption (or

review the operation of any employee behaviour standards in operation) within the six-month timeframe.

The policy intent and effect of section 120A of the Local Government Act is to provide a discretionary power so that councils 'may' adopt additional behavioural standards, if the elected member body wishes to do so, to capture other standards that, in their view, should be observed by employees.

The legislation requires councils to consult with any registered industrial association that represents the interests of employees of councils on any employee behavioural standards before they are adopted (altered or substituted). If a decision is made to adopt employee behavioural standards the process to develop, adopt and implement the standards must include consultation with employees and the relevant industrial associations.

In determining whether it wishes to adopt employee behavioural standards a council should obtain advice from the chief executive officer (CEO) in relation to any existing documents/instruments that may already be relevant and in operation, e.g., employee codes of conduct, organisational/HR policies etc. As noted above, there was no intent that councils (i.e., the elected member body) would need to adopt policies and procedures that a council CEO may deem necessary in the context of a CEO's responsibilities (including under sections 103, 104 or 107 of the Local Government Act) to manage council employees in the workplace.

Having regard to the CEO advice, and in determining its preferred course of action, councils should consider whether there is potential for confusion between employee behavioural standards adopted by the council under section 120A and the existing framework of policies and directions issued by the CEO.

After considering the relevant information, the decision options for council are to:

- determine that section 120A employee behavioural standards are not required on the basis that there are already sufficient other documents/instruments in place that set standards for employee conduct and performance; or
- exercise its discretion and determine to adopt employee behavioural standards.

## Delegation

It is relevant to note that the power to prepare, adopt, alter or substitute employee behavioural standards is vested in the Council, and may be delegated in accordance with Section 44 of the Local Government Act. The LGA Delegations Framework Template Delegations include this power as a delegable power.

## Authorisation to act (section 120—Conflict of interest)

Where the power to prepare, adopt, alter or substitute employee behavioural standards is to be exercised under delegation by a CEO, and to avoid any potential breach of the conflict-of-interest provision applying to the CEO, councils can provide approval by resolution under section 120(1)(b) of the Local Government Act for the CEO to adopt a common standard to apply to all employees. Otherwise, in the absence of such approval, the CEO could, under delegation, adopt standards for all

other employees except the CEO with council then responsible for setting any standards that relate to the CEO.

It is noted that the behavioural standards relevant to the CEO could be consistent with (or the same as) employee behavioural standards but must be “prepared and adopted” by **council**, not the CEO under delegated authority.

### Timing of consideration

As noted previously, section 120A (6) of the Local Government Act requires councils to consider, within six months after the conclusion of each periodic election, whether it should adopt employee behavioural standards.

Information on the Electoral Commission SA website relating to lodgement of campaign donation returns indicates that the conclusion of the 2022 periodic elections was Friday 18 November 2022. This means that councils were required to consider, within six months of that date (i.e., by 18 May 2023), whether or not it should adopt employee behavioural standards.

Delays occurred in the finalisation of this document as a consequence of legal advice received by the LGA. The LGA considered it essential that clarification of the legal advice be sought, to ensure that councils had the relevant information to support decision making regarding adoption (or not) of employee behavioural standards.

The LGA engaged with the Office of Local Government to secure the necessary clarification. Upon receipt of that clarification, this document has been finalised as promptly as possible and distributed to the sector, albeit after the legislative deadline in section 120A.

Whilst the failure to consider the requirements of section 120A within the relevant timeframe is technically a breach of the Local Government Act, the LGA has documented evidence as to the basis of the delay that could be provided to the Ombudsman in the event of any inquiry regarding the breach. Whilst it is a matter for the Ombudsman to determine, it is considered unlikely that the Ombudsman would pursue any action against a council in relation to the breach.

### Consultation with registered industrial organisations

The LGA provided a copy of the Model employee behavioural standards to representatives of the Australian Workers' Union (SA Branch) and the Australian Services Union. Whilst the provision of the document did not constitute formal consultation, the LGA sought to obtain a view from the organisations regarding the model document.

Neither Union expressed concerns with the content of the Model employee behavioural standards, however, they noted that councils should avoid duplicating existing documents/instruments that set standards of behaviour for council employees.

Councils that determine to adopt employee behavioural standards must undertake formal consultation with the relevant industrial organisation(s) before adoption.

## Model employee behavioural standards

A Model Employee Behavioural Standards is set out on the following pages. The document contains standards consistent with those set out in existing employee codes of conduct and is not dissimilar to the Behavioural Standards for Council Members. It is provided as a guide only and, where a council determines to adopt Employee Behavioural Standards, the document should be customised as appropriate, including making relevant changes to the substance of the document and applying council branding.

To clarify, the preparation of Model Employee Behavioural Standards by the LGA does not mean that the LGA recommends that a council make a choice to adopt employee behavioural standards. The Model is merely provided as a resource to support councils consideration of the section 120A requirement.

If a council determines to adopt employee behavioural standards, based on the LGA Model, the employee behavioural standards cease to be the LGA Model and become the Employee Behavioural Standards of the relevant council.

Where relevant, examples/drafting notes are included in the document to assist with customisation. These should be deleted prior to finalisation. Example text and drafting notes are formatted with a border, like this:

**DRAFTING NOTE:** Consider what additional detail should be included at this point in relation to the lodgement of a complaint.

Where specific customisation of text is required within the Employee Behavioural Standards this has been highlighted in yellow, **like this**, for ease of identification.

Before adopting (or altering) employee behavioural standards, councils **must** consult with any registered industrial association that represents the interests of employees of councils.

Appendix 2 to this document provides a template council report, to support councils with meeting the obligation to consider adoption of employee behavioural standards.



## Employee Behavioural Standards

These Employee Behavioural Standards have been adopted by [insert council name] in accordance with section 120A of the *Local Government Act 1999* (the Local Government Act).

These Employee Behavioural Standards form part of the conduct management framework for council employees under the Local Government Act. They set out minimum standards of behaviour that are expected of all council employees in the performance of their official duties. The Employee Behavioural Standards are mandatory rules, with which council employees must comply.

Adherence to the Employee Behavioural Standards is essential to upholding the principles of good governance in councils.

These Employee Behavioural Standards are in addition to, and do not derogate from, other standards of conduct and behaviour that are expected of council employees under the Local Government Act, or other legislative requirements. Conduct that constitutes, or is likely to constitute, a breach of the integrity provisions contained in the Local Government Act, maladministration, or which is criminal in nature, is dealt with through alternative mechanisms.

### Part 1—Principles

Council employees must comply with these Employee Behavioural Standards in carrying out their functions as public officers. It is the personal responsibility of council employees to ensure that they are familiar with, and comply with, the Employee Behavioural Standards at all times.

Council employees have a responsibility to serve the best interests of the people within the community their Council represents and to discharge their duties conscientiously and to the best of their ability.

Council employees will act honestly in every aspect of their work and comply with all relevant legal obligations and resolutions of council.

### Part 2—Behaviour standards

Employees of [insert council name] must:

#### 1. **General behaviour**

- 1.1 Act honestly in the performance of official duties at all times.
- 1.2 Act with reasonable care and diligence in the performance of official duties.
- 1.3 Discharge duties in a professional manner.
- 1.4 Act in a way that generates community trust and confidence in council.
- 1.5 Act in a reasonable, just, respectful and non-discriminatory way when dealing with all people.
- 1.6 Ensure that personal interests, including financial interests, do not influence or interfere with the performance of their role.



## **2. Responsibilities as an employee of council**

- 2.1 Comply with all applicable Council policies, codes, procedures, guidelines and resolutions.
- 2.2 Deal with information received in their capacity as a council employee in a responsible manner.
- 2.3 Take all reasonable steps to provide accurate information to the council and to the public at all times.
- 2.4 Take all reasonable steps to ensure that their decisions or actions are based on information which is factually correct and they have obtained and considered all relevant information.
- 2.5 Not make improper use of information, including confidential information, acquired by virtue of their position.
- 2.6 Ensure that relationships with external parties do not amount to interference by improper influence, affecting judgement, decisions and/or actions.
- 2.7 Comply with all lawful and reasonable directions given by a person with authority to give such directions.
- 2.8 Only make public comment in relation to their duties where specifically authorised to do so and restrict such comment to factual information and professional advice.
- 2.9 Use council resources effectively and prudently when undertaking council work.
- 2.10 Not use council resources, including the services of council staff, for private purposes, unless legally or properly authorised to do so in accordance with Council policy and payments are made where appropriate.

## **3. Relationships within Council**

- 3.1 Not make any public criticism of a personal nature of fellow council employees or council members.
- 3.2 Take reasonable care that their acts or omissions do not adversely affect the health and safety of themselves or other persons, as required by the *Work Health and Safety Act 2012*.
- 3.3 Report any reasonable suspicion of a breach of these Employee Behavioural Standards to the chief executive officer or nominee.

## **Part 3—Procedures**

### **4. Complaints**

- 4.1 Complaints about an employee's behaviour that is alleged to have breached these behavioural standards are to be brought to the attention of the chief executive officer of the council, or nominee.

**DRAFTING NOTE:** Consider what additional information should be provided in relation to the lodgement of complaints. This could include reference to an existing policy or procedure that sets out how and where complaints may be lodged.

- 4.2 Complaints about a chief executive officer's behaviour should be brought to the attention of the council's principal member (unless the complaint has been made by the principal member or involves the principal member, and in such case the complaint should be brought to the attention of the deputy principal member or other person appointed by the council).

**DRAFTING NOTE:** Noting the information relating to delegation and authorisation in the accompanying Guideline, clause 4.2 must have regard to and reflect the arrangements in place relating to behavioural standards for the CEO.

Also consider what additional information should be provided in relation to the lodgement of complaints. This could include reference to an existing policy or procedure that sets out how and where complaints may be lodged.

- 4.3 A complaint may be investigated and resolved according to the disciplinary processes of the council relating to employees.

**DRAFTING NOTE:** This item may be modified to include details of how complaints will be actioned. This could be addressed by way of reference to a Complaint Handling Procedure, or information on the council website (or available elsewhere) which explains the process.

- 4.4 Nothing in these employee behavioural standards in any way derogates from the rights of an employee or duties of an employer under the *Fair Work Act 1994*, other legislation, an award, an industrial agreement or a contract of employment.



## **Appendix 1 – Clarification of operation of s.120A from the Office of Local Government**



**Government of South Australia**  
Department for Infrastructure  
and Transport

In reply please quote fA3158936

Office of Local Government

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83 Pirie Street  
Adelaide SA 5000

GPO Box 1533  
Adelaide SA 5001

Telephone: 08 7133 3277

16 May 2023

Mr Clinton Jury  
Chief Executive Officer  
Local Government Association of South Australia  
[cjury@lga.sa.gov.au](mailto:cjury@lga.sa.gov.au)

Dear Mr Jury

I write in relation to discussions between officers of the Office of Local Government (OLG) and the Local Government Association (LGA) regarding employee behavioural standards and s 120A of the *Local Government Act 1999* (the Act).

As you may be aware, s 120A of the Act commenced on 17 November 2022 through amendments under the *Statutes Amendment (Local Government Review) Act 2021*.

Section 120A of the Act provides that a council may prepare and adopt employee behavioural standards that 'specify standards of behaviour to be observed by employees of councils' and 'provide for any other matter relating to behaviour of employees of councils'. The section also provides that a council must, within 6 months after the conclusion of each periodic election 'consider whether it should adopt employee behavioural standards', or in the case of a council that 'has employee behavioural standards in effect under this section—review the operation of the employee behavioural standards'.

OLG and LGA have had discussions in relation to the development of the LGA's Model Employee Behavioural Standards, which the LGA intends to release to councils to assist councils in preparing and considering whether to adopt employee behavioural standards under s 120A of the Act.

OLG understands that the LGA has previously received advice about the LGA's Model Employee Behavioural Standards that was presented to the LGA Board for approval. Subsequently, OLG was advised that the LGA received further advice concerning the operation of s 120A and the effect this may have on existing policies and procedures that council chief executive officers (CEOs) may have established to enable them to manage employee behaviour, including the requirements for CEOs in relation to human resource management under the Act.

On 18 April 2023, OLG provided to the LGA the following statement containing its guidance about the intent and the effect of s 120A of the Act—

A key policy intent of the conduct management reforms to the *Local Government Act 1999* (the Act) was to separate 'conduct' into behaviour, integrity and criminal matters covering council employees to reflect similar changes made to conduct matters that apply to council members. The intent

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was also to capture conduct matters that must be observed by all council employees within the Act—these are ‘integrity matters’, such as conflict of interest and gifts and benefits.

The Office of Local Government’s (OLG’s) view is that the policy intent and the effect of section 120A of the Act is to enable councils to adopt additional behavioural standards, if the elected member body wishes to do so, to capture other standards that, in their view, should be observed by employees.

There was no intent that councils (i.e. the elected member body) would need to adopt policies and procedures that a council chief executive officer (CEO) may deem necessary in the context of a CEO’s responsibility to manage council employees within the workplace. OLG’s view is that the effect of s 120A of the Act does not impact the ability of CEOs to establish and maintain such policies and procedures when complying with their responsibilities for managing staff and ensuring safe working conditions under section 107 of the Act.

OLG and LGA have discussed this matter further and LGA requested OLG to consider providing further guidance to clarify the connection between a council’s discretionary power to adopt employee behavioural standards under s 120A of the Act and the ability of CEOs to put in place policies and procedures to manage employee behaviour in line with CEO’s mandatory statutory responsibilities.

As provided in the statement of clarification from OLG on 18 April 2023, OLG remains of the view that the discretionary power created for councils under the new s 120A of the Act does not impact on the ability of council CEOs to have policies and procedures related to employee behaviour as part fulfilling of their statutory responsibilities.

In response to the LGA’s request for further clarification, OLG provide the following additional advice:

A key policy intent of the conduct management reforms to the *Local Government Act 1999* (the Act) was to separate ‘conduct’ into behaviour, integrity and criminal matters covering council employees to reflect similar changes made to conduct matters that apply to council members. The intent was also to capture conduct matters that must be observed by all council employees within the Act—these are ‘integrity matters’, such as conflict of interest and gifts and benefits.

The Office of Local Government’s (OLG’s) view—and as emphasised by the Government in the Parliamentary debates—is that the policy intent and the effect of s 120A of the Act is to provide a discretionary power so that councils ‘may’ adopt additional behavioural standards, if the elected member body wishes to do so, to capture other standards that, in their view, should be observed by employees.

The requirement that a council ‘must’ consider whether it will adopt employee behavioural standards within 6 months of the conclusion of a periodic election does not require a council to, in fact, adopt one.



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There was also no intent that councils (i.e. the elected member body) would need to adopt policies and procedures that a council chief executive officer (CEO) may deem necessary in the context of a CEO's responsibilities (including under ss 103, 104 of 107 of the Act) to manage council employees within the workplace.

OLG's view is that the effect of s 120A of the Act does not impact the ability of CEOs to establish and maintain such policies and procedures—which implicitly includes the setting of standards of behaviour to be observed by council employees—when complying with their mandatory statutory responsibilities such as managing staff, ensuring safe and healthy working conditions, and protecting employees from sexual harassment and unlawful discrimination, under s 107 of the Act.

If a council CEO was not able to establish and maintain policies and procedures which include standards of behaviour for employees, as part of fulfilling their statutory obligations under s 107 of the Act, and a council exercised its discretionary power under s 120A of the Act to resolve not to adopt any employee behavioural standards, this may significantly impact the CEOs ability to manage employees and ensure a safe workplace.

It appears that if Parliament had intended for standards of behaviour to only be set by a council, s 120A of the Act would have required that a council 'must' adopt employee behavioural standards. OLG's view is that it would not have been Parliament's intention to create a void by creating a discretionary power for councils that, in effect, would diminish a CEO's implicit ability to establish policies relating to council employee behaviour, to fulfill their statutory obligations.

Instead, Parliament also amended s 107 of the Act to require council CEOs to ensure 'that employees are protected from sexual harassment by members of the council or other employees and that appropriate processes exist for dealing with complaints of employees relating to sexual harassment', providing council CEOs with further clarification on their role in relation to this aspect of employee behaviour.

If the LGA considers that it would assist councils, the above guidance may be provided to councils for their consideration in relation to CEOs' responsibilities and the council's consideration of whether to adopt employee behavioural standards under s 120A of the Act.

Yours sincerely



**David Whiterod**  
**Acting Director**  
**Office of Local Government**

Cc Ms Tami Norman, LGA

## Appendix 2 – Template council report

### Consideration of adoption of Employee Behavioural Standards (s.120A *Local Government Act 1999*)

Subject: Consideration of adoption of Employee Behavioural Standards (s.120A *Local Government Act 1999*)

Author:

Date:

Attachment: LGA Model Employee Behavioural Standards

#### RECOMMENDATION

That:

1. The report be received.
2. *The matter is for Council to determine, resolution options are provided in section 4 of this report.*

#### 1. EXECUTIVE SUMMARY

New section 120A of the *Local Government Act 1999* (the *Local Government Act*) commenced operation on 17 November 2022. This section requires all councils to consider, within six months after the conclusion of each periodic election, whether it should adopt employee behavioural standards.

Employee behavioural standards may specify standards of behaviours to be observed by employees of councils and provide for any other matter relating to the behaviour of employees of the council.

An employee behavioural standard must not diminish a right or employment condition under an Act, award, industrial agreement or contract of employment.

Where a council adopts employee behavioural standards, an employee of the council must comply with the standards.

The Local Government Association of SA (LGA) has prepared a Model Employee Behavioural Standards to assist councils with considering whether to adopt such a standard. The Model is intended as guidance and requires some customisation by each council if a decision is made to adopt employee behavioural standards.



This report provides council with information relevant to the requirements of section 120A, a copy of the LGA Model Employee Behavioural Standards and seeks a decision as to whether council wishes to adopt such a document.

## **2. BACKGROUND**

A key policy intent of the conduct management reforms to the Local Government Act was to separate 'conduct' into behaviour, integrity and criminal matters covering council employees to reflect similar changes made to conduct matters that apply to council members. The intent was also to capture conduct matters that must be observed by all council employees directly within the Local Government Act—these are 'integrity matters', such as conflict of interest and gifts and benefits.

Prior to the commencement of reforms in November 2022, section 110 of the Local Government Act provided that the Governor, by regulation, could prescribe a code of conduct to be observed by the employees of all councils.

In 2014 the then Minister for Planning published a Code of Conduct for Council Employees for the purposes of section 110(1) of the Local Government Act. That Code was comprehensive, and all council employees were obligated to observe the Code of Conduct.

Following the commencement of the Local Government (General) (Employee Code of Conduct) Variation Regulations 2018 on 2 April 2018, the Code of Conduct for Council Employees for the purposes of section 110 was set out in Schedule 2A of the *Local Government (General) Regulations 2013*. At that time, the Code of Conduct was amended to provide requirements for council employees in relation to gifts and benefits only.

Many council chief executive officers addressed the change of scope in 2018 by adding requirements to employment instruments, amending existing HR policies or adopting an 'Employee Code of Conduct' to ensure there were clear expectations in place regarding the conduct and behaviour of council employees.

Documents relating to employee behaviour and conduct that were introduced following the changes in 2018 remain in operation following the commencement of reforms in November 2022.

### **Chief Executive Officer responsibilities**

The Local Government Act directly empowers a council chief executive officer (CEO) in relation to human resource management matters and management of council employees within the workplace. Of particular relevance are sections:

- **103:** The CEO is responsible for appointing, managing, suspending and dismissing the other employees of the council (on behalf of the council).
- **104:** subject to any relevant Act, award or industrial agreement, the remuneration and other conditions of service of an employee of the council will be as determined by the CEO.
- **107:** the CEO must ensure that sound principles of human resource management are applied to employment in the administration of the council and must take reasonable steps to ensure that those principles are known to all employees. This section includes obligations to provide employees with safe and healthy working conditions, to protect employees from sexual

harassment and ensure that appropriate processes exist for dealing with complaints relating to sexual harassment.

### Section 120A requirements

Section 120A provides a discretionary power for councils which enables the adoption of additional behavioural standards for council employees, if the elected member body wishes to do so.

The requirement that a council must consider whether it will adopt employee behavioural standards within six (6) months of the conclusion of a periodic election does not require a council to, in fact, adopt employee behavioural standards.

From a policy perspective, there was no intent that councils would need to adopt policies and procedures that a CEO may deem necessary in the context of a CEO's responsibilities (including under sections 103, 104 or 107 of the Local Government Act) to manage employees within the workplace.

The commencement of section 120A does not impact the ability of a CEO to establish and maintain such policies and procedures—which implicitly includes the setting of standards of behaviour to be observed by council employees—when complying with their mandatory statutory responsibilities such as managing staff, ensuring safe and healthy working conditions, and protecting employees from sexual harassment and unlawful discrimination, under section 107 of the Local Government Act.

### Existing behavioural standards for council employees

**DRAFTING NOTE:** This section of the report should summarise the arrangements implemented by the CEO relating to behavioural standards/conduct requirements for council employees.

*It should include identification of whether council (being the elected body) has previously adopted a code of conduct or other documents that constitute employee behavioural standards (these should be differentiated from documents adopted and implemented by the CEO as there are different requirements to ensure the continuing validity of documents adopted by **council**).*

*This section of the report should provide sufficient information/detail to support council to determine whether it needs to exercise its discretion to adopt additional behavioural standards to be observed by council employees.*

## 3. DISCUSSION

The commencement of section 120A—Behavioural standards of the Local Government Act on 17 November 2022 requires council to consider whether it wishes to adopt employee behavioural standards. As previously noted, the exercise of the power in section 120A is discretionary. There is no obligation on councils to adopt such standards. The obligation is to **consider** whether employee behavioural standards will be adopted.

Section 120A provides the following in relation to the content of employee behavioural standards:

- (1) A council may prepare and adopt standards (the *employee behavioural standards*) that—
  - (a) specify standards of behaviour to be observed by employees of councils; and
  - (b) provide for any other matter relating to behaviour of employees of councils.
- (2) An employee behavioural standard must not diminish a right or employment condition under and Act, award, industrial agreement or contract of employment.

The initial obligation to be addressed by council is set out within section 120A (6), which provides:

- (6) A council must, within 6 months after the conclusion of each periodic election—
  - (a) in the case of a council that has employee behavioural standards in effect under this section—review the operation of the employee behavioural standards; or
  - (b) in any other case—consider whether it should adopt employee behavioural standards.

The obligation is not to have adopted employee behavioural standards within that timeframe, rather for council to turn its mind to and determine whether it will do so. The process for developing any employee behavioural standards may occur following this consideration and subsequent decision. It is important to note that before a council adopts employee behavioural standards, industrial associations that represent the interest of council employees must be consulted in relation to the standards.

### Timing of consideration

Information on the Electoral Commission SA website relating to lodgement of campaign donation returns indicates that the conclusion of the 2022 periodic elections was Friday 18 November 2022. This means that council was required to consider, within six months of that date (i.e., by 18 May 2023), whether or not it should adopt employee behavioural standards.

It is noted that this report is being presented to council for consideration after the required date. Delays arose in the provision of information necessary to inform council decision making by the LGA, as a consequence of legal advice received by the LGA. The LGA considered it essential that clarification of the legal advice be sought, to ensure that councils had the relevant information to support decision making regarding adoption (or not) of employee behavioural standards.

The LGA engaged with the Office of Local Government to secure the necessary clarification. Upon receipt, the LGA finalised information relating to consideration of adoption of employee behavioural standards and distributed that information to the sector. The information distributed by the LGA has been used to support the preparation of this report.

Unfortunately, the timeframe for provision of the information by the LGA has fallen outside of the legislative deadline. Whilst the failure to consider the requirements of section 120A within the relevant timeframe is technically a breach of the Local Government Act, the LGA has documented evidence as to the basis of the delay that could be provided to the Ombudsman in the event of any inquiry regarding the breach. Whilst it is a matter for the Ombudsman to determine, it is considered unlikely that the Ombudsman would pursue any action against council relating to the breach.

## Model employee behavioural standards

The LGA has prepared a Model Employee Behavioural Standards (Model Standard) to assist councils with considering whether such standards should be adopted. The Model Standard is an example of relevant standards that councils could adopt and requires each council to consider and customise the document as appropriate. Once modified and adopted the document becomes the Employee Behavioural Standards of the [insert council name].

The LGA has clarified that the preparation of Model Employee Behavioural Standards does not mean that the LGA recommends the adoption of employee behavioural standards. This is a matter for each council to determine. The Model document is merely provided as a resource to support councils consideration of the section 120A requirement.

A copy of the LGA Model Standard is provided as Attachment 1 to this report.

Having regard to the existing documents in place that regulate employee behaviour and the purpose of employee behavioural standards, council must now consider whether it wishes to adopt additional employee behavioural standards. Should council wish to do so, a process will need to be implemented that ensures the appropriate consultation with employees and relevant industrial organisations prior to the formal adoption occurring.

**DRAFTING NOTE:** The CEO may wish to provide advice as to whether they consider it necessary for the council to adopt additional employee behavioural standards at this point in the report, or whether the existing policies/codes etc are considered sufficient.

The report should provide guidance to council as to what process needs to follow the decision it makes, which may include reference to management of existing documents and/or a process for development/adoption of employee behavioural standards. This could include reference to further reports to council to facilitate the process. The key decision obligation this report is addressing is that council **consider** whether it will adopt employee behavioural standards.

### Status of existing documents

Adopted by council: As noted in the Guideline, where a council (being the elected member body) has previously adopted a code of conduct or other document(s) that constitute employee behavioural standards and that council wishes to ensure continuing validity of those documents, they will need to re-adopt the documents in accordance with section 120A, including consultation with relevant industrial organisations.

In the alternative, the council may determine to revoke the operation of previously adopted documents and leave the issue to be managed by the CEO. If a decision to revoke is preferred, consideration should be given to any transitional arrangements that may be needed to ensure there continues to be documents in place that specify behavioural requirements for council employees (rather than an immediate decision to revoke).

Adopted by CEO: Where the relevant documents in place have been adopted or implemented by the CEO, there is no need for those documents to be re-adopted following the commencement of section 120A (as they are not implemented under that section).

**Process for development of employee behavioural standards**

*It may be appropriate to include an outline of a process that could be followed to develop employee behavioural standards to inform council's consideration. If you wish to include that information, determine what process is most appropriate/relevant to your council and insert here – for example:*

- *Prepare draft employee behavioural standards (this could be based on the Model Standard or some modified version to incorporate council specific requirements). Present to council to endorse for consultation with staff and industrial associations.*
- *Undertake consultation with staff and registered industrial associations regarding proposed employee behavioural standards.*
- *Following consultation, amend employee behavioural standards and prepare final version of employee behavioural standards.*
- *Optional: Provide staff with the opportunity to review/give feedback on final version of employee behavioural standards*
- *Present final employee behavioural standards to council for endorsement.*

A decision from council to not proceed with the adoption of employee behavioural standards at this time does not preclude council from determining to adopt employee behavioural standards in the future.

#### **4. OPTIONS**

Resolution options are set out below:

**DRAFTING NOTE:** *The resolution options included are limited to adopting, or not adopting, employee behavioural standards. Depending on the arrangements currently in place there are other options that may also be suitable. Consider what alternative resolution options are required and insert as appropriate.*

##### **Option 1 – support adoption of employee behavioural standards**

That:

1. The report be received.
2. In accordance with section 120A of the *Local Government Act 1999*, a draft employee behavioural standards be prepared and returned to Council for endorsement for consultation with employees and registered industrial associations prior to adoption.

##### **Option 2 – not support adoption of employee behavioural standards**

That:

1. The report be received.

2. Having considered the requirements of section 120A of the *Local Government Act 1999* and existing arrangements in place that specify standards of behaviour for council employees, additional employee behavioural standards not be adopted at this time.

Council is asked to determine its preference in relation to the adoption (or not) of employee behavioural standards.





Local Government Association  
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