

Agenda

Council

NOTICE OF MEETING

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

Council Chamber - Glenelg Town Hall
Moseley Square Glenelg

23 April 2024 at 7.00pm



Roberto Bria
Chief Executive Officer



1. Opening

The Mayor will declare the meeting open at 7.00pm.

2. Kurna Acknowledgement

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

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

3. Service to Country Acknowledgement

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

4. Prayer

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

5. Apologies

5.1 Apologies received – Councillor M O'Donohue

5.2 Absent

6. Items Presented to Council

7. Declaration Of Interest

If a 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 9 April 2024 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 – Tree Watering Program – Councillor Bradshaw
(Report No: 124/24)

11. Member's Activity Reports

11.1 Mayor's Activity Report – 1 January to 31 March 2024 (Report No: 98/24)

12. Motions on Notice

12.1 Leave of Absence – Councillor Bradshaw (Report No: 123/24)

13. Adjourned Matters - Nil

14. Reports of Management Committees and Subsidiaries

14.1 Information Report – Southern Region Waste Resource Authority Board Meeting – 25 March
2024 (Report No: 121/24)

14.2 Minutes – Jetty Road Mainstreet Committee – 3 April 2024 (Report No: 110/24)

14.3 Minutes – Alwyndor Management Committee – 4 April 2024 (Report No: 116/24)

14.4 Public Minutes – Audit and Risk Committee – 15 April 2024 (Report No: 126/24)

15. Reports by Officers

15.1 Items in Brief (Report No: 120/24)

15.2 Draft Long Term Financial Plan 2024-2034 (Report No: 125/24)

15.3 Draft 2024-25 Annual Business Plan (Report No: 119/24)

15.4 Naming of New Roads – Consultation Results (Report No: 113/24)

15.5 Brighton Tennis Club License (Report No: 112/24)

15.6 Seacliff Recreation Centre Lease (Report No: 111/24)

15.7 Transforming Jetty Road – Establishment of a Section 41 Committee (Report No: 122/24)

15.8 State Planning Review Outcomes (Report No: 114/24)

15.9 Australian Local Government Association – National General Assembly – Conference Motions
(Report No: 89/24)

15.10 Inquiry Into Local Government Sustainability (Report No: 128/24)

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 Confidential Minutes – Audit and Risk Committee – 15 April 2024 (Report No: 127/24)

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 considers 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 –
 - i. 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
 - ii. would, on balance, be contrary to the public interest;

18.2 Glenelg Football Club Loan (Report No: 117/24)

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 considers 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 –
 - i. 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
 - ii. 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 – TREE WATERING PROGRAM – COUNCILLOR BRADSHAW

Question

Councillor Bradshaw asked the following questions:

1. *“Please confirm if Council currently have a programme in place which allows them to know if all trees have been watered?”*
2. *“If there’s no system currently in place to determine which trees have or haven’t been watered, did Council ever have such a programme?”*

Background

Council continues to plant trees to increase the tree canopy throughout the city. A programme of regular watering is particularly important to establish those trees in their early years.

Whilst Council has a schedule to ensure trees are regularly watered, parked cars often make it difficult for the water truck to access all trees.

Answer – Pam Jackson

Council ensures a summer watering schedule for the first three to four years for all planned planted trees. Watering generally occurs between October and April (weather dependant) via two water trucks, between Monday and Friday. On average each tree on the schedule is watered every 5 to 7 days during the watering season.

Council has a system in place to manage the watering of trees and other operational components of tree management. This system is currently under review to identify if there are more effective systems to manage the lifecycle of Council’s trees.

Item No: 11.1**Subject:** MAYOR'S ACTIVITY REPORT – 1 JANUARY TO 31 MARCH 2024

Summary

Presented for the information of Members is the Activity Report for the Mayor for 1 January to 31 March 2024.

After noting the report any items of interest can be discussed, if required with the leave of the meeting.

Recommendation

That the Mayor's Activity Report for 1 January to 31 March 2024 be received and noted.

Report

Date	Activity	Location
07/01/2024	Blessing of the Water Ceremony	Glenelg Beach
09/01/2024	Opti Nationals Opening Ceremony	Brighton and Seacliff Yacht Club
12/01/2024	Meeting with Minister Koutsantonis and Department of Transport	Minister's Office, Pirie Street, Adelaide
	Meeting with General Manager, Assets and Delivery	Via phone
13/01/2024	Santos Tour Down Under Women's Stage 2	Colley Terrace, Glenelg
23/01/2024	Chief Executive Officer and Mayor Agenda discussion	Via phone
	Council Executive Committee meeting	Glenelg Town Hall, Glenelg
	Council Workshop – Local Government Participation and Elections Review	Glenelg Town Hall, Glenelg
	Council meeting	Glenelg Town Hall, Glenelg
24/01/2024	Council Wrap Up video	Brighton Sculptures, Brighton Beach
25/01/2024	Australia Day and Baleen pre-event briefing	Via phone
	ABC Adelaide Interview and photo with Chloe Roberts, PhD Candidate	Brighton
26/01/2024	Citizenship Ceremony	Jimmy Melrose Reserve, Glenelg Foreshore
	Aus Lights on the River Event and Official Ceremony	Elder Park, Adelaide
29/01/2024	Chief Executive Officer and Mayor weekly catch up	Via phone

Date	Activity	Location
30/01/2024	Council Workshop – Strategic Property Analysis – Jetty Road Precinct	Brighton Civic Centre
31/01/2024	Meeting with Minister Bettison	Victoria Square, Adelaide
02/02/2024	Meeting with City of Mitcham Mayor, Heather Holmes-Ross	Glenelg Foreshore
03/02/2024	Somerton Surf Life Saving Club – Nippers	Somerton Surf Life Saving Club
04/02/2024	Brighton Surf Club Sponsor's Hospitality Day	Brighton Surf Life Saving Club
	Marilyn Jetty Swim	Brighton
05/02/2024	Chief Executive Officer and Mayor weekly catch up	Via phone
06/02/2024	Council Workshop – Naming of New Roads and Annual Business Plan 2024-25	Brighton Civic Centre
07/02/2024	ABC Radio Interview	Via phone
08/02/2024	Jetty Road Masterplan Communication meeting with General Manager, Community and Business	Mayor's Office, Brighton Civic Centre
09/02/2024	Coast Protection Board meeting	Waymouth Street, Adelaide
12/02/2024	Chief Executive Officer and Mayor weekly catch up	Via phone
	Resilient South discussion with Environment and Coast Team Leader	Via Microsoft Teams
13/02/2024	Chief Executive Officer and Mayor Agenda discussion	Brighton Civic Centre
	City Activation Briefing meeting	Brighton Civic Centre
	Council meeting	Glenelg Town Hall, Glenelg
14/02/2024	Council Wrap Up video	Glenelg Foreshore
15/02/2024	Coast FM Radio Interview	Studio
16/02/2024	Asia Street Food by the Sea Opening	Glenelg Foreshore
19/02/2024	Chief Executive Officer and Mayor weekly catch up	Via phone
	Jetty Road Mainstreet Committee Independent Nominations Evaluation meeting	Brighton Civic Centre
	International Women's Day Internal event briefing	Mayor's Office, Brighton Civic Centre
20/02/2024	Council Workshop – Sharing the National Collection and Movement and Transport Plan	Brighton Civic Centre
21/02/2024	ABC Radio Interview	Via phone
22/02/2024	5AA Radio Interview	Via phone
	891 Radio Interview	Via phone
26/02/2024	Chief Executive Officer and Mayor weekly catch up	Via phone

Date	Activity	Location
27/02/2024	Chief Executive Officer and Mayor Agenda discussion	Via phone
	Council Workshop - Public Art and Monuments Policy	Glenelg Town Hall, Glenelg
	Council meeting	Glenelg Town Hall, Glenelg
28/02/2024	Council Wrap Up video	Glenelg Foreshore
	Opening Night – Baleen Moondjan	Glenelg Town Hall and Glenelg Beach
04/03/2024	Libraries Board Tour of Brighton Library	Brighton Library
	Chief Executive Officer and Mayor weekly catch up	Via phone
05/03/2024	Council Workshop – Events Season 2024-25, Jetty Road Budget 2024-25 and Annual Business Plan 2024-25	Glenelg Town Hall, Glenelg
06/03/2024	Jetty Road Mainstreet Committee meeting	Mayor’s Parlour, Glenelg Town Hall
07/03/2024	International Women’s Day – Council event	Holdfast Bay Community Centre
	Pre-meeting briefing for Minister Koutsantonis	Holdfast Bay Community Centre
	ABC Radio Interview	Via phone
08/03/2024	Meeting with Minister Koutsantonis and Department of Transport	Pirie Street, Adelaide
11/03/2024	TAB Adelaide Cup Board Luncheon	Morphettville Racecourse
12/03/2024	Meeting with Councillor Miller	Brighton Civic Centre
	Chief Executive Officer and Mayor Agenda discussion	Brighton Civic Centre
	Seawall Site Development Update	Glenelg Town Hall, Glenelg
	Council meeting	Glenelg Town Hall, Glenelg
14/03/2024	Meeting with Councillors Bradshaw and Lindop	Nest, Kingston Park
	Jetty Road Project discussion	Brighton Civic Centre
	Meeting with General Manager, Assets and Delivery	Brighton Civic Centre
15/03/2024	Meeting with LGA President and Chief Executive Officer	Mayor’s Parlour, Glenelg Town Hall
	Meeting with Medallion Homes and City of Holdfast Bay	Brighton Civic Centre
17/03/2024	Somerton Surf Life Saving Club – Junior Club of the Year 2024	Somerton Surf Life Saving Club
18/03/2024	Chief Executive Officer and Mayor weekly catch up	Via phone
19/03/2024	Mock Council meeting with St Peters Woodlands Grammar School	Council Chamber, Glenelg Town Hall

Date	Activity	Location
	Council Workshop – Annual Business Plan 2024-25 and Review of Strategic Plan	Glenelg Town Hall, Glenelg
20/03/2024	Transforming Jetty Road Filming	Jetty Road, Glenelg
	Citizenship Ceremony	Brighton High School
22/03/2024	Coast Protection Board meeting	Waymouth Street, Adelaide
23/03/2024	Glenelg Film Festival	Colley Reserve, Glenelg
25/03/2024	Chief Executive Officer and Mayor weekly catch up	Via phone
	Patawalonga Toilet discussion with Craig Harrison	Via phone
26/03/2024	Meeting with Pip Pearson	Brighton Civic Centre
	Chief Executive Officer and Mayor Agenda discussion	Brighton Civic Centre
	Council Workshop – Project Inception Briefing – Transforming Jetty Road, Glenelg	Glenelg Town Hall
	Council meeting	Glenelg Town Hall
27/03/2024	Jetty Road Media	
28/03/2024	Resilient South Regional Climate Action Plan Launch	Blackwood
	ABC Radio Interview	Via phone
	Channel Nine News Interview	Chapel Plaza, Glenelg
29/03/2024	SANFL – Glenelg vs Port Adelaide	Stratarama Stadium

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

Item No: 12.1

Subject: MOTION ON NOTICE – LEAVE OF ABSENCE – COUNCILLOR
BRADSHAW

Proposed Motion

Councillor Bradshaw proposed the following motion:

**That Council grant Councillor Bradshaw a Leave of Absence from Council for the period
13 May to 7 June 2024.**

Item No: 14.1

Subject: **INFORMATION REPORT – SOUTHERN REGION WASTE RESOURCE
AUTHORITY BOARD MEETING – 25 MARCH 2024**

Summary

The Information Report of the Southern Region Waste Resource Authority Board meeting held 25 March 2024 is provided for information.

Recommendation

That Council notes the Information Report of the Southern Region Waste Resource Authority Board meeting held 25 March 2024.

Background

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

In accordance with Section 4.5.2 of the SRWRA Charter - 2022, there shall be at least six ordinary meetings of the Board held in each financial year.

Furthermore, Section 4.5.11 states that prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

Report

In accordance with the above, the Information Report from the Board Meeting held on 25 March 2024 is provided for Members' information.

Refer Attachment 1

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

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

Council Policy

Not applicable

Statutory Provisions

Not applicable

Written By: Executive Assistant to the Chief Executive Officer

Chief Executive Officer: Mr R Bria

Attachment 1

Constituent Council Information Report – Public

Board Meeting: 25 March 2024

Report By: Chief Executive Officer

In accordance with Section 4.5.11 of the Southern Region Waste Resource Authority Regional Subsidiary Charter - 2022, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils (Cities of Onkaparinga, Marion, and Holdfast Bay).

Report Name	Report Summary
Audit & Risk Committee Presiding Member Nomination	The SRWRA Board is required to appoint the Presiding Member for the Audit & Risk Committee, with David Powell, Independent Member for the City of Holdfast Bay appointed at the March meeting.
Budget FY25 Parameters & Assumptions	The Board approved a forecast CPI increase of 4% for constituent council gate fees for general waste in the 2025 financial year.
Chief Executive Officer's Report	<p>The CEO summarised key activities over the last few months;</p> <ul style="list-style-type: none"> • SRWRA offers regular Board member development opportunities, including attendance at relevant waste conferences and events • SRWRA continues to investigate development of a circular economy hub on buffer land, meeting with the City of Onkaparinga regarding planning pathways
Risk Management Report	<p>SRWRA provides quarterly risk management reporting to the Audit & Risk Committee and the Board, this includes regular reviews of the SRWRA risk register and identification of new and emerging risks.</p> <ul style="list-style-type: none"> • SRWRA is awaiting EPA approval for final landfill cell capping for filled cells and design of the next stage of landfill, with approvals often taking several months. • Fires at waste facilities are an ongoing issue within the industry, and these are occurring at SRWRA, varying from minor incidents controlled by staff to more significant events requiring emergency services attendance. <p>Reporting on fire incidents, including probable cause, will be included as part of regular risk reporting going forward to assist councils in communicating the risks of incorrect battery and other flammable item disposal to residents.</p>

Item No: 14.2

Subject: MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 3 APRIL 2024

Summary

The Minutes of the Jetty Road Mainstreet Committee meeting held 3 April 2024 are attached and presented for Council's information.

Jetty Road Mainstreet Committee Agenda, Report and Minutes are available on council's website and the meetings are open to the public.

Recommendation

1. That Council notes the minutes of the Jetty Road Mainstreet Committee of 3 April 2024.

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Attachment 2 to Report No: 110/24 Minutes – Jetty Road Mainstreet Committee – 3 April 2024 in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Committee, pursuant to section 91(7) of that Act orders that Attachment 2 be retained in confidence for a period of 12 months and/or the Chief Executive Officer is authorised to release the documents when the negotiations have been finalised and that this order be reviewed every 12 months.
-

Background

The Jetty Road Mainstreet Committee 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.

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

Report

Minutes of the meetings of the Jetty Road Mainstreet Committee held 3 April 2024 are attached for member's information.

Refer Attachments 1 and 2

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

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

Council Policy

Not applicable

Statutory Provisions

Not applicable

Written By: General Manager, Community and Business

General Manager: Community and Business, Ms M Lock

Attachment 1



Minutes of the Jetty Road Mainstreet Committee Held in the Mayor's Parlour, Glenelg Town Hall on Wednesday 3 April 2024 at 6.00pm

ELECTED MEMBERS PRESENT

Mayor A Wilson (via virtual connection)
Councillor R Abley
Councillor A Kane

COMMITTEE REPRESENTATIVES PRESENT

Attitudes Boutique, Ms G Martin
Beach Burrito, Mr A Warren
Glenelg Finance, Mr D Murphy
Yo-Chi, Ms B Millard
Echelon Studio – Architecture and Design, Mr C Morley
Ikos Holdings Trust, Mr A Fotopoulos
Independent Member, Ms S Mills
Independent Member, Mr C Brown

STAFF IN ATTENDANCE

General Manager, Community and Business, Ms M Lock
Manager, City Activation, Ms R Forrest
Jetty Road Development Coordinator, Ms A Klingberg
Event Lead, Mr H Colvill

1. OPENING

The Chair, Ms G Martin, declared the meeting open at 6.04pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chair, Ms G Martin stated:

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: Ms S Smith, Mr T Beatrice, Mr A Chhoy

3.2 Absent

4. DECLARATION OF INTEREST

Members were reminded to declare their interest before each item.

5. CONFIRMATION OF MINUTES

Motion

That the minutes of the Jetty Road Mainstreet Committee held on 6 March 2024 to be taken as read and confirmed.

Moved D Murphy, Seconded Councillor Abley

Carried

6. QUESTIONS BY MEMBERS

6.1 Without Notice: Nil

6.2 With Notice

A Warren asked a question around the timing of the Winter Activation contract negotiations. Administration provided a response.

B Millard joined the meeting at 6.06pm

7. PRESENTATIONS: Nil

8. REPORTS/ITEMS OF BUSINESS: Nil

9. URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING

9.1 Resignation of JPMC member. Mr A Chhoy tendered his resignation.

10. ITEMS IN CONFIDENCE

10.1 Transforming Jetty Road (Report No: 92/24)

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

1. That pursuant to section 90(2) of the *Local Government Act 1999* the Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Report No: 92/24 Transforming Jetty Road in confidence.
2. That in accordance with section 90(3) of the *Local Government Act 1999* the Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 92/24 Transforming Jetty Road in confidence on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information.

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 Abley, Seconded Councillor Kane

Carried

A Fotopoulos joined the meeting at 6.15pm

RETAIN IN CONFIDENCE - Section 91(7) Order

That having considered Agenda Item 10.1, Transforming Jetty Road in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Committee, pursuant to section 91(7) of that Act orders that the report, attachment and minutes relevant to this item be retained in confidence for a period of 12 months and/or the Chief Executive Officer is authorised to release the documents when the negotiations have been finalised and that this order be reviewed every 12 months

Moved C Morley, Seconded A Fotopoulos

Carried

11. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 1 May 2024 to commence at 6.00pm in the Mayor's Parlour Glenelg Town Hall.

12. CLOSURE

The meeting closed at 6.45pm.

CONFIRMED 1 May 2024

CHAIR

Item No: 14.3

Subject: MINUTES – ALWYNDOR MANAGEMENT COMMITTEE - 4 APRIL 2024

Summary

The minutes of the Alwyndor Management Committee meeting held on 4 April 2024 are provided for information.

Recommendation

1. That the minutes of the Alwyndor Management Committee meeting held on 4 April 2024 be noted.

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Attachment 2 to Report No: 116/24 Minutes - Alwyndor Management Committee – 4 April 2024 in confidence under section 90(2) and (3) (b) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of the Act orders that Attachment 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.
-

Background

This report is presented following the Alwyndor Management Committee Meetings.

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

Report

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

Refer Attachments 1 and 2

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

Enabling the people in our communities to live healthy, engaged and fulfilling lives.

Council Policy

Not applicable

Statutory Provisions

Not applicable

Written By: General Manager, Alwyndor

General Manager: Ms B Davidson-Park

Attachment 1

CITY OF HOLDFAST BAY

Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held in the Boardroom Alwyndor 52 Dunrobin Road Hove or via Audio-visual telecommunications on Thursday 4 April 2024 at 6.30pm.

PRESENT

Elected Members

Councillor Susan Lonie
Councillor Robert Snewin

Independent Members

Mr Kim Cheater- Chair
Ms Julie Bonnici
Ms Joanne Cottle
Prof Judy Searle (Teams)
Prof Lorraine Sheppard
Ms Trudy Sutton

Staff

General Manager Alwyndor – Ms Beth Davidson-Park
Manager, Community Connections – Ms Molly Salt
Manager, Residential Services – Ms Natasha Stone
Chief Financial Officer– Mr Rafa Mirzaev
Manager, People and Culture, Ms Lisa Hall
Executive Assistant – Ms Bronwyn Taylor

1. OPENING

The Chairperson declared the meeting opened at 6.32pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chair stated:

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

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

3. APOLOGIES

- 3.1 For Absence
- 3.2 Leave of Absence
- Nil

4. DECLARATION OF INTEREST

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

5. CONFIRMATION OF MINUTES**Motion**

That the Public and Confidential minutes of the Alwyndor Management Committee held on 29 February 2024 be taken as read and confirmed.

Moved by Ms Joanne Cottle, Seconded by Ms Trudy Sutton

Carried

6. REPORTS ITEMS OF BUSINESS

Nil

7 GENERAL MANAGER REPORT – CONFIDENTIAL**7.1 General Manager Report – Confidential (Report No:04/24)****Exclusion of the Public – Section 90(3)(d) Order**

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No: 04/24 in confidence.
- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 04/24 on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of

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

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

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

Moved by Ms Julie Bonnici, Seconded by Ms Joanne Cottle

Carried

Motion:

RETAIN IN CONFIDENCE - Section 91(7) Order

- 3. That having considered Agenda Item 7.1 General Manager's Report - Confidential (Report No: 04/24) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 3 years and that this order be reviewed every 12 months.**

Moved by Cr Susan Lonie, Seconded by Prof Lorraine Sheppard

Carried

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

- 10. DATE AND TIME OF NEXT MEETING**

The next meeting of the Alwyndor Management Committee will be held on **Wednesday 24 April 2024** in the Boardroom Alwyndor, 52 Dunrobin Road, Hove or via Audio-visual telecommunications (to be advised).

- 11. CLOSURE**

The meeting closed at 8.02pm.

CONFIRMED 24 April 2024

CHAIRPERSON

Item No: 14.4

Subject: PUBLIC MINUTES – AUDIT AND RISK COMMITTEE – 15 APRIL 2024

Summary

The public minutes of the meeting of the Audit and Risk Committee held 15 April 2024 are presented to Council for information.

Recommendation

That Council notes the public minutes of the meeting of the Audit and Risk Committee of 15 April 2024, namely that the Audit and Risk Committee:

1. notes the Draft Long Term Financial Plan 2024 - 2034 and supports its presentation to Council for community consultation;
 2. recommends to Council that the Net Financial Liability Ratio be increased from 75% to 100% for the life of this Plan, as a result of the borrowings for the Transforming Jetty Road Project; and
 3. notes the Draft 2023-24 Annual Business Plan and supports its presentation to Council for community consultation.
-

Background

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

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

Report

The public minutes of the meeting of the Audit and Risk Committee held on 15 April 2024 are attached for Members' information.

Refer Attachment 1

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Not applicable

Statutory Provisions

Local Government Act 1999, Sections 41 and 126

Written By: Executive Assistant, Strategy and Corporate

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

Minutes of the meeting of the Audit and Risk Committee of the City of Holdfast Bay held in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton on Monday 15 April 2024 at 6:00pm.

PRESENT

Members

Presiding Member – Councillor J Smedley
Councillor R Snewin
Ms P Davies
Mr D Powell

Staff

Chief Executive Officer – Mr R Bria
A/General Manager Strategy and Corporate – Ms S Wachtel
Manager Finance – Mr C Blunt
Manager Strategy and Governance – Ms A Karzek

Guests

Nil.

1. OPENING

The Chairman declared the meeting open at 6.00pm.

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. APOLOGIES

- 3.1 Apologies Received - Ms C Garrett
- 3.2 Absent

4. DECLARATION OF INTEREST

Members were reminded to declare their interest before each item.

5. CONFIRMATION OF MINUTES

Motion

That the minutes of the Audit and Risk Committee held on 27 March 2024 be taken as read and confirmed.

Moved by Councillor Snewin, Seconded by D Powell

Carried

6. ACTION ITEMS

The Action Items were tabled and discussed.

7. PRESENTATIONS

7.1 Nil

8. REPORTS BY OFFICERS

8.1 Draft Long Term Financial Plan 2024 - 2034 (Report No: 108/24)

The Long Term Financial Plan (LTFP) has been reviewed and updated to include the Draft 2024-25 Annual Business Plan, 2022-23 audited financial statements, and budget updates to 31 December 2023. The projections in the LTFP indicate Council remains in a sound financial position.

The LTFP has also been informed by the latest Asset Management Plans and direction from Council regarding its commitment to financial sustainability. A number of assumptions have been reviewed in updating the plan and these are detailed in the report.

The Draft Long Term Financial Plan 2024 - 2034 was presented for recommendation to Council of endorsement and release for community engagement.

Motion

That the Audit and Risk Committee:

1. **notes the Draft Long Term Financial Plan 2024 - 2034 and supports its presentation to Council for community consultation; and**
2. **recommends to Council that the Net Financial Liability Ratio be increased from 75% to 100% for the life of this Plan, as a result of the borrowings for the Transforming Jetty Road Project.**

Moved D Powell, Seconded P Davies

Carried

8.2 Draft 2024-25 Annual Business Plan and Budget (Report No: 107/24)

The Draft 2024-25 Annual Business Plan was presented for noting ahead of its release for community engagement. It has been developed having regard to the *Our Holdfast 2050+* Strategic Plan, Asset Management Plans, Long Term Financial Plan and directions provided by Council.

The draft budget has been developed with a general rate increase of 7.1% and satisfies Council's financial sustainability and performance measures. The Draft 2024-25 Annual Business Plan and consultation results are due for review by the Audit and Risk Committee on 12 June 2024.

Motion

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

Moved P Davies, Seconded D Powell

Carried

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

10. CONFIDENTIAL ITEMS

10.1 Glenelg Football Club Loan (Report No: 109/24)

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

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* the Audit and Risk Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Report No: 109/24 Glenelg Football Club Loan in confidence.**
- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* the Audit and Risk Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 109/24 Glenelg Football Club Loan on the following grounds:**
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party.**

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 Audit and Risk 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 Snewin, Seconded P Davies

Carried

Motion - RETAIN IN CONFIDENCE – Section 91(7) Order

That having considered Agenda Item 10.1 109/24 Glenelg Football Club Loan in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Audit and Risk Committee, pursuant to section 91(7) of that Act orders that the report, attachments and minutes be retained in confidence for a period of six months and the Chief Executive Officer is authorised to release the documents when Audited Financial Statements are presented to Council.

Moved P Davies, Seconded D Powell

Carried

11. DATE AND TIME OF NEXT MEETING

The next meeting of the Audit and Risk Committee will be held on Wednesday 12 June 2024 in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton.

12. CLOSURE

The Meeting closed at 6.59pm.

CONFIRMED 12 June 2024

PRESIDING MEMBER

Item No: 15.1

Subject: ITEMS IN BRIEF

Summary

These items are presented for the information of Members.

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

Recommendation

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

1. **Kingston Park Kiosk Official Opening**
 2. **Illumination Request – National Road Safety Week – 5-12 May 2024**
-

Report

1. **Kingston Park Kiosk Official Opening**

Tuesday 4 April 2024 marked the official opening of the Kingston Park Kiosk. The Kiosk is operated as a family business run by local brothers Tom and Ben Rodger naming the business Nest Kiosk.

Nest Kiosk is positioned next to the Brighton Beachfront Caravan Park, boasting one of Adelaide's most beautiful views.

Council committed \$1.4 million to deliver this project with extensive consultation with the community and tireless work of Seacliff Ward Councillors Bradshaw, Lindop and Lonie.

This event opened with a Welcome to Country by Uncle Frank Wanganeen, followed by a ribbon cutting with the Seacliff Ward Councillors and ending with the Mayor unveiling the official plaque.

In attendance was local member, the Leader of the Opposition, the Hon David Speirs MP, Member for Black, with key contractors involved with the design and construction, and members from the 5049 Coastal Community Association.

2. **Illumination Request – National Road Safety Week – 5-12 May 2024**

Council received correspondence from Andrew Ockenden, Executive Director, Public Affairs of the Department for Infrastructure and Transport encouraging councils to get involved and help light South Australia Yellow.

National Road Safety Week is an annual initiative run by the Safer Australian Roads and Highways Group, who partners with road safety organisations and government to highlight the impact of road trauma and the ways we can help to make our roads safer for everyone.

Council will join in the national campaign by illuminating Michael Herbert Bridge and Chapel Plaza from Sunday 5 May to Sunday 12 May 2024.

Written By: Executive Support Officer

Chief Executive Officer: Mr R Bria

Item No: 15.2

Subject: **DRAFT LONG TERM FINANCIAL PLAN 2024 – 2034**

Summary

The Draft Long Term Financial Plan 2024 - 2034 is presented for endorsement and release for community engagement.

The Long Term Financial Plan (LTFP) has been reviewed and updated to include the Draft 2024-25 Annual Business Plan, 2022-23 audited financial statements, and budget updates to 31 December 2023. The projections in the LTFP indicate Council remains in a sound financial position.

The LTFP has also been informed by the latest Asset Management Plans and direction from Council regarding its commitment to financial sustainability. A number of assumptions have been reviewed in updating the plan and these are detailed in the report.

Recommendation

That Council approves:

- 1. the Draft Long Term Financial Plan 2024 - 2034 for community consultation in conjunction with the Draft 2024-25 Annual Business Plan; and**
 - 2. the Net Financial Liability Ratio be increased from 75% to 100% for the life of this Plan, as a result of the borrowings for the Transforming Jetty Road Project.**
-

Background

The Local Government Act requires Council to review its Long Term Financial Plan (LTFP) at least annually and that as part of the process members of the public be given the opportunity for involvement in the review. The LTFP has been updated to include the 2022-23 audited financial statements, budget updates to 31 December 2023 and the draft 2024-25 budget.

Alwyndor has been excluded from the LTFP as it is managed as a financially self-sustaining operation.

Report

The annual LTFP update reviewed existing assumptions, considering economic conditions, and applied financial information and forecasts that were available at the time. It should be noted that the LTFP is not a static document, and its purpose is to provide broad financial projections to assist in making key decisions.

A document for public consultation has been prepared to both meet regulatory requirements and, more importantly, to communicate often complex financial data in a format that will be informative to the community.

Refer Attachment 1

Financial principles and targets

In preparing the LTFP, Council's key financial principles were considered, including the following:

- delivering a balanced budget that fully funds the costs of its services including depreciation.
- developing sound infrastructure and asset management planning by creating, enhancing, and using long-term infrastructure and asset management plans.
- providing the community with a reasonable degree of predictability for rates over the medium term.
- creating intergenerational equity by spreading the cost of new infrastructure across the generations that will benefit from those assets.

The Local Government Association of South Australia has prescribed three key financial indicators for all councils to use to help measure financial sustainability. As well as specifying the methodology to be used they have provided suggested targets that will help determine financial sustainability.

- Operating Surplus Ratio - operating result as a percentage of rate revenue to be between 0% and 10% over a period of time.
- Net Financial Liabilities Ratio – net financial liabilities as a percentage of operating revenue to be between 0% and 100%.
- Asset Renewal Funding Ratio - capital renewal expenditure as a percentage of expenditure identified in the Asset Management Plans to be between 90% and 110%.

The LTFP has been developed with the aim of meeting all of these key targets over the life of the Plan. An additional indicator and target used was the Interest Cover Ratio.

- Interest Cover Ratio - net interest expense as a percentage of operating revenue to be less than 5%.

Revised underlying assumptions

The existing LTFP assumptions have been reviewed including consideration of current economic conditions, inflation, and other up-to-date financial information. The assumptions made and inputs used are detailed within the LTFP document.

Refer Attachment 1

A few of the key assumptions are detailed below.

Inflation forecasts

Current economic conditions make it hard to accurately predict future price rises, however, to assist with the process a forecast for Adelaide CPI over the next ten years was sourced from Deloitte Access Economics in November 2023.

New borrowings

In line with Council's Treasury Management Policy, borrowings are a mixture of short-term and long-term loans designed to manage liquidity and interest rate risk. Borrowings are only provided for when cash is required. New loans have been forecast on a 15-year repayment basis, initially at a current Local Government Finance Authority interest rate of 5.53% and reducing to 3.5% over the life of the Plan. This is in line with the Reserve Bank of Australia's projection that interest rates are expected to fall from late 2024.

Transformation of Jetty Road project

The 2024-25 Draft Annual Business Plan provides detail on the planned \$40 million Transforming Jetty Road project due to take place over the next three years. Council has secured \$10 million of funding from the Australian Government, however, the remaining \$30 million is funded through new borrowings. The associated costs have been included within the Plan with an allowance to fund this made through increased rate revenue.

Rate revenue increase

Rate revenue increases are based on the forecast Adelaide CPI for that particular year. In addition, based on historical averages, an annual provision for property development growth of 0.8% has been made.

To fund the Transforming Jetty Road project a provision for a 2.3% increase in rate revenue has been made in each of the next three financial years. The exact increases required will be calculated and presented as part of future Annual Business Plan public consultations.

Long-term Financial Position

There are different ways in which Council can achieve its objectives. This Plan balances the funding needs of asset renewal, new infrastructure and existing services against rating expectations, reasonable fees, and debt leverage.

The current 10-year projection indicates a degree of financial capacity to respond to unexpected events, and undertake major new initiatives, without adversely affecting the continued provision of services to the community. The Plan has been set against economic uncertainty but will be reviewed every 12 months to reflect the prevailing economic conditions and changing community demands placed on the City of Holdfast Bay.

Over the life of this Plan, it is projected that Council will not only maintain a strong financial position but will meet all of its financial targets.

- Operating Surplus Ratio - Council forecasts operational surpluses for all years, thus meeting its target. These surpluses will be used to repay existing debt and fund new initiatives identified through community consultation.
- Net Financial Liabilities Ratio - Over the life of the Plan, the ratio averages 95%. However, it is forecast to exceed its target of 100% from 2026 to 2030 due to borrowing requirements for the Transforming Jetty Road project. As the repayment of this debt has been accounted for through a planned increase in rate revenue the Council remains financially sustainable. The declining ratio in later years confirms this, while also indicating that Council will have a corresponding increase in its capacity to fund future initiatives. It is recommended that the ratio be increased from 75% to 100% for the life of this Plan, noting that Council will work towards resetting the target back to 75% in the next 10 year plan.
- Asset Renewal Funding Ratio - Forecast capital renewal expenditure has been taken directly from Council's Asset Management Plans (2020-30) thus creating a 100% ratio in all years, except for 2025 when the requirement for additional renewal works was identified. This illustrates Council's intention to replace assets at the optimum time, ensuring that sustainability is maintained.
- Interest Cover Ratio - Council forecasts a ratio under 5% in all years, thus meeting its target. As with the Net Financial Liabilities Ratio, the declining Interest Cover Ratio over the timeframe of the plan indicates that Council will have a corresponding increase in its capacity to fund future initiatives.

The LTFP assumes a continuation of existing services and programs, however, as Council responds to changing community expectations it may make decisions to change services and invest in new and improved infrastructure and the LTFP will assist in this regard.

Community Engagement

Along with the Draft 2023-24 Annual Business Plan, copies of the Draft Long Term Financial Plan 2024 - 2034 will be made available at the commencement of a 21 day community engagement period, commencing Wednesday 24 April and concluding on Friday 17 May.

Copies of the Draft Long Term Financial Plan 2024 – 2034 will be available from Wednesday 24 April at:

- yourholdfast.com/DABP24-25
- Brighton Civic Centre, 24 Jetty Road, Brighton.

Feedback must be received by 5pm Friday 17 May to be considered by Council. Comments can be made by:

- visiting yourholdfast.com/DABP24-25
- writing to the Manager Finance, PO Box 19, Brighton SA 5048
- emailing the Manager Finance at mail@holdfast.sa.gov.au
- telephoning council on 8229 9999 during office hours
- making a deputation to Council at its meeting on Tuesday 14 May 2024 (commences 7pm, Glenelg Town Hall, Moseley Square, Glenelg). Notice via

mail@holdfast.sa.gov.au, or written notice provided to the Brighton Civic Centre by 5 pm Tuesday 7 May 2024 for anyone wishing to make a deputation.

Details of how the community may participate in the consultation process or gain copies of the Draft Long Term Financial Plan 2024 - 2034 will be advertised via the yourholdfast database and social media pages.

Budget

The cost of production of the Long Term Financial Plan 2024 - 2034 and associated community engagement will be met within the current budget.

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Not applicable

Statutory Provisions

Local Government Act 1999, section 122

Local Government (Financial Management) Regulations 2011, Regulation 5

Written By: Manager Finance

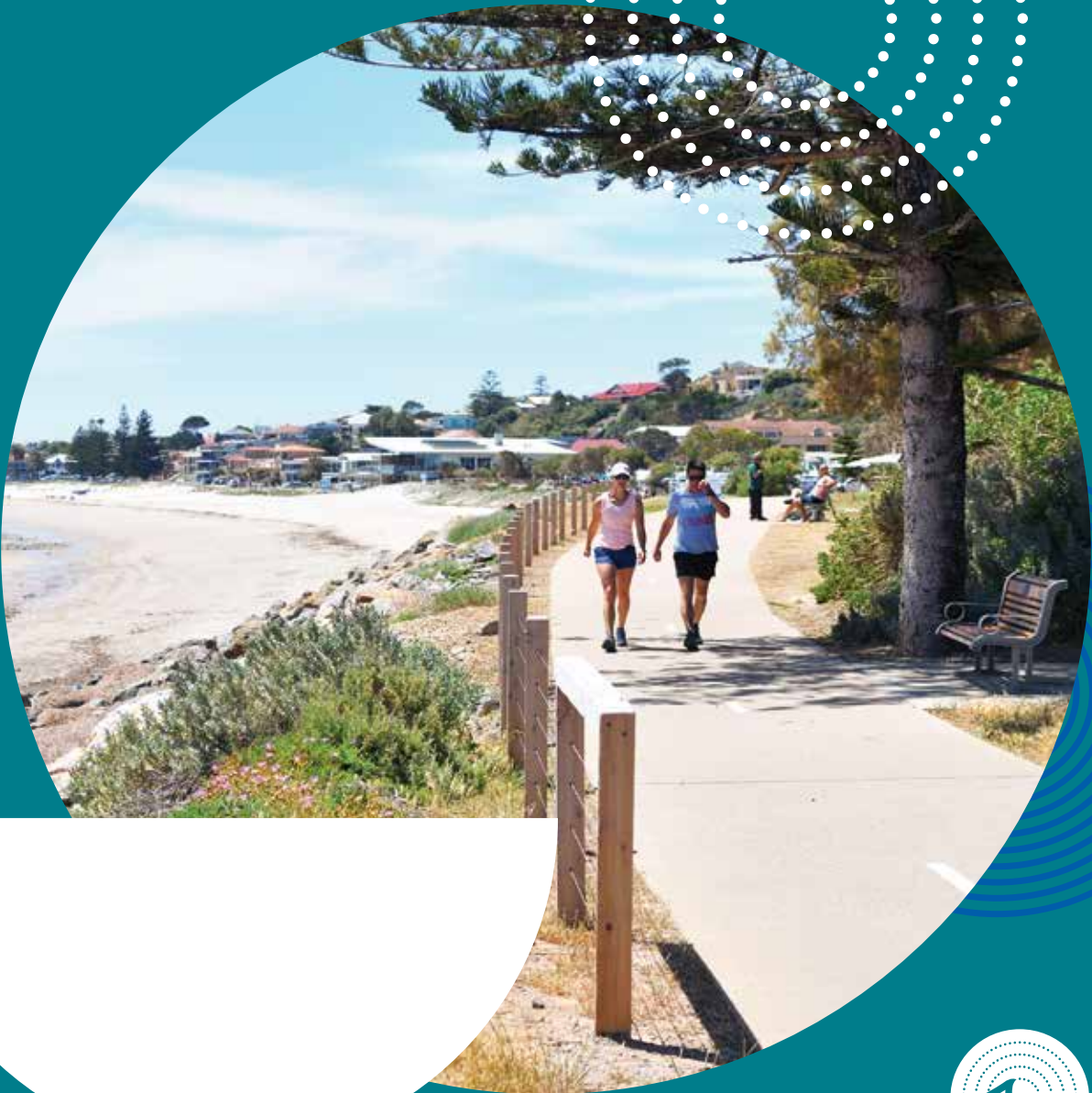
General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

DRAFT

Long Term Financial Plan

2024/25 –
2033/34



A Day in the Life

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

Nearly

1,508

items are borrowed from our libraries at Glenelg and Brighton



More than

322

people attend our four Community Centres



511

people visit the libraries



30

trips on the Community Wellbeing bus



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



174

phone calls and

95

emails are responded to by our Customer Service team



4

Development Applications processed



3,242

page views on our website



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

7,200

bins lifts for residential and business waste collection



25 linear metres

of roads resealed

18 linear metres

of kerb replaced



3

trees planted



24sq metres

of footpaths repaired



33

requests completed by our Field Services team

Contents

The Long Term Financial Plan and its Purpose	4
CEO Statement on Financial Sustainability	6
Financial Principles	8
Assumptions	12
Long-Term Financial Position	16
Key Financial Indicators	20
Financial Statements	25



The Long Term Financial Plan and its purpose

The City of Holdfast Bay Long Term Financial Plan is a planning tool developed to map the financial sustainability of the city into the future, while meeting the needs and expectations of our community.

By applying key principles and underlying assumptions to each year of the plan, financial projections have been determined for a 10-year period between 2024–25 to 2033–34. These projections help inform day-to-day and longer-term decision making about the affordability, timing and combination of future outlays on Council's operations, renewal of existing assets and construction of new assets. They also allow early identification of potential financial issues and their longer-term impacts.

Long-term financial estimates are an integral part of Council's strategic planning process. It provides the ability to plan how it can deliver short, medium and long-term community priorities, based on its resourcing capabilities. These priorities are identified in Council's Strategic Plan, *Our Holdfast 2050+*, which through the Long Term Financial Plan informs the Annual Business Plan and Budget each year.

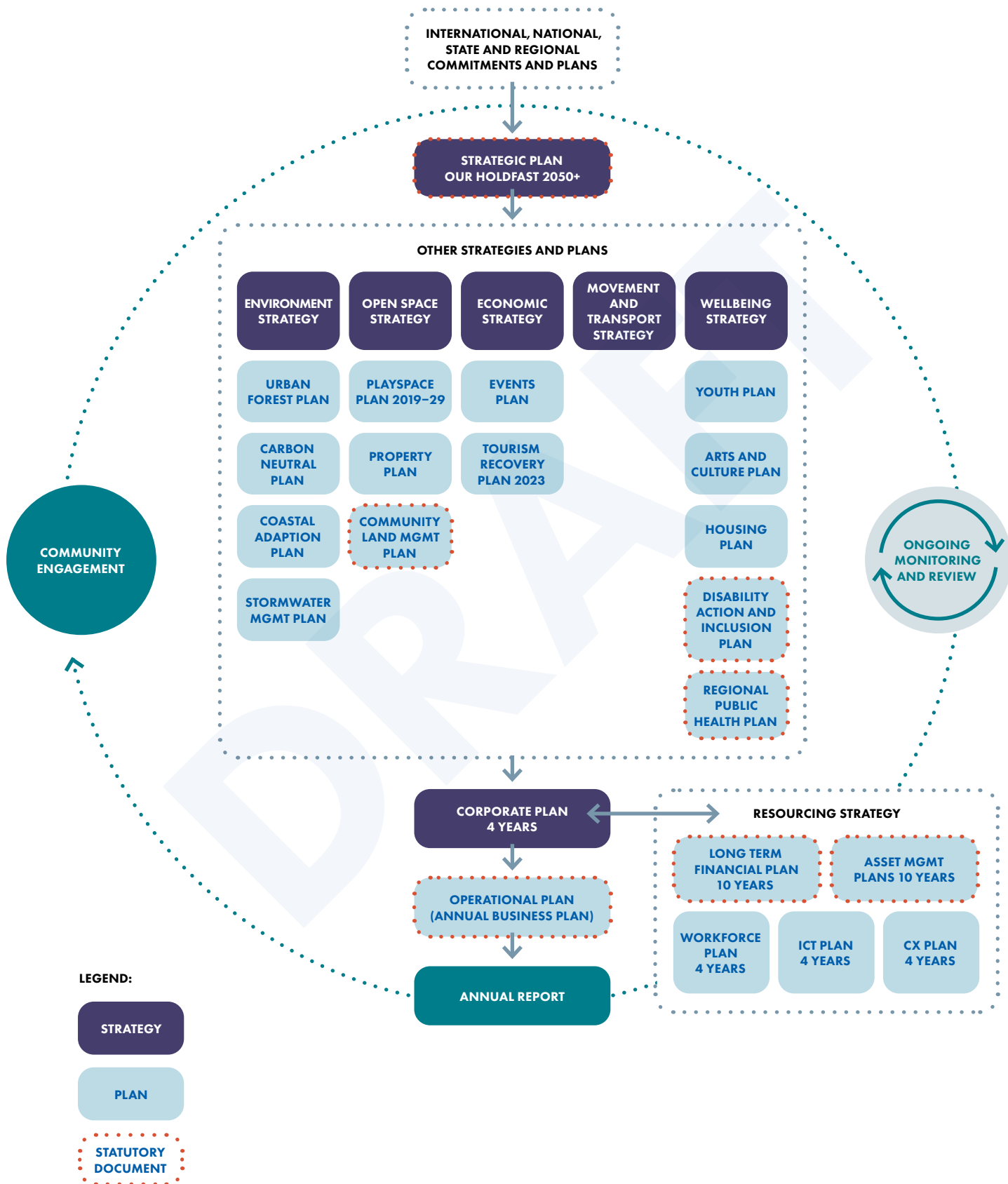
We look forward to delivering on this plan for our community.

Within *Our Holdfast 2050+*, three key strategies of Wellbeing, Sustainability, and Innovation have been identified to support Council in achieving its vision over the next 10 years. The objectives and aspirations which underpin these strategies have informed this plan.

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

Another important suite of documents which inform this plan are Council's Asset Management Plans. These provide financial projections for the future cost of maintaining, renewing and replacing Council's assets and infrastructure. With an asset portfolio valued in 2023 at \$859 million, it is critical to have the ability to forecast when future funding is required to maintain these community assets.

Due to the nature of the estimates and assumptions made, and the uncertainty of changes within the economy, the Long Term Financial Plan requires regular review and updating. If key assumptions such as inflation, interest rates or scale of capital investment vary, then this may drive changes in the annual budget.



CEO Statement on Financial Sustainability

I am pleased to present the *Long Term Financial Plan 2024–25 to 2033–34*, which demonstrates how the City of Holdfast Bay will remain financially sustainable in the medium to long term.

Financial sustainability is essential to the success of any local government organisation when planning future activities, services and major projects. And this can only be achieved when services and infrastructure standards are maintained, without the need to significantly increase rates or substantially reduce public services.

This plan also allows us to achieve the objectives identified in our Strategic Plan, *Our Holdfast 2050+*, and informs the Annual Business Plan and budget each year.

The following principles guided the plan to ensure we have the financial capacity to continue to provide service levels that meet the needs of our community, in a financially sustainable way:

- › An operating surplus over the 10-year plan
- › Meet key financial indicators
- › Renew obsolete infrastructure assets with funding sourced from operational revenue
- › Maintain existing service levels while keeping rate increases in line with Adelaide CPI.
- › Increase revenue streams from sources other than rates.

Another key component of the plan is the use of debt to achieve intergenerational equity. This means the cost of creating a new community asset is shared by both current and future ratepayers.

An example of this will be the Transforming Jetty Road Glenelg project – a multi-million dollar, multi-stage development which is the biggest undertaking Council has committed to.

With \$10 million in funds already secured from the Australian Government, Council will invest \$30 million to deliver this project which aims to transform the one kilometre stretch of road into a modern, five-star, vibrant, safe and accessible world-class destination.

A measure of the sustainability of our debt level is the Net Financial Liabilities Ratio which averages 95% over the life of the plan.

This indicator measures the significance of what is owed compared to the annual revenue generated and is within the Local Government Association's recommended range of 0% to 100%.

We also need to understand the risks and external factors which may affect our forecast financial position, including:

- › The unpredictability of current inflation rates and price pressures
- › The cost of borrowing as interest rates have risen along with uncertainty on when, or if, those rates will be lowered in the future
- › The imminent review of Council's Asset Management Plans, which may impact future funding requirements

Council's long-term financial planning, and the assumptions applied, is continually updated to reflect the ever-changing environment we operate in. This is to ensure that we remain focused on maintaining long-term financial sustainability for the City of Holdfast Bay.

Over the life of this plan, it is projected that we will not only maintain a strong financial position but will meet all our financial targets.



Roberto Bria
Chief Executive Officer

Financial Principles

The Long Term Financial Plan has been prepared to support the strategic planning process for the City of Holdfast Bay while ensuring future financial sustainability. To that end, the key principles of the plan are fundamental to providing direction for future financial decisions including the development of the annual budget.

Balanced Budget

Council aims to fully fund the cost of its services, including depreciation of its infrastructure and assets, to ensure an equitable sharing between current and future users. Insufficient funding shifts the cost burden of today's services on to future users in the form of higher rates or reduced services.

City
Development



Leisure
& Culture



Environment



Transport
& Access



Community
Support



Capital
Works



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



Rate Predictability

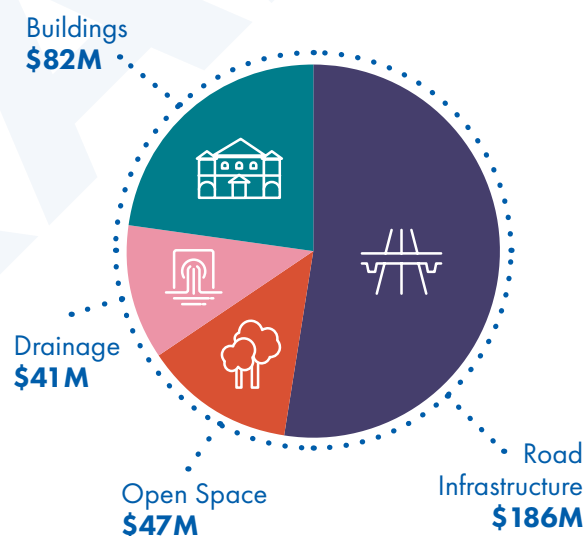
As specified in its Annual Business Plan, Council aims to minimise rate increase spikes to provide a degree of predictability for ratepayers.



Annual Business Plan Commitment:
“We aim to provide our community with a reasonable degree of predictability for rates over the medium term. We will keep ratepayers fully informed about future rates and the corresponding services provided.”

Efficient Infrastructure and Asset Management

Council aims to maintain its infrastructure and assets to the requisite standard to ensure continued delivery of services to agreed levels. This involves developing and using long term infrastructure and asset management plans to manage Council’s asset portfolio efficiently along with continued investment in its renewal and replacement as our asset stock ages.



Asset Management Plans:
“Assets are the foundation stones of the City of Holdfast Bay and include the streets we drive on, the parks and reserves our family play on, the stormwater network we rely on, and the community and sporting facilities we enjoy across Holdfast Bay. The plans ensure we maintain and renew assets in a cost-effective and sustainable manner which meets community expectations.”

Financial Principles

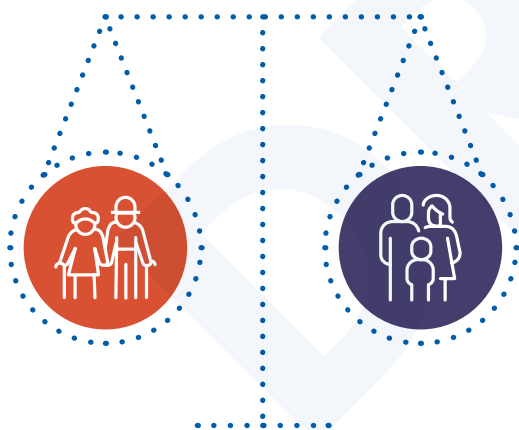
Intergenerational Equity and Debt

Borrowing money to pay for things over time means that current and future ratepayers are contributing to the costs of the services and facilities they are using and benefiting from.

Borrowing money also means that Council can deliver some projects that might otherwise be unaffordable. However, as debt is repaid through rates revenue, the amount Council borrows must be considered. A long-term view of debt has been taken, but with a limit on the borrowings required to fund the plan.

Council debt can:





- › **be crucial to the timely delivery of key community infrastructure projects**
- › **enable Council to deliver infrastructure earlier than otherwise would have been possible**
- › **spread the costs among future generations who will enjoy the benefit of the investments**
- › **avoid asking today's generation to pay the full cost of building assets that last for 50 to 100 years.**



Intergenerational equity occurs when the costs of an asset are spread over the lifetime of that asset and paid for by the generations that benefit from, or consume, that asset.

Financial Levers

When considering the funding of new projects, whether the creation of new community assets or the provision of additional services, several financial levers are available to Council. All levers should be considered as each opportunity to generate additional funding can also have potential negative effects.

	Lever	Factors to Consider
 Borrowings	Increase current cap on borrowing	<ul style="list-style-type: none"> › Risk of interest rate rises › Community expectation on debt levels › Increased debt levels may limit future capacity to borrow
 Rates	Increase amount of rates revenue raised	<ul style="list-style-type: none"> › Community expectation on acceptable rate increases
 Capital	Minimise new capital expenditure or reschedule asset renewal program	<ul style="list-style-type: none"> › Community expectations on delivery of key initiatives › Reduction in asset renewal will delay the delivery of the Asset Management Plans
 Services	Decrease operational expenditure by reducing services or level of service	<ul style="list-style-type: none"> › Community expectation on the services Council should deliver and the level provided › Potential long-term impact on community wellbeing

Assumptions

The Long Term Financial Plan includes a number of inputs and assumptions over which Council has varying levels of control. It reflects the most recent economic data and forecasts available, and includes allowances for known pressures, opportunities and risks.

It is important that the plan reflects the most recent economic data and forecasts available as the information generated is used to guide decisions on Council's operations into the future. To minimise the inherent risks of long-term planning, Council reviews and updates its Long Term Financial Plan on a regular basis, to ensure that the underlying parameters and assumptions are reasonable given the current economic conditions and expectations.

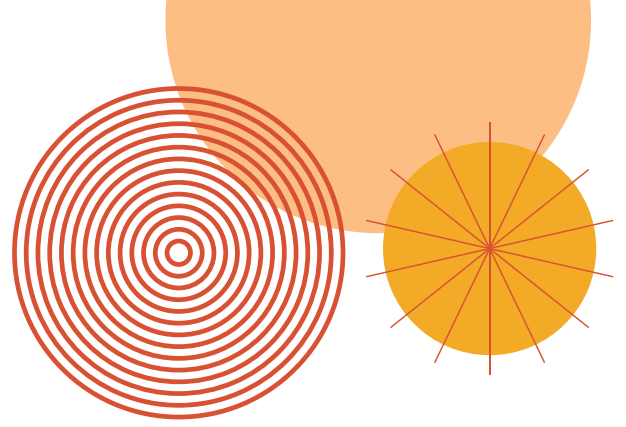
Key Assumptions

Inflation: To estimate the future rate at which prices for goods and services will rise, various economic forecasts have been sourced:

- › The December 2023 Consumer Price Index (CPI) for Adelaide formed the basis of the 2024–25 forecast as this index specifically measures price changes within South Australia where the majority of Council's expenditure occurs.
- › From 2025–26 onwards, CPI forecasting sourced from Deloitte Access Economics, which is an independent economic advisory service, has been applied.

These forecasts of future inflationary pressures were used to estimate Council's required expenditure in future years for all external outlays, including waste disposal, energy consumption and construction costs.

Another annual indicator for the increase in revenue required to fund Council's operations is the Local Government Price Index (LGPI), which measures price changes in the South Australian local government sector. However, LGPI is an historical measure and as such does not have forecast data available. Furthermore, in recent years LGPI has, on average, been close to CPI so the above forecasts have also been applied to future rate revenue, grant funding and other sources of income.



Employment costs: Employment costs have been revised in accordance with current enterprise agreements along with estimations for wage growth in future years. As per the Federal Government's determination to progressively increase Super Guarantee rates, it is assumed Council's obligation will rise from 11.5% in 2024–25 to 12% in 2025 and beyond.

Funding and borrowings: In line with Council's Treasury Management Policy, borrowings are a mixture of short-term and long-term loans designed to manage liquidity and interest rate risk. Borrowings are only provided for when cash is required.

Existing loans are with the Local Government Finance Authority (LGFA) which is guaranteed by the South Australian Government and is Council's preferred financial institution. New loans have been forecast on a 15 year repayment basis, initially at a current LGFA interest rate of 5.53% and reducing to 3.5% over the life of the plan. This is in line with the Reserve Bank of Australia's projection that interest rates are expected to fall from late 2024.

Asset renewal and replacement: Forecast capital renewal expenditure has been taken directly from Council's Asset Management Plans which detail the scheduled replacement of assets due over the years 2020 to 2030. A provision has been made for the years 2031 to 2034 based on average expenditure in previous years.

The Asset Management Plans are due to be updated in late 2024. Any changes to the capital renewal works required, or their cost, has the potential to impact the plan and Council's financial position.

Asset valuations: There is a requirement for Council assets to be valued at least every five years to ensure accurate financial reporting. These values inevitably rise over time, which has a direct and proportional effect on the annual depreciation charge. Within the plan, an allowance has been made for this impact based on average valuation rises in preceding years.

New assets and strategic projects: To enable Council, in consultation with the community, to fund new strategic projects it might identify, an annual amount of \$1 million for new capital projects and \$500,000 for new operational projects has been provided for. These amounts have been increased annually in line with forecast inflation.

Transformation of Jetty Road project: The 2024–25 *Draft Annual Business Plan* provides detail on the planned \$40 million Transforming Jetty Road project due to take place over the next three years. Council has secured \$10 million of funding from the Australian Government, however, the remaining \$30 million is funded through new borrowings. The associated costs have been included within the plan with an allowance to fund this through increased rate revenue.

Alwyndor Aged Care: Though Council owns and operates this facility, it is excluded from the plan as it is managed as a self-operating business with all revenue sourced from its residents, government funding and investments. Alwyndor does not rely on funding from Council's rate revenue.

Assumptions

Key Economic Drivers

	Driver	2025	2026	2027	2028
Rate revenue – existing properties	Inflation	CPI 4.8%	Deloitte 3.3%	Deloitte 2.6%	Deloitte 2.6%
Rate revenue – Transformation of Jetty Rd funding	LGFA Rates / Council modelled	2.3%	2.3%	2.3%	–
Rate revenue – new properties (growth)	Historic growth data	VG 0.5%	VG 0.8%	VG 0.8%	VG 0.8%
Other revenue	Inflation	CPI 4.8%	Deloitte 3.3%	Deloitte 2.6%	Deloitte 2.6%
Employee costs	EA / Inflation	EA 4.0%	EA 4.0%	Deloitte 2.6%	Deloitte 2.6%
Depreciation	Prior revaluations	Average 2.0%	Average 2.0%	Average 2.0%	Average 2.0%
Loan Interest Rate (15 year – fixed rate)	LGFA Rates / Council modelled	Average 4.76%	Average 5.28%	5.53%	3.5%
Other expenditure	Inflation	CPI 4.8%	Deloitte 3.3%	Deloitte 2.6%	Deloitte 2.6%

GLOSSARY

CPI:	Consumer Price Index Adelaide (December 2023)
Deloitte:	Deloitte Access Economics (forecast)
EA:	Enterprise Agreement
LGFA:	Local Government Finance Authority
VG:	Office of the Valuer General (SA)



2029	2030	2031	2032	2033	2034
Deloitte 2.6%	Deloitte 2.5%	Deloitte 2.2%	Deloitte 2.2%	Deloitte 2.4%	Deloitte 2.5%
–	–	–	–	–	–
VG 0.8%	VG 0.8%	VG 0.8%	VG 0.8%	VG 0.8%	VG 0.8%
Deloitte 2.6%	Deloitte 2.5%	Deloitte 2.2%	Deloitte 2.2%	Deloitte 2.4%	Deloitte 2.5%
Deloitte 2.6%	Deloitte 2.5%	Deloitte 2.2%	Deloitte 2.2%	Deloitte 2.4%	Deloitte 2.5%
Average 2.0%	Average 2.0%	Average 2.0%	Average 2.0%	Average 2.0%	Average 2.0%
3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Deloitte 2.6%	Deloitte 2.5%	Deloitte 2.2%	Deloitte 2.2%	Deloitte 2.4%	Deloitte 2.5%

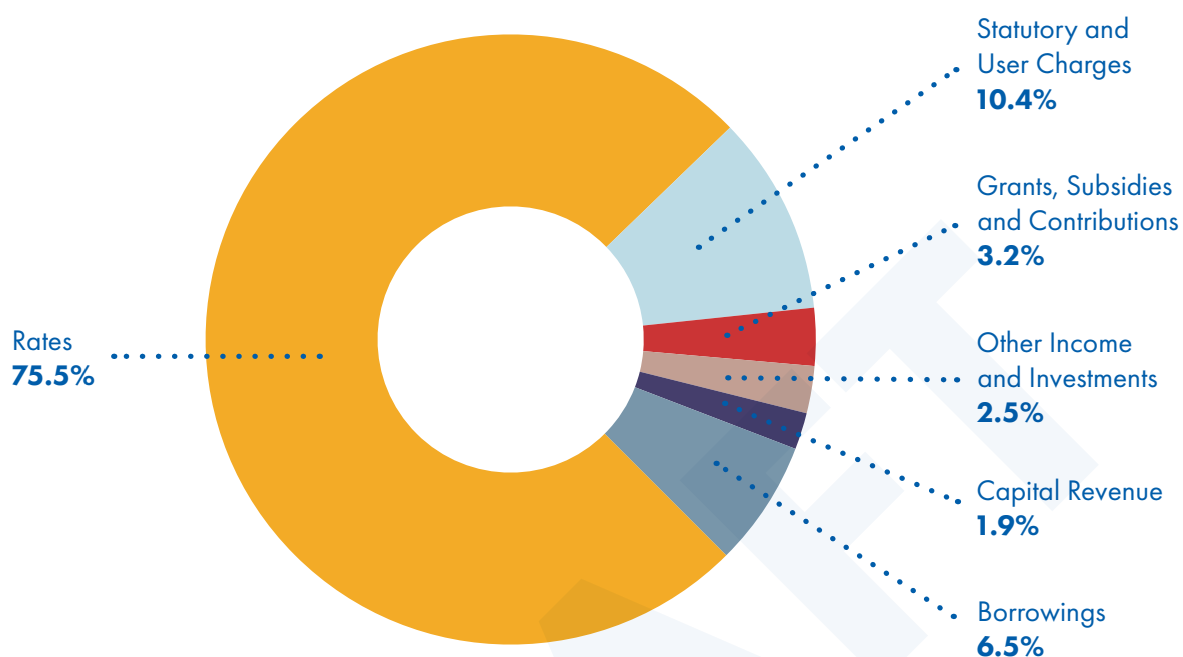
Long-Term Financial Position

The current 10-year projection indicates a degree of financial capacity to respond to unexpected events, and undertake major new initiatives, without adversely affecting the continued provision of services to the community. The plan has been set against economic uncertainty but will be reviewed every 12 months to reflect the prevailing economic conditions and changing community demands placed on the City of Holdfast Bay.

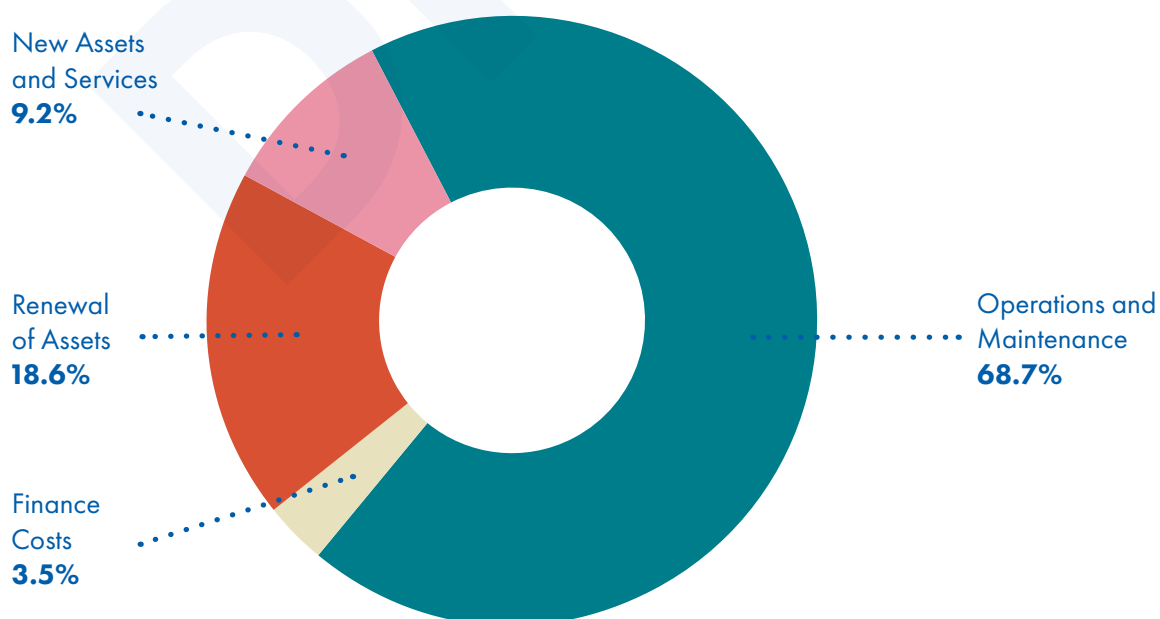
There are different ways in which Council can achieve its objectives. This plan balances the funding needs of asset renewal, new infrastructure and existing services against rating expectations, reasonable fees and debt leverage.

Consideration has also been given to the economic drivers that will influence the future cost of providing the infrastructure, facilities and services for the period 2024–25 to 2033–35. The values disclosed in this plan represent estimated future prices and costs.

**OVER THE 10-YEAR PLAN, TOTAL REVENUE
OF \$751 MILLION WILL BE SOURCED FROM:**



**OVER THE 10-YEAR PLAN, TOTAL EXPENDITURE
OF \$711 MILLION WILL FUND:**



Long-Term Financial Position

Operational Result

Operating surpluses are forecast in every year, ranging from \$1 million to \$7 million. The additional revenue raised is used to repay existing debt obligations, with any surplus amounts then allocated to fund approved capital projects, thus reducing the need to borrow further.

However, there is still a high reliance on rate revenue (82%) to fund operational expenditure despite increased revenue streams from the development of the Brighton Beachfront Holiday Park and car parking.

Capital Projects

This plan provides for a total capital investment of \$193 million over the 10-year period, split between asset renewal of \$133 million and new capital projects of \$60 million. New and upgraded assets will also result in additional maintenance and depreciation costs that increase Council's existing operational expenditure. Additional amounts to allow for these new charges have been included in the Long Term Financial Plan.

Major projects relating to the creation of new, or upgraded assets include:

Transformation of Jetty Road, Glenelg

A three-year, multi-million project will transform Jetty Road, Glenelg – our flagship destination for shopping, local services, dining, entertainment and events – into a modern, vibrant and world-class destination.

The project will be undertaken in three zones to minimise disruption to traders, residents and visitors. Plans for each of the zones are based on feedback received from the community consultation on the *Jetty Road Masterplan* in 2017–18.

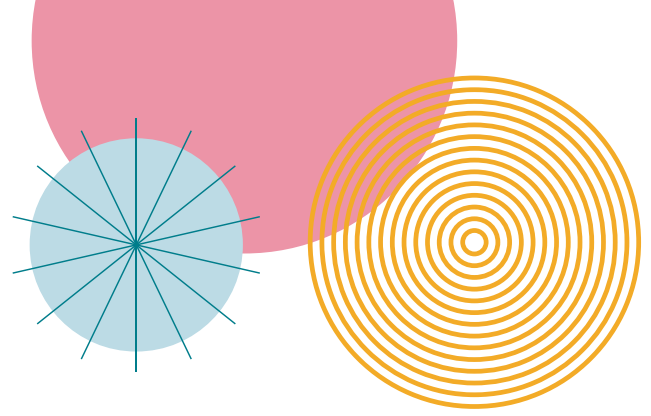
Spanning one kilometre in length and supporting 19 side streets and laneways, Jetty Road is home to more than 330 local business and welcomes a million visitors annually.

Stormwater Upgrades

Stormwater infrastructure upgrades will decrease the likelihood of flooding in high-risk areas. Part funded by the Federal Government; this was identified as a priority in the *Stormwater Management Plan*.

Patawalonga Frontage Irrigation Upgrade

The current irrigation mainline that delivers A-Class water to the coastal reserves in Glenelg, is an ageing infrastructure that is approximately 20–25 years old. This project will create an irrigation system that is not only fit-for-purpose but also cost-effective and environmentally sustainable. The outcome will be a new resilient and sustainable irrigation system designed for the future, operating on recycled water with mains back up in strategic locations.



Street Light Conversion Plan

In 2018–19 the City of Holdfast Bay converted around 2,300 of its 3,400 streetlights over to LED resulting in a 259 tonne decrease in Council's CO2 greenhouse emissions. A plan will be developed for the conversion and transition to LED of the remaining streetlights.

Technology and Innovation Projects – Various ICT Improvements

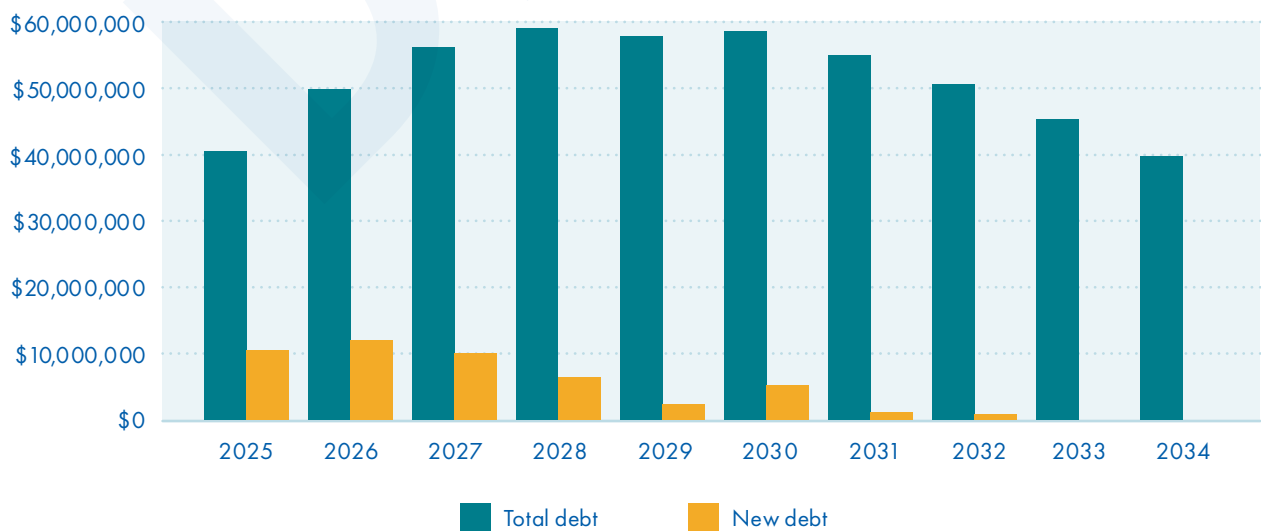
A range of technology projects aimed at improving efficiency and effectiveness in core business functions, including asset management and corporate planning. These projects will assist in planning and managing the work of council and ensuring security of information and data.

Debt Management

The lifespan of many of these new assets will range between 20 and 60 years. Certain assets, like stormwater infrastructure, may even last more than 100 years. Debt helps to spread the cost between those using the assets now and those using them in the future.

It is anticipated that new borrowings totalling \$48 million will be required to fund much of the \$60 million new and upgraded construction program. However, over the life of the plan, debt remains contained and within Council's set limits.

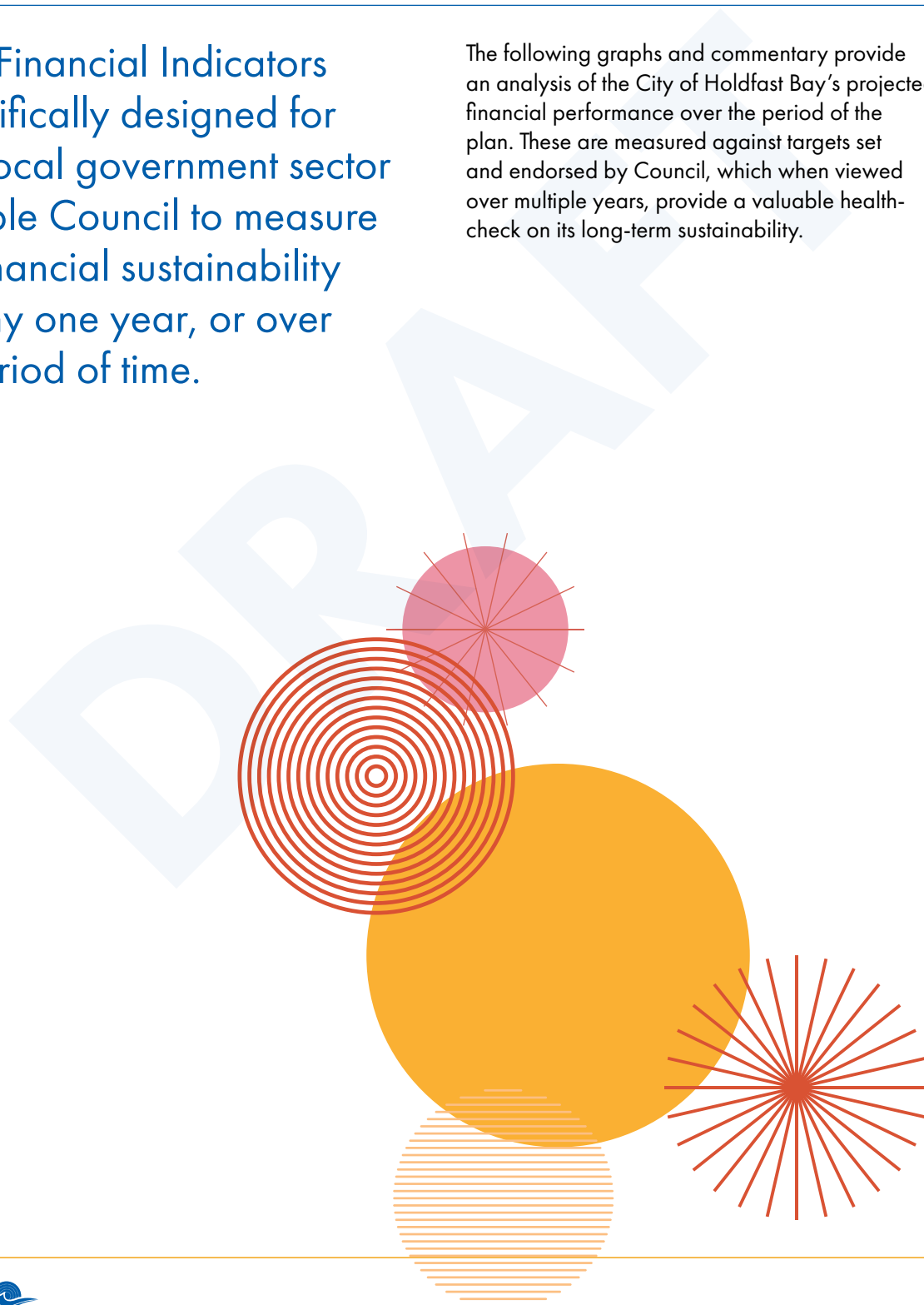
BORROWINGS



Key Financial Indicators

Key Financial Indicators specifically designed for the local government sector enable Council to measure its financial sustainability in any one year, or over a period of time.

The following graphs and commentary provide an analysis of the City of Holdfast Bay's projected financial performance over the period of the plan. These are measured against targets set and endorsed by Council, which when viewed over multiple years, provide a valuable health-check on its long-term sustainability.



Operating Surplus Ratio

What it measures

This indicator measures the difference between day-to-day income and expenditure.

A positive ratio denotes a council's income is greater than its expenditure (sustainable) and indicates the percentage of rates available to fund current and future capital expenditure. If the ratio is negative, then a council is spending more than the income it receives (unsustainable in the long-term) and could indicate the community is not being rated appropriately to cover the services provided.

How it's calculated

Operating surplus, or deficit, as a percentage of total operating revenue.

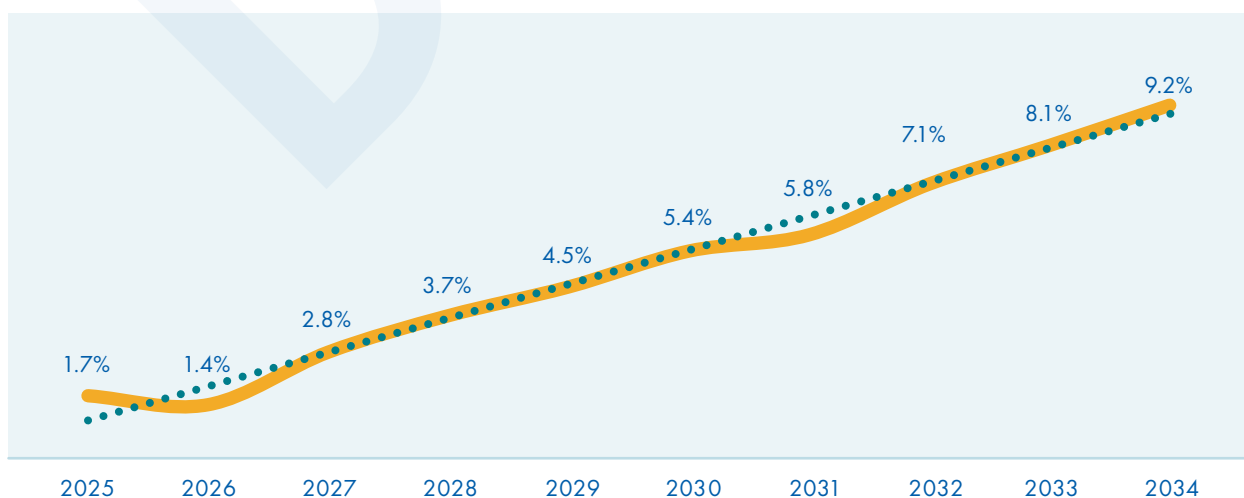
Council target

0% to 10% over a rolling five-year period.

Current projection

Council forecasts operational surpluses for all years, thus meeting its target. These surpluses can be used to repay existing debt, or fund new initiatives, identified through community consultation.

OPERATING SURPLUS RATIO



Key Financial Indicators

Net Financial Liabilities Ratio

What it measures

This indicator reflects the level of debt compared to annual revenue by expressing the percentage of Council's revenue that would be required to pay off total debts.

If used appropriately, debt can be a beneficial source of financing the construction of infrastructure that has a long life, as it spreads the cost across the generations that will benefit from it. This is called intergenerational equity.

If total debt is too low, it can indicate that current ratepayers are contributing a higher share compared to future generations. Conversely if debt is too high, it could indicate the burden is being left for future ratepayers. Debt incurred to pay for day-to-day expenditure, over a period of time, is unsustainable.

How it's calculated

Net financial liabilities as a percentage of total operating revenue.

Council target

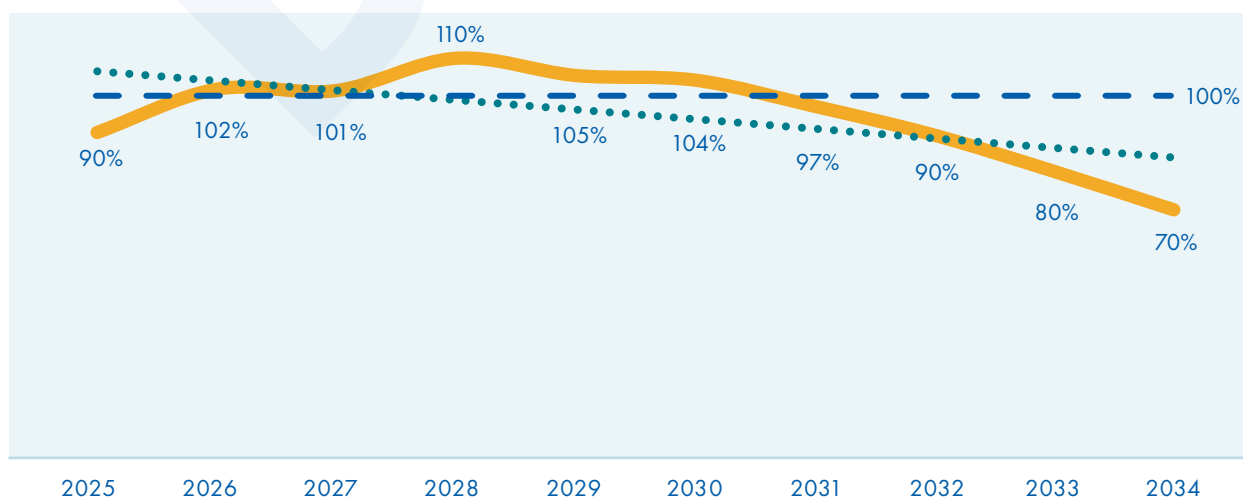
No greater than 100%.

Current projection

A Net Financial Liabilities Ratio limit of 100% is comparable to a household with an annual income of \$100,000 having a mortgage of only \$100,000, illustrating that Council has the capacity to borrow when necessary.

Over the life of the plan, the ratio averages 95%. However, it is forecast to exceed its target of 100% from 2026 to 2030 due to borrowing requirements for the Transformation of Jetty Road project. As the repayment of this debt has been accounted for through a planned increase in rate revenue the Council remains financially sustainable. The declining ratio in later years confirms this, while also indicating that Council will have a corresponding increase in its capacity to fund future initiatives.

NET FINANCIAL LIABILITIES RATIO





Interest Cover Ratio

What it measures

This indicator measures the percentage of income used to pay interest on loans.

When considered in conjunction with the Net Financial Liabilities Ratio, it provides an understanding of the level and affordability of Council's debt. An increasing ratio does not in itself imply unsustainability if the increased cost of debt is a consequence of a planned intergenerational infrastructure program. However, an increasing ratio due to the funding of day-to-day expenditure through borrowings is not financially sustainable.

How it's calculated

Finance charges as a percentage of total operating revenue.

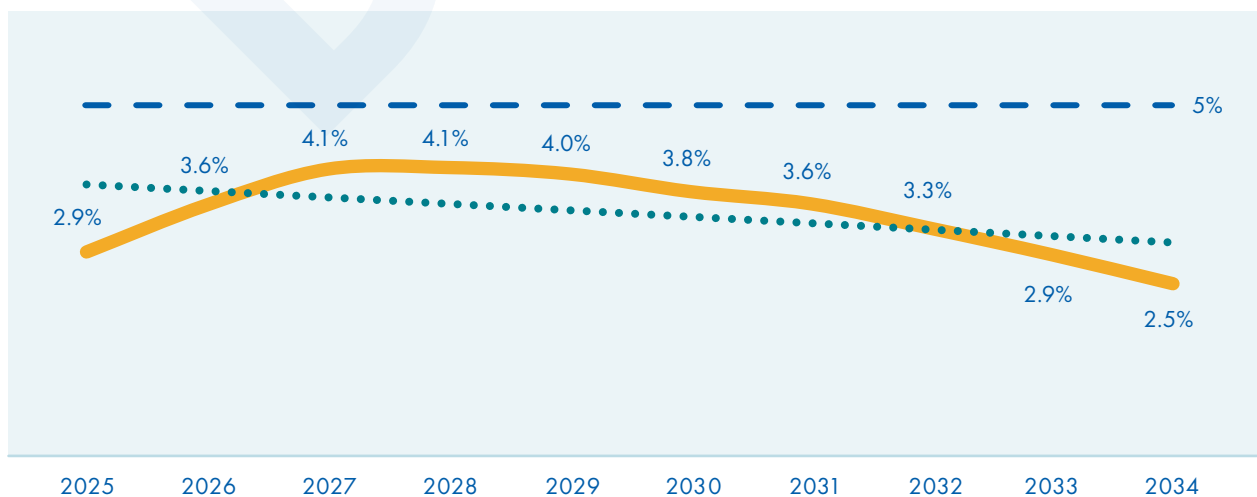
Council target

No greater than 5%.

Current projection

Council forecasts a ratio under 5% in all years, thus meeting its target. As with the Net Financial Liabilities Ratio, the declining Interest Cover Ratio over the timeframe of the plan indicates that Council will have a corresponding increase in its capacity to fund future initiatives.

INTEREST COVER RATIO



Key Financial Indicators

Asset Renewal Funding Ratio

What it measures

This indicator measures whether Council is appropriately maintaining its assets.

Council's Asset Management Plans outline the optimum time to replace each of its assets to ensure consistent service delivery to the community. It is important that funding is available each year to enable the delivery of the schedules contained within these plans. This ratio measures whether Council is achieving this. A ratio higher than 100% could imply assets are being replaced too frequently, while a lower ratio might indicate infrastructure is becoming unfit for purpose.

How it's calculated

Total planned capital renewal expenditure in the Long Term Financial Plan as a percentage of expenditure identified in the Asset Management Plans.

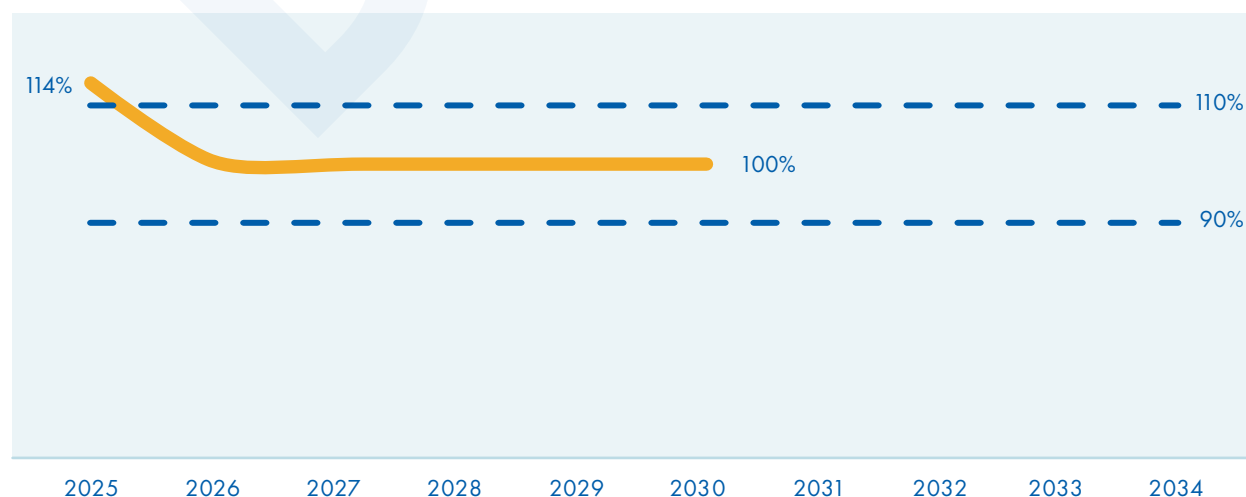
Council target

Between 90% and 100%.

Current projection

Forecast capital renewal expenditure has been taken directly from Council's Asset Management Plans (2020–30) thus creating a 100% ratio in all years, except for 2025 when the requirement for additional renewal works was identified. This illustrates Council's intention to replace assets at the optimum time, ensuring that sustainability is maintained. Until the Asset Management Plans are updated beyond 2030, a provision has been made for the years 2031 to 2034, based on average expenditure in previous years.

ASSET RENEWAL FUNDING RATIO



Financial Statements



Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
Income			
Rates	40,535,000	43,476,000	46,748,000
Statutory Charges	3,245,000	2,874,000	2,979,000
User Charges	3,992,000	3,646,000	3,938,000
Grants, Subsidies and Contributions - operating	3,188,000	2,679,000	2,183,000
Investment Income	141,000	72,000	72,000
Reimbursements	725,000	786,000	734,000
Other Income	1,318,000	838,000	872,000
Net gain - equity accounted Council businesses	323,000	91,000	98,000
Total Income	53,467,000	54,462,000	57,624,000
Expenses			
Employee Costs	18,953,000	19,569,000	20,561,000
Materials, Contracts & Other Expenses	21,039,000	22,662,000	22,666,000
Depreciation, Amortisation & Impairment	10,349,000	10,821,000	11,685,000
Finance Costs	582,000	793,000	1,753,000
Total Expenses	50,923,000	53,845,000	56,665,000
Operating Surplus / (Deficit)	2,544,000	617,000	959,000
Asset Disposal & Fair Value Adjustments	99,000	-	-
Amounts Received Specifically for New or Upgraded Assets	582,000	1,596,000	-
Net Surplus / (Deficit)	3,225,000	2,213,000	959,000
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	3,855,000	1,998,000	7,407,405
Total Other Comprehensive Income	3,855,000	1,998,000	7,407,405
Total Comprehensive Income	7,080,000	4,211,000	8,366,406

	Projected Years								
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$
49,683,000	52,456,000	54,236,000	56,076,000	57,924,000	59,660,000	61,447,000	63,410,000	65,501,000	
3,077,000	3,157,000	3,239,000	3,323,000	3,406,000	3,481,000	3,558,000	3,643,000	3,734,000	
4,068,000	4,174,000	4,283,000	4,394,000	4,504,000	4,603,000	4,704,000	4,817,000	4,937,000	
2,243,000	2,291,000	2,340,000	2,391,000	2,442,000	2,488,000	2,535,000	2,587,000	2,643,000	
74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000	91,000	
758,000	778,000	798,000	819,000	839,000	857,000	876,000	897,000	919,000	
901,000	924,000	948,000	973,000	997,000	1,019,000	1,041,000	1,066,000	1,093,000	
123,000	125,000	127,000	129,000	132,000	132,000	132,000	132,000	132,000	
60,927,000	63,981,000	66,049,000	68,185,000	70,326,000	72,324,000	74,379,000	76,640,000	79,050,000	
21,475,000	22,032,000	22,605,000	23,192,000	23,771,000	24,293,000	24,828,000	25,423,000	26,059,000	
23,962,910	24,886,522	25,367,901	26,071,744	26,732,258	27,593,994	27,938,191	28,616,807	29,338,462	
12,357,640	12,581,606	12,813,686	13,044,820	13,285,740	13,537,050	13,800,269	14,073,527	14,357,133	
2,258,589	2,694,354	2,795,681	2,823,263	2,735,981	2,687,962	2,503,511	2,292,844	2,041,419	
60,054,140	62,194,483	63,582,267	65,131,827	66,524,978	68,112,007	69,069,971	70,406,178	71,796,013	
872,860	1,786,517	2,466,733	3,053,173	3,801,022	4,211,993	5,309,029	6,233,822	7,253,987	
-	-	-	-	-	-	-	-	-	
-	10,000,000	-	-	-	-	-	-	-	
872,860	11,786,517	2,466,733	3,053,173	3,801,022	4,211,993	5,309,029	6,233,822	7,253,987	
7,965,035	8,337,766	8,807,119	9,184,728	9,413,200	9,699,829	9,901,066	10,107,606	10,298,266	
7,965,035	8,337,766	8,807,119	9,184,728	9,413,200	9,699,829	9,901,066	10,107,606	10,298,266	
8,837,895	20,124,284	11,273,852	12,237,900	13,214,221	13,911,822	15,210,095	16,341,428	17,552,253	

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF FINANCIAL POSITION - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	114,000	-	-
Trade & Other Receivables	3,519,000	1,879,725	1,872,899
Total Current Assets	3,633,000	1,879,725	1,872,898
Non-Current Assets			
Financial Assets	627,000	605,000	584,000
Equity Accounted Investments in Council Businesses	4,251,000	4,342,000	4,440,000
Infrastructure, Property, Plant & Equipment	858,973,000	874,194,000	901,447,406
Other Non-Current Assets	3,386,000	3,386,000	3,386,000
Total Non-Current Assets	867,237,000	882,527,000	909,857,406
TOTAL ASSETS	870,870,000	884,406,725	911,730,304
LIABILITIES			
Current Liabilities			
Cash Advance Debenture	249,000	-	-
Trade & Other Payables	8,813,000	9,146,074	9,458,854
Borrowings	1,113,000	1,523,469	2,539,201
Provisions	3,476,000	3,690,909	3,958,273
Total Current Liabilities	13,651,000	14,360,452	15,956,328
Non-Current Liabilities			
Borrowings	12,276,000	20,827,182	38,163,844
Provisions	275,000	340,091	364,727
Total Non-Current Liabilities	12,551,000	21,167,273	38,528,571
TOTAL LIABILITIES	26,202,000	35,527,725	54,484,899
Net Assets	844,668,000	848,879,000	857,245,405
EQUITY			
Accumulated Surplus	183,504,000	185,717,000	186,676,000
Asset Revaluation Reserves	661,164,000	663,162,000	670,569,405
Total Equity	844,668,000	848,879,000	857,245,405

2025/26	2026/27	2027/28	Projected Years		2030/31	2031/32	2032/33	2033/34
			2028/29	2029/30				
\$	\$	\$	\$	\$	\$	\$	\$	\$
-	3,954,157	-	-	-	-	-	647,164	1,851,828
1,970,140	2,504,070	2,110,752	2,171,506	2,235,483	2,299,524	2,348,573	2,407,610	2,475,995
1,970,140	6,458,227	2,110,752	2,171,506	2,235,483	2,299,524	2,348,573	3,054,774	4,327,823
564,000	545,000	529,000	516,000	502,000	487,000	478,000	476,000	476,000
4,563,000	4,688,000	4,815,000	4,944,000	5,076,000	5,208,000	5,340,000	5,472,000	5,604,000
920,168,801	943,042,961	961,960,394	973,297,302	987,760,762	998,586,540	1,009,950,337	1,020,802,416	1,032,075,550
3,386,000	3,386,000	3,386,000	3,386,000	3,386,000	3,386,000	3,386,000	3,386,000	3,386,000
928,681,801	951,661,961	970,690,394	982,143,302	996,724,762	1,007,667,540	1,019,154,337	1,030,136,416	1,041,541,550
930,651,941	958,120,188	972,801,146	984,314,808	998,960,245	1,009,967,064	1,021,502,910	1,033,191,191	1,045,869,373
-	-	-	-	-	-	-	-	-
10,008,922	10,472,779	10,745,011	11,073,625	11,393,050	11,748,335	11,989,806	12,323,844	12,679,386
3,213,575	3,488,588	3,985,729	4,311,798	4,780,527	5,066,526	5,346,186	5,597,613	5,861,341
4,236,625	4,522,302	4,815,304	5,115,631	5,423,283	5,737,344	6,058,731	6,387,442	6,724,395
17,459,122	18,483,669	19,546,044	20,501,054	21,596,860	22,552,205	23,394,723	24,308,899	25,265,122
46,719,143	53,012,238	55,329,969	53,623,048	53,930,110	50,040,823	45,494,444	39,896,831	34,035,489
390,375	416,698	443,696	471,369	499,717	528,656	558,269	588,558	619,605
47,109,518	53,428,936	55,773,666	54,094,417	54,429,827	50,569,479	46,052,713	40,485,389	34,655,095
64,568,641	71,912,605	75,319,710	74,595,471	76,026,687	73,121,684	69,447,436	64,794,288	59,920,217
866,083,301	886,207,584	897,481,436	909,719,337	922,933,558	936,845,380	952,055,474	968,396,903	985,949,156
187,548,860	199,335,378	201,802,110	204,855,283	208,656,304	212,868,298	218,177,326	224,411,149	231,665,136
678,534,440	686,872,207	695,679,326	704,864,054	714,277,253	723,977,082	733,878,148	743,985,754	754,284,021
866,083,301	886,207,584	897,481,436	909,719,337	922,933,558	936,845,380	952,055,474	968,396,903	985,949,156

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care) 10 Year Financial Plan for the Years ending 30 June 2034 STATEMENT OF CASH FLOWS - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
Cash Flows from Operating Activities			
Receipts:			
Rates Receipts	40,460,000	43,080,997	46,977,846
Statutory Charges	3,295,000	3,262,171	2,974,291
User Charges	4,328,000	4,118,577	3,924,904
Grants, Subsidies and Contributions (operating purpose)	3,202,000	3,066,834	2,205,245
Investment Receipts	141,000	89,752	72,000
Reimbursements	733,000	864,946	735,542
Other	3,623,000	1,014,034	866,250
Payments:			
Payments to Employees	(18,834,000)	(19,289,000)	(20,269,000)
Payments for Materials, Contracts & Other Expenses	(23,953,000)	(22,028,515)	(22,652,275)
Finance Payments	(582,000)	(793,000)	(1,753,000)
Net Cash provided (or used in) Operating Activities	12,413,000	13,386,794	13,081,803
Cash Flows from Investing Activities			
Receipts:			
Amounts Received Specifically for New/Upgraded Assets	582,000	1,613,555	75,803
Sale of Replaced Assets	528,000	669,000	26,000
Sale of Surplus Assets	722,000	-	-
Repayments of Loans by Community Groups	270,000	217,000	21,000
Payments:			
Expenditure on Renewal/Replacement of Assets	(8,315,000)	(12,588,000)	(9,000,000)
Expenditure on New/Upgraded Assets	(6,086,000)	(12,125,000)	(22,557,000)
Net Cash provided (or used in) Investing Activities	(12,299,000)	(22,213,445)	(31,434,197)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from CAD	249,000	-	-
Proceeds from Borrowings	-	10,073,929	20,094,180
Repayments of Borrowings	(1,322,000)	(1,101,278)	(1,728,786)
Repayment of Principal Portion of Lease Liabilities	(11,000)	(11,000)	(13,000)
Repayment of Bonds & Deposits	(7,000)	-	-
Net Cash Flow provided (used in) Financing Activities	(1,091,000)	8,961,651	18,352,394
Net Increase/(Decrease) in Cash & Cash Equivalents	(977,000)	135,000	-
plus: Cash & Cash Equivalents - beginning of year	842,000	(135,000)	-
Cash & Cash Equivalents - end of the year	(135,000)	-	-
Cash & Cash Equivalents - end of the year	(135,000)	-	-
Cash, Cash Equivalents & Investments - end of the year	(135,000)	-	-

2025/26	2026/27	2027/28	Projected Years		2030/31	2031/32	2032/33	2033/34
			2028/29	2029/30				
\$	\$	\$	\$	\$	\$	\$	\$	\$
49,889,173	52,650,793	54,361,039	56,205,253	58,053,815	59,781,948	61,572,530	63,547,894	65,647,885
3,072,605	3,153,412	3,235,322	3,319,233	3,402,278	3,477,636	3,554,547	3,639,188	3,729,919
4,062,170	4,169,246	4,278,112	4,389,022	4,499,067	4,598,560	4,699,470	4,811,932	4,931,618
2,240,309	2,288,847	2,337,802	2,388,713	2,439,713	2,485,937	2,532,892	2,584,668	2,640,489
73,941	75,941	77,941	79,941	81,941	83,941	85,941	87,941	90,911
757,288	777,407	797,407	818,377	838,407	856,466	875,436	896,377	918,347
899,699	949,442	920,450	971,879	995,924	1,018,013	1,040,013	1,064,879	1,091,789
(21,171,000)	(21,720,000)	(22,285,000)	(22,864,000)	(23,435,000)	(23,950,000)	(24,477,000)	(25,064,000)	(25,691,000)
(23,702,269)	(24,691,730)	(25,266,377)	(25,923,301)	(26,592,953)	(27,412,252)	(27,865,599)	(28,473,685)	(29,186,263)
(2,258,589)	(2,694,354)	(2,795,681)	(2,823,263)	(2,735,981)	(2,687,962)	(2,503,511)	(2,292,844)	(2,041,419)
13,863,326	14,959,004	15,661,017	16,561,853	17,547,210	18,252,288	19,514,720	20,802,350	22,132,277
-	9,525,046	474,954	-	-	-	-	-	-
727,000	361,000	510,000	392,000	308,000	396,000	405,000	414,000	424,000
-	-	-	-	-	-	-	-	-
21,000	20,000	19,000	16,000	13,000	14,000	15,000	9,000	2,000
(12,631,000)	(10,836,000)	(14,568,000)	(13,959,000)	(16,973,000)	(13,351,000)	(13,922,000)	(13,445,000)	(13,925,000)
(11,210,000)	(16,643,000)	(8,866,000)	(1,630,000)	(1,671,000)	(1,708,000)	(1,746,000)	(1,787,000)	(1,831,000)
(23,093,000)	(17,572,954)	(22,430,046)	(15,181,000)	(18,323,000)	(14,649,000)	(15,248,000)	(14,809,000)	(15,330,000)
-	-	-	-	-	-	-	-	-
11,987,192	10,000,000	6,303,461	2,604,877	5,087,589	1,177,239	799,806	-	-
(2,757,518)	(3,431,893)	(3,488,588)	(3,985,729)	(4,311,798)	(4,780,527)	(5,066,526)	(5,346,186)	(5,597,613)
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
9,229,674	6,568,107	2,814,873	(1,380,852)	775,791	(3,603,288)	(4,266,720)	(5,346,186)	(5,597,613)
-	3,954,157	(3,954,157)	-	-	-	-	647,164	1,204,664
-	-	3,954,157	-	-	-	-	-	647,164
-	3,954,157	-	-	-	-	-	647,164	1,851,828
-	3,954,157	-	-	-	-	-	647,164	1,851,828
-	3,954,157	-	-	-	-	-	647,164	1,851,828

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF CHANGES IN EQUITY - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
Opening Balance	837,588,000	844,668,000	848,879,000
Net Surplus / (Deficit) for Year	3,225,000	2,213,000	959,000
Other Comprehensive Income			
- Gain (Loss) on Revaluation of I,PP&E	3,855,000	1,998,000	7,407,405
Other Comprehensive Income	3,855,000	1,998,000	7,407,405
Total Comprehensive Income	7,080,000	4,211,000	8,366,406
Equity - Balance at end of the reporting period	844,668,000	848,879,000	857,245,405

			Projected Years						
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
857,245,405	866,083,301	886,207,584	897,481,436	909,719,337	922,933,558	936,845,380	952,055,474	968,396,903	
872,860	11,786,517	2,466,733	3,053,173	3,801,022	4,211,993	5,309,029	6,233,822	7,253,987	
7,965,035	8,337,766	8,807,119	9,184,728	9,413,200	9,699,829	9,901,066	10,107,606	10,298,266	
7,965,035	8,337,766	8,807,119	9,184,728	9,413,200	9,699,829	9,901,066	10,107,606	10,298,266	
8,837,895	20,124,284	11,273,852	12,237,900	13,214,221	13,911,822	15,210,095	16,341,428	17,552,253	
866,083,301	886,207,584	897,481,436	909,719,337	922,933,558	936,845,380	952,055,474	968,396,903	985,949,156	

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care) 10 Year Financial Plan for the Years ending 30 June 2034 UNIFORM PRESENTATION OF FINANCES - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
Income			
Rates	40,535,000	43,476,000	46,748,000
Statutory Charges	3,245,000	2,874,000	2,979,000
User Charges	3,992,000	3,646,000	3,938,000
Grants, Subsidies and Contributions - operating	3,188,000	2,679,000	2,183,000
Investment Income	141,000	72,000	72,000
Reimbursements	725,000	786,000	734,000
Other Income	1,318,000	838,000	872,000
Net gain - equity accounted Council businesses	323,000	91,000	98,000
Total Income	53,467,000	54,462,000	57,624,000
Expenses			
Employee Costs	18,953,000	19,569,000	20,561,000
Materials, Contracts & Other Expenses	21,039,000	22,662,000	22,666,000
Depreciation, Amortisation & Impairment	10,349,000	10,821,000	11,685,000
Finance Costs	582,000	793,000	1,753,000
Total Expenses	50,923,000	53,845,000	56,665,000
Operating Surplus / (Deficit)	2,544,000	617,000	959,000
Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,315,000)	(12,588,000)	(9,000,000)
add back Depreciation, Amortisation and Impairment	10,349,000	10,821,000	11,685,000
add back Proceeds from Sale of Replaced Assets	528,000	669,000	26,000
Total Net Outlays on Existing Assets	2,562,000	(1,098,000)	2,711,000
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(6,086,000)	(12,125,000)	(22,557,000)
add back Amounts Received Specifically for New and Upgraded Assets	582,000	1,613,555	75,803
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	722,000	-	-
Total Net Outlays on New and Upgraded Assets	(4,782,000)	(10,511,445)	(22,481,197)
Annual Net Impact to Financing Activities (surplus / (deficit))	324,000	(10,992,445)	(18,811,198)

2025/26	2026/27	2027/28	Projected Years		2030/31	2031/32	2032/33	2033/34
			2028/29	2029/30				
\$	\$	\$	\$	\$	\$	\$	\$	\$
49,683,000	52,456,000	54,236,000	56,076,000	57,924,000	59,660,000	61,447,000	63,410,000	65,501,000
3,077,000	3,157,000	3,239,000	3,323,000	3,406,000	3,481,000	3,558,000	3,643,000	3,734,000
4,068,000	4,174,000	4,283,000	4,394,000	4,504,000	4,603,000	4,704,000	4,817,000	4,937,000
2,243,000	2,291,000	2,340,000	2,391,000	2,442,000	2,488,000	2,535,000	2,587,000	2,643,000
74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000	91,000
758,000	778,000	798,000	819,000	839,000	857,000	876,000	897,000	919,000
901,000	924,000	948,000	973,000	997,000	1,019,000	1,041,000	1,066,000	1,093,000
123,000	125,000	127,000	129,000	132,000	132,000	132,000	132,000	132,000
60,927,000	63,981,000	66,049,000	68,185,000	70,326,000	72,324,000	74,379,000	76,640,000	79,050,000
21,475,000	22,032,000	22,605,000	23,192,000	23,771,000	24,293,000	24,828,000	25,423,000	26,059,000
23,962,910	24,886,522	25,367,901	26,071,744	26,732,258	27,593,994	27,938,191	28,616,807	29,338,462
12,357,640	12,581,606	12,813,686	13,044,820	13,285,740	13,537,050	13,800,269	14,073,527	14,357,133
2,258,589	2,694,354	2,795,681	2,823,263	2,735,981	2,687,962	2,503,511	2,292,844	2,041,419
60,054,140	62,194,483	63,582,267	65,131,827	66,524,978	68,112,007	69,069,971	70,406,178	71,796,013
872,860	1,786,517	2,466,733	3,053,173	3,801,022	4,211,993	5,309,029	6,233,822	7,253,987
(12,631,000)	(10,836,000)	(14,568,000)	(13,959,000)	(16,973,000)	(13,351,000)	(13,922,000)	(13,445,000)	(13,925,000)
12,357,640	12,581,606	12,813,686	13,044,820	13,285,740	13,537,050	13,800,269	14,073,527	14,357,133
727,000	361,000	510,000	392,000	308,000	396,000	405,000	414,000	424,000
453,640	2,106,606	(1,244,314)	(522,180)	(3,379,260)	582,050	283,269	1,042,527	856,133
(11,210,000)	(16,643,000)	(8,866,000)	(1,630,000)	(1,671,000)	(1,708,000)	(1,746,000)	(1,787,000)	(1,831,000)
-	9,525,046	474,954	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
(11,210,000)	(7,117,954)	(8,391,046)	(1,630,000)	(1,671,000)	(1,708,000)	(1,746,000)	(1,787,000)	(1,831,000)
(9,883,500)	(3,224,830)	(7,168,627)	900,993	(1,249,238)	3,086,043	3,846,298	5,489,349	6,279,119



Brighton Civic Centre
24 Jetty Road
Brighton SA 5048

Post
PO Box 19
Brighton, SA 5048

8229 9999
mail@holdfast.sa.gov.au

holdfast.sa.gov.au

Item No: 15.3

Subject: DRAFT 2024-25 ANNUAL BUSINESS PLAN

Summary

The Draft 2024-25 Annual Business Plan is presented for noting ahead of its release for community engagement. It has been developed having regard to the Our Holdfast 2050+ Strategic Plan, Asset Management Plans, Long Term Financial Plan and directions provided by Council.

The Local Government Act also requires Council to review its Long Term Financial Plan (LTFP) at least annually and that the public be given the opportunity for involvement in the review. The Long Term Financial Plan is the subject of a separate report in this Agenda. Given the related nature of the Draft 2024-25 Annual Business Plan and the LTFP, community engagement on both plans will be conducted jointly.

The draft budget has been developed with a general rate increase of 7.1% and satisfies Council's financial sustainability and performance measures. The Draft 2024-25 Annual Business Plan and consultation results are due for review by Council at a workshop on 28 May and at the meeting of 11 June.

Recommendation

1. **That, subject to minor alterations and design, the Draft 2024-25 Annual Business Plan contained in Attachment 1 be released for community consultation.**
 2. **That the process for community consultation on the Draft 2024-25 Annual Business Plan, as described in this report, be endorsed.**
-

Background

The Draft 2024-25 Annual Business Plan has been considered by the Audit and Risk Committee at its meeting of 15 April 2024 and recommended for Council consideration.

Through the development of the Draft 2024-25 Annual Business Plan there have been workshops held with Elected Members.

Report

Development of the Draft 2024-25 Annual Business Plan and Budget

The Draft 2024-25 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 Plan is provided to Members as Attachment 1.

Refer Attachment 1

The Draft 2024-25 Annual Business Plan and consultation results are due for review by Council at a workshop on 28 May and at the meeting of 11 June. The 2024-25 Annual Business Plan and consultation results will be reviewed by Council's Audit and Risk Committee on 12 June 2024.

Key Parameters

- Target of an operating surplus.
- 7.1% general rate revenue increase (excluding separate rates and Regional Landscape Levy). This is made up of 4.8% inline with CPI and 2.3% to fund the Transforming Jetty Road, Glenelg project.
- 0.5% rate revenue increase for new development growth.
- Alwyndor and Jetty Road Mainstreet budgets to be self-funding.

Other considerations

Depreciation is based on existing asset valuations and has increased by 7.1% (\$774,000). The major asset classes that have increased are office equipment (IT assets) and open spaces.

Fees and charges have been reviewed and assessed in accordance with a user pays principle, taking Local Government Price Index (LGPI) into account.

Major Projects

The centrepiece of the Draft 2024-25 Annual Business Plan is the Transforming Jetty Road, Glenelg project. This multi-million dollar project will start in spring this year and continue for three years.

The project will be undertaken in three zones – City, Transition and Coast – to minimise disruption to traders, residents and visitors. Plans for each of the zones are based on feedback received from the community consultation on the *Jetty Road Masterplan* in 2017–18.

To fund the \$40m Transforming Jetty Road project will require increased borrowings over the next three years, but this will enable the costs of the project to be shared fairly between current and future users. Council has secured \$10 million from the Australian Government to help deliver the project with the remaining \$30 million to be funded by Council. As this is a significant amount it will have an impact on Council's total borrowings, however, the cost associated with borrowing an initial \$10m for the first stage has been taken into consideration when preparing the draft 2024-25 budget. This has resulted in the requirement for an additional 2.3% increase in rate revenue, with similar increases expected over the following two years for the remaining stages of the project.

To enable the Transforming Jetty Road, Glenelg project, there is a more limited number of other new projects. These include:

- Sport and Recreation Infrastructure Planning – \$40,000
- Cricket Club chairlift – \$17,398
- *Movement and Transport Plan* Implementation – \$40,000

- Wayfinding at Kingston Park – \$8,000
- Sharing the National Collection public art installation - \$7,250
- Biodiversity assessment – \$30,000
- Wheatland Street pocket park – \$20,00
- Street light conversion plan – \$20,000
- Patawalonga Frontage irrigation upgrade – \$500,000
- EV charging infrastructure for Council's vehicle fleet - \$20,000.
- Resilient South funding - \$20,000
- Review of Stormwater Management Plan - \$50,000
- Technology and Innovation Projects – various ICT Improvements - \$800,000.

Commercial Activities

Brighton Beachfront Holiday Park is budgeting for net earnings of \$1.461 million for the 2024-25 year which is a slight decrease on the \$1.50 million predicted for 2023-24. This is in part due to the loss of three sites with the development of the Kingston Park Kiosk and the delay in the Caravan Park redevelopment. In addition, 2023-24 saw additional business due to the Riverland floods and an increase in demand as a consequence.

Alwyndor draft 2024-25 budget

The draft Alwyndor budget was presented to the Alwyndor Management Committee in March 2024. The draft budget is included in this draft 2024-25 Annual Business Plan.

Rate Revenue and Valuations

The major variable determining the ability to meet the draft budget program of services, works and financial targets is rate revenue. This is budgeted to increase by 7.1% excluding separate rates, development growth (estimated at 0.5%) and the Regional Landscape Levy.

The 7.1% increase in rates comprises 4.8% which aligns with Adelaide Consumer Price Index (as at December 2023) to fund the full range of council services along with a 2.3% increase for the Transforming Jetty Road, Glenelg project.

The Differential Rate premium applied to industrial, commercial properties and vacant land will be determined once land valuations are received by the Valuer-General. The premium applied to industrial, commercial properties and vacant land in the 2023-24 financial year was 63%.

The Jetty Road, Glenelg separate rate is budgeted to increase by 7.1% (\$46,870). This funds the operation of the Jetty Road Mainstreet Committee and this is cost neutral.

The Patawalonga Marina separate rate of \$86,400 has been increased by 4.8%. It provides for basic annual maintenance cost and includes a 50% discount to account for the general public's use of the lock.

Draft Budget Financial Performance and Position

The draft budget (excluding Alwyndor) features:

- Operating surplus of \$975,677 for Council's municipal activities;
- Capital expenditure of \$21.95 million comprising \$8.47 million on renewal and replacement of existing assets and \$12.41 million for new and upgraded assets (including \$10m for Transforming Jetty Road, Glenelg) and \$1.07 million for employee costs capitalised;
- Council's current ceiling for the net financial liabilities ratio is 75%. 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 2024-25, the net financial liabilities ratio is forecast to increase from 74% to 90% (excluding Alwyndor).

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 5% for this ratio. In 2024-25, our interest cover ratio is forecast to be 2.9 % (excluding Alwyndor). Our net financial liabilities and interest cover ratio indicate that council remains in a strong and sustainable financial position to manage its debt levels.

Community Engagement

The *LGA Act 1999* under the *Statutes Amendment (Local Government Review) Act 2021*, requires the Annual Business Plan to conform with our community consultation policy. Copies of the Draft 2024-25 Annual Business Plan will be made available at the commencement of a 21 day community engagement period, commencing Wednesday 24 April and concluding on Friday 17 May.

The consultation will include an opportunity for constituents to address Council at its meeting on Tuesday 14 May 2024.

The Local Government Act also requires Council to review its Long Term Financial Plan (LTFP) at least annually and that the public be given the opportunity for involvement in the review. The Long Term Financial Plan is the subject of a separate report in this Agenda. Given the related nature of the Draft 2024-25 Annual Business Plan and the LTFP, community engagement on both plans will be conducted jointly.

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

Additional copies of the Draft 2024-25 Annual Business Plan from Wednesday 24 April at:

- yourholdfast.com/DABP24-25
- Brighton Civic Centre, 24 Jetty Road, Brighton.

Feedback must be received by 5 pm Friday 17 May to be considered by Council. Comments can be made by:

- visiting yourholdfast.com/DABP24-25;
- writing to the Corporate and Service Planning Lead, PO Box 19, Brighton SA 5048;
- emailing the Corporate and Service Planning Lead at mail@holdfast.sa.gov.au;
- telephoning council on 8229 9999 during office hours; or
- making a deputation to Council at its meeting on Tuesday 14 May 2024.

Details of how the community may participate in the consultation process or gain copies of the Draft 2024-25 Annual Business Plan will be advertised via the yourholdfast database and social media pages.

Budget

The cost for the development of the Annual Business Plan is accommodated in existing budgets.

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Not applicable

Statutory Provisions

Section 123 of the Local Government Act, 1999 (the Act) sets out the requirements for the development of the Annual Business Plan.

Written By: Corporate and Service Planning Lead

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

DRAFT

2024–25 **Annual Business Plan**



About this Draft 2024–25 Annual Business Plan

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

We welcome your feedback on this draft version, which Council will consider before the 2024–25 *Annual Business Plan* is finalised in June 2024.

You can access additional copies of the *Draft 2024–25 Annual Business Plan* from Wednesday 24 April at:

- › yourholdfast.com/DABP24-25
- › Brighton Civic Centre, 24 Jetty Road, Brighton.

Feedback must be received by 5pm Friday 17 May to be considered by Council.

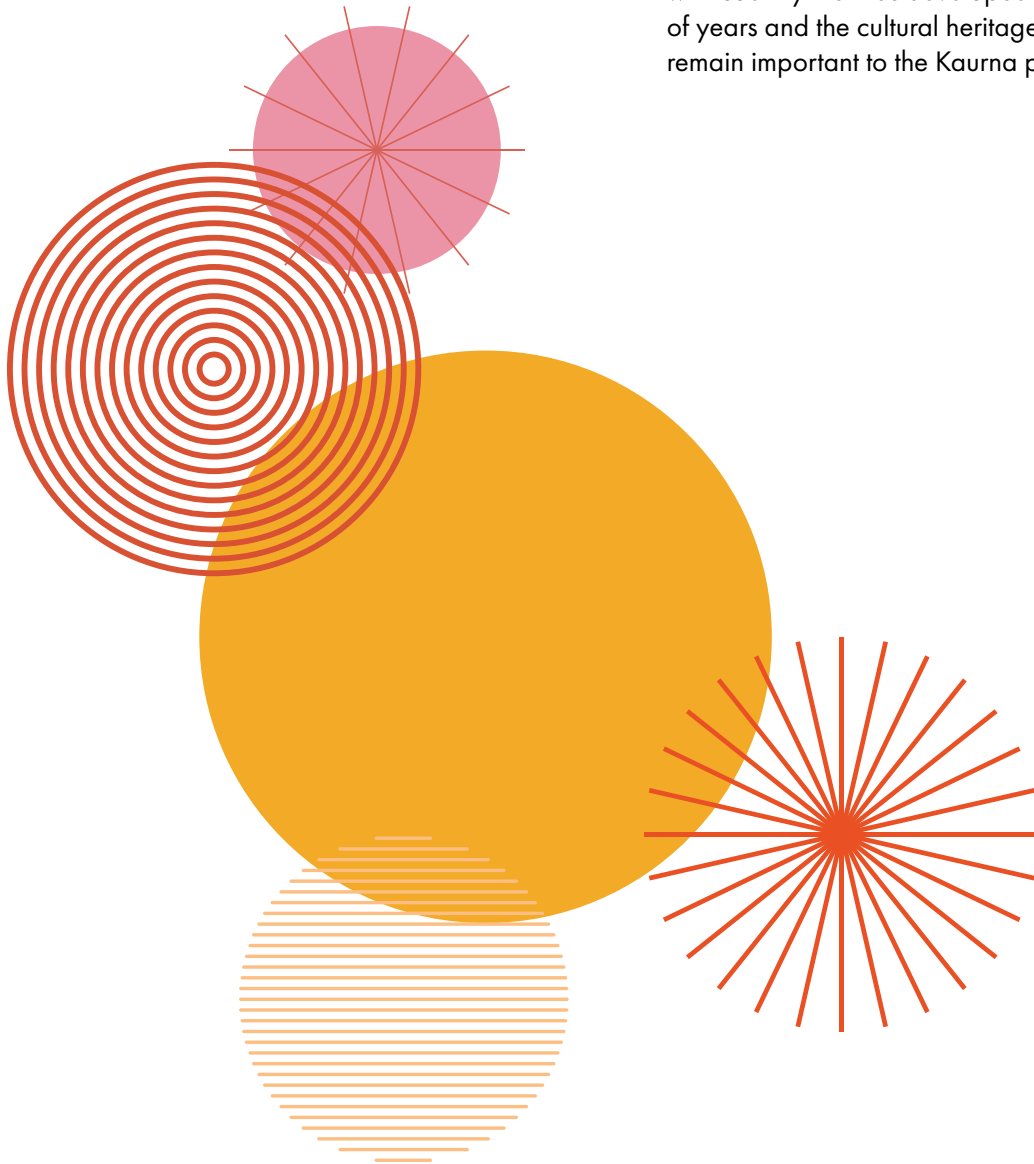
You can provide comments by:

- › visiting yourholdfast.com/DABP24-25
- › writing to the Corporate and Service Planning Lead, PO Box 19, Brighton SA 5048
- › emailing the Corporate and Service Planning Lead at mail@holdfast.sa.gov.au
- › telephoning council on 8229 9999 during office hours
- › making a deputation to Council at its meeting on Tuesday 14 May 2024 (commences 7pm, Glenelg Town Hall, Moseley Square, Glenelg). Please provide notice via mail@holdfast.sa.gov.au, or drop written notice into the Brighton Civic Centre by 5pm Tuesday 7 May 2024 if you wish to make a deputation.

For more information, please visit yourholdfast.com/DABP24-25 or call council on 8229 9999.

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.



Contents

Mayor's Welcome	6
Our City	8
Our Community	9
A Day in the Life	10
Our Vision	11
Quality of Life in Holdfast Bay	12
Highlights	13
Financial Overview	18
Municipal Financial Summary	19
Our Financial Governance	26
Significant Influences	28
The 2024–25 Operating Environment	36
Achievements, Projects and Service Delivery	40

Alwyndor	41
Wellbeing	44
Sustainability	50
Innovation	56
Developing Our Organisation	60
ARISE	61
Funding Our City	62
Financial Targets	70
Measuring Our Performance	72
Financial Statements – Municipal	73
Financial Statements – Alwyndor	79
Bibliography	84



Mayor's Welcome

On behalf of the City of Holdfast Bay, I'm pleased to present the *Draft 2024–25 Annual Business Plan*, outlining our program of works and budget for the upcoming financial year.

As Mayor, I am immensely proud to call Holdfast Bay my home and place of business. And I know it's a sentiment shared by many in our community.

Although we are privileged to experience this amazing part of the world daily, we are also the destination of choice for a million visitors each year. In particular, Glenelg is the premier coastal spot in metropolitan Adelaide, with the tram playing an important role in delivering tourists right to our sandy shores.

To cement ourselves as a must-visit location, we have made a commitment to deliver one of the biggest projects our council has ever undertaken – the multi-stage, \$40 million transformation of Jetty Road, Glenelg.

We have listened to our community who have for many years called for a revamp of our flagship shopping, dining and entertainment precinct, which supports more than 330 local businesses.

And over the next three years, we will transform the one kilometre stretch of road into a modern, five-star, vibrant, safe and accessible world-class destination.

We have \$10 million in funds already secured from the Australian Government and Council is committing another \$30 million to this once-in-a-generation project.

However, it's not just an investment into Glenelg. It's an investment into the future economic growth and prosperity of the entire Holdfast Bay area and will have far reaching benefits for the city, from the boundaries at Glenelg North to Kingston Park and everywhere in between.

Renewal works will kick off in spring this year within the City zone which starts at the Brighton Road intersection and extends west to the Partridge Street/Gordon Street intersection.

Our priority will be ensuring the community can still easily access local services and shops while the work is undertaken.

The real magic will take place over the coming two years, in particular with the Coast zone which includes the Moseley Street junction with Jetty Road, Colley Terrace and the fringes of Moseley Square.

As this is predominantly our tourism precinct, we want this area to have flexible spaces, widened footpaths and the creation of a plaza that can be closed to traffic for events and activations particularly during the summer months.

While the Transforming Jetty Road Glenelg project will be our major focus for the next three years, we have also prioritised and allocated funds to other projects and initiatives which are of great importance to our community – the environment, city assets and infrastructure, sport, recreation, wellbeing, tourism and events.

Our focus on protecting our environment is unwavering. We were the first coastal council in South Australia to recognise that the world is in a climate emergency and have a constant view to adapting to and mitigating climate change.

Our involvement in the Resilient South initiative – which is a joint venture between Holdfast Bay, the cities of Marion, Mitcham and Onkaparinga and the South Australian Government – will continue in 2024–25.

We have allocated \$20,000 towards the Regional Coordinator role to ensure the *Regional Climate Action Plan (ReCAP) 2024–2029* is delivered. The ReCAP will assist in achieving carbon neutral/net zero emissions targets that we, and our Resilient South partners, endorsed and adopted.

Our partnership with the City of Marion extends to a review of the *Stormwater Management Plan (SMP)*, towards which we have allocated \$50,000 in the 2024–25 budget.

The SMP review will inform our own stormwater implementation plan and capital works upgrades across the city, which is important in reducing the risk of flooding and improving water quality.

Other projects that will be funded out of the \$1.31 million allocated for Environmental Services, include:

- › Biodiversity assessment – \$30,000
- › Wheatland Street pocket park – \$20,000
- › Street light conversion plan – \$20,000
- › Patawalonga Frontage irrigation upgrade – \$500,000
- › EV charging infrastructure for Council's vehicle fleet – \$20,000

Council is committed to a high level of service and safety with our street, footpath and kerb renewal and maintenance program.

In 2024–25, \$8.92 million is allocated for Field Services – which covers all maintenance and repairs of footpaths, kerbs and roads along all public amenities including beach access points, showers, barbecues, playgrounds and picnic furniture.

The team is also responsible for street trees, lawn mowing, graffiti removal and stormwater drains.

Other projects and services listed in the *Draft Annual Business Plan* include:

- › Library Services – \$1.98 million
- › Tourism and Events – \$1.63 million
- › Sport and Recreation Infrastructure Planning – \$40,000
- › Cricket Club chairlift – \$17,398
- › *Movement and Transport Plan* Implementation – \$40,000

- › Wayfinding at Kingston Park – \$8,000
- › Sharing the National Collection public art installation – \$7,250

As part of the upcoming budget and for the purposes of this *Draft Annual Business Plan*, rates have been provisionally raised by 7.1% – or \$126 for the coming year (based on the average residential property value in Holdfast Bay).

The 7.1% increase in rates comprises 4.8% which aligns with Adelaide CPI (as at December 2023) to fund the full range of council services along with a 2.3% increase for the Transforming Jetty Road project.

This 2.3% equates to an increase of \$41 for the average household next year, and we anticipate an increase at this similar level for two further years for the Transforming Jetty Road project, which will be completed by the end of 2027.

Our commitment to the transformation of Jetty Road at Glenelg will allow us to keep up with the growth that is taking place around the state while also ensuring Glenelg – and by extension Holdfast Bay – remains relevant and front of mind as Adelaide's best coastal shopping, dining, entertainment and tourism precinct.

We have exhausted all other funding options for this significant project, but this needed investment will result in a great return for our residents and boosted economic prosperity for the City of Holdfast Bay.

I look forward to your feedback on our draft plan.



Amanda Wilson
Mayor
City of Holdfast Bay

Our City

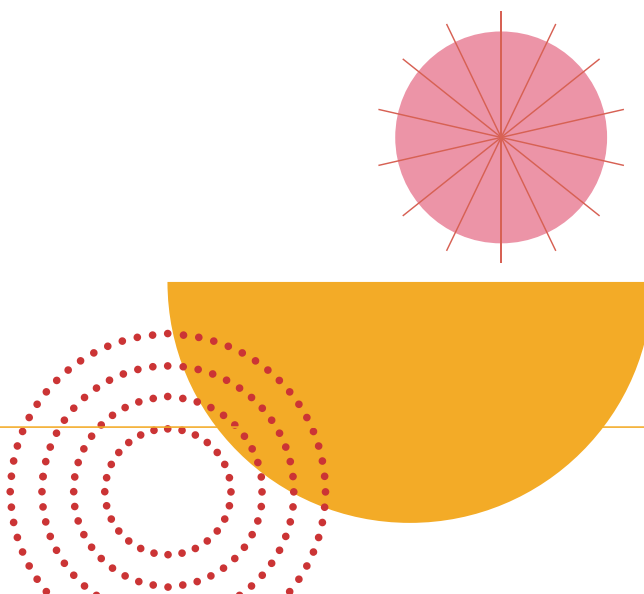
Kaurna people lived sustainably and nurtured the land and waters for some 60,000 years as one of the world's longest living cultures.

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

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

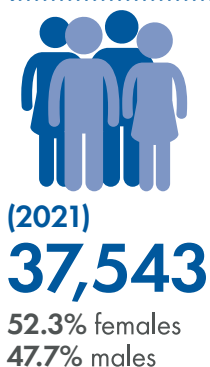
The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. Wituwaringga became the municipality of Brighton in 1858.

The City of Holdfast Bay was formed in 1997 through the amalgamation of the City Councils of Glenelg and Brighton. Located just 11 kilometres from the Adelaide city centre and five minutes from Adelaide Airport, our City is now home to close to 38,000 people and one of the most celebrated places to live, work and visit in the Adelaide metropolitan area. It boasts a beautiful natural environment, high quality recreation and community facilities, superior health and education, health options, a vibrant tourism sector, thriving retail precincts and a small light industrial area.



Our Community

TOTAL POPULATION



VEHICLE USAGE

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



SNAPSHOT



HIGH

- Average Income
- Education
- Housing Mortgages



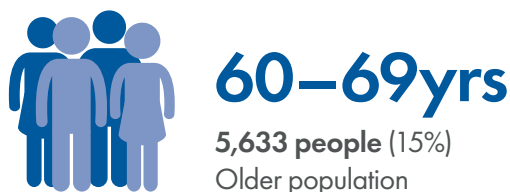
LOW

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

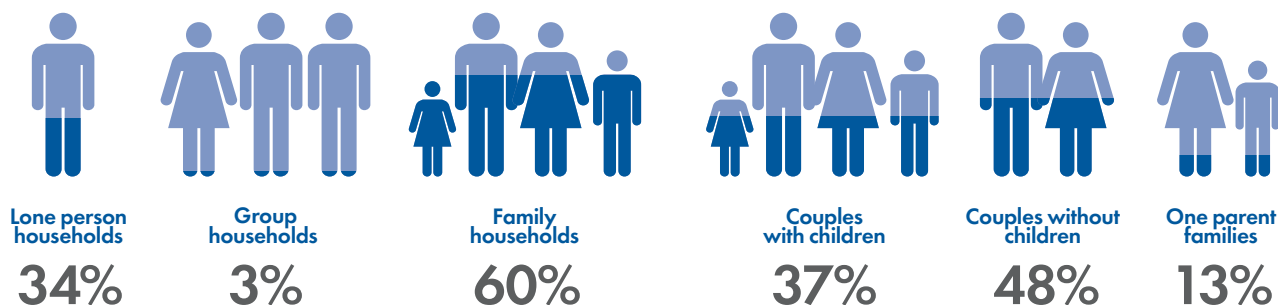
MEDIAN AGE



MOST COMMON AGE GROUP



HOUSEHOLD TYPES



Source: ABS 2021

A Day in the Life

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

Nearly
1,508

items are borrowed from our libraries at Glenelg and Brighton



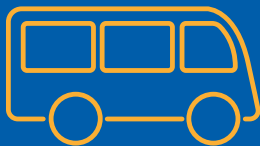
More than
322

people attend our four Community Centres



511

people visit the libraries



30 trips on the Community Wellbeing bus



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



174 phone calls and
95 emails are responded to by our Customer Experience team



3,242 page views on our website



4

Development Applications processed



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

7,200

bins lifts for residential and business waste collection



25 linear metres of roads resealed

18 linear metres of kerb replaced



3 trees planted



24sq metres of footpaths repaired



33 requests completed by our Field Services team

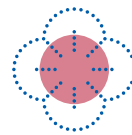


Our Vision

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:



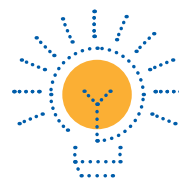
Wellbeing

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.

Highlights



Jetty Road, Glenelg

Jetty Road, Glenelg will be transformed into a modern, vibrant and world-class destination as part of a multi-million dollar project that will start in spring this year and continue for three years.

The project will be undertaken in three zones – City, Transition and Coast – to minimise disruption to traders, residents and visitors.

Plans for each of the zones are based on feedback received from the community consultation on the *Jetty Road Masterplan* in 2017–18.

Spanning one kilometre in length and supporting 19 side streets and laneways, Jetty Road, Glenelg is our flagship destination for shopping, local services, dining, entertainment and events.

It is home to more than 330 local business and welcomes a million visitors annually.

Renewal works will start in spring 2024 in the City zone, which begins at the Brighton Road intersection and extends west to the Partridge Street/Gordon Street intersection.

City zone plans include:

- › A new entry statement at the Brighton Road corner to create a sense of arrival
- › Installation of new continuous paved footpaths
- › Enhanced pedestrian safety with *Disability Discrimination Act* compliant and improved pedestrian areas
- › Improved stormwater to reduce ponding on the footpaths, parking bays and the road
- › Increased greenery and use of water sensitive urban design elements to reduce urban heat
- › Beautifying the existing street amenities and retaining its current function

Renewal and construction works will start in 2027 in the Transition zone, which runs from Nile Street up to and including the Partridge Street/Gordon Road intersection.

Within this zone are Chapel Plaza and Bouchee Walk, which were upgraded in 2021 as the first stage of the Transforming Jetty Road, Glenelg project.

Chapel Plaza was converted from a small, one-way road into a spacious public plaza with seating, new lighting, public art, more trees and greened resting spots.

The upgrade of Hindmarsh Lane, which then became Bouchee Walk, helped strengthen pedestrian connections within the precinct, along with new public toilets, a parent room and a fully accessible Changing Places toilet.

Other plans for the Transition zone include:

- › Replacement of footpaths with stone pavers and improving accessibility for the whole community
- › Raised multi-use areas that suit both on street parking, activation activities and outdoor dining
- › Improved accessibility with upgraded infrastructure that is socially inclusive and compliant with the *Disability Discrimination Act*
- › Better connection between laneways and side streets off Jetty Road with continuous footpath treatments that extend into these streets and laneways
- › Increased pedestrian safety throughout the street
- › Improved stormwater management that makes use of water sensitive urban design features to reuse stormwater and reduce ponding on the road, parking bays and footpaths
- › Increased greenery, low level planting to decrease urban heat and increase a sense of wellbeing
- › New creative and functional street lighting and furniture to enhance how people experience Jetty Road

Council has secured \$10 million from the Australian Government for the Coast zone which extends west of Nile Street along Jetty Road and includes

the Moseley Street junction with Jetty Road, Colley Terrace and the fringes of Moseley Square.

Construction will start in 2026 and will result in a flexible space, with footpaths extending seamlessly to merge with Moseley Square to create a plaza, when the road can be closed to vehicles for events and activations.

Other plans for the Coast zone include:

- › Raised multi-use areas to allow vehicle access and on street parking that can be transformed for outdoor dining and events
- › Improved accessibility and socially-inclusive infrastructure to meet *Disability Discrimination Act* compliance
- › Better connection between laneway and side streets off Jetty Road with continuous footpath treatments that extend into these spaces
- › Integration of public art into functional infrastructure to enhance the aesthetic and cultural value of the precinct
- › Better use and removal of stormwater through upgraded systems and the use of water sensitive urban design
- › Returning hardscape surfaces back to greened spaces to create comfortable resting spots along the street

The community will have the chance to provide feedback once the final concept plans for the Coast and Transition zones are confirmed.

Council will allocate \$30 million to the project over three years.

Follow the project at transformingjettyroad.com

Quality of Life Survey Results (2023)

How you rated your council out of 10:



COMMUNITY



8.6

Providing library services



8.3

Providing sporting facilities



7.5

Delivering services for the elderly and people with a disability



8.1

Providing programs and services that encourage a healthy and active lifestyle



7.8

Providing arts and cultural experiences



PLACEMAKING



7.1

Maintaining roads and kerbing



7.55

Maintaining cycle networks



8.7

Access to shops, services and open space



ENVIRONMENT



8.1

Maintaining beaches and coastal areas



8.2

Providing adequate waste management services

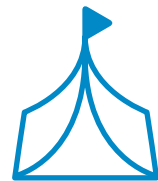


ECONOMY



7.8

Encouraging a diverse range of businesses and services in the area



7.85

Supporting and promoting tourism and events



CULTURE



6.95

Council provides good financial management and value for rates



7.2

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



Overall rating of Holdfast Bay as a place to live



8.3

Maintaining well laid out parks and reserves



7.6

Providing programs that foster social interaction and community wellbeing



8.0

Providing a sense of safety in neighbourhoods



Highlights

Major Projects

In addition to the redevelopment of Jetty Road, Glenelg, council will undertake several major projects to support the vision and objectives in its strategic plan, *Our Holdfast 2050+*. These include:

Stormwater upgrades – Tarlton Street \$1.0 million

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

Sport and Recreation Infrastructure Planning \$40,000

In recent research and community engagement we have consistently found a need for informal sport and recreation infrastructure, often coupled with upgrades to playspaces.

This planning will help to deliver more accessible and versatile facilities that cater to a wide range of recreational interests. This is in line with the *Playspace Action Plan 2019–2029* that aims to enhance playspaces for diverse community needs.

Cricket Club Chairlift \$17,398

The Glenelg District Cricket Club (GDCC) is in a two-storey clubroom building in the north-western corner of the Glenelg Oval precinct. Up to date, there were no means by which a mobility impaired person could access the first floor, as there was no ramp to the first floor nor was there a lift in the building. This restricted the ability of the Club to hire the venue for various functions and was restrictive on who could visit the clubrooms to spectate cricket.

Council is proposing to contribute toward a stair chairlift, mounted to the balustrade and hand rails of the internal stairwell. This enables patrons with restricted mobility access to the first floor. The new installation of the stair chairlift delivers on some of Council's *Disability Access and Inclusion Plan (DAIP) (2020–24)* actions, including improving accessibility to council buildings, services and facilities.



Highlights

Wheatland Street Pocket Park \$20,000

There is a small piece of land on the corner of Wheatland Street and Kauri Parade at Seacliff, which is currently covered in part by shrubs and in part by dolomite. The part that is covered by dolomite is used for unsanctioned car parking. Given Council's desire to increase greening, and the challenges of doing so in Seacliff due to the geography and dense infrastructure, this location provides a rare site to create some public green space. This project would be delivered using internal resources from the Depot, thereby maximising the value of the budget.

Review of Stormwater Management Plan (joint with City of Marion) \$50,000

The existing *Stormwater Management Plan: Coastal Catchments Between Glenelg and Marino (SMP) 2014* is a coordinated approach to the management of stormwater with the City of Marion. This SMP is 10 years old and due for renewal. The City of Marion have agreed to request \$50,000 in 2024–25, along with matched funding from City of Holdfast Bay and the Stormwater Management Authority, to undertake a review and refresh of the SMP.

This will inform our stormwater implementation plan and capital works upgrades across the city to reduce flooding risk and improve water quality.

Biodiversity Assessment \$30,000

The *Environment Strategy 2020–2025* includes a target to increase the average biodiversity score from 12.8 in 2018 to 14 by 2025.

Since 2018 council has engaged an Urban Greening Officer, as well as undertaking large-scale weed control and revegetation projects in the dunes, gullies, and along the Sturt Creek. With this and other biodiversity work during this period we anticipate the score to have increased, thereby demonstrating the value of this work.

The desired outcome of this project is to know the current state of our biodiversity, compared to 2018 and whether we have reached, not reached, or exceeded our 2018 biodiversity score.

Resilient South Funding \$20,000

Resilient South (RS) is an award-winning regional climate partnership between the Cities of Holdfast Bay, Marion, Mitcham and Onkaparinga, and the state government. It was formed in 2011 and is one of four such partnerships in the Adelaide and Fleurieu region. Council's contribution will ensure that the Regional Coordinator role continues for the duration of the *Regional Climate Action Plan 2024–2029*. In turn this will help to ensure that many of the actions in the plan will be delivered.

Street Light Conversion Plan \$20,000

In 2018–19 the City of Holdfast Bay converted around 2,300 of its 3,400 streetlights over to LED. There has been a 259 tonne decrease in council's CO₂ greenhouse emissions through changing streetlights to LED. We will develop a plan for the conversion/transition to LED of our remaining streetlights, which will include:

- › prioritised delivery schedule
- › highlight our compliance or deficiency risks
- › budget forecasts
- › any return-on-investment, in the form of energy savings.

Movement and Transport Plan Implementation \$40,000

The *Movement and Transport Plan* is currently under development. This is an indicative allocation to fund initiatives in this Plan. Allocation of funding this financial year will enable prompt implementation of actions and outcomes from the *Movement and Transport Plan* in an agile way.

Patawalonga Frontage Irrigation Upgrade \$500,000

The current irrigation mainline that delivers quality water to the coastal reserves in Glenelg, is an ageing infrastructure that is approximately 20–25 years old. This project will create an irrigation system that is not only fit-for-purpose but also cost-effective and environmentally sustainable. The outcome will be a new resilient and sustainable irrigation system designed for the future, operating on recycled water with mains back up in strategic locations.

EV Charging Infrastructure for Council Fleet \$20,000

Council's *Carbon Neutral Plan* includes an action to electrify our fleet and a *Fleet Transition Plan* (FTP) was developed and endorsed by council in 2023. To facilitate the electric vehicles, charging infrastructure will be required at Brighton, Glenelg and Depot offices. This project establishes two electric vehicle charging stations, one at Glenelg and one at the Depot.

Wayfinding at Kingston Park \$8,000

An assessment was made of signage at the entry of the access road, to indicate the key attractions within the precinct, being the Holiday Park, Kiosk and Tjilbruke Spring.

It is recommended that a precinct sign, similar to other precincts within the City, such as Brighton Oval, would be appropriate for the location. The sign would include the various attractions within the precinct.

Sharing the National Collection \$7,250

Council have applied to take part in the National Gallery of Australia's Sharing the National Collection initiative. Negotiations are under way to finalise the loan of appropriate artworks.

The program is fully funded by NGA, this important partnership will enable City of Holdfast Bay to display a high calibre of artwork that would be otherwise out of reach as an individual council.

The allocation of funds from City of Holdfast Bay will be to upgrade lighting to showcase the public artwork at night and to increase safety and security of the installation location in the Glenelg area.

Technology and Innovation Capital Projects – Various ICT Improvements \$800,000

A range of technology projects aimed at improving efficiency and effectiveness in core business functions, including asset management and corporate planning. These projects will assist in planning and managing the work of council and essential in ensuring security of information and data.

Financial Overview

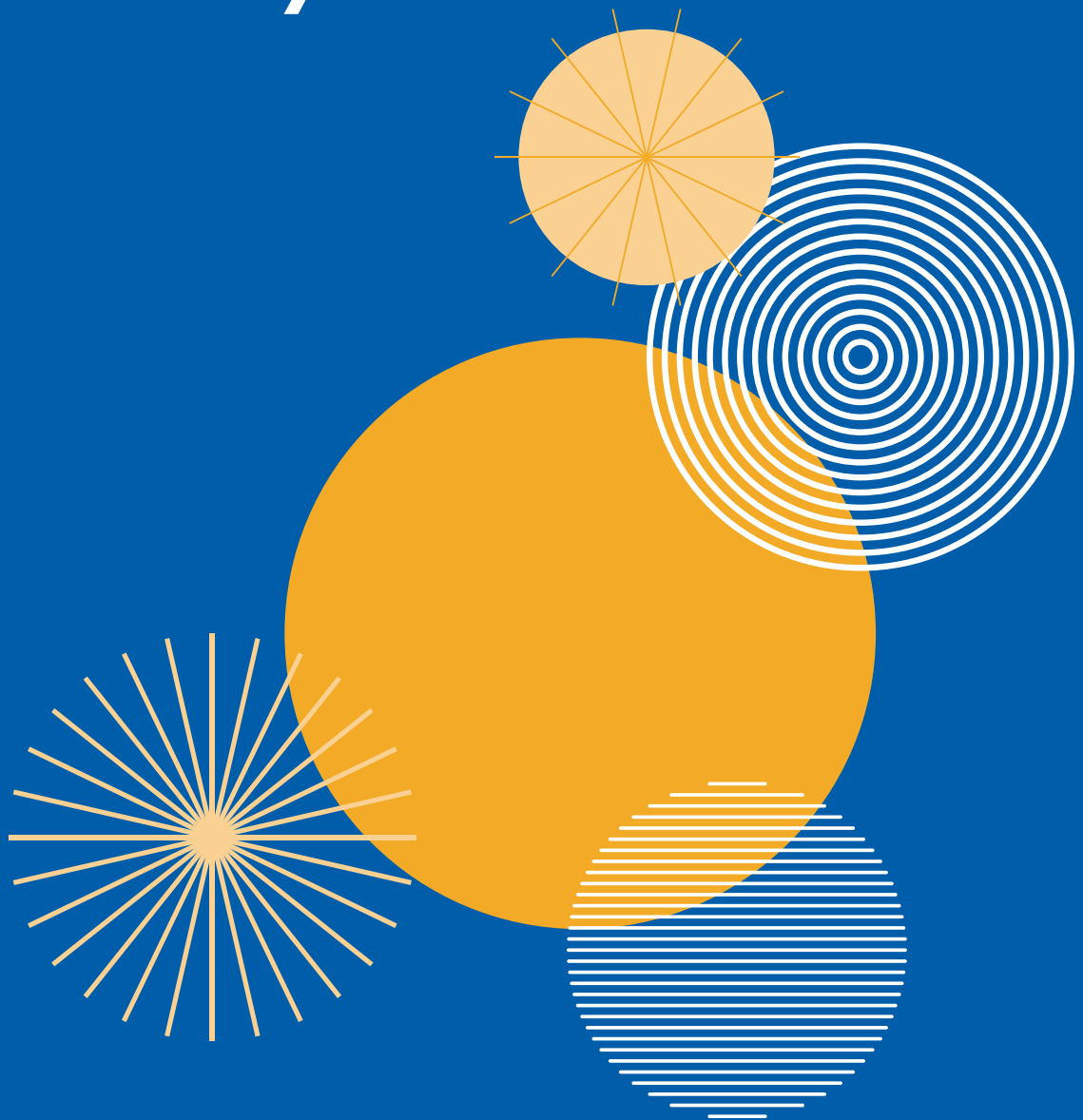


Projections for the 2024–25 financial year indicate that council will be working with a municipal operating surplus of \$958,677. For the same period Alwyndor is projected to work with an operating surplus of \$617,490.

In the 2024–25 financial year we will invest \$65.75 million in municipal operations (excluding Alwyndor) to provide services, implement programs and build and maintain essential assets. Our main areas of investment include:

- › \$43.64 million to provide services to our community.
- › \$9.54 million to upgrade and maintain community assets.
- › \$12.57 million for new capital infrastructure and service improvements.

Municipal Financial Summary

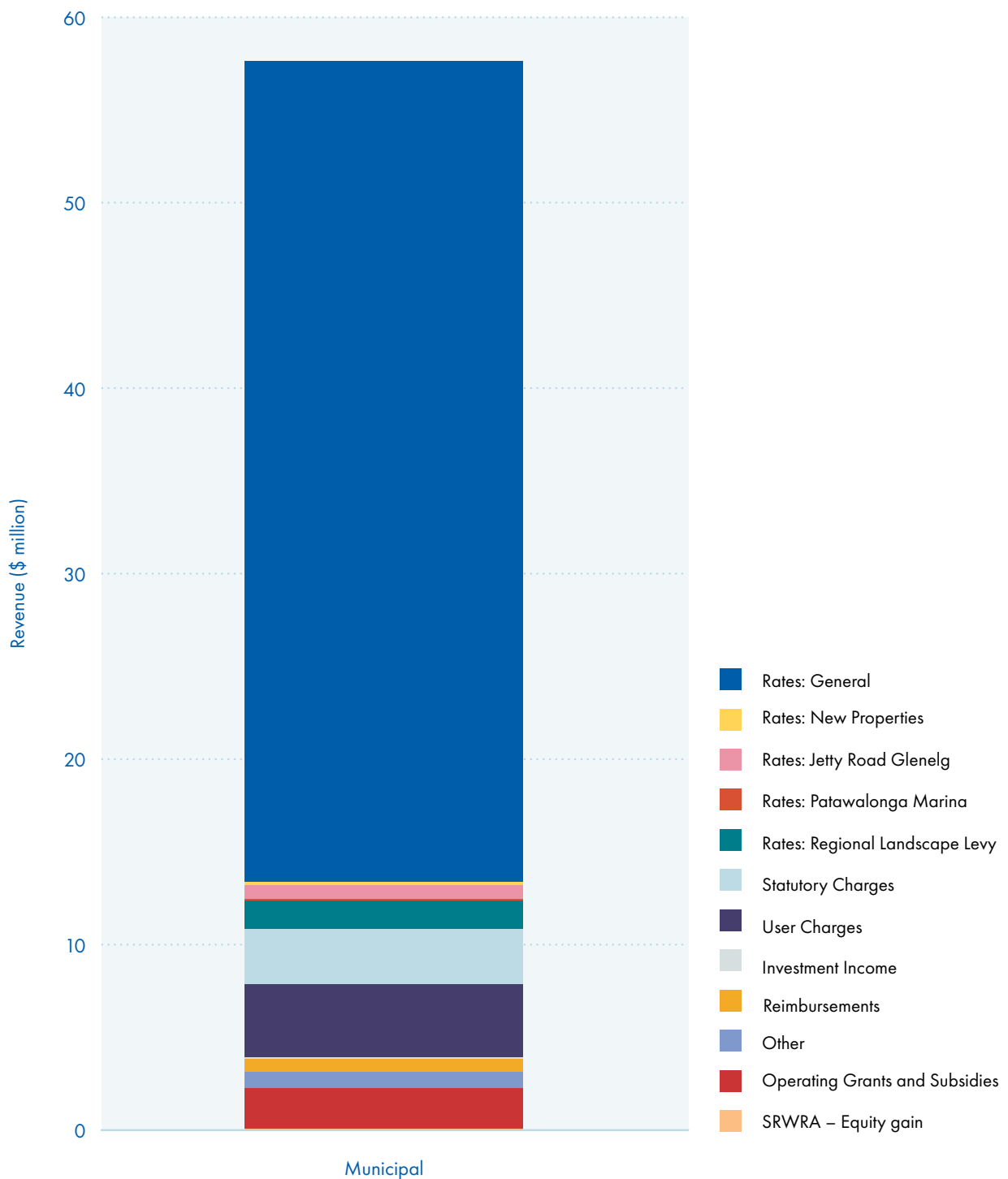


2024–25 Municipal Operating Revenue: \$57.63 million

Council receives \$57.63 million (excluding Alwyndor) to provide services and infrastructure to the community.

Rate Revenue	Million
Rates: General	\$44.21
Rates: New Properties	\$0.21
Rates: Jetty Road Glenelg	\$0.71
Rates: Patawalonga Marina	\$0.09
Rates: Regional Landscape Levy	\$1.54
Total Rate Revenue	\$46.76
Operational Revenue	
Statutory Charges	\$2.98
User Charges (including but not limited to revenue from commercial operations)	\$3.94
Investment Income	\$0.07
Reimbursements	\$0.73
Other	\$0.87
Total Operational Revenue	\$8.59
External Revenue	
Operating Grants and Subsidies	\$2.18
SRWRA – Equity gain	\$0.10
Total External Revenue	\$2.28
Total Municipal Revenue	\$57.63

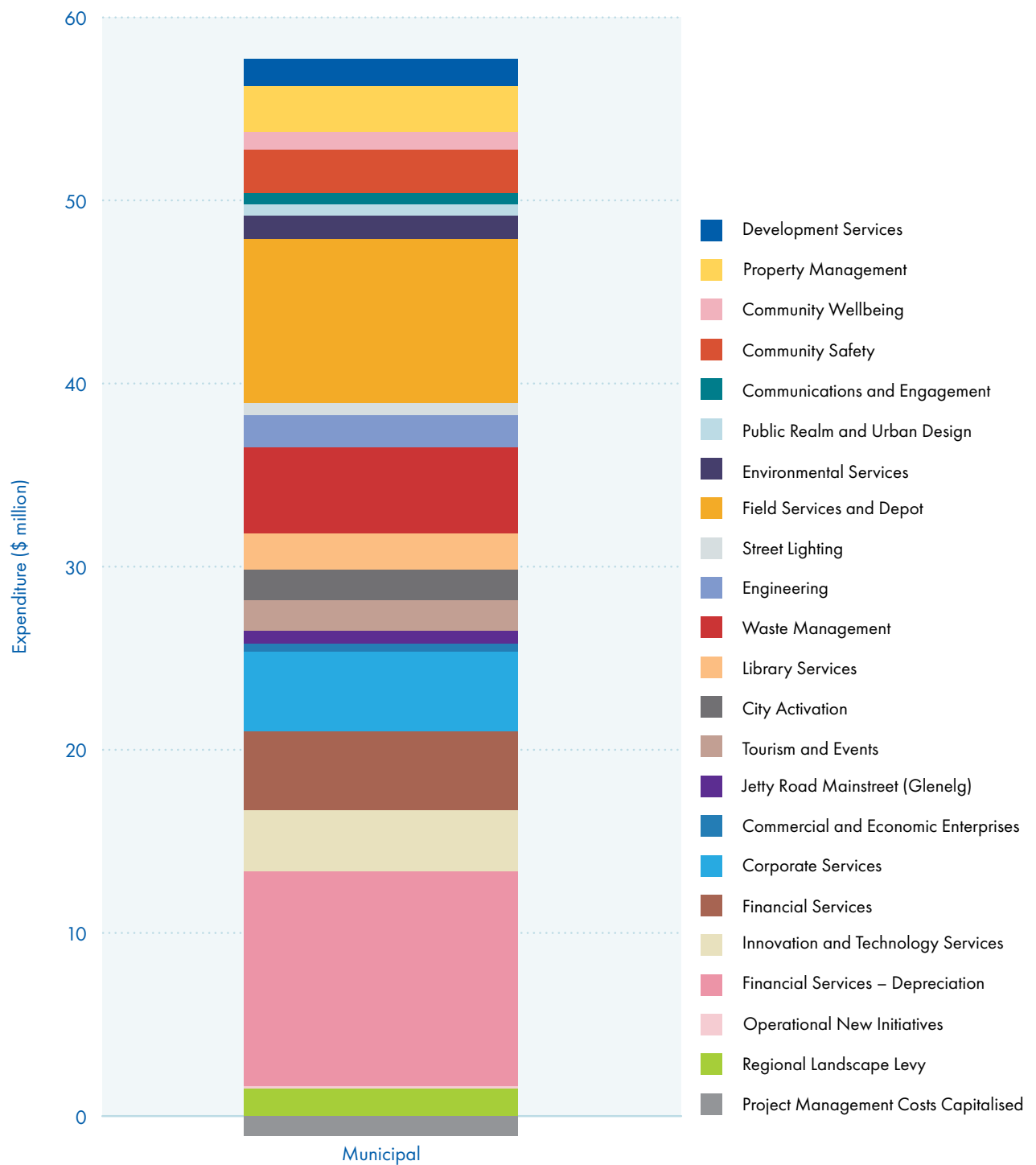
Municipal Operational Revenue



2024–25 Municipal Operating Expenditure: \$56.66 million

Services	Million
Development Services	\$1.48
Property Management	\$2.49
Community Wellbeing	\$0.98
Community Safety	\$2.37
Communications and Engagement	\$0.63
Public Realm and Urban Design	\$0.59
Environmental Services	\$1.31
Field Services and Depot	\$8.92
Street Lighting	\$0.70
Engineering	\$1.75
Waste Management	\$4.68
Library Services	\$1.98
City Activation	\$1.69
Tourism and Events	\$1.63
Jetty Road Mainstreet (Glenelg)	\$0.73
Commercial and Economic Enterprises	\$0.44
Corporate Services	\$4.34
Financial Services	\$4.32
Innovation and Technology Services	\$3.34
Total Expenditure on Services	\$44.37
Other Operational Expenditure	
Financial Services – Depreciation	\$11.69
Operational New Initiatives	\$0.16
Regional Landscape Levy	\$1.51
Project Management Costs Capitalised	-\$1.07
Total Expenditure on Other Operational	\$12.29
Total Municipal Operational Expenditure	\$56.66

Municipal Operational Expenditure

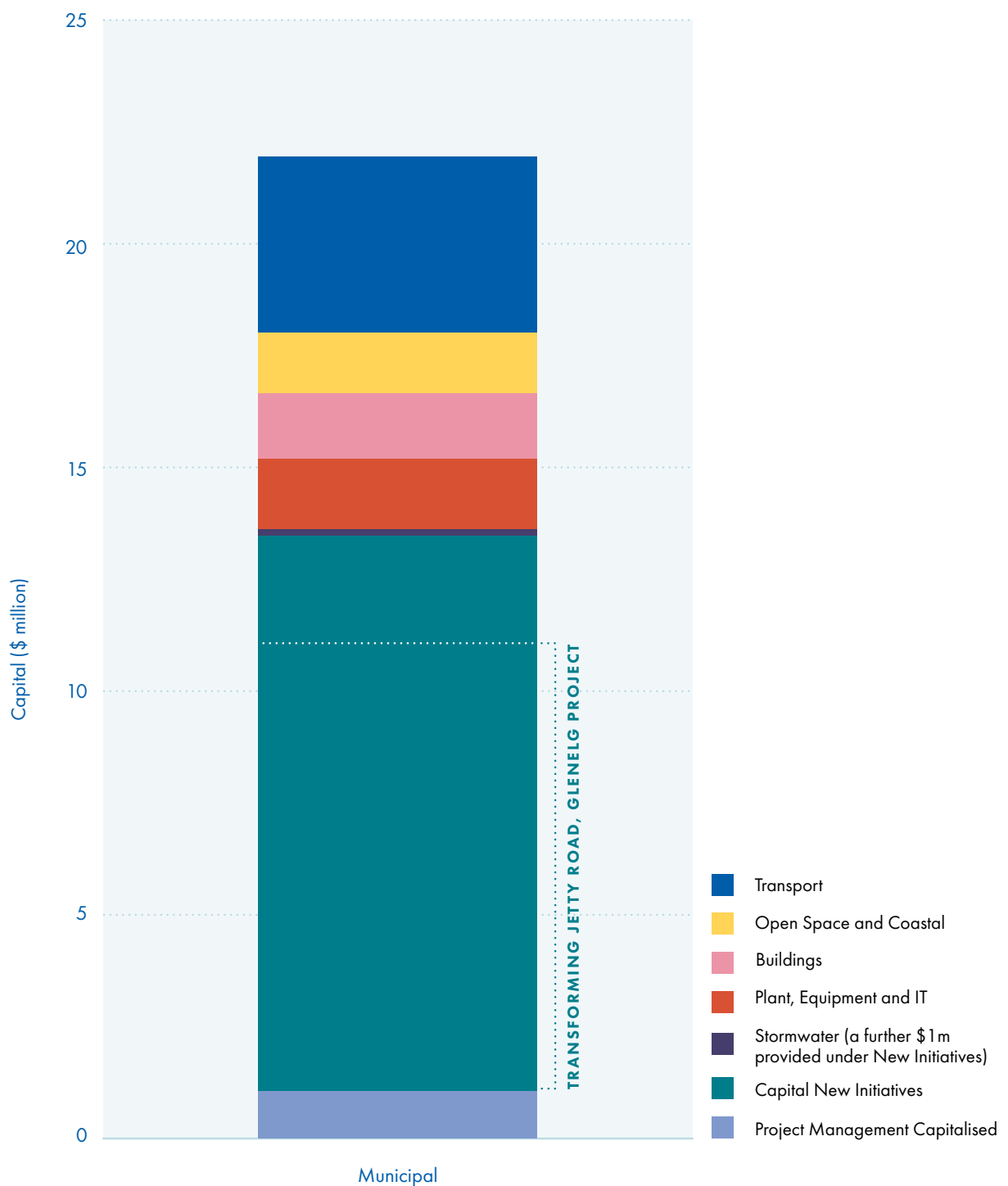


2024–25 Municipal Capital Program: \$21.92 million

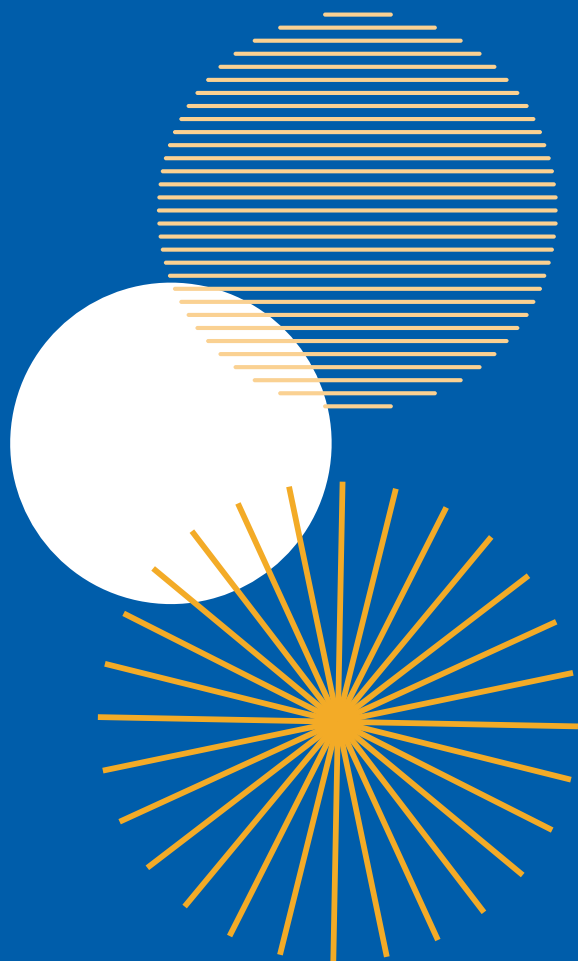
Council will spend \$21.92 million (excluding Alwyndor) on a capital program to update and maintain community assets in 2023–24.

Municipal Capital Program	Million
Transport	\$3.92
Open Space and Coastal	\$1.36
Buildings	\$1.47
Plant, Equipment & IT	\$1.58
Stormwater (a further \$1m provided under New Initiatives)	\$0.14
Capital New Initiatives (includes \$10 million for the Transforming Jetty Road, Glenelg project)	\$12.41
Project Management Capitalised	\$1.07
Total Municipal Capital Expenditure	\$21.95

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.

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, noting that there will be a small increase in rates during the delivery period of the Transforming Jetty Road, Glenelg project.
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, trees, 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 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

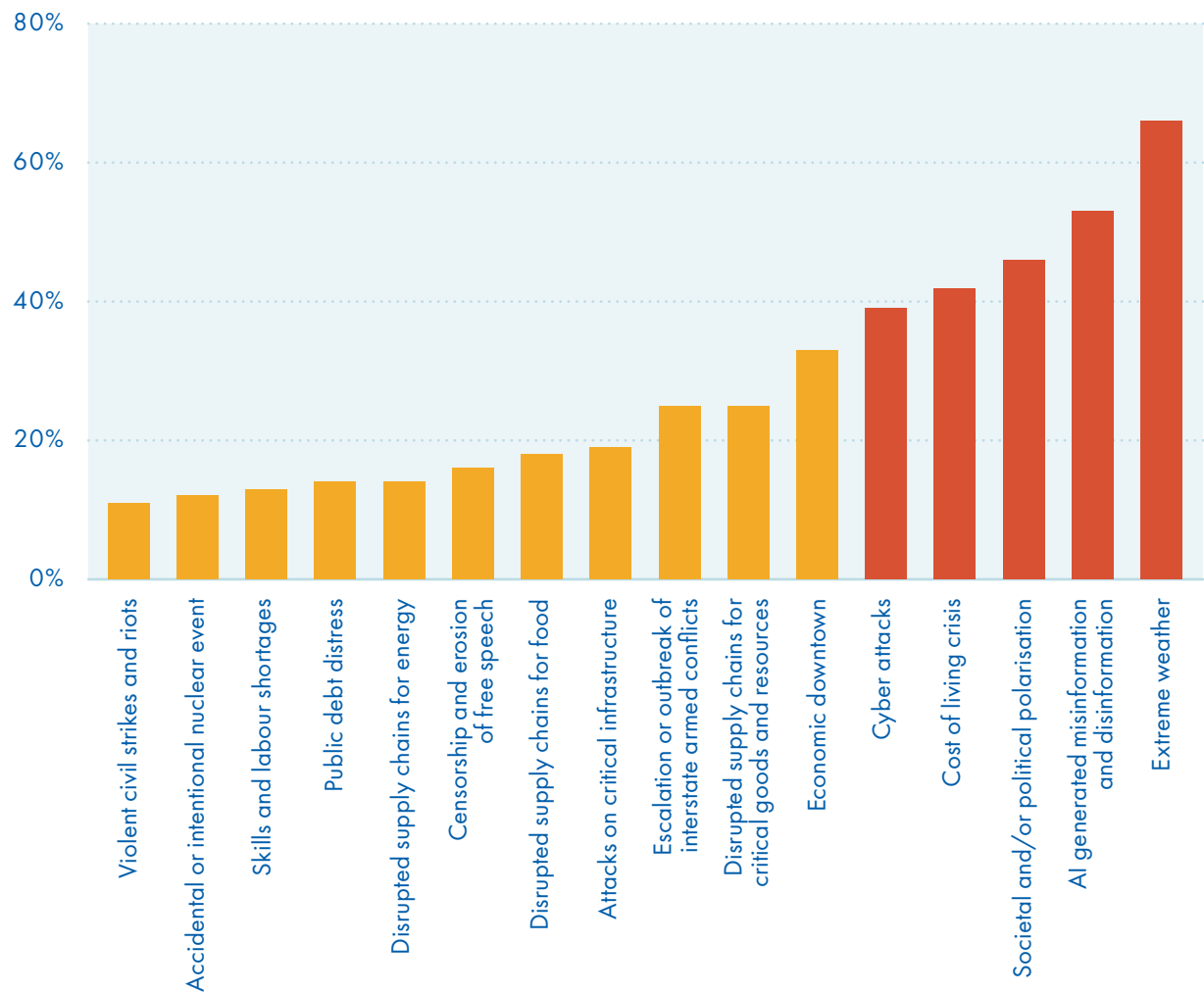
National and Global Trends and Emerging Issues

Many bodies seek to understand the things that are influencing change into the foreseeable future. There is some consensus amongst these groups on significant trends that are expected to continue and accelerate. This section puts these trends into perspective and begins to draw conclusions about what they may mean for the City of Holdfast Bay.

The World Economic Forum conducts a survey of its members on the risk landscape. The table below provides the results of this survey.

The following sections unpack the main risks presented by this study and responses to these.

WORLD ECONOMIC FORUM CURRENT RISK LANDSCAPE 2024



(Adapted from World Economic Forum, 2024, p. 13)

Adapting to Climate Change and Achieving Sustainability

The risk of extreme weather is seen as the highest risk by the World Economic Forum over the coming years. This aligns closely with what other bodies see as the most concerning trend which is climate change and its impact on many facets of life (CEDA Committee for Economic Development of Australia, 2024; Environment Protection Authority, 2023; KPMG, 2024; BBC News, 2023; CSIRO, 2022).

There are two general responses to Climate Change. First, is to mitigate further harmful change by reducing greenhouse gas emissions. A major element of this is described as reaching net zero emission targets. Second, is to adapt to the changing weather that, despite mitigation, is already occurring and will accelerate.

In 2019 the City of Holdfast Bay became the first South Australian coastal council to recognise a Climate Emergency. Internationally, 2,349 jurisdictions in 40 countries have made a Climate Emergency Declaration and in 2022, South Australia was the first state in Australia to make this declaration. (Environment Protection Authority, 2023, p. 12).

In 2022 the Department for Environment and Water said that by 2090, Adelaide could experience 121% more extreme rainfall days, 79% more days of extreme heat (35°C+), 64% more severe fire danger days, and 61cm of sea level rise. (Cited in City of Holdfast Bay, 2023)

Sea levels along the South Australian coast have risen by an average rate of 2mm per year from 1966 to 2022. The rate of sea level rise is increasing and from 1993 to 2022 was between 3mm and 5mm per year in some locations. The rate of rise is projected to increase in the future under plausible scenarios. (Environment Protection Authority, 2023, p. 38)

The South Australian Government now has state-wide goals of:

- › reducing net greenhouse gas emissions by more than 50% from 2005 levels by 2030;
- › achieving net zero emissions by 2050;
- › achieving 100% renewable energy generation by 2030.

Progress toward these targets shows that:

- › approximately 70% of South Australia's energy is now generated via renewable energy sources;
- › South Australia's carbon dioxide equivalent emissions (MtCO₂-e) have reduced by 42% since 2005. (Environment Protection Authority, 2023, p. 32)

There are economic uncertainties created by extreme weather events. The Committee for Economic Development (CEDA) reminds us that energy transition and climate resilience remain policy priorities and will 'have an impact on economic growth for some time.' (CEDA Committee for Economic Development of Australia, 2024, p. 7)

South Australia faces unique challenges related to climate change, including extreme weather events, water scarcity, and biodiversity loss. In response local governments are increasingly implementing sustainability initiatives and as described later in this Plan, the City of Holdfast Bay is at the forefront of these efforts.

Significant Influences

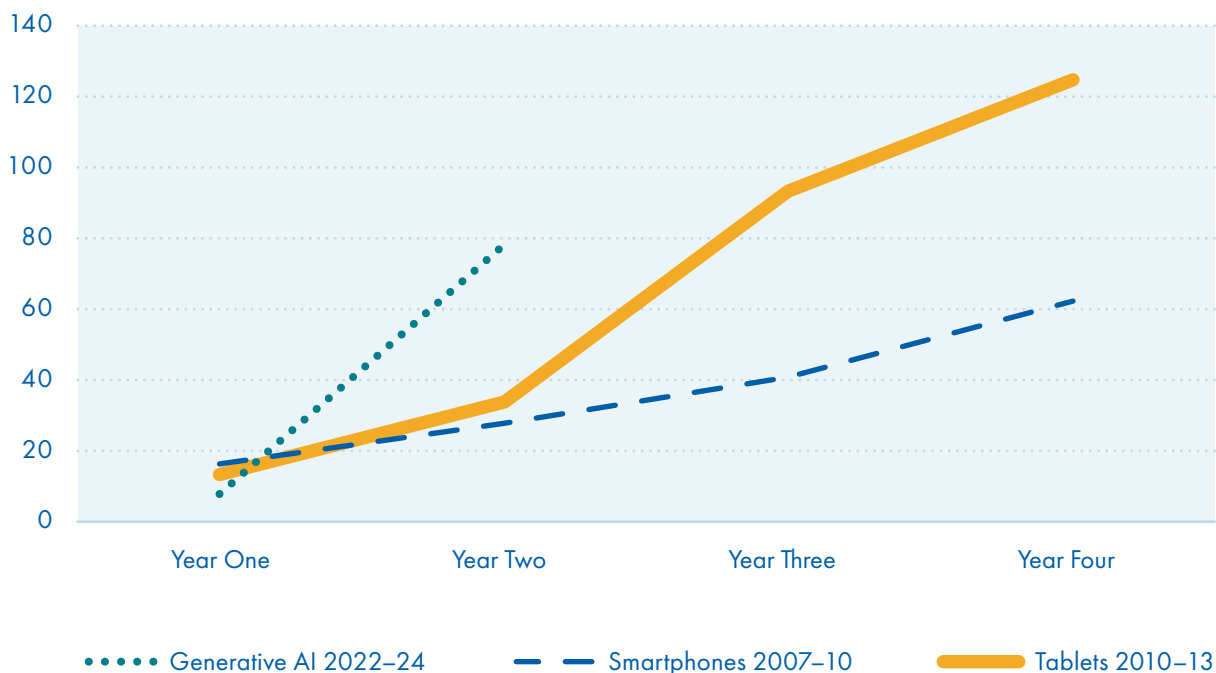
Digital Transformation

From the World Economic Forum, issues related to Artificial Intelligence (AI) and Cyber Security were seen as medium to long term risks.

Generative AI has seen extraordinary growth in use. In the United States 77.8 million people are expected to use ChatGPT in the first two years after its release in November 2022. This is more than double the adoption rate of both tablets and smartphones. (Insider Intelligence , 2023, p. 8)

Businesses have been quick to take up AI. According to one survey more than one-third of organisations in the United States are using AI regularly in at least one business function. (McKinsey and Company, 2023). Many industries will be impacted by AI, however 'those relying most heavily on knowledge work are likely to see more disruption—and potentially reap more value'. (McKinsey and Company, 2023)

**GENERATIVE AI ADOPTION COMPARED TO SMART PHONES AND TABLETS
MILLIONS OF USERS IN THE UNITED STATES**



(Adapted from Insider Intelligence , 2023)

It is expected that AI will impact on the labour market. Concerns about new technology replacing workers have already been voiced, however 'emerging international evidence suggests that AI tools in the short-term will primarily be used to complement rather than replace employees'. (CEDA Committee for Economic Development of Australia, 2024, p. 21)

Council has adopted a Generative AI Use Policy in recognition of its benefits and associated risks. It is believed that this is one of the first such policies for Local Government in South Australia and is perhaps nation leading.

There are concerns being raised that emerging technologies such as AI, may create new opportunities and challenges for cyber security. (Australian Government, 2023)

Cybercrime is a significant issue. In 2022–23, the 'cost of cybercrime for Australian businesses rose by 14%. The average cost of cybercrime for small businesses is now \$46,000; \$97,200 for medium businesses; and \$71,600 for large businesses.' (Australian Government, 2023, p. 20)

Australian small businesses consistently express concern over their lack of time, resources and expertise to address cyber security. Therefore, small and medium businesses can take longer to recover from a cyber incident and face higher costs compared to larger businesses. (Australian Government, 2023, p. 18) Locally businesses report that they 'will continue to invest in information technology and cyber security mostly at their current levels.' (Intuito Market Research, 2024, p. 12)

Emerging technologies are delivering significant benefits across the economy and our society. As technological change accelerates, innovations are near impossible to predict, especially in the long term. Extraordinarily rapid growth in the functionality and scale of digital tools – including expansion in the capabilities of large language models like ChatGPT make it difficult to plan for the future. (Australian Government, 2023, p. 32)

Council is increasingly required to adapt its business practices to safeguard against cyber related incidents. This level of vigilance is needed to protect sensitive information and ensure the day-to-day functions of council are not disrupted. Council continues to invest significantly in information and technology to take advantage of new technologies while addressing cyber security risks.

Significant Influences

Economic Conditions – Cost of Living

In line with the World Economic Forum risks described earlier, the cost of living for many households and organisations is at a critical level. Alongside this, South Australia's broader economy is performing very strongly.

According to CommSec for the first time in 14 years South Australia has climbed to the top spot in the State of the States' economic performance rankings. Notably South Australia ranked first on four of the eight indicators, being 'relative economic growth, relative unemployment, construction work done and dwelling starts.' (CommSec, 2024, p. 3)

Australia's economy will encounter significant challenges over the coming decades 'including population ageing, expanded use of digital and data technology, climate change and the net zero transformation, rising demand for care and support services, and increased geopolitical risk and fragmentation.' (Australian Government, 2023, p. vii) Major impacts are sometimes not as foreseeable as these. The COVID-19 pandemic showed that change can be abrupt and significant and linger for some time.

Since the COVID -19 pandemic declaration was ceased, inflation 'has resulted in significant economic and social disruption in Australia.' (Fels, 2024, p. 18). The leading role in this inflation are largely caused by supply issues. These include a breakdown in supply chains, shortages of many essential commodities, chaos in logistics and transportation networks and then a global energy price shock. Put together, these multiple crises 'imposed a sharp and lasting blow to productive capacity in many parts of the economy.' (Fels, 2024, p. 18)

Nationally, over the twelve months to the December 2023 quarter, the Consumer Price Index (CPI) rose 4.1%. In Adelaide the rate was higher at 4.8%. (Australian Bureau of Statistics, 2024). It is expected that national CPI inflation will fall to 4% by the June quarter 2024, while Adelaide's rate is expected to be higher. (South Australian Centre for Economic Studies, 2023, p. vi)

The real disposable per capita incomes of South Australian households fell by about seven % in 2022/23. This is the largest deterioration in purchasing power ever recorded by the State Accounts. (South Australian Centre for Economic Studies, 2023, p. vi) Against this there is an expectation that wages growth will accelerate during this financial year. (South Australian Centre for Economic Studies, 2023, p. vi) This will be coupled with the Stage Three tax cuts which take effect on 1 July 2024. Together these measures should have the effect of improving household budgets.

Council is not immune from these cost of living pressures. There have been significant increases in insurance, materials and consumable items impacting on Council's budget.

Wellbeing and Social Cohesion

The World Economic Forum noted social and political polarisation as a significant risk. This has been well recognised in Australia and South Australia.

For the first time the Australian Government has developed a framework for a 'wellbeing'. This framework is designed to help measure 'progress towards a more healthy, secure, sustainable, cohesive and prosperous Australia.' (Australian Government, 2023)

There is concern that the benefits of a successful society will not be evenly spread. If they are not high inequality and entrenched disadvantage will affect social cohesion and may hinder economic growth. (Australian Government, 2023, p. 14)

The 'social, economic and political environment places strain on Australia's social cohesion.' Cost-of-living pressures, weaker trust in government and other people, greater pessimism and a weaker sense of social inclusion and justice are all factors. While 'growing doubts about economic fairness in Australia are strongly associated with a declining sense of national pride and belonging and growing distrust in government.' (O'Donnell, 2023, p. 6)

This is reflected in other research describing 'a collision of trust, innovation, and politics.' The 2024 Edelman Trust Barometer describes that rapid change creates 'a new paradox at the heart of society. Rapid innovation offers the promise of a new era of prosperity, but instead risks exacerbating trust issues, leading to further societal instability and political polarization.' (Edelman, 2024)

In contrast to this, state or territory governments and local councils are "more likely to be viewed as reflecting community needs and interests than federal government." (Williams & Hammerle, 2024, p. 12)

This can assist in building "the strong connections we have in our neighbourhoods and communities and the way we increasingly embrace our differences and diversity" that will "strengthen our social cohesion." (Williams & Hammerle, 2024, p. 7)

Consistently people say that wellbeing should "guide government decisions, above other considerations." The main purpose of government is described as "ensuring all people are treated fairly and equally, including the most vulnerable." (Williams & Hammerle, 2024, p. 6)

In our Strategic Plan *Our Holdfast 2050+*, Council's Wellbeing focus area aims to promote good health and economic success in an environment and a community that supports wellbeing. Council has many programs and activities that seek to draw people together and improve social interactions and cohesiveness.

Significant Influences



Housing and Homelessness

Housing has been one of the main cost increases for households. This includes those on mortgages with 13 interest rate increases. Those renting are finding that rental costs have risen significantly, and this is placing great stress on many households.

This is in part due to housing supply not keeping up with demand and 'housing construction activity is not at the level it needs to be.' This is not expected to improve in the short term, 'although price growth may soften as the impact of interest rate rises reduces borrowing capacity.' (CEDA Committee for Economic Development of Australia, 2024, p. 11)

There are also growing concerns that housing shortages and escalating costs, will fuel

'intergenerational inequality and wealth distribution.' This can have the effect of isolating people from being 'part of our economic future'. (CEDA Committee for Economic Development of Australia, 2024, p. 13)

The supply shortage on housing extends to the social housing sector. The number of households on the waiting lists for social housing across Australia is at 224,326. (Mission Australia, 2024) The households waiting for social housing are those most at risk of homelessness. In 2022–23, "of the low-income households renting private homes in Australia, 42.9% were in rental stress and at risk of being pushed into homelessness in 2022–23". (Mission Australia, 2024)

While Local Government does not generally have a direct role in housing or homeless service provision, there is a community expectation that councils will seek to address such issues. It is recognised that the roles local governments can play include:

- › 'Advocacy on behalf of vulnerable groups within the community;
- › Raising awareness amongst elected councillors and the general population about the nature, causes and consequences of homelessness;
- › Facilitating networks and building connections with the human services sector.' (Beer & Prance, 2013)

Council works with local organisations to improve the prospects for those experiencing housing difficulties and homelessness. We positively engage with people experiencing homelessness who frequent our public areas and seek to link them to appropriate services.

Aged Care Reform

The Federal Government Aged Care Reform Agenda, delivered through the Aged Care Quality and Safety Commission (ACQSC) will continue to be implemented by Alwyndor throughout 2024–25. The reform is an integral part of our strategic and business planning for all residential and support at home services.

New Aged Care standards come into effect from 1 July 2024 and the adoption of a new Aged Care Act will be considered by the Federal Government during the year. This means increased Governance effort to ensure our regulatory requirements and obligations are met, monitored and documented.

This will include increased and mandated reporting and revision of all policies and work practices. We will develop new systems to respond to the emerging service delivery models and these increasingly complex reporting regimes across all services.

In Residential Care our focus will be on the continued improvement of quality care, ensuring we provide the hours of care and nursing as mandated by the ACQSC. We will enable great lifestyle choices and create the very best food and dining experience for our residents.

The first stage of Alwyndor's Support at Home reform has been completed. We have revised and capped our fees and charges and introduced new service delivery guidelines in line with the reporting requirements of the ACQSC. Stage 2 of Support at Home reform will be introduced from 1 July 2024.

Our newly established Residential and Community Advisory Groups will continue to offer valuable feedback for our services. The Quality Care Advisory Group will assist in ensuring our services across the entire business are of the best possible standard and meet all of our mandated requirements. Each of these groups will provide regular reports to the Alwyndor Management Committee.

We will continue to respond to the Government's Reform agenda as a part of our commitment to providing care and services to older people in our communities to support the way they choose to live. Alwyndor continues to be proud preferred provider of these services within the City of Holdfast Bay and surrounding areas.

The 2024–25 Operating Environment

Cost of Living and Inflation

As described earlier, the cost of living and inflation 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. The general CPI for Adelaide for the year to December 2023 was 4.8%. CPI is a good measure to base Council decisions on. It has long term historical trends and has forecast data available. (The South Australian Centre for Economic Studies (SACES), 2024)

There is a strong expectation that the Reserve Bank of Australia (RBA) will cease interest rate rises. It is more likely that interest rates will decline in 2024. On average many economists expect the RBA to reduce the key interest rate of 4.35% and make two rate cuts to 3.85% by the end of 2024. (Reuters, 2024)

The borrowing capacity of council is also impacted by the interest rates. This expected easing of interest rates makes a major project like Jetty Road, Glenelg redevelopment more viable. This Annual Business Plan keeps the rate rise to a minimum whilst undertaking the very significant Jetty Road, Glenelg redevelopment project.

To enable the redevelopment of Jetty Road, Glenelg, we have limited the number of other new capital projects and are focussed on completing existing projects and renewals. We are also focused on meeting all legislative requirements and continuing to provide the high level of service our community expects.

Local Business Confidence

Council conducts regular surveys of local businesses to assess the views on local business conditions. In the 2023 survey, local businesses were asked about their expectations for economic performance in the next 12 months.

Confidence in economic conditions has declined significantly since 2021 and are back to the pre-COVID levels of 2019. More businesses expect the economy to be weaker, '43% think the national economy will be weaker, 34% think the State economy will be weaker and 33% think the local economy will be weaker.' (Intuito Market Research, 2024, p. 8)

In Australia 'the immediate challenges include inflation and cost-of-living concerns and relatively high interest rates.' (CEDA Committee for Economic Development of Australia, 2024, p. 6)

This reflects the general sentiment in South Australia where 'business confidence weakened through 2022 and has remained moderately below its long run average during 2023.' It is interesting to note that there is a 'divergence between reported business conditions and confidence.' This may show a concern about whether current positive 'conditions can be sustained as the economy continues to adjust to cost-of-living pressures and the labour market cools off.' (South Australian Centre for Economic Studies, 2023, p. 10)

In the local economy, major factors impacting on profitability include cost of living (mentioned by 54% of businesses), cost of labour (47%), cost of rent (41%) and the local economy (36%). Like the broader South Australian experience, there is some disparity between current conditions and the outlook for the next 12 months.

For example, business ‘vacancy on Jetty Road, Glenelg has halved over the last 12 months, reaching 4.8% in quarter 3 2023’ which is one of the lowest rates on record. Additionally, ‘with inbound tourists into Australia increasing by 248% on a rolling annual basis, Glenelg is likely to attract a disproportionate number of visitors visiting South Australia which will support consumer spending.’ (JLL, 2024) Most local businesses are ‘either fairly confident or confident about the next 12 months (perhaps seeing that the worst of increasing costs is over?).’ (Intuito Market Research, 2024, p. 12)

The trend for businesses interaction with council is good. ‘Most notably the ratings for experience with the delivery of food safety and health inspections and interaction with Business Development have significantly improved and now rank highly for the top council responsibilities.’ (Intuito Market Research, 2024, pp. 12–13)

The 30 Year Plan for Greater Adelaide

In 2023 the State Government released its *Greater Adelaide Regional Plan Discussion Paper*. This Paper described that ‘projections show Greater Adelaide’s population could grow by up to 670,000 people over the next 30 years. That would be a 46% increase on today’s population.’ (State Planning Commission, 2023, p. 14)

The Discussion Paper will inform a 30 year vision for the Greater Adelaide region. The Greater Adelaide Regional Plan ‘will identify where people will live and work, how they will move around, and where they will access services.’ (State Planning Commission, 2023, p. 32)

In responding to the Discussion Paper, Council proposed four growth objectives that establish a framework for development that is compatible with the existing nature of our suburbs.

Objective 1:

To protect/maintain and improve the character and heritage of the City.

Objective 2:

To encourage an increase in housing supply and diversity in suitable locations.

Objective 3:

To direct housing growth to locations which can accommodate change.

Objective 4:

To build environmental resilience and reduced carbon footprint in the pursuit of urban growth. (City of Holdfast Bay, 2023)

The 2024–25 Operating Environment

The map on the following page details the patterns of growth Council has put forward as a possible way to achieve these Objectives.

It is expected that a draft Greater Adelaide Regional Plan will be released in mid-2024 for consultation. Council will consider this draft and make a response to help inform the final *Greater Adelaide Regional Plan* which is due late in 2024.

Environmental Stewardship

The City of Holdfast Bay continues to be a leader in environmental stewardship. We have achieved 100% renewable electricity use and with our community have 70% of waste diverted from landfill.

The City of Holdfast Bay partners with the Cities of Marion, Mitcham and Onkaparinga and the South Australian Government in an award-winning partnership called Resilient South. Together we aim to increase action to adapt to the changing climate and to reduce emissions in the southern Adelaide region. Resilient South has developed a *Regional Climate Action Plan* that has been adopted by each of the partners in 2024. This Plan will assist in achieving carbon neutral/net zero emissions targets that the partners have endorsed.

Council's *Environment Strategy* continues to drive many important initiatives for our environment and community to thrive. Our continuing reduction on fossil fuel reliance will see ongoing replacement of council vehicles with electric vehicles where possible.

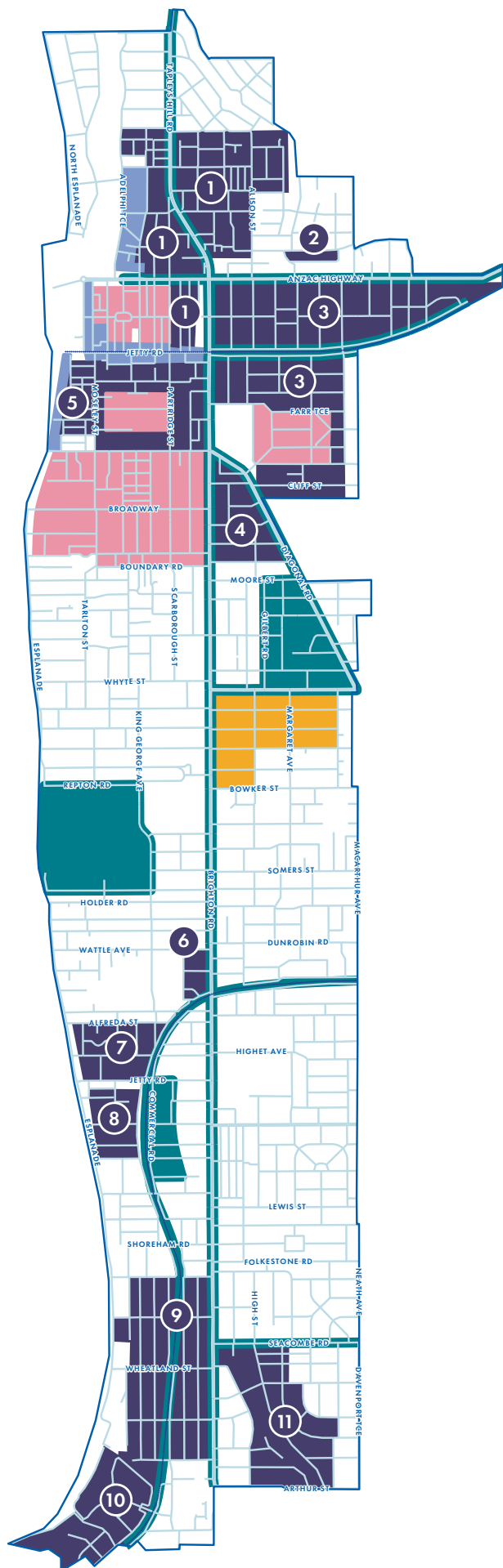
Council is taking steps to protect the natural environment, focusing on biodiversity and protecting our unique coastal environs. We are working towards a biodiversity target to increase our average biodiversity score from 12.8 to 14 by 2025. This acknowledges that the more biodiversity we can encourage, the better for our climate and the more we can reduce greenhouse gases the better for our native plants and animals, and the ecosystems they inhabit.

In finalising its inaugural *Urban Forest Plan*, council seeks to increase tree canopy cover in the City of Holdfast Bay. This Plan will consider the pressures of further private development and the resultant loss of trees. Council recognises the importance of more trees to improve wellbeing and amenity while reducing the impacts of climate change.

Council is continuing major water sensitive urban design projects, remediating our three gullies and maintaining the City's dunes and prized beaches.

Several new items have been added to the Green Living Rebates, including insulation and double glazing. Council also wants to encourage more active transport in our community, which is healthier for everyone and reduces greenhouse gas emissions. In a first for a mainland Council, we have also added rebates for cargo bikes and electric bicycles.

There is growing momentum around re-connecting with nature to build a strong desire for its protection and enhance the community wellbeing. Holdfast Bay contributes to this in many ways including via our Holdfast Habitat Heroes, through plant giveaways, community planting and beach cleaning days, hosting sustainable living workshops and nature-based events. Council will continue to explore novel ways to increase people's connection with nature.



CONSTRAINTS & OPPORTUNITIES FOR GROWTH

AREAS TO BE PROTECTED FROM FURTHER GROWTH:

- Historic Areas
- Character Areas (existing/proposed)
 - 1 Glenelg and Glenelg North
 - 2 Sandison Terrace
 - 3 Glenelg East
 - 4 Melton East
 - 5 Glenelg South
 - 6 Hove Character
 - 7 Dunluce
 - 8 Brighton
 - 9 Seacliff Policy
 - 10 Kingston Park
 - 11 Seacliff Park
- Employment Area

AREAS OF FUTURE GROWTH POTENTIAL:

- Existing Growth Areas
- New Potential Growth Areas *

* Underpinned by strong design guidelines to be developed through community consultation.

Achievements, Projects and Service Delivery



Alwyndor

Alwyndor and the City of Holdfast Bay

Alwyndor, originally the family home of Dorothy and Stephen Cheater began as a convalescent and rest home for returning World War II servicemen. Dorothy created the Dorothy Cheater Trust which binds the council (or others) to the ongoing provision of residential aged care and services in perpetuity on the parcel of land. Alwyndor is widely regarded as an important part of the City of Holdfast Bay as it continues to thrive and provide services to the residents of the city and communities in surrounding areas.

Achievements

In 2023–24, Alwyndor's achievements and initiatives included:

- › Alwyndor is now a tenant of the Holdfast Bay Community Centre where we have expanded our Therapy and Wellness Service offerings. New classes include Reformer Pilates, Dance Fusion and Mindfulness Meditation.
- › Dining options for Alwyndor residents continued to be refined with residents choosing menus through taste testings and through regular surveys which consistently score a satisfaction rating of more than 90%.
- › We have established Residential and Community Advisory Groups to offer valuable feedback for our services as well as a Quality Care Advisory Group. These will assist in ensuring our services across the entire business are of the best possible standard and meet all our mandated requirements.
- › Support at Home Services expanded with Home Care Packages exceeding our growth targets to work with more than 500 clients.
- › We expanded our home gardening and maintenance services further in the southern area, including accepting additional Federal funding for the Mitcham communities. Alwyndor now provides these services to more than 3,000 clients.

- › A Mobile Allied Health Service commenced with two customised vehicles purchased through Federal grant funds. They provide therapy and wellness services to clients in their homes. This service includes Occupational Therapy, Physiotherapy, Exercise Physiology, Speech Therapy and Podiatry and is welcomed by many clients.
- › Tots at Dots, Alwyndor's intergenerational playgroup, continues to be extremely popular offering a valuable opportunity for children and our residents to spend time in a safe, engaging, enjoyable, and fun environment.
- › Alwyndor curated and hosted a SALA event 'Sculptures in the Gardens' where artists were invited to display sculptural works in our beautiful gardens. The exhibition was very popular with our residents and clients as well as the broader community. It was a fun and welcome exhibition with two sculptures remaining in the gardens, one purchased by Alwyndor and one generously donated by Kim Cheater and Louise Miller-Frost. Another exhibition will be arranged as a part of the 2024 SALA.

Service Delivery

Alwyndor provides integrated services for older people in our communities. A continuum of care is provided through our services, enabling our clients to live in their own homes how they choose for as long as they wish. We offer domestic and garden services as well as home modifications through to end-of-life care to enable this choice. We receive funding for these services from a variety of sources which include:

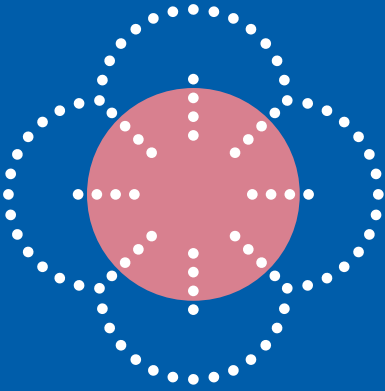
- › Commonwealth Home Support Program.
- › Home Care Packages (Federal Government funding).
- › Department of Veterans Affairs.
- › Private health refunds and private client payments.
- › Medicare (via GP referral for service packages).
- › National Disability Insurance Scheme.

At Dunrobin Road in Hove, Alwyndor provides 144 residential care beds for permanent, respite and transitional care. There is a café, hairdresser and gym, as well as podiatry, speech therapy, physiotherapy, occupational therapy and dental services. A busy day respite service for carers is provided Monday to Friday each week.

Alwyndor offers a range of one-on-one therapies including physiotherapy, occupational therapy, podiatry, and speech pathology services and an extensive range of group wellness programs to assist clients maintain independence and wellbeing.

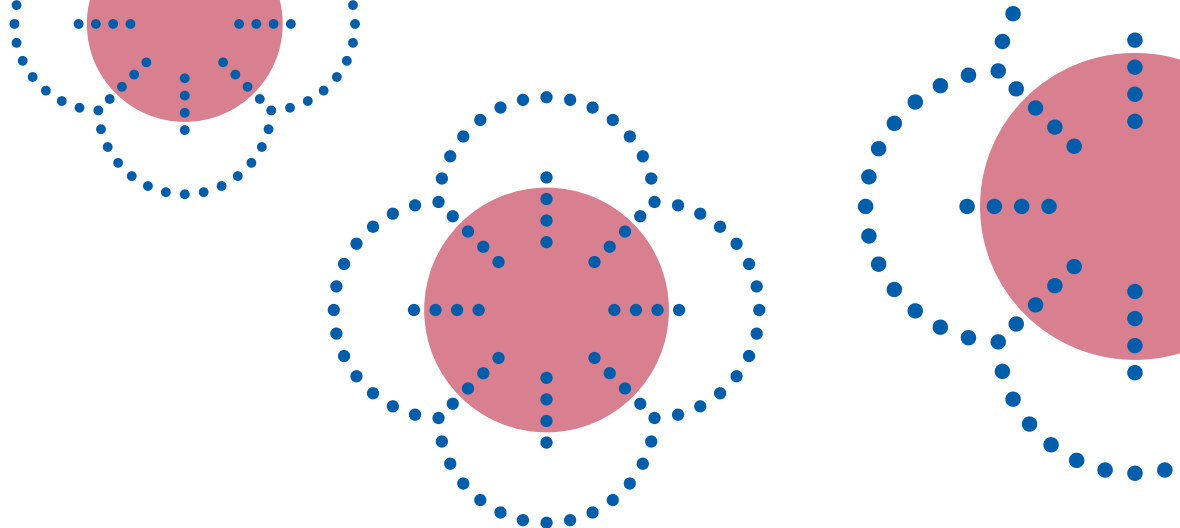
In 2024–25, Alwyndor will continue to promote and enable independence, active health and wellbeing for older people in the City of Holdfast Bay and surrounding areas.





Wellbeing

In 2024–25, Council will allocate \$8 million to good health and economic success in an environment and a community that supports wellbeing.



Objectives: 2020–2030

Measures

Apply the principles of universal design and social inclusion to all council activities

All project plans and policies address universal design and social inclusion

Assist the city's mainstreet precincts in becoming dementia-friendly

The number of businesses recognised as dementia-friendly increases year on year

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

The number of participants in formal engagements increases year on year

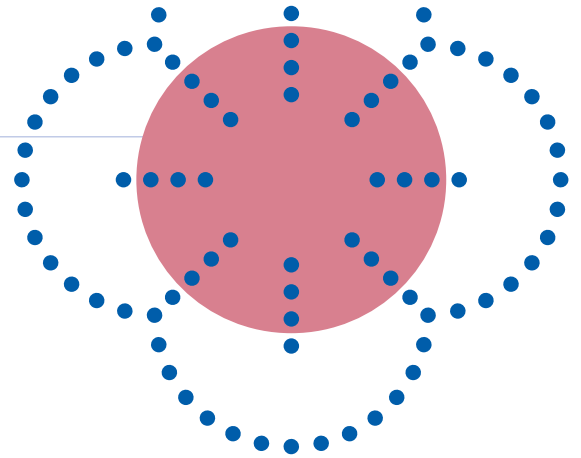
Support businesses to operate in mixed use neighbourhoods to improve local access to goods and services and reduce supply transport distances

The proportion of mixed-use developments increases

Establish community hubs that integrate community support, recreational, and commercial services in multi-purposes spaces that include frequently excluded demographics such as children and young people, people with disabilities, Aboriginal and Torres Strait Island people and people from culturally and linguistically diverse backgrounds

Utilisation of council owned buildings increases

Wellbeing



2023–24 Achievements

In 2023–24, we delivered many projects that build good health and economic success in an environment and a community that supports wellbeing. Some of these include:

Glenelg Oval upgrade Stages 3 and 4

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

DDA Pram Ramps and bus stop improvement

New pedestrian DDA compliant ramps were installed to improve access and inclusion throughout the city.

Glenelg Community Centre Painting entrance statement

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

Brighton North Community Garden upgrades

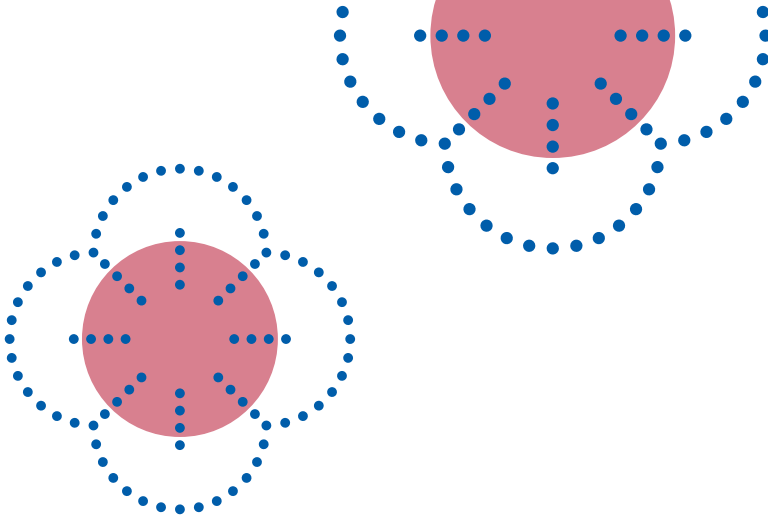
Improvements to the Brighton North Community Garden including a new irrigation system, solar security cameras and hoselink retractable reels.

2024–25 Capital Projects: \$40,000

Sport and Recreation Infrastructure Planning – \$40,000

In recent research and community engagement we have consistently found a need for informal sport and recreation infrastructure, often coupled with upgrades to playspaces.

This planning will help to deliver more accessible and versatile facilities that cater to a wide range of recreational interests. This is in line with the *Playspace Action Plan 2019–2029* that aims to enhance playspaces for diverse community needs.



2024–25 New Projects: \$17,398

Cricket Club Chairlift – \$17,398

The Glenelg District Cricket Club (GDCC) is in a two-storey clubroom building in the north-western corner of the Glenelg Oval precinct. Up to date, there were no means by which a mobility impaired person could access the first floor, as there was no ramp to the first floor nor was there a lift in the building. This restricted the ability of the Club to hire the venue for various functions and was restrictive on who could visit the clubrooms to spectate cricket.

Council has contributed toward a stair chairlift, mounted to the balustrade and hand rails of the internal stairwell. This enables patrons with restricted mobility access to the first floor. The new installation of the stair chairlift delivers on some of Council's *Disability Access and Inclusion Plan (DAIP) (2020–24)* actions, including improving accessibility to council buildings, services and facilities.

2024–25 Service Delivery: \$7.95 million (excluding Alwyndor)

Development Services – \$1.48 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 2023–24 (up to 15 March 2024), we have processed 694 development applications and approved 125 new dwellings with a construction value of \$89.3 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 – \$2.49 million

We will manage and maintain community assets and infrastructure in an environmentally and financially sustainable way. This includes maintaining and upgrading our buildings and public facilities that are used by a variety of community groups. Street light upgrades are also a part of the work of this area of council.

Wellbeing

Community Wellbeing – \$0.98 million

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 – \$2.37 million

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

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



Communications and Engagement – \$0.63 million

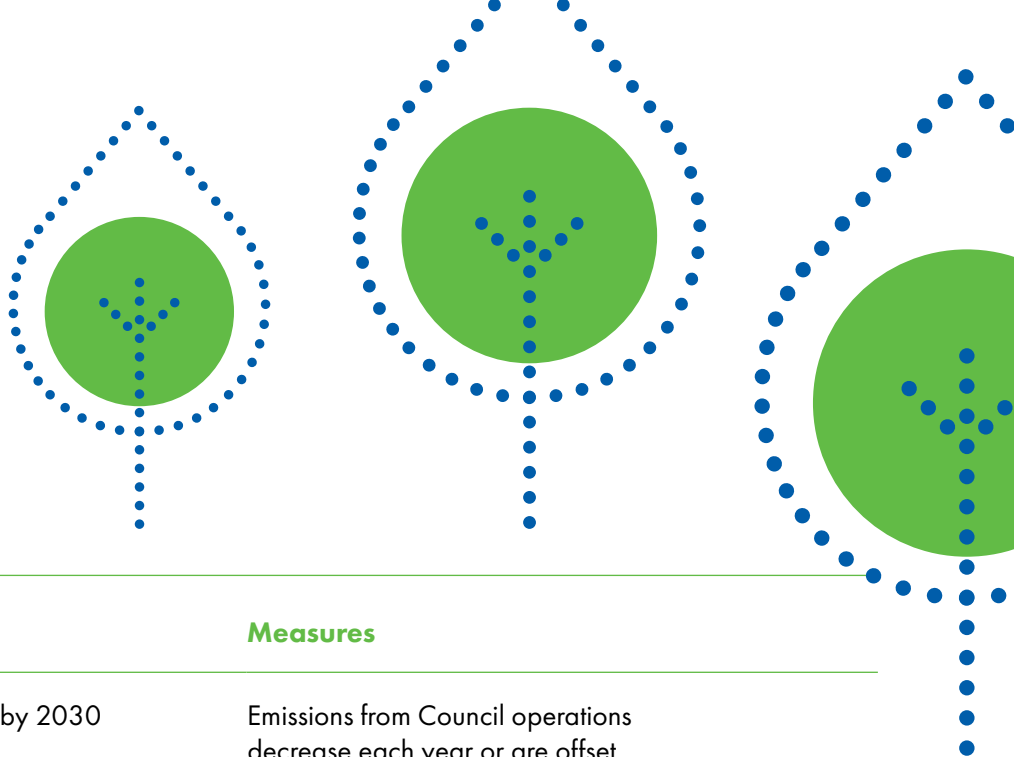
We are committed to clear and open communication with our community. We provide many ways for people to get in contact, including telephone, mail, email, social media and via our website. People can directly engage with Council staff at the Brighton Civic Centre and in our libraries. Information is provided on our website (holdfast.sa.gov.au) and through a range of council publications.

Holdfast News 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 2024–25, council will allocate \$18.7 million to developing a city, economy and community that is resilient and sustainable.



Objectives: 2020–2030

Measures

Become a carbon-neutral council by 2030

Emissions from Council operations decrease each year or are offset

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

Number of kilometres of street prioritised for active transport increases, measured every five years

Support the creation of safer places by improving the public realm and collaborating with transport providers to increase transport options

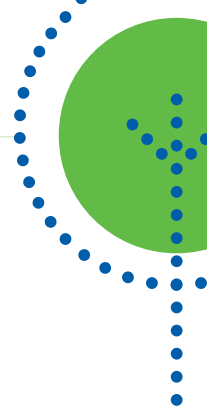
Programs supporting community safety are developed and implemented

Support mixed use neighbourhood development while honouring heritage values to encourage walking and cycling and support healthy ageing

Walkability score increases in all Holdfast Bay suburbs, measured using a 'citizen science' approach every three years

Encourage more community gardening, including biodiversity sensitive urban design, in public spaces, applying the long-held knowledge of Kurna people as well as innovation

Number of community gardening spaces increases each year



Sustainability

2023–24 Achievements

In 2023–24, Council delivered projects and services that supported the goal of developing a city, economy and community that is resilient and sustainable.

Activities included:

Former Buffalo Site – Amenity Improvements

Detailed planning for important site remediation work and amenity improvements has been undertaken at the former Buffalo site. This will ultimately include a rock revetment wall and fill to ground level. Fencing at the water's edge and improvements to walking paths and landscaping is included in this project. Construction commenced in 2023–24. The project will be completed in 2024–25.

Sturt Creek Biodiversity Corridor – Shannon Avenue

As one of the highest priorities in our *Environment Strategy*, this project transformed 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

Several improvements to traffic management on council roads in high priority areas were completed.

Support for Visitor Information at Glenelg Town Hall

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.

Stormwater Data Collection (pit and pipe survey) Year 2 of 3

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

Arborist Support

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

2024–25 Capital Projects: \$540,000

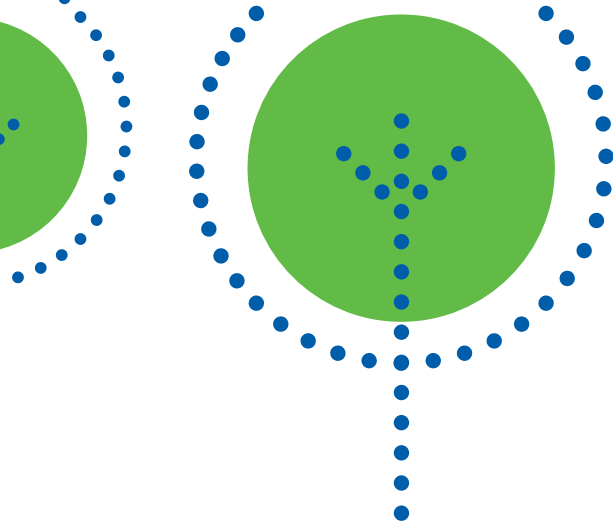
Stormwater upgrades – Tarlton Street – \$1.0 million

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

Wheatland Street Pocket Park – \$20,000

There is a small piece of land on the corner of Wheatland Street and Kauri Parade at Seacliff, which is currently covered in part by shrubs and in part by dolomite. The part that is covered by dolomite is used for unsanctioned car parking. Given Council's desire to increase greening, and the challenges of doing so in Seacliff due to the geography and dense infrastructure, this location provides a rare site to create some public green space. This project would be delivered using internal resources from the Depot, thereby maximising the value of the budget.





Street Light Conversion Plan – \$20,000

In 2018–19 the City of Holdfast Bay converted around 2,300 of its 3,400 streetlights over to LED. There has been a 259 tonne decrease in council's CO² greenhouse emissions through changing streetlights to LED. We will develop a plan for the conversion/ transition to LED of our remaining streetlights, which will include:

- › prioritised delivery schedule
- › highlight our compliance or deficiency risks
- › budget forecasts
- › any return-on-investment, in the form of energy savings.

Patawalonga Frontage Irrigation Upgrade – \$500,000

The current irrigation mainline that delivers quality water to the coastal reserves in Glenelg, is an ageing infrastructure that is approximately 20–25 years old. This project will create an irrigation system that is not only fit-for-purpose but also cost-effective and environmentally sustainable. The outcome will be a new resilient and sustainable irrigation system designed for the future, operating on recycled water with mains back up in strategic locations.

2024–25 New Projects: \$140,000

Review of Stormwater Management Plan (joint with City of Marion) \$50,000

The existing *Stormwater Management Plan: Coastal Catchments Between Glenelg and Marino (SMP) 2014* is a coordinated approach to the management of stormwater with the City of Marion. This SMP is 10 years old and due for renewal. The City of Marion has agreed to request \$50,000 in 2024–25, along with matched funding from City of Holdfast Bay and the Stormwater Management Authority, to undertake a review and refresh of the SMP.

This will inform our stormwater implementation plan and capital works upgrades across the city to reduce flooding risk and improve water quality.

Biodiversity Assessment – \$30,000

The *Environment Strategy 2020–2025* includes a target to increase the average biodiversity score from 12.8 in 2018 to 14 by 2025.

Since 2018 council has engaged an Urban Greening Officer, as well as undertaking large-scale weed control and revegetation projects in the dunes, gullies, and along the Sturt Creek. With this and other biodiversity work during this period we anticipate the score to have increased, thereby demonstrating the value of this work.

The desired outcome of this project is to know the current state of our biodiversity, compared to 2018 and whether we have reached, not reached, or exceeded our 2018 biodiversity score.

Sustainability

Resilient South Funding – \$20,000

Resilient South (RS) is an award-winning regional climate partnership between the Cities of Holdfast Bay, Marion, Mitcham and Onkaparinga, and the state government. It was formed in 2011 and is one of four such partnerships in the Adelaide and Fleurieu region. Council's contribution will ensure that the Regional Coordinator role continues for the duration of the *Regional Climate Action Plan 2024–2029*. In turn this will help to ensure that many of the actions in the plan will be delivered.

Movement and Transport Plan Implementation – \$40,000

The *Movement and Transport Plan* is currently under development. This is an indicative allocation to fund initiatives in this Plan. Allocation of funding this financial year will enable prompt implementation of actions and outcomes from the Movement and Transport Plan in an agile way.

2024–25 Service Delivery: \$18 million

Public Realm and Urban Design – \$0.59 million

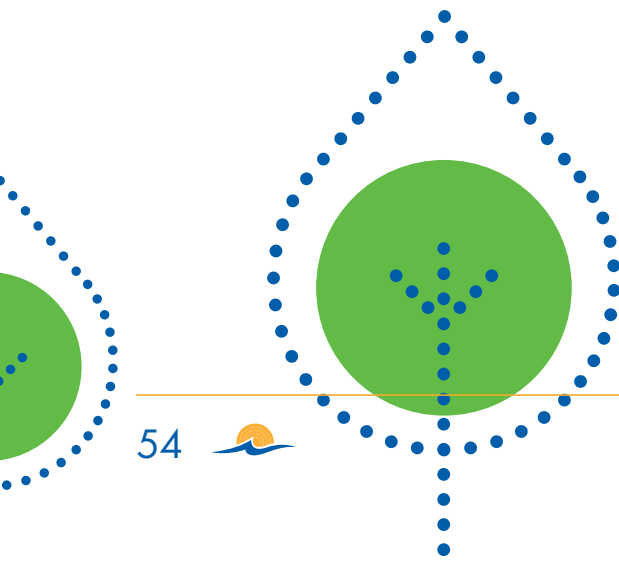
Council is committed to developing and maintaining high quality urban and open spaces through public realm and open space master planning, project management and delivery including:

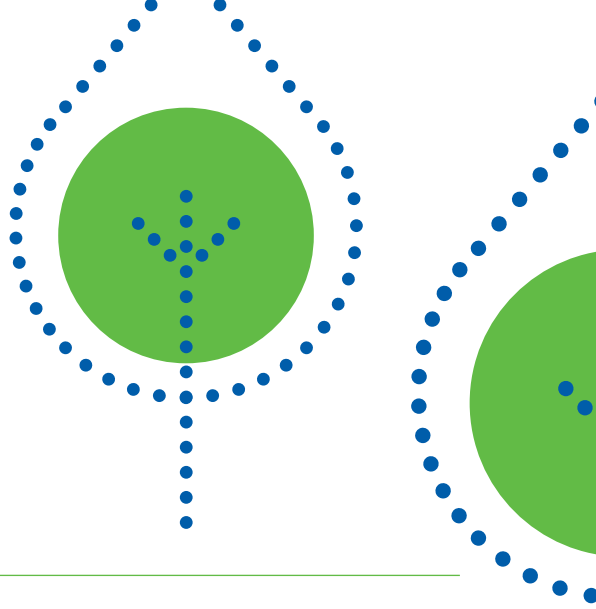
- › Sports and recreation facility planning and activation
- › Playspace renewals and redevelopments including planning and consultation
- › Urban design projects such as main street master planning and project delivery
- › Securing grant funding for major projects through State and Federal Government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

Environmental Services – \$1.31 million

Council is pursuing an *Environment Strategy (2020–25)*, a detailed roadmap of initiatives, which will 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 – \$8.92 million

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

We will achieve this by:

- › 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 – \$0.70 million

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

The new lights being installed are up to 82% more energy efficient than existing mercury vapour lamps, require less maintenance and generate a warm to white light similar to existing lighting (around 4000 Kelvin).

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

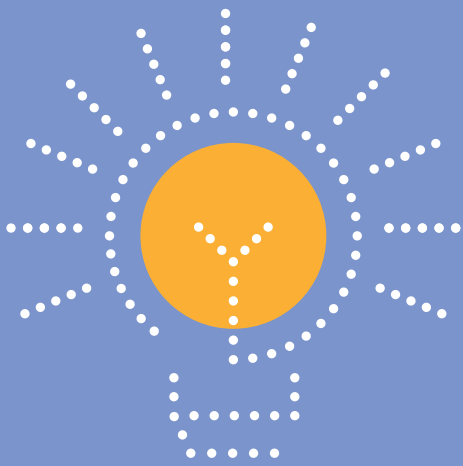
The removed old street lights will be recycled responsibly to prevent heavy metals (i.e. mercury) and other hazardous substances entering landfill.

Engineering and Traffic – \$1.75 million

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

Waste management – \$4.68 million

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



Innovation

In 2024–2025, council will allocate \$19.35 million to developing a thriving economy and community that values life-long education, research, creativity and entrepreneurialism.

Objectives: 2020–2030

Measures

Facilitate growth in the number of home-based businesses where practical to reduce transit distances

The number of home-based businesses increases as reported via Census data

Maximise the value of public buildings, including libraries, to support innovation by creating co-working spaces and technology/prototyping/maker spaces and hubs

Utilisation of Council buildings increases

Partner to establish an innovator/entrepreneur in residence program that includes local schools and encourages life-long learning across the population

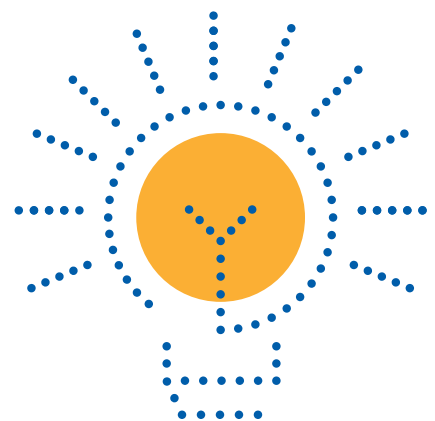
Program participation rates trend upwards

Partner to develop a centre of excellence in hospice care and dying well

Amount of support attracted is sufficient to establish a centre

Partner to facilitate the provision of technology infrastructure to support creative and emerging industries, including mobility as a service, startups and other entrepreneurial activities

Number of start-ups, creative and technology-related businesses in the city increases



Innovation

2023–24 Achievements

In 2023–24, 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:

Innovation Projects – Various Information Technology Management improvements

This range of business improvement projects impacts across all of council operations. These improve efficiency and result in better service delivery.

Glenelg Library Upgrade

Refresh the workspaces for staff at the Glenelg Library. Upgrade to office areas and meeting spaces.

2024–25 Capital Projects: \$815,250

Wayfinding at Kingston Park – \$8,000

An assessment was made of signage at the entry of the access road, to indicate the key attractions within the precinct, being the Holiday Park, Kiosk and Tjilbruke Spring. It is recommended that a precinct sign, similar to other precincts within the City, such as Brighton Oval, would be appropriate for the location. The sign would include the various attractions within the precinct.

Sharing the National Collection – \$7,250

Council have applied to take part in the National Gallery of Australia's Sharing the National Collection initiative. Negotiations are under way to finalise the loan of appropriate artworks.

The program is fully funded by NGA, this important partnership will enable City of Holdfast Bay to display a high calibre of artwork that would be otherwise out of reach as an individual council.

The allocation of funds from City of Holdfast Bay will be to upgrade lighting to showcase the public artwork at night and to increase safety and security of the installation location in the Glenelg area.

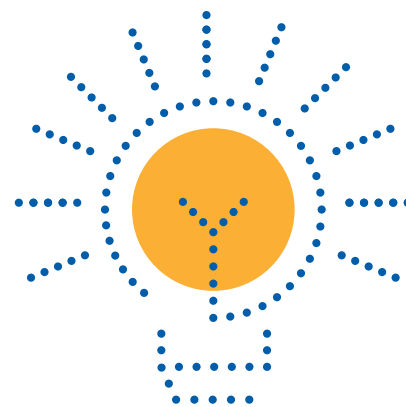
Technology and Innovation Capital Projects – Various ICT Improvements – \$800,000

A range of technology projects aimed at improving efficiency and effectiveness in core business functions, including asset management and corporate planning. These projects will assist in planning and managing the work of council and ensuring security of information and data.

2024–25 Service Delivery: \$18.5 million

Library Services – \$1.98 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 2024–25, we will continue to deliver events, programs, digital literacy and services through our two libraries at Brighton and Glenelg.



City Activation – \$1.69 million

Council's *Economic Activation Plan*, focuses 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 – \$1.63 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 – \$0.44 million

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

Corporate Services – \$4.34 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 Experience
- › Strategy and Governance
- › People and Culture
- › Risk management
- › Work health and safety
- › Elected member and CEO support
- › Records management.

Financial Services – \$3.32 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 – \$3.34 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

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

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

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

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

Finance

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

Assets

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

People

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

Systems and Processes

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

Service Delivery

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

Council is subject to many external processes which test its corporate capability. In 2023–24, these included:

- › The 2022–23 Financial Audit
- › Completion of Internal Audits
- › WorkCover Scheme assessment
 - 100% rebate achieved
- › Cyber security assessment
- › Organisational culture survey.

Funding Our City

Operating Result

In 2024–25, council is proposing an extensive program of services and projects. To achieve this, we expect to raise \$57.6 million in operating income and spend \$56.7 million in operating expenditure (excluding Alwyndor). The funds come from a variety of sources. While our income is predominantly from rates, it also includes grants from the State and Commonwealth governments and income from statutory and user charges. In 2024–25, 81% of the revenue to fund municipal operations will come from rates.

The municipal operating surplus for 2024–25 is projected to be \$958,677. For 2024–25, Alwyndor is projected to have an operating surplus of \$617,490. The consolidated surplus for 2024–25 is budgeted to be \$1,576,167.

Our Financial Statements

We have included a summary of our projected financial statements for the municipal and Alwyndor operating budgets for the 2024–25 financial year in this document.

A net sum of \$45 million (excluding the Landscape Levy) will be raised from rates in 2024–25.

Council owns infrastructure and assets (such as roads, drains, footpaths and buildings) with a current value of approximately \$364 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. We also improve our systems to increase other revenue sources, manage expenditure and increase productivity.

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.

To fund the \$40 million Transforming Jetty Road project will require increased borrowings over the next three years, but this will enable the costs of the project to be shared fairly between current and future users. Council has secured \$10 million from the Australian Government to help deliver the project with the remaining \$30 million to be funded by Council. As this is a significant amount it will have an impact on Council's total borrowings, however, the cost associated with borrowing an initial \$10 million for the first stage has been taken into consideration when preparing the draft 2024–25 budget. This has resulted in the requirement for an additional 2.3% increase in rate revenue, with similar increases expected over the following two years for the remaining stages of the project.

The Holdfast Bay community has high service expectations due in part to its coastal proximity and tourism focus. The *2024–25 Annual Business Plan* forecasts a total projected borrowing requirement of \$11 million to fund the proposed program of capital works and projects, including the Transforming Jetty Road, Glenelg project. 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 independent 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.

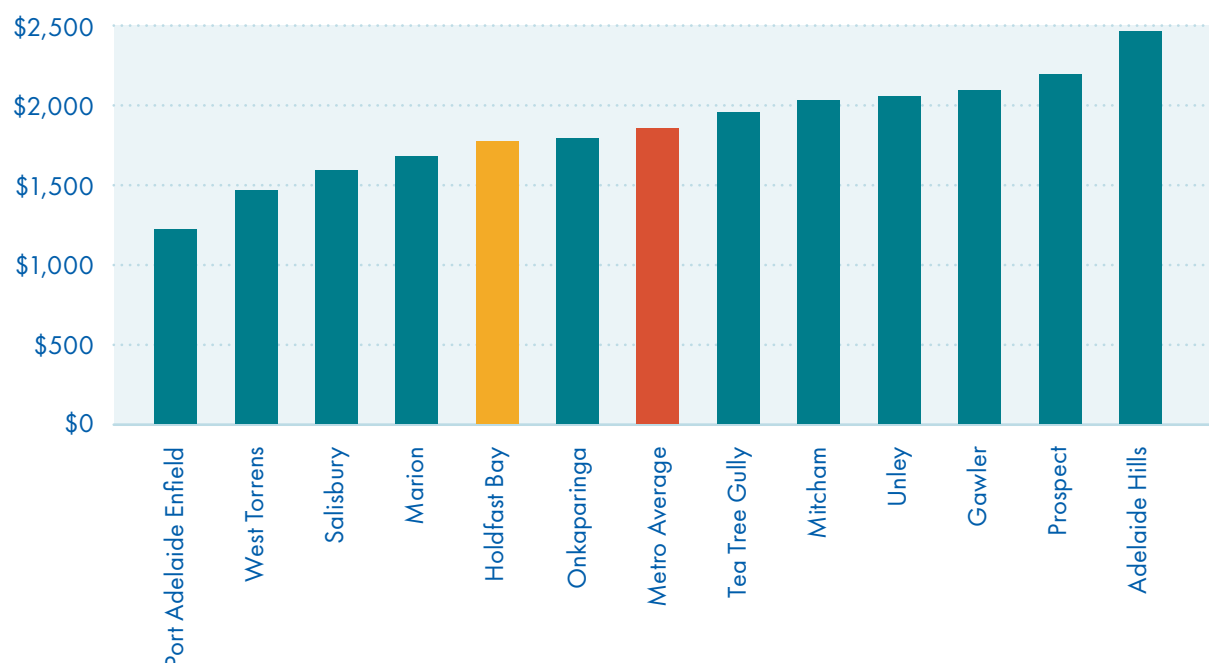
The charts below and on the following pages show a comparison of the average residential rate for Adelaide metropolitan councils for 2023–24.

The average (mean) residential rate for the City of Holdfast Bay in 2023–24 was \$1,772.

This represented a rate of 0.001931 cents in the dollar. This residential rate compares favourably to other South Australian councils, as shown in the graph below.

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 0.00193, the rates payable will be \$965.00.

2023–24 AVERAGE (MEAN) RESIDENTIAL RATE COMPARISON (\$)



Funding Our City

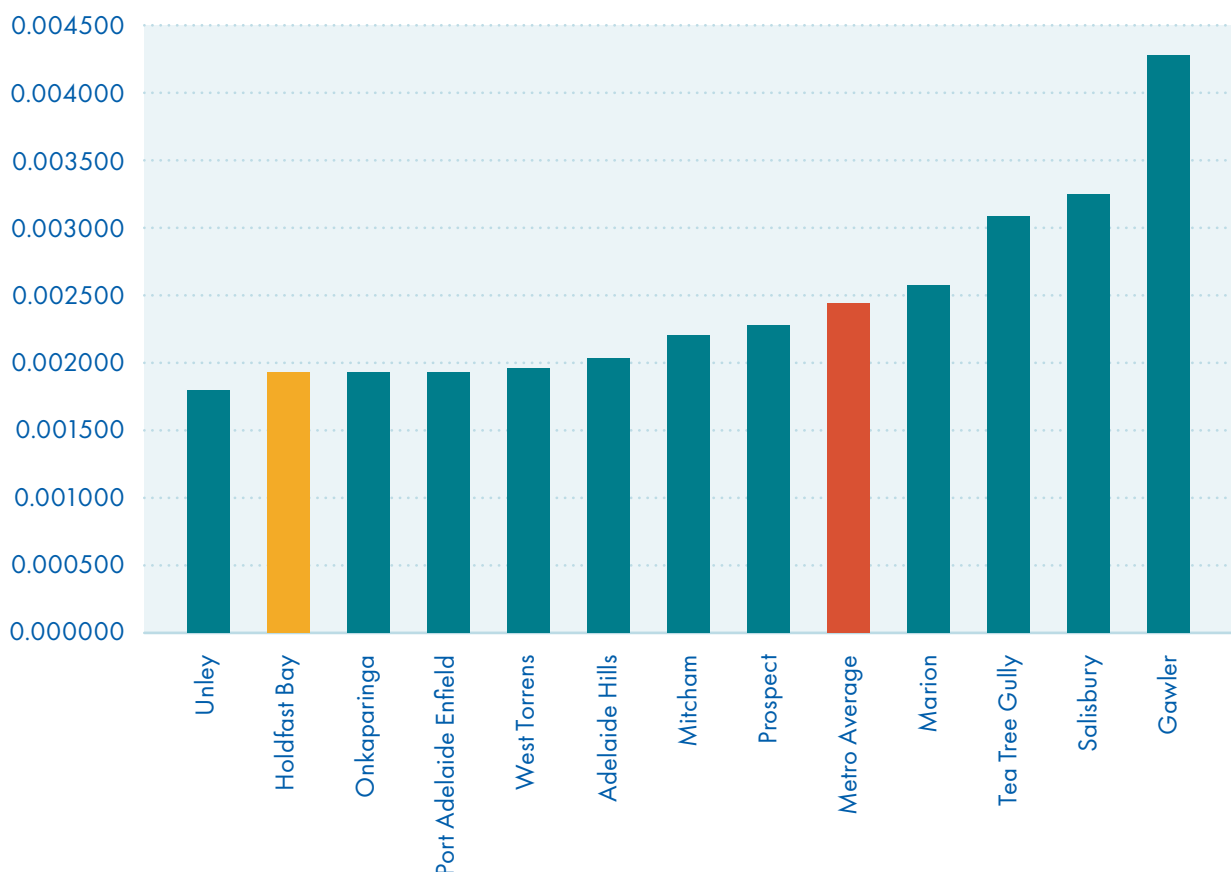
In 2023–24 the average (mean) residential property valuation in the City of Holdfast Bay was \$917,365. The following table compares rates in the dollar with other council areas.

For 2024–25 the proposed revenue from general rates is \$44,563,000 compared to \$41,428,000 for 2023–24. This is a 7.6% change in total proposed revenue from general rates compared to previous year. This comprises the increase in rates plus new development, estimated to be 0.5%.

The average (mean) increase for land use categories is outlined in this table.

Land Use Category	2024–25 Increase
Commercial – Shop	\$236
Commercial – Office	\$169
Commercial – Other	\$275
Industry – Light	\$168
Industry – Other	\$255
Vacant Land	\$183
Residential	\$126
Other	\$164

2023–24 COMPARISON RATE IN THE DOLLAR – RESIDENTIAL



What Will You Pay in Rates?

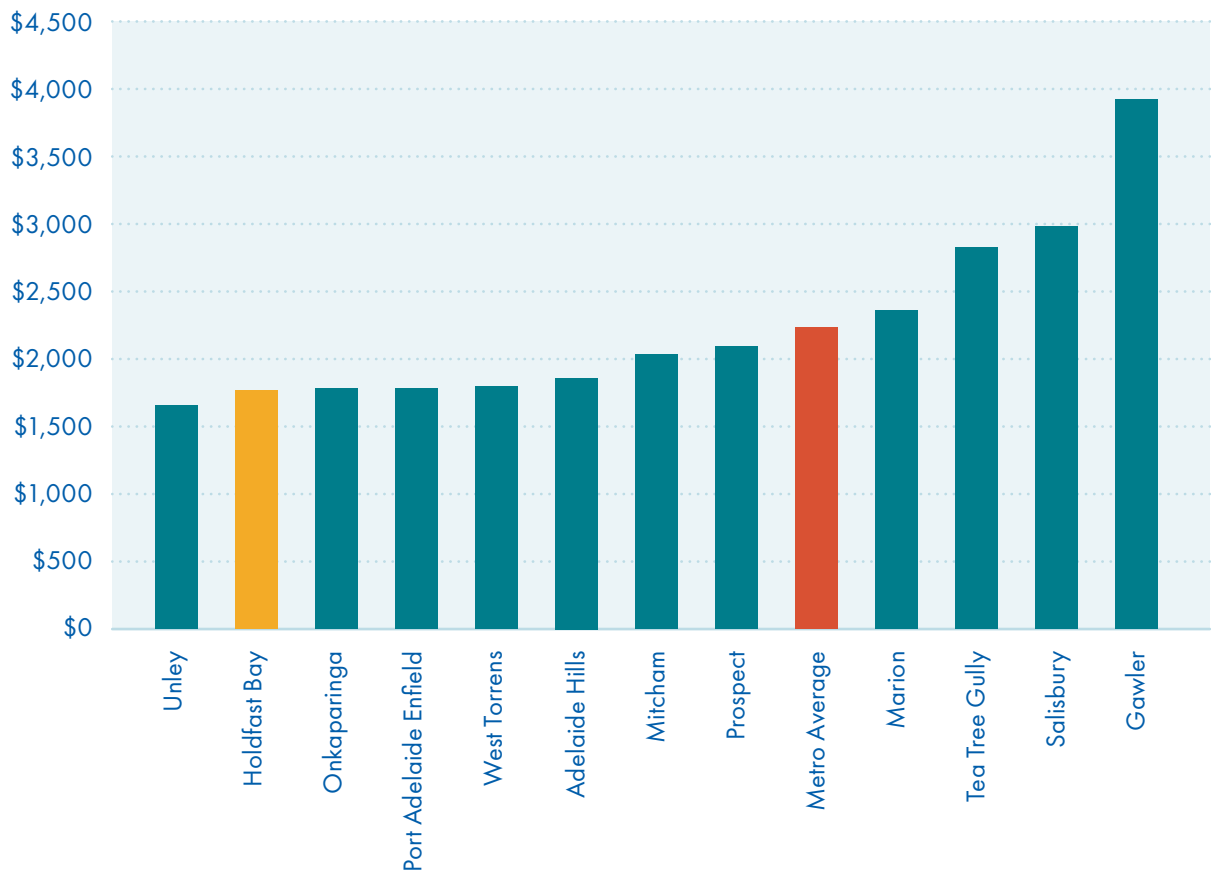
The amount you pay is determined by your property's valuation and how we apportion rates across the community. We endeavour to apportion rates across the community in an equitable fashion. Property valuation modelling has yet to be provided. However, based on the average (mean) for 2023–24 residential property value, the rate increase for the average (mean) residential premises will be approximately \$126 or \$31 per quarter. This is \$2.42 per week.

By way of comparison, the table below shows the amount of rates paid by council area. It uses the average house valuation in Holdfast Bay (\$917,365) to calculate what a ratepayer would pay for the same value property in different councils.

Rating Policy

Section 147 of the *Local Government Act 1999* provides council with the power to rate all land within the City of Holdfast Bay – except for land specifically exempted, such as Crown land and land occupied by council. We continually review our rating policy to ensure that it is fair and equitable. Our current rating policy, adopted in June 2023, is available at the Brighton Civic Centre and can be downloaded at holdfast.sa.gov.au.

2023–24 COMPARISON OF RATES ON
HOLDFAST BAY MEDIAN RESIDENTIAL VALUATION (\$917,365)



Funding Our City

Land Valuation Method

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

Residential Rates

The residential rate for 2024–25 has yet to be determined. Our *Draft 2024–25 Annual Business Plan* and financial statements are based on a rate revenue increase of 7.1%, excluding new building construction and separate rates. The average (mean) value of properties in the City of Holdfast Bay in 2023–24 was \$917,000 with an average (mean) rate of \$1,772.

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 2023–24 a differential premium of 63% above the residential rate was applied, equating to 13% of total rate revenue (\$5.2 million) being paid by this sector. This premium compares favourably with the 2023–24 metropolitan average of 112%, as shown in the graph on the following page.

Separate Rate

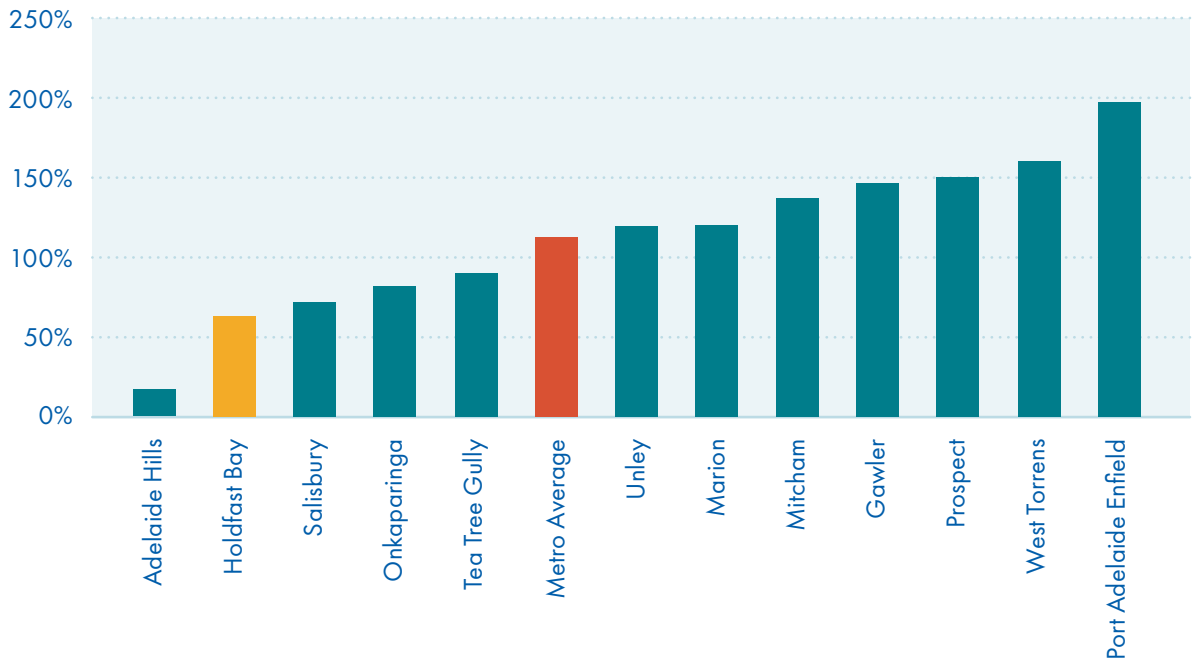
Council levies two separate rates on specific ratepayers to provide funding for activities and services related to those ratepayers. They are as follows:

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 \$707,115 in 2024–25, representing an increase of 7.1% on the rate levied in 2023–24.
2. The Patawalonga Marina Separate Rate is applied to properties within the basin of the Patawalonga, bounded by the high-water mark and comprised of marina berths. This separate rate provides funding for the ongoing maintenance of the Patawalonga lock. Because the lock is also widely used by the general public, this rate is adjusted by 50%. The Patawalonga Marina Separate Rate for 2024–25 is expected to raise \$86,400.

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 2024–25 the Landscape Levy for properties in the City of Holdfast Bay will increase by \$84,000 to \$1.54 million.

**2023–24 METROPOLITAN DIFFERENTIAL RATE PREMIUM COMPARISON
(APPLIED TO COMMERCIAL & VACANT LAND)**



Funding Our City

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 2023–24 this rate was set at \$1,153. 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 2023–24, 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 10%. This will continue into 2024–25. Council offers a range of hardship provisions. Visit holdfast.sa.gov.au/council/council-rates/hardship-application or contact us on 8229 9999 to find out more.



Financial Targets

1. To achieve an operating ratio of 0–10% over a five-year period.
2. To achieve a net financial liabilities ratio of less than 100%.
3. To improve council's asset sustainability ratio to be within the range of 90–110% over a five-year period.

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

In 2024–25, Council will raise \$45.2 million in rate revenue (including separate rates but excluding the Landscape Levy), and this will yield an operating surplus ratio of 1.7%. Currently, our operating ratio measure over the five years from 2018–2019 to 2022–2023 is 3.7%. 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 2024–25, 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 100%

Council's current ceiling for the net financial liabilities ratio is 100%. 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 2024–25, the net financial liabilities ratio is forecast to increase from 74% to 90% (excluding Alwyndor).

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 5% for this ratio. A ratio of 5% indicates that, for every \$100 of revenue, \$5 is spent on net interest payments. In 2024–25, our interest cover ratio is forecast to be 2.9% (excluding Alwyndor). 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% 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 2024–25 this is forecast to be 114%. This is a result of additional required asset renewals that have been identified for this year and is manageable over the five year period.

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

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>Draft 24/25</u> <u>BUDGET</u>
\$		\$
41,281,000	Rates - General	44,212,000
	Rates - New Properties	206,000
660,245	Rates - Jetty Road Glenelg	707,115
82,460	Rates - Patawalonga Marina	86,400
1,452,167	Rates - Regional Landscape Levy	1,535,968
2,641,300	Statutory Charges	2,979,077
3,498,000	User Charges	3,937,787
2,045,863	Operating Grants & Subsidies	2,183,563
72,000	Investment Income	72,000
711,264	Reimbursements	734,264
843,743	Other	871,925
90,600	Net Equity Gain - Joint Ventures	98,000
<u>53,378,642</u>	Operating Revenue	<u>57,624,099</u>
20,244,443	Employee Costs	21,635,095
21,301,562	Materials, contracts and other expenses	22,506,379
992,692	Finance Charges	1,752,948
10,911,000	Depreciation	11,685,000
(999,000)	Less full cost attribution - % admin costs capitalised	(1,074,000)
542,000	New Initiatives - Operating	160,000
<u>52,992,697</u>	Less Operating Expenditure	<u>56,665,422</u>
<u>385,945</u>	= Operating Surplus/(Deficit)	<u>958,677</u>
10,911,000	Depreciation	11,685,000
189,852	Other non-cash provisions	193,671
<u>11,100,852</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>11,878,671</u>
<u>11,486,797</u>	= Funds Generated from Operating Activities	<u>12,837,348</u>
483,500	Capital (External Contributions)	
201,000	Proceeds from disposal of assets	26,000
<u>684,500</u>	Plus funds sourced from Capital Activities	<u>26,000</u>
(7,081,166)	Capital Expenditure-Asset Renewal and Replacement	(8,463,070)
(999,000)	Capital Expenditure-Full Cost Attribution	(1,074,000)
(7,649,944)	New Initiatives - Capital (Gross Expenditure)	(12,412,648)
<u>(15,730,110)</u>	Less total capital expenditure	<u>(21,949,718)</u>
217,000	Plus: Repayments of loan principal by sporting groups	21,120
<u>217,000</u>	Plus/(less) funds provided (used) by Investing Activities	<u>21,120</u>
<u>(3,341,813)</u>	= FUNDING SURPLUS/(REQUIREMENT)	<u>(9,065,250)</u>
Funded by:		
(4,737,575)	Less: Proceeds from new borrowings	(11,094,611)
1,395,762	Plus: Principal repayments of borrowings	2,029,361
<u>(3,341,813)</u>		<u>(9,065,250)</u>



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

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>Draft 24/25</u> <u>BUDGET</u>
\$	REVENUES	\$
41,281,000	Rates - General	44,212,000
	Rates - New Properties	206,000
660,245	Rates - Jetty Road Glenelg	707,115
82,460	Rates - Patawalonga Marina	86,400
1,452,167	Rates - Regional Landscape Levy	1,535,968
2,641,300	Statutory Charges	2,979,077
3,498,000	User Charges	3,937,787
2,045,863	Operating Grants & Subsidies	2,183,563
72,000	Investment Income	72,000
711,264	Reimbursements	734,264
843,743	Other	871,925
90,600	Net Equity Gain - Joint Ventures	98,000
53,378,642	TOTAL REVENUES	57,624,099
	EXPENSES	
20,244,443	Employee Costs	21,635,095
21,301,562	Materials, contracts and other expenses	22,506,379
992,692	Finance Charges	1,752,948
10,911,000	Depreciation	11,685,000
(999,000)	Less full cost attribution	(1,074,000)
542,000	New Initiatives - Operating	160,000
52,992,697	TOTAL EXPENSES	56,665,422
385,945	Operating Surplus/(Deficit) - Before Capital Revenue	958,677
483,500	Amounts specifically for new or upgraded assets	-
869,445	NET SURPLUS/(DEFICIT)	958,677

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

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>Draft 24/25</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
842,279	Cash and cash equivalents	-
2,964,725	Trade and Other Receivables	1,872,899
<u>3,807,004</u>	TOTAL CURRENT ASSETS	<u>1,872,899</u>
	NON-CURRENT ASSETS	
643,769	Financial Assets	584,000
4,119,600	Equity accounted investments-Council businesses	4,440,000
879,354,217	Land, Infrastructure, Property, Plant & Equipment	904,833,406
<u>884,117,586</u>	TOTAL NON-CURRENT ASSETS	<u>909,857,406</u>
<u>887,924,590</u>	TOTAL ASSETS	<u>911,730,304</u>
	CURRENT LIABILITIES	
8,794,848	Trade and Other Payables	9,458,854
1,395,762	Borrowings	2,539,201
3,859,081	Short-term Provisions	3,958,273
<u>14,049,691</u>	TOTAL CURRENT LIABILITIES	<u>15,956,328</u>
	NON-CURRENT LIABILITIES	
29,565,924	Long-term Borrowings	38,163,844
281,897	Long-term Provisions	364,727
<u>29,847,821</u>	TOTAL NON-CURRENT LIABILITIES	<u>38,528,571</u>
<u>43,897,512</u>	TOTAL LIABILITIES	<u>54,484,899</u>
<u>844,027,078</u>	NET ASSETS	<u>857,245,405</u>
	EQUITY	
188,972,671	Accumulated Surplus	186,676,000
655,054,407	Asset Revaluation Reserve	670,569,405
<u>844,027,078</u>	TOTAL EQUITY	<u>857,245,405</u>

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

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>Draft 24/25</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
188,103,226	Balance at beginning of period	185,717,323
869,445	Net Surplus/(Deficit)	958,677
<u>188,972,671</u>	Balance at end of period	<u>186,676,000</u>
655,054,407	ASSET REVALUATION RESERVE	670,569,405
<u>655,054,407</u>	TOTAL RESERVES CLOSING BALANCE	<u>670,569,405</u>
<u>844,027,078</u>	TOTAL EQUITY	<u>857,245,405</u>

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

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Municipal</u> <u>Draft 24/25</u> <u>BUDGET</u> \$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
53,288,042	Operating Receipts	57,526,099
	<u>Payments</u>	
(40,808,553)	Operating payments to suppliers and employees	(42,935,803)
(992,692)	Finance Payments	(1,752,948)
<u>11,486,797</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>12,837,348</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
483,500	Grants specifically for new or upgraded assets	-
201,000	Sale of replaced assets	26,000
217,000	Repayments of loans (principal) by community groups	21,120
	<u>Payments</u>	
(8,080,166)	Expenditure on renewal/replacement of assets	(9,537,070)
(7,649,944)	Expenditure on new/upgraded assets	(12,412,648)
<u>(14,828,610)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(21,902,598)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
4,737,575	Proceeds from Borrowings - External	11,094,611
	<u>Payments</u>	
(1,395,762)	Repayments of Borrowings - External	(2,029,361)
<u>3,341,813</u>	NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>9,065,250</u>
-	NET INCREASE (DECREASE) IN CASH HELD	-
842,279	CASH AND CASH EQUIVALENTS AT BEGINNING OF	-
	REPORTING PERIOD	
	CASH AND CASH EQUIVALENTS AT END OF	
<u>842,279</u>	REPORTING PERIOD	<u>-</u>

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

869,445	SURPLUS FROM INCOME STATEMENT	958,677
	NON-CASH ITEMS IN INCOME STATEMENT	
10,911,000	Depreciation	11,685,000
189,852	Movements in provisions	193,671
<u>11,100,852</u>	TOTAL NON-CASH ITEMS	<u>11,878,671</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(15,730,110)	Capital Expenditure	(21,949,718)
(1,395,762)	Loan Repayments - External	(2,029,361)
4,737,575	Proceeds from Borrowings - External	11,094,611
217,000	Repayments of loans (principal) by community groups	21,120
201,000	Proceeds from Disposal of Assets	26,000
<u>(11,970,297)</u>	TOTAL CASH ITEMS	<u>(12,837,348)</u>
-	NET INCREASE/(DECREASE)	-
-	IN CASH AND CASH EQUIVALENTS	-

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

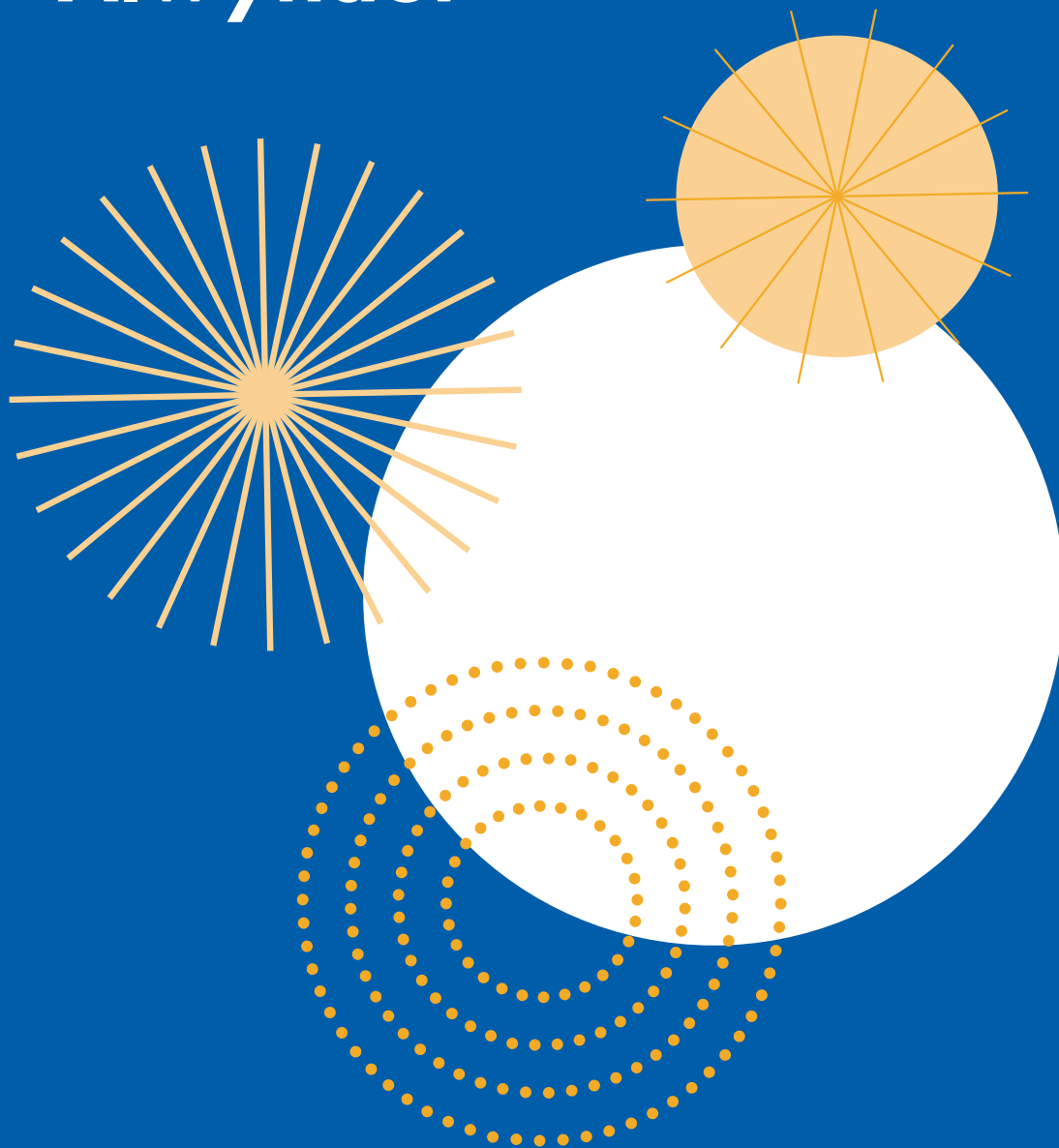
<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>Draft 24/25</u> <u>BUDGET</u>
\$		\$
53,378,642	Operating Revenues	57,624,099
(52,992,697)	less Operating Expenses	(56,665,422)
385,945	Operating Surplus/(Deficit) before Capital Amounts	958,677
Less net outlays on Existing Assets		
8,080,166	Capital Expenditure on renewal & replacement of existing assets	9,537,070
(10,911,000)	Less Depreciation	(11,685,000)
(2,830,834)		(2,147,930)
Less outlays on New and Upgraded Assets		
7,649,944	Capital Expenditure on new & upgraded assets	12,412,648
(483,500)	Less amounts received for new & upgraded assets	-
7,166,444		12,412,648
(3,949,665)	Net lending/(borrowing) for financial year	(9,306,041)

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

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>Draft 24/25</u> <u>BUDGET</u>
\$		\$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS		
\$385,945		\$958,677
OPERATING SURPLUS RATIO		
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.7%		1.7%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)		
\$39,446,739		\$52,028,000
NET FINANCIAL LIABILITIES RATIO		
	(Total liabilities less financial assets as % of total operating revenue)	
74%		90%
INTEREST COVER RATIO		
	(Net interest expense as % of total operating revenue less investment income)	
1.7%		2.9%
ASSET SUSTAINABILITY RATIO		
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
100%		114%

Financial Statements

– Alwyndor



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

Alwyndor 23/24 BUDGET		Alwyndor 24/25 BUDGET
\$		\$
8,637,532	User Charges	9,830,134
15,909,148	Operating Grants & Subsidies	19,045,147
856,797	Investment Income	1,234,200
8,028,770	Reimbursements	8,604,668
7,361,163	Other	8,654,358
<u>40,793,410</u>	Operating Revenue	<u>47,368,507</u>
28,240,823	Employee Costs - Salaries & Wages	33,699,954
10,282,689	Materials, contracts and other expenses	11,135,062
142,800	Finance Charges	104,400
1,617,981	Depreciation	1,811,602
<u>40,284,293</u>	Less Operating Expenditure	<u>46,751,018</u>
<u>509,117</u>	= Operating Surplus/(Deficit)	<u>617,490</u>
1,617,981	Depreciation	1,811,602
580,558	Other non-cash provisions	651,950
<u>2,198,539</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>2,463,552</u>
<u>2,707,656</u>	= Funds Generated from Operating Activities	<u>3,081,042</u>
(1,902,620)	Capital Expenditure-Asset Renewal and Replacement	(1,809,500)
<u>(1,902,620)</u>	Less total capital expenditure	<u>(1,809,500)</u>
<u>805,036</u>	= FUNDING SURPLUS	<u>1,271,542</u>
Funded by:		
805,036	Increase/(Decrease) in cash and cash equivalents	1,271,542
<u>805,036</u>		<u>1,271,542</u>

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

Alwyndor 23/24 BUDGET		Alwyndor 24/25 BUDGET
\$		\$
8,637,532	REVENUES	
8,637,532	User Charges	9,830,134
15,909,148	Operating Grants & Subsidies	19,045,147
856,797	Investment Income	1,234,200
8,028,770	Reimbursements	8,604,668
7,361,163	Other	8,654,358
<u>40,793,410</u>	TOTAL REVENUES	<u>47,368,507</u>
28,240,823	EXPENSES	
28,240,823	Employee Costs	33,699,954
10,282,689	Materials, contracts and other expenses	11,135,062
142,800	Finance Charges	104,400
1,617,981	Depreciation	1,811,602
<u>40,284,293</u>	TOTAL EXPENSES	<u>46,751,018</u>
<u>509,117</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>617,490</u>
<u>509,117</u>	NET SURPLUS/(DEFICIT)	<u>617,490</u>

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

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
3,500,000	Cash and cash equivalents	4,437,037
3,515,403	Trade and Other Receivables	3,990,985
<u>7,015,403</u>	TOTAL CURRENT ASSETS	<u>8,428,022</u>
	NON-CURRENT ASSETS	
14,057,240	Financial Assets	13,593,509
40,278,004	Land, Infrastructure, Property, Plant & Equipment	42,844,316
<u>54,335,244</u>	TOTAL NON-CURRENT ASSETS	<u>56,437,825</u>
<u>61,350,647</u>	TOTAL ASSETS	<u>64,865,847</u>
	CURRENT LIABILITIES	
33,886,533	Trade and Other Payables	35,927,999
2,783,426	Short-term Provisions	3,089,999
<u>36,669,959</u>	TOTAL CURRENT LIABILITIES	<u>39,017,998</u>
	NON-CURRENT LIABILITIES	
280,873	Long-term Provisions	669,594
<u>280,873</u>	TOTAL NON-CURRENT LIABILITIES	<u>669,594</u>
<u>36,950,832</u>	TOTAL LIABILITIES	<u>39,687,592</u>
<u>24,399,815</u>	NET ASSETS	<u>25,178,255</u>
	EQUITY	
5,562,172	Accumulated Surplus	6,340,612
12,423,289	Asset Revaluation Reserve	12,423,289
6,414,354	Other Reserves	6,414,354
<u>24,399,815</u>	TOTAL EQUITY	<u>25,178,255</u>

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

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$	ACCUMULATED SURPLUS	\$
5,053,055	Balance at beginning of period	5,562,172
509,117	Net Surplus/(Deficit)	617,490
<u>5,562,172</u>	Balance at end of period	<u>6,179,662</u>
12,423,289	ASSET REVALUATION RESERVE	12,423,289
6,414,354	ALWYNDOR RESERVES	6,414,354
<u>18,837,643</u>	TOTAL RESERVES CLOSING BALANCE	<u>18,837,643</u>
<u>24,399,815</u>	TOTAL EQUITY	<u>25,017,305</u>

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

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u> \$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
40,573,904	Operating Receipts	46,624,124
	<u>Payments</u>	-
(38,199,159)	Operating payments to suppliers and employees	(43,411,926)
(142,800)	Finance Payments	(131,156)
<u>2,231,945</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>3,081,042</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
(1,218,330)	Net Purchase of Investment Securities	-
	<u>Payments</u>	
(1,378,199)	Expenditure on renewal/replacement of assets	(1,296,878)
(524,421)	Expenditure on new/upgraded assets	(512,622)
<u>(3,120,950)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(1,809,500)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
889,005	Proceeds from Aged Care Facility Deposits	-
<u>889,005</u>	NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>-</u>
-	NET INCREASE (DECREASE) IN CASH HELD	1,271,542
	CASH AND CASH EQUIVALENTS AT BEGINNING OF	
3,500,000	REPORTING PERIOD	3,165,495
	CASH AND CASH EQUIVALENTS AT END OF	
<u>3,165,495</u>	REPORTING PERIOD	<u>4,437,037</u>

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

509,117	SURPLUS/(DEFICIT) FROM INCOME STATEMENT	617,490
	NON-CASH ITEMS IN INCOME STATEMENT	
1,617,981	Depreciation	1,811,602
104,847	Increase (decrease) in provisions - nett	651,950
<u>1,722,828</u>	TOTAL NON-CASH ITEMS	<u>2,463,552</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(1,902,620)	Capital Expenditure	(1,809,500)
-	Loan Repayments - External	-
889,005	Proceeds from Aged Care Facility Deposits	-
(1,218,330)	Net Purchase of Investment Securities	-
<u>(2,231,945)</u>	TOTAL CASH ITEMS	<u>(1,809,500)</u>
	NET INCREASE/(DECREASE)	
-	IN CASH AND CASH EQUIVALENTS	<u>1,271,542</u>



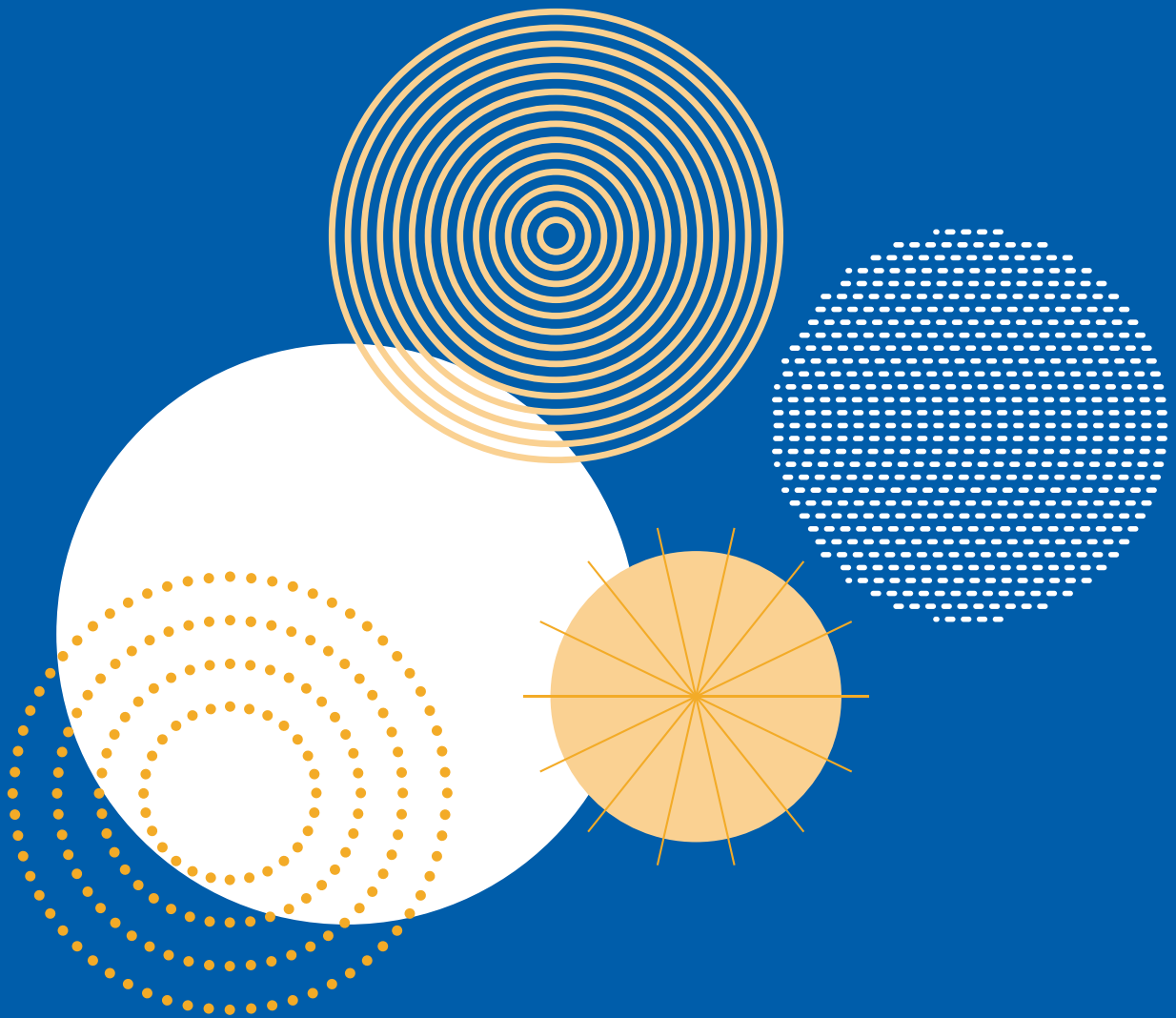
CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
40,793,410	Operating Revenues	47,368,507
(40,284,293)	less Operating Expenses	(46,751,018)
509,117	Operating Surplus/(Deficit) before Capital Amounts	617,490
Less net outlays on Existing Assets		
1,378,199	Capital Expenditure on renewal & replacement of existing assets	1,296,878
(1,617,981)	Less Depreciation	(1,811,602)
(239,782)		(514,724)
Less outlays on New and Upgraded Assets		
524,421	Capital Expenditure on new & upgraded assets	512,622
224,478	Net lending/(borrowing) for financial year	619,592

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

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS		
\$509,117		\$617,490
OPERATING SURPLUS RATIO		
	(Operating surplus/(deficit) before capital amounts as % of general revenue)	
1.2%		1.3%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)		
\$15,878,189		\$17,666,061
NET FINANCIAL LIABILITIES RATIO		
	(Total liabilities less financial assets as % of total operating revenue)	
39%		37%
INTEREST COVER RATIO		
	(Net interest expense as % of total operating revenue less investment income)	
0.3%		0.2%
ASSET SUSTAINABILITY RATIO		
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
85%		72%

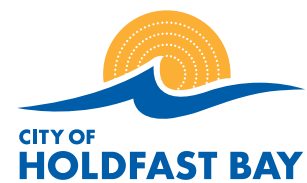
Bibliography



-
1. Australian Bureau of Statistics. (2024, January). *Consumer Price Index, Australia*. Retrieved from Australian Bureau of Statistics: <https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release>
 2. Australian Government. (2023, April). *2023–2030 Australian Cyber Security Strategy*. Retrieved from 2023–2030 Australian Cyber Security Strategy: https://www.homeaffairs.gov.au/reports-and-pubs/files/2023-2030_australian_cyber_security_strategy_discussion_paper.pdf
 3. Australian Government. (2023). *Intergenerational Report 2023 – Australia's Future to 2063*. Parkes: Commonwealth of Australia.
 4. Australian Government. (2023). *Measuring What Matters*. Parkes: Commonwealth of Australia.
 5. BBC News. (2023, February). *What is climate change? A really simple guide*. Retrieved from BBC News: <https://www.bbc.com/news/science-environment-24021772>
 6. Beer, A., & Prance, F. (2013). *The Role Of Local Government In Addressing Homelessness*. Adelaide: The University of Adelaide.
 7. CEDA Committee for Economic Development of Australia. (2024). *Economic and Policy Outlook 2024*. Melbourne: CEDA Committee for Economic Development of Australia.
 8. City of Holdfast Bay. (2023). *Greater Adelaide Regional Plan – Discussion Paper – City of Holdfast Bay Submission*. Brighton: City of Holdfast Bay.
 9. CommSec. (2024). *State of the States State and Territory Economic Performance Report*. Sydney: Commonwealth Securities Limited.
 10. CSIRO. (2022). *Our Future World – Global megatrends impacting the way we live*. Brisbane: CSIRO.
 11. Edelman. (2024, March). *2024 Edelman Trust Barometer*. Retrieved from Edelman: <https://www.edelman.com/trust/2024/trust-barometer>
 12. Environment Protection Authority. (2023). *The State We're In – South Australia State of the Environment Summary Report 2023*. Adelaide: Environment Protection Authority.
 13. Fels, A. (2024). *Inquiry into Price Gouging and Unfair Pricing Practices*. Canberra: Australian Council of Trade Unions.
 14. Insider Intelligence. (2023, August). *Generative AI adoption climbed faster than smartphones, tablets*. Retrieved from Insider Intelligence: <https://www.insiderintelligence.com/content/generative-ai-adoption-climbed-faster-than-smartphones-tablets>
 15. Intuito Market Research. (2024). *Business Confidence Survey Report 2023 – City of Holdfast Bay*. Adelaide: Intuito Market Research.
 16. JLL. (2024, February). *Adelaide's high streets retail tightest on record*. Retrieved from JLL: <https://www.jll.com.au/en/newsroom/vacancy-along-adelaides-retail-high-streets-tightest-on-record>
 17. KPMG. (2024). *Keeping Us Up At Night – The Big Issues Facing Business Leaders in 2024*. Sydney: KPMG.
-

Bibliography

18. McKinsey and Company. (2023, August). *The state of AI in 2023: Generative AI's breakout year*. Retrieved from McKinsey and Company: <https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai-in-2023-generative-ais-breakout-year>
19. Mission Australia. (2024, January). *Mission Australia's response to Report on Government Services 2024 – Housing and homelessness*. Retrieved from Mission Australia: <https://www.missionaustralia.com.au/media-centre/media-releases/mission-australia-s-response-to-report-on-government-services-2024-housing-and-homelessness>
20. O'Donnell, J. (2023). *Mapping Social Cohesion 2023*. Melbourne: Scanlon Foundation Research Institute.
21. Reuters. (2024, March 15). *Australia's RBA to hold rates on March 19, cut later in year – Reuters poll*. Retrieved from Reuters: <https://www.reuters.com/markets/rates-bonds/australias-rba-hold-rates-march-19-cut-later-year-2024-03-15/#:~:text=Of%20the%2032%20economists%20polled,3.85%25%20by%20end%2D2024.>
22. South Australian Centre for Economic Studies. (2023). *Economic Briefing Report – December 2023 – Vol.41 No.2*. Adelaide: The University of Adelaide.
23. State Planning Commission. (2023). *Greater Adelaide Regional Plan – Discussion Paper*. Adelaide: State Planning Commission.
24. The South Australian Centre for Economic Studies (SACES). (2024, March). *Local Government Price Index*. Retrieved from The South Australian Centre for Economic Studies (SACES): <https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index#local-government-price-index-quarterly-series>
25. Williams, L., & Hammerle, M. (2024). *Purpose of Government Pulse: Australian Attitudes to Democratic Purpose, Priorities And Performance*. Centre for Policy Development.
26. World Economic Forum. (2024). *The Global Risks Report 2024 – 19th Edition – Insight Report*. Geneva: World Economic Forum.



Brighton Civic Centre
24 Jetty Road
Brighton, SA 5048

Post
PO Box 19
Brighton, SA 5048

8229 9999
mail@holdfast.sa.gov.au

holdfast.sa.gov.au

Item No: 15.4

Subject: NAMING OF NEW ROADS – CONSULTATION RESULTS

Summary

This report seeks Council's authorisation to assign names for two roads constructed as part of a new residential estate located on Sturt Road at Brighton. The community has been consulted on a number of suggested road names, whilst also providing the opportunity for unsolicited suggestions from the community in return.

Recommendation

That Council authorises the names _____ Way and _____ Lane for two new public roads currently on land located at 28 Sturt Road, Brighton in accordance with the City of Holdfast Bay's Naming of Public Spaces Policy.

Background

At its meeting held 13 February 2024, Council resolved to authorise the undertaking of community consultation in accordance with the City of Holdfast Bay's Naming of Public Spaces Policy, on the suggested names of Minear, Pearson, Hackett, Wauchope, Somerville, Corymbia and Citronella for two new public roads currently under construction on land located at 28 Sturt Road, Brighton. The resolution required that Council is provided with the results of the community consultation process for consideration prior to the ratification of the new road names.

Report

The new residential estate located at 28 Sturt Road, Brighton has reached a stage of construction where Council can now consider the assignment of names for the two new public roads that service the twenty-six allotments. In considering suitable names for the roads, Council is guided by its Naming of Public Places Policy. Notwithstanding that the development is privately initiated, the Council can apply its discretion to the selection of road names as these roads will become public assets upon the issue of titles for the land. The interim names of Corymbia Way and Citronella Lane were assigned under delegation to enable the servicing of sale contracts, whilst allowing Council the time required to consider more permanent names.

Councillors and council Administration put forward seven suggested names to provide the community with several choices for consideration, without limiting the public's ability to nominate altogether different names. The results of this engagement strategy are discussed in the sections below.

Community Consultation

The Naming of Public Places Policy requires that the naming of roads occurs in consultation with the community. The community was invited to share its views on seven suggested names for two new roads through an engagement process that commenced on 7 March 2024. Properties located adjacent to the development site, along with other stakeholders, received direct notification of the engagement, with two corflute signs placed on the front of the property with details of the engagement for anyone to view and make comments. Details were also provided on council's website, enabling the community to engage via direct mail, email, telephone, in-person enquiries, or via a QR code.

Community consultation was open for 21 days, ending at 5.00pm on 27 March 2024. Best endeavours were undertaken to contact the next of kin of each of the nominated persons, with many family members participating in the engagement process. Participants were invited to select up to two of the proposed names and/or suggest another. At the end of the engagement period, 514 individual contributions were received. Bearing in mind that contributions were received with the option to make up to two selections, one for each of the new streets, with the total number of selections (822) therefore being greater than the number of individual contributions received (514). Some participants selected just one name. A summary of the engagement outcomes are as follows:

- 363 selections for Minear (44%)
- 109 selections for Pearson (13%)
- 92 selections for Hackett (11%)
- 73 selections for Wauchope (9%)
- 62 selections for Somerville (8%)
- 48 selections for Citronella (6%)
- 41 selections for Corymbia (5%)

34 (4%) contributors filled in the suggestion for an alternative name, with the name 'Le Cornu' receiving the most, with 11 nominations.

Refer Attachment 1

Of the hundreds of contributions made during the engagement period, one unsolicited nomination stood out as deserving individual mention. Lieutenant Oscar Donald Hassam, who made the ultimate sacrifice through his service during World War I, was a Brighton local whose nomination is compelling. Oscar's story is provided as Attachment 2 to this report to ensure that his memory is not lost amongst the hundreds of submissions listed in the engagement report. Attachment 2 also contains a brief on the suggestions put forward by Council as a recap of those names.

Refer Attachment 2

Given that Council was conscious of the need to allow the community to nominate names not suggested as part of the engagement material, it is important for the integrity of the engagement process that the merits of these names are not diminished by their low level of community support, as these were of course not on the ballot and therefore not open to a 'vote' in the same way that the seven pre-selected names were. In this sense, while it is important that regard is had for the results of the community engagement outcome, it is also important that the relative merits of the totality of names put forward by the community are assessed for their adherence to the Naming of Public Places Policy. The degree of subjectivity

applicable to the selection of the two road names is high, evidenced by previous reactions to Administration-led recommendations. An open recommendation is therefore put forward for Council to make its own determination based on the breadth of information gathered in the preceding five months since this matter was first tabled for discussion.

It is worth mentioning that the engagement process has been very well received, evidenced by the high number of participants and the positive feedback received during the engagement period, which has been very complimentary towards the ease of participation, attributable to the 'low barrier engagement' strategy developed by council's Digital Engagement team.

Road Name Suffixes

Regarding the suffix applied to each road name, these are selected as best descriptors for the form and function of each road. 'Way' is apt as it describes the alignment of the main road through the estate, implying that it provides passage through the estate without being either linear or serving as a thoroughfare. 'Lane' implies that the road is designed to service access to the residential properties it abuts.

Budget

The costs associated with formalising and declaring the road names through the Land Services Group and Land Titles Office will be borne by the developer as part of statutory fees associated with the land division.

Life Cycle Costs

Not applicable

Strategic Plan

Holdfast 2050+ Vision: Protecting our heritage and beautiful coast.

Council Policy

Naming of Public Places Policy

Statutory Provisions

Local Government Act 1999

Written By: Manager, Development Services

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1



Community Engagement Report

28 Sturt Road - Naming of New Roads

Engagement period 7 March 2023 – 27 March 2023

Overview

Names are needed for two new roads located within a new housing development that is currently under construction at 28 Sturt Road, Brighton.

Council can assign a name to a public road under Section 219 of the Local Government Act 1999 and is guided by our Public Place and Road Naming Policy. The policy considers suggestions including referring to a person who has made a significant community contribution or geographic or natural attributes in the immediate locality.

Seven names were suggested that align with the policy:

- Citronella
- Corymbia
- Hackett
- Minear
- Pearson
- Somerville
- Wauchope

Participants were invited to complete a short survey to share their two preferences or suggest an alternative.

The engagement was promoted through the following channels:

- 2x corflute signs at the redevelopment at 28 Sturt Road, Brighton with a QR code to YourHoldfast project web page and council telephone number
- 80 letters sent to nearby residents and businesses
- Radio interview with mayor on ABC Radio Adelaide
- Facebook post
- Holdfast News e-newsletter
- News article on the council website
- Feature article on the home page of YourHoldfast

Feedback was collected in the following ways:

1. Completing an online survey at www.yourholdfast.com/28-sturt-road
2. Email
3. Phone
4. Writing

Participation

People participated in the engagement in the following ways:

- 514 participants completed the online survey (two people submitted their feedback twice)
- 1 contribution to the 'questions and answers' section of the project web page. This was removed and responded to privately due to personal information being listed.
- 1,274 views to the YourHoldfast project page (Passive participation)
- 1 email response
- 1 hardcopy response (admin entered this to the online data)
- 1 phone call

Engagement of project

Participation Results	
Online Participation	
• Number of visits	1062 visits from 923 participants
• Followers to the YourHoldfast project page	23
Online Interactions	
Online feedback form contributions	514 (2 duplicated) Participant X submitted preferences twice Participant Y submitted the form twice only one x preferences
Total Online Contributions	Contributions made by participants
Other Responses (information was added to yourholdfast on behalf of participant)	
Letters (added to the online feedback)	1
Emails	1
phone	1

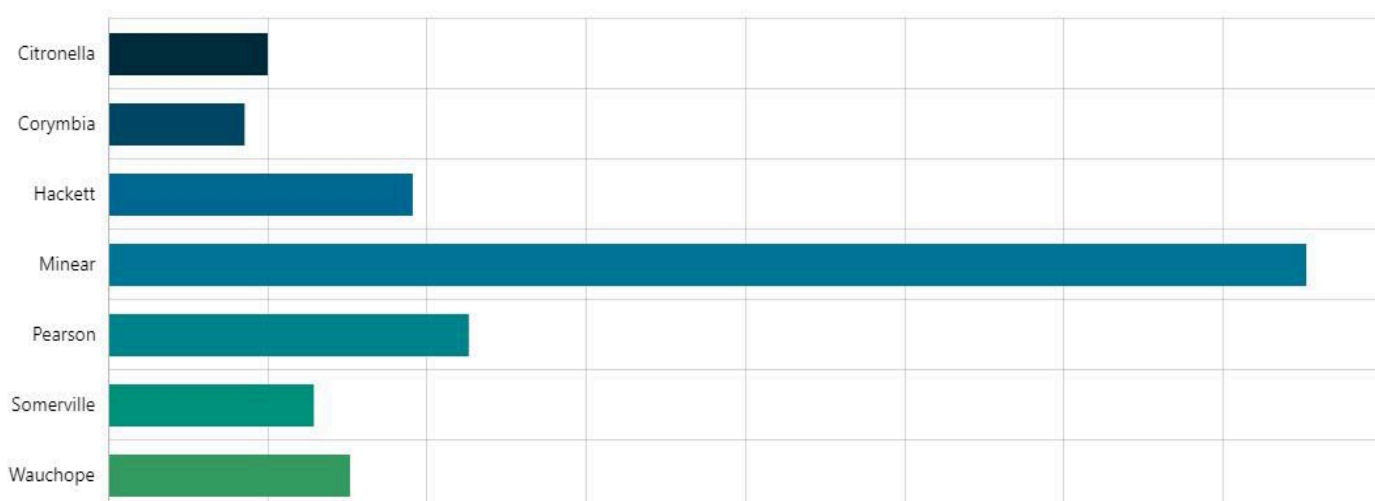
Feedback

Online results

Participants were invited to select up to two of the proposed names and/or suggest another name. 514 contributions were received (three were entered in by Administration). Of the 514 contributions, 233 identified as residents of the City of Holdfast Bay (45%).

- 363 participants selected Minear (participant x voted twice)
- 109 participants selected Pearson
- 92 participants selected Hackett
- 73 participants selected Wauchope
- 62 participants selected Somerville
- 48 participants selected Citronella (participant x voted twice)
- 41 participants selected Corymbia

Participants could select up to two names, however many selected just one name.



Other suggested names

Thirty- four (34) contributors filled in the suggestion for an alternative name. Only 29 of the suggestions were names (Le Cornu suggested 11 times), whereas others used this space to provide general comments.

- 2 contributors requested in this section that research be conducted to choose a suitable indigenous name but didn't suggest a specific name.
- 3 contributors provided comments here but did not directly suggest a name.

	Suggested name	Extract for comments* (verbatim)	Contribution id
1	Acacia, telopea, saltbush, grenvillea	Because their native flora and it would be nice to honour the previous species that may grown in that area.	8739

2	Covid Close " and the other " Lucky Lane	I doubt we would be in this housing Cris if covid had not decimated our countries and sent people back to their homelands and brought others home to theirs	9217
3	Harold	after Harold Minear	8750
4-15	11 participants people suggested Le Cornu	Various answers provided	9042 9101 9204 9118 9250 9220 9221 8940 9207 9199 8769
16	Kenneth Bruce Hewish	He was mayor in 1954,55,70,72 and 73 . He holds the record for the longest service on the Brighton Council – 30 years	9182
17	Lost tree road	For obvious reasons	9192
18	McKenzie and Kinnear	after two doctors who severed the community Dr Margaret Mckenzie and Dr Tim Kinnear	9210
19	-Mark Woodforde -Lleyton Hewitt.	World professional tennis players, with supportive families to the community, and who both grew up in the local area.	8949
20	Mrs Topsy Waterman	a well known and loved identity in Sturt Raod. She lived on the corner of Seymour St and Sturt Rd and taught at Brighton Primary School for decades. Her contribution to children in the community was enormous.	9070
21	Piltawodli circuit - possum place	I suggest this because as a local resident, many possums have been displaced from trees removed (causing considerable territory and dietary challenges) and I'd like them to be remembered.	9071
22	Qurban	Named after Ibrahim H. Qurban Contribution: The building of the Seacliff Rotunda, now demolished.	9232
23	Oscar Donald Hassam	The Hassam family home was located where the current Woolworths store is 437 Brighton Road Brighton. It was a 2-storey building named “De La Haye House” and owned by Oscar’s mother, Frances Hassam. During the building of the first railway line the Railway Engineers and other employees were housed at De La Haye House.	9286

24	Pip Street	A play on words with Pipsqueak and still honouring 'Pip' Pearson who has been a towering example of Community service.	9265
25	Roady McRoadface*		9202
26	Street Street*		8897
27	"Tree killer Road Shame lane Disgrace Avenue"		9226
28	San Remo.	i have been told started their Pasta business in Somerton Park many years ago.	9200
29	Warriwaltu Way	*Kurna name refers to Warradale area including Warradale station (only minutes from this locations) Wituwattingga - also Kurna for Brighton area Lowitja - after SA's very own Lowitja O'Donoghue AC CBM DSG - an Australian of the Year	9234

*To read the full reason please refer to the contribution id in the appendix

Summary of Additional Comments

105 additional comments were added by contributors.

- 52 comments were re- affirming or providing rational regarding their choice for the selection i.e. family connection or friend.
- Four people would like there to be consideration for first nation/ indigenous names
- One person brought up an objection to the name Pearson (ID9066)
- One person had concerns that only European settlers are recognized

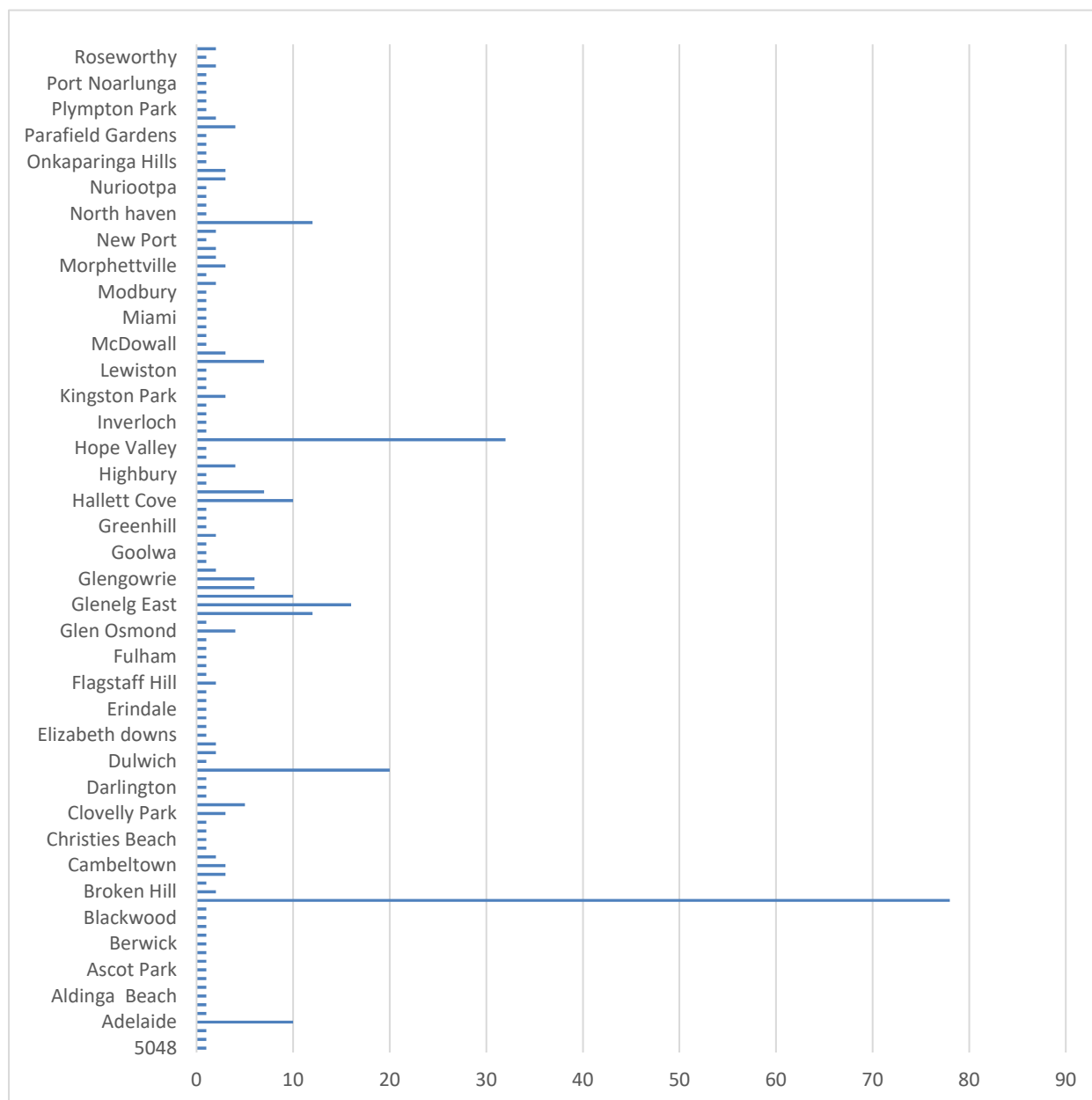
In addition, contributors also mentioned their appreciation for the engagement and engagement process.

"I loved reading the stories behind the names."

Demographic Information

Location

514 contributions, 233 identified as residents of the City of Holdfast Bay (45%).



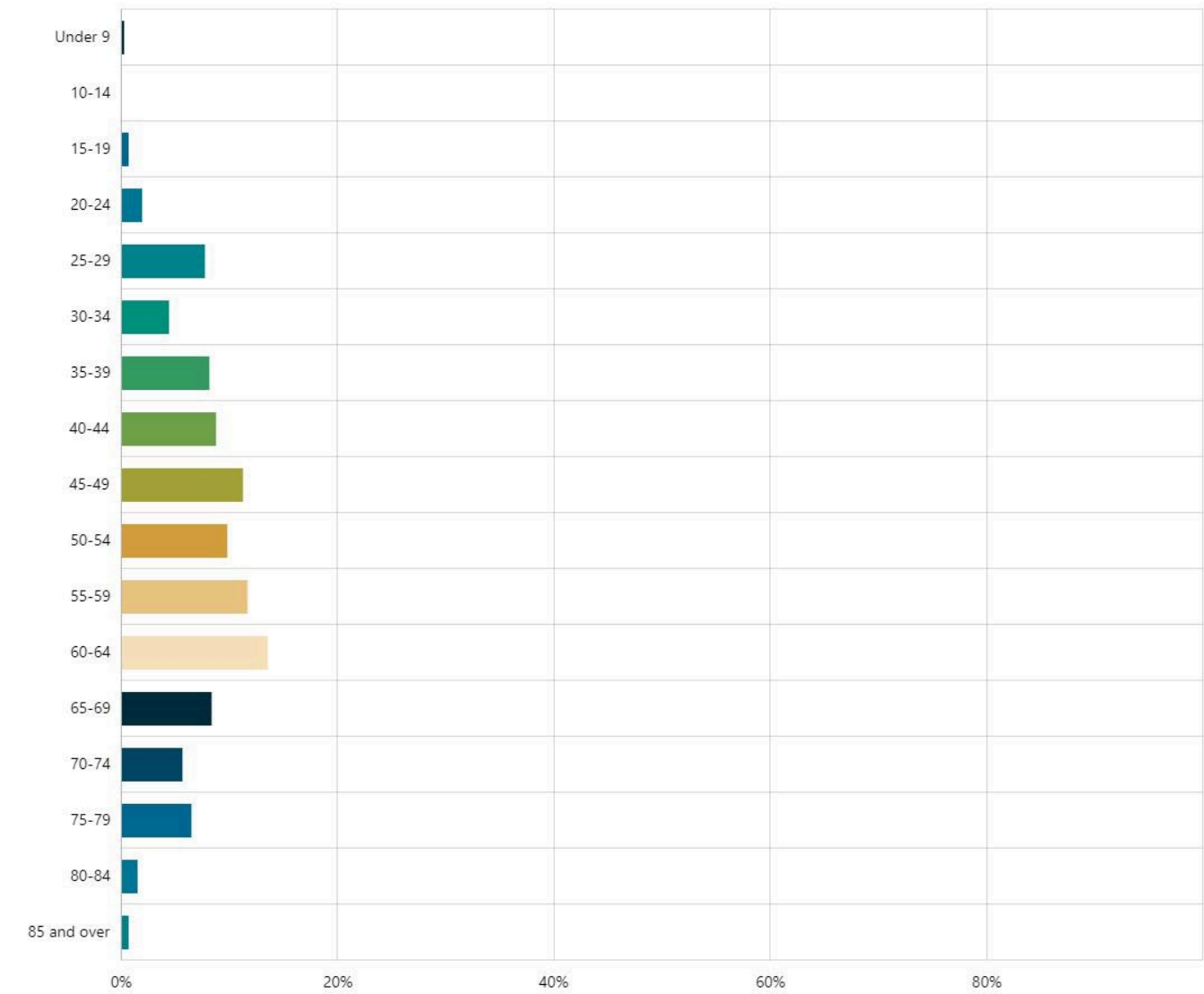
Suburb	Count
5048	1
O'Halloran Hill	1
Aberfoyle Park	1
Adelaide	10
Ainslie	1
Albion Park	1
Aldinga Beach	1
Allenby Gardens	1
Angle Vale	1
Ascot Park	1
Ashford	1

Auldana	1
Berwick	1
Bexley North	1
Birkenhead	1
Blackwood	1
Bridgewater	1
Brighton	78
Broken Hill	2
Burnside	1
Burton	3
Cambeltown	3
Chandlers Hill	2
Cheltenham	1
Christies Beach	1
Clarence Gardens	1
Clarence Park	1
Clovelly Park	3
Coromandel Valley	5
Cumberland Park	1
Darlington	1
Daw Park	1
Dover Gardens	20
Dulwich	1
Eden Hills	2
Edwardstown	2
Elizabeth Downs	1
Encounter Bay	1
Epping	1
Erindale	1
Evandale	1
Exeter	1
Flagstaff Hill	2
Forestville	1
Freeling	1
Fulham	1
Gawler	1
Gawler East	1
Glen Osmond	4
Glenalta	1
Glenelg	12
Glenelg East	16
Glenelg north	10
Glenelg South	6
Glengowrie	6
Glenunga	2
Glynde	1
Goolwa	1
Goolwa South	1
Grange	2
Greenhill	1

Hackham	1
Hackney	1
Hallett Cove	10
Happy Valle	7
Hawthorn	1
Highbury	1
Hillbank	4
Hindmarsh Tiers	1
Hope Valley	1
Hove	32
Huntfield heights	1
Inverloch	1
Kapunda	1
Kilkenny	1
Kingston Park	3
Klemzig	1
Langwarrin	1
Lewiston	1
Marino	7
Marion	3
McDowall	1
Mclaren vale	1
Merimbula	1
Miami	1
Mile End	1
Moana	1
Modbury	1
Modbury Heights	2
Morphettvale	1
Morphettville	3
Mount Barker	2
Mount Gambier	2
New Port	1
North Adelaide	2
North Brighton	12
North Haven	1
Norwood	1
Novar Gardens	1
Nuriootpa	1
O'Halloran Hill	3
Oaklands park	3
Onkaparinga Hills	1
Panorama	1
Paradise	1
Parafield Gardens	1
Park Holme	4
Pasadena	2
Plympton Park	1
Pooraka	1
Port Adelaide	1

Port Noarlunga	1
Reynella	1
Ridgehaven	2
Roseworthy	1
Royal Park	2

Age

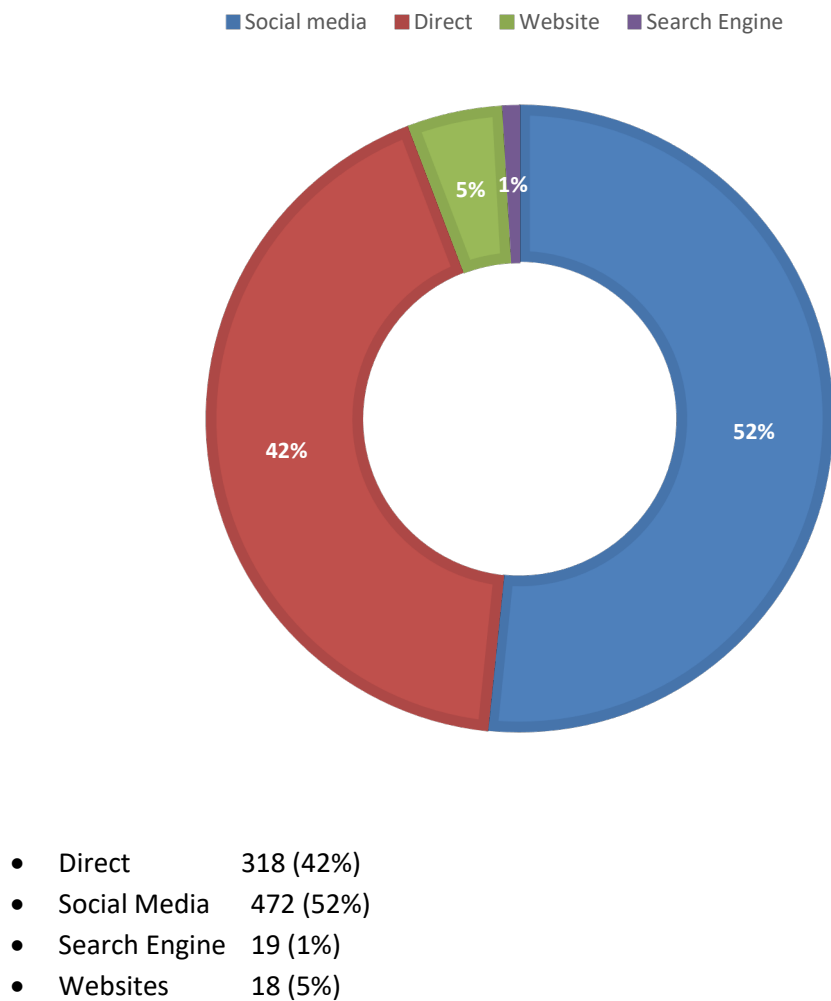


Age group	Percentage	Count
Under 9	0.21%	1
10-14	0%	0
15-19	0.62%	3
20-24	1.87%	9
25-29	7.68%	37
30-34	4.36%	21
35-39	8.09%	39

40-44	8.71%	42
45-49	11.20%	54
50-59	11.62%	56
60-64	13.49%	65
70-74	5.60%	27
75-79	6.43%	31
80-84	1.45%	7
85+	0.62%	3
Total	100%	482

Acquisition

Information regarding the method by which visitors arrived at the project site page.



Referral Types

Referral traffic is the segment of traffic that arrives on your website through another source, for example through a link on another domain.

Direct - Visitors who have arrived at a site by entering the exact web address or URL of the page.

Search Engine - Visitors who have arrived at a site via a search engine such as Google.

Websites - Visitors who have arrived at the site after clicking a link located on an external website.

Social media - Visitors who have arrived at a site by clicking a link from a known social media site such as Facebook, X or LinkedIn.

Contribution ID	Below are seven names council have suggested, we now ask you to nominate your two preferred names, or you may wish to provide alternative names							Please tell us your suggested name and why	Additional Comments
	Citrorella	Corymbia	Hackett	Miner	Pearson	Someville	Wauchope		
8722				1	1				
8723				1	1				As such prominent people who were loved in the community, it makes sense that Minear is an option.
8724				1	1				
8725			1	1					
8726			1		1				
8727			1			1			Sorry we don't need more streets named after trees.. fantastic in Seacliff, but that's enough.
8728				1					
8729				1			1		The Minear's we're family friends, I couldn't imagine a more deserving way to honour them in their community.
8730	1			1					
8731	1			1					
8732				1					
8733				1					
8735				1	1				Minear - amazing community family
8736				1					
8737	1						1		Names connecting back to the pre-existing estate are probably most appropriate. "Greed Street " and "Disappointment lane" and are also fitting. If I were a Good Samaritan of yester year I'd turn over in my grave if something in that development were named
8738				1		1			
8739	1				1			Acacia, telopea, saltbush, grenvillea Because their native flora and it would be nice to honour the previous species that may grown in that area.	Buying one of the townhouses
8740				1	1				
8741				1	1				
8742				1					Family connection to Harold and Dierdre Minear
8743				1					Amazing family
8744				1					
8745				1					
8746				1	1				
8747				1	1				My husband was the late Martin Minear, the youngest child of Deidre & Harold. It would be such a lovely gesture for this family who have been a pivotal part of this community.
8748				1	1				
8749			1			1			
8750				1				Harold after Harold Minear.	
8751				1	1				

8752				1					I was a college and friend of their late son Martin and would love it to be Minear
8754				1	1				The Minear family name has been connected with community and arts contributions in the City of Holdfast Bay for over 60 years. Their contribution deserves recognition.
8755				1	1				My parents have contributed significantly to the City of Holdfast Bay for 60 years. Their contribution to community arts & theatre, Catholic charities and Glenelg tourism is significant. The "gifts" they shared has enhanced the community for us all.
8756				1					
8757			1	1					
8758				1	1				
8759				1					
8760				1	1				
8761									I would like to suggest that rather than focusing on details of the street names, perhaps consider listening to the concerns of neighbours regarding the fact that there is no turn in to these new streets when travelling west down Sturt Rd and that this is going to result in around 50 extra cars doing U-turns in front of our house at number 26. Also more urgently prioritise the damage caused to our property (fence, blocking of light) and gate access that is still awaiting a date to be fixed 6 months after being reported. Not to mention the lack of communication surrounding any of the important issues caused by this development affecting neighbouring properties!
8762	1					1			
8763									It was my understanding all this land was owned by the Le Cornu family (however I am unsure) and if so I believe their name should be used.
8764	1	1							
8765									maybe one of them could be named after the family that had long ties to that particular area and are the reason the parcel of land has now been opened up for housing. They also planted many trees themselves for their family some, fortunately some still stand. LeCornu Avenue OR Lance Lane
8766				1					
8767			1						
8768	1	1							
8769							1		LeCornu - previous owners of the heritage home that previously stood there and prominent SA family
8770									I think you should engage the Kaurna community for suggestions and approval
8771			1		1				
8772	1						1		I also like Gillard ,1st female PM & Bryce , 1st female Gov General , but not linked to the Holdfast Bay Area
8773			1				1		Preference is to names related to local people within the area.
8774				1					I know the Minear name well through my association as a committee member and theatre director at St Jude's Players. The positive influence this family has had in community theatre for the local area of Brighton and surrounds cannot be stated highly enough
8775		1							I note at this point there are unfortunately no references to a Kaurna name
8776	1		1						New to the state and very impressed with the contribution MsHackett has made to the area.
8777				1			1		
8778				1					
8779				1					Harold & Deidre Minear have a lifetime of association with the area, particularly through the St Jude's players.

8780				1	1			
8781		1					1	
8782				1				
8783						1	1	
8784				1				
8785				1				
8786				1				
8787				1				
8788				1				
8789				1				
8790				1				
8791				1	1			Minear is preferred option
8792				1				
8793				1	1			
8794				1	1			
8795				1				Such a beautiful family who have so much to the area
8796				1	1			
8797				1	1			
8798			1	1				
8799				1				
8800				1				
8801			1			1		
8802				1			1	
8803				1	1			Harold and Deidre were stalwarts of St Jude's for many years. Pip Pearson spent a lot of time with the Over50's Club benefiting the whole Community
8804				1				
8805				1	1			
8806				1				
8807				1	1			
8808		1					1	
8809								Obviously, there needs to be something for all of the residents who opposed this development. The builder of this historic house, now lost, was Charles Patrick Wauchope (b1868) At least acknowledge history.
8810				1				
8811				1				
8812				1				
8813				1			1	
8814				1	1			
8815				1				
8816			1	1				Lived in Hove 45yrs moved to Moana 2023.
8817			1		1			
8818				1				
8819				1				
8820				1	1			
8821			1	1				I loved reading the stories behind the names.
8822				1				

8823				1				
8824				1				
8825	1			1				
8826				1	1			
8827	1						1	
8828	1			1				
8829			1	1				
8830				1				my great grandparents, Harold and Deidre Minear. you are both dearly missed ❤️❤️
8831				1				
8832				1	1			It would be an honour to see Harold and Deirdre Minear be recognised within a community they have lived and worked in for more than 58 years. And always were community people
8833								Citronella is NOT the species of Gum tree in question it is Corymbia citriodora
8834					1			
8835			1				1	
8836		1				1		When I moved to Adelaide I notice how many streets were named after prominent men in the state, the women are definitely underrepresented.
8837				1				I lived in Glenelg and Seacliff and believe Deirdre and Harold Minear deserve there legacy to be preserved with this wonderful gesture of a street named after them, how wonderful for their family
8838			1	1				
8839				1	1			
8841				1		1		
8842			1					I lived in the city of holdfast Bay between 1991 and 2004and still spend a lot of time in the area. The fact that Hackett hasn't already been recognised is a bit shameful she deserves recognition
8843				1	1			
8844				1			1	
8845				1				
8846				1				
8847				1				
8848				1				
8849				1				
8850			1	1				
8851				1				
8852				1	1			Miners family have been around for over 60 yrs in the brighton area. be
8853			1	1				Great to be asked. I personally knew the Minears and well aware of their commitment to the community. And as for Ms Hackett the donation of land to Minda Home a wonderful gesture.
8854				1		1		
8855				1				Harold and Deidre Minear have been a mainstay of the community, which also includes their involvement in the St Judes Players.
8856				1	1			

8857				1	1				Minears are the Brighton family,they have done so much for the community
8858				1	1				The Minear family are so well deserving of having a street name. Harold and Deidre were such an integral part of the Brighton community. Their service and love of their surroundings was inspiring.. what an honor it would be for their family in their memor
8859				1					
8860				1	1				
8861				1					Incredible human beings
8862				1					
8863	1			1					
8864				1					
8865			1				1		Please stop bulldozing iconic heritage buildings and established trees just to enable greedy developers to make obscene profits and put up the most butt-ugly, cramped and ill-suited houses with barely a blade of grass to be seen.
8866						1	1		I have seen the sign naming Corymbia already. So why are you requesting submissions for naming?
8867	1	1							
8868	1			1					
8869				1	1				
8870				1	1				
8871				1	1				
8872				1					I lived in Brighton & Glenelg & the minear name means a lotto me
8873	1	1							
8874				1					
8875				1					
8876				1	1				
8877			1			1			
8878				1					
8879				1					Originally from Mitchell Park, Glenelg and Brighton..
8880				1					
8881				1		1			
8882			1	1					1st choice is Minear
8883				1					
8884	1	1							
8885				1					
8886			1	1					
8887				1					
8888			1			1			
8889				1					
8890			1			1			
8891				1			1		
8892				1			1		
8893				1	1				
8894				1					
8895		1				1			

8896	1	1						
8897								Street Street
8898				1		1		
8899			1			1		
8900			1			1		
8901			1			1		
8902				1				What a fabulous legacy
8903				1				
8904				1	1			
8905	1	1						
8906				1	1			
8907	1			1				
8908				1				This family is the epitome of Brighton, the legacy should be timeless.
8909			1	1				
8910		1	1					
8911				1				
8912				1		1		
8913				1		1		
8914				1	1			
8915				1				
8916			1				1	
8917				1				
8918	1			1				
8919				1				
8920				1		1		
8921			1	1				Previously lived in the area for many years
8922		1		1				
8923				1	1			
8924				1		1		
8925				1		1		
8926							1	I'm a descendant of Charles Wauchope and it would be nice if his name remained with the land
8927				1		1		Former Hove resident
8928						1	1	
8929				1				City of holdfast Bay are a complete joke. All of our rates and taxes in Brighton go to Glenelg. Previous councillor's have left us all in a mess and should be held legally accountable
8930				1				
8931				1				
8932			1				1	
8933			1	1				
8934				1	1			
8935				1				
8936	1			1				
8937			1					
8938							1	
8939			1	1				

8940		1				1		Le Cornu - After the people who until recently owned the property	
8941				1					
8942				1	1				
8943			1	1					
8944				1					
8945				1					
8946				1	1				
8947				1		1			
8948				1					
8949								World professional tennis players, with supportive families to the community, and who both grew up in the local area. I am putting forward both -Mark Woodforde -Lleyton Hewitt.	I would appreciate feedback on my suggestion, Thankyou.
8950				1					
8951				1		1			
8952				1	1				
8953				1					
8954				1					
8955			1	1					
8956		1	1						
8958				1					
8959				1			1		
8960				1					Wonderful people
8961				1					
8962		1		1					
8963				1			1		
8964				1					
8965				1		1			
8966				1					
8967				1			1		
8968				1					
8969				1		1			
8970				1	1				
8971				1			1		
8972				1			1		
8973				1			1		
8974				1					
8975				1			1		
8976		1		1					
8977				1					
8978				1	1				
8979		1		1					
8980				1					
8981				1					both now deceased but were residents and owners of 21 Old Beach Road Brighton. After their passing the property was in name of

								daughter Sybil Woollard.The cottage, one of the originals constructed for the workers of Henry Highett, still remains.
8982	1			1				
8983				1	1			
8984			1			1		
8985				1			1	
8986		1		1				
8987				1				
8988					1			
8989				1				Na
8990			1				1	
8991				1				
8992			1	1				
8993			1	1				
8994			1	1				
8995	1						1	
8996				1				
8997				1			1	
8998				1				
8999						1	1	
9000				1			1	Minear is my preferred
9001				1		1		
9002			1	1				
9003				1		1		MINEAR please ... that family's contribution is enormous
9004		1	1					
9005				1				
9006				1				
9007				1				
9008				1	1			
9009			1				1	
9010				1		1		
9011	1	1						
9012				1				
9013				1				
9014	1						1	
9015				1			1	
9016			1	1				
9017				1				
9018	1			1				
9019					1			
9020				1	1			
9021				1	1			I am connected to the lovely Minear family through my husband Benjamin Minear
9022	1			1				
9024				1				
9025			1					I work at Tutti Arts Brighton. We were at the Minda Site originally and now opposite the Brighton Railway Station. Your council has a good

								connection to the disability community and it would be great to honour a local woman who supported disabled people.
9026				1				
9027				1		1		
9028				1		1		
9029				1	1			
9030				1				That is “ The Name 😊”
9031				1				
9032			1	1				
9033	1	1						I love those gums. I can see them dance in strong winds from my place.
9034				1				
9035				1				
9036				1			1	
9037				1				
9038				1	1			
9039				1				
9040				1	1			
9041				1				
9042							1	Le Cornu - the name from the owners who lived at this house for such a long time. An iconic name in South Australia
9043				1	1			
9044								There is no point as you will do what you want regardless of what I say as shown so many times before.
9045			1	1				
9046				1				
9047				1				
9048				1	1			
9049			1	1				
9050		1		1				
9051	1			1				
9052				1			1	
9053			1					Street 2 name
9054				1				Have worked with Harold at St. Judes players many years ago.
9055		1		1				
9056	1	1						
9057				1	1			
9058				1	1			
9059				1				
9060				1				
9061			1	1				
9062			1					
9063				1				
9064			1			1		
9065	1	1						Would have been great to have some options of first nations names.
9066			1					I grew up in Brighton. Feel Pip Pearson shouldn't be on list - using up half of Brighton, playing power games on council and as landlord can't compete the other nominees. Hackett showed caring to a downtrodden minority in a difficult era. Proud of Minda.
9067				1	1			Minear please

9068				1	1				
9069				1					
9070								<p>Mrs Topsy Waterman was a well known and loved identity in Sturt Road. She lived on the corner of Seymour St and Sturt Rd and taught at Brighton Primary School for decades. Her contribution to children in the community was enormous. Sadly, she passed away on 28th November 2020.</p> <p>My suggestion is 'Waterman' for one of the roads because Topsy lived nearby, was a Miss Australia entrant, was a prominent local identity, served the local community with distinction and was a magnificent, honourable person. Furthermore, she was not an import from elsewhere but was a true and admired nearby Sturt Road, Brighton, identity.</p> <p>Her memoirs are available, I believe, from the leader of the Brighton and Beyond archive.</p>	Having been born and lived in the area for a long time, the only recognisable local other names of similar weight are Pearson and Somerville, in my recollection. The Wauchope's remained exclusive and the others were imports.
9071								<p>I believe council should invite local First Nations people to suggest names for to be included in all areas with new roads to help enhance cultural learning of residents. I suggest Piltawodli circuit - possum place (council will need to check with appropriate people to check if that's suitable), and I suggest this because as a local resident, many possums have been displaced from trees removed (causing considerable territory and dietary challenges) and I'd like them to be remembered. Corymbia has already been installed as a street name, so this survey may be a bit late? And it's appears to be just one street, so perhaps a circuit?</p>	
9072				1	1				I have known the Minear's for 50 years and they have been an inspiration for the community
9073				1					
9074				1	1				
9075				1					
9076	1			1					
9077	1			1					
9078				1					Harold and Dierdre were always happy to help, no matter what the community event
9080			1			1			
9081			1			1			
9082				1			1		
9083				1	1				Selected Minear as my choice as I have been a family friend for over 50 years. I was previously a Chair of St. Jude's Players of Brighton with whom the Minear family were deeply involved.
9084	1			1				LeCornu - I could be wrong, but I heard that this family owned the house before it got sold to Taplin for redevelopment.	Thank you for letting us have a say.
9085				1					
9086			1	1					
9087			1	1					
9088			1			1			
9089				1	1				
9090				1	1				
9091				1					
9092				1	1				
9093				1	1				
9094				1					I knew Deidre and Harold Minear since 1968 and believe they truly deserve the honour of having a street named after them after all they contributed to the Holdfast community over many years.
9095						1			
9096				1		1			

9097				1					Very active community members whose example of love for their family and community is held in high esteem by many
9098				1					
9099				1					Naming a street after 2 people whose passion for their local culture and community seems like the most honourable choice. Council remembering people who did so much for its constituents on just feels right.
9100				1					
9101	1		1						
9103				1					In recognition of Mr and Mrs Minear's contribution to the community and charitable services, it would be fabulous to have a road named after them.
9104				1					
9105			1				1		
9106				1					
9107				1			1		
9108				1					I personally knew gather Minear's and their family in Glenelg and Brighton. What a most deserving tribute to name a street or road after them
9109			1				1		
9110				1					I knew Harold and Deirdre well, from my childhood through to adulthood. Both wonderful, generous hearted people who made such positive contributions to their community, professionally and personally.
9111				1			1		
9112				1			1		
9113				1	1				
9115				1					Great idea to have a "vote" on the names.
9116				1	1				
9117			1				1		
9118									'Le Cornu' is the name I would suggest, as the land was the once the long-term home of Lance Le Cornu and family after the Wauchope family lived on it. As far as I know, Le Cornu was the last owner of the property.
9119				1					
9121				1			1		
9122				1	1				
9170			1				1		
9171			1				1		
9173				1					
9174		1				1			
9181				1			1		
9182			1				1		Kenneth Bruce Hewish. Although not listed as a possible street name , there is a potential name that is long overdue. Brighton Council had a stated policy of naming streets after past mayors (see for example Brighton Council minutes of 25 May 1981 and 26 Sept 1983) Many mayors have had streets or parks named after them. Among those who haven't , the most deserving is Kenneth Bruce Hewish . He was mayor in 1954,55,70,72 and 73 . He holds the record for the longest service on the Brighton Council – 30 years. He actually did have a street named after him in line with Council policy. This was briefly known as Hewish Place , but was subsequently renamed Bungey Lane. For some reason the Council never got around to naming another road after him , even though subsequent mayors were honoured. We suggest that if it is not possible to include his name in this street naming , then his name should be noted for future reference.
9183				1	1				Minear is first preference then Pearson second
9185				1	1				

9186			1				1		Hackett, for her great contribution to the area. Wauchope as the original developer of the site.
9188				1		1			Shame so many trees were destroyed
9189				1					
9190	1			1					
9191	1	1							
9192								Lost tree road For obvious reasons	
9193			1				1		
9194			1			1			Surely streets around or in Minda should be named Hackett
9195				1					
9196				1	1				
9197		1					1		
9198				1	1				
9199								Le Cornu Court - in keeping of original owner of property.	None
9200								San Remo. This was a name of an area of Holdfast Bay dropped due to the second World War and the Italian connection, I think it was to become Somerton Park. This name was on my title when i purchased our house 33 years ago and i wondered why it changed. SA Remo Pasta i have been told started their Pasta business in Somerton Park many years ago.	San Remo conjures up thoughts of luxury sandy beach views in Europe
9201	1	1							
9202								Roady McRoadface	
9203								LeCornu. The entire area in question was owned for many years by Lance and his family. The family business did a lot for not only Brighton and Adelaide, but for the entire state of S.A.	
9204								Le Cornu Llora The Le Cornu family owned the property for many years and it is believed that Llora Le Cornu was the last/matriarchal resident of the property.	
9205						1			
9207								I am suggesting the name LE CORNU be considered as it was previously their estate and I feel reference should be made to their contribution to South Australia.	None of the suggestion above "float my boat"!!
9208	1	1							We lost the trees - let's remember them
9209	1	1							I vote for Corymbia and Citronella, even while noting the irony of so many being destroyed to make way for the development.
9210								McKenzie and Kinnear after two doctors who severed the community Dr Margaret Mckenzie and Dr Tim Kinnear	
9211			1				1		
9212			1			1			
9213		1							
9214									Surely more appropriate to have aboriginal names. This would be a tribute to the custodians who did so well looking after our country until we came and messed up.
9215	1		1						
9216	1					1			
9217								My suggestion for a name is because part of this era, encompassing Covid disaster I suggest we call one "Covid Close " and the other " Lucky Lane " as I doubt we would be in this housing Cris if covid had not decimated our countries and sent people back to their homelands	I would be happy for an indigenous name meaning the same

								and brought others home to theirs. All of a sudden good old boring Adelaide safe and it's been discovered. Raising housing prices.	
9219									LeCornu
9220								Le Cornu Family owned this land and home with it's much admired magnificent garden. They deserve recognition for what was there prior to building and garden being razed for this development.	I have lived in Holdfast Bay area for my entire life. Glenelg then Somerton (now Somerton Park).
9221							1	I think street 1 should be named ' Wauchope Crescent ' due to it's shape. Also the Wauchope's were the first owners of the land and kept the property in it's original state for all those years. I'm sure they had many offers from developers during this time. I think street 2 should be names ' Le Cornu Lane ' as it is a short road as many lanes are. I understand Lance Le Cornu the iconic retailer on Anzac Highway was the second owner of the property and until this development it was always referred by locals as ' the Le Cornu's estate '.	What a shame the council did not purchase the property and turn it into another ' Partridge House ' for weddings and historic events etc.
9222			1	1					I am in favour of women being recognised in public spaces however, I am also mindful that these choices are limited to residents of European heritage and this does not sit entirely comfortably with me. I am equally in favour of using the botanical names.
9223		1		1					
9224			1				1		
9225		1					1		My choices are to retain a historical element of the first people to build the house at 28 Stewart Road, and also commemoration of the Coryumbria gum's planted last century I think it's important for us to retain a historical element to our Brightoarea. I
9226								Tree killer Road Shame lane Disgrace Avenue	
9227			1				1		
9228						1	1	Where are the indigenous options please?	
9230			1	1					
9231				1					The name Minear is a household name in the suburb of Brighton and there is no more deserving family institution that should be signed for the street name.
9232								<p>Qurban</p> <p>Named after Ibrahim H. Qurban</p> <p>Contribution: The building of the Seacliff Rotunda, now demolished.</p> <p>Mr Ibrahim H. Qurban was an immigrant from Lebanon and arrived in Australia in 1892. In 1922 Qurban opened the Astoria as a residential cafe and then constructed, at his own cost, the Rotunda across the Esplanade, using the discarded concrete slats and piers from the Glenelg breakwater. (Source: (adapted from) Brighton Heritage Review 1998)</p> <p>He was an "Adelaide optician, who was a member of the [Brighton] Council, later to be Mayor, and a resident of Seacliff for ten years." "He erected the seventy slats and the parapet wall without cost to Council using discarded concrete slats and piers of the ill-fated Glenelg breakwater." (Adapted from The vanishing sands by Averil Holt)</p> <p>So, it was due to this man, who provided a large proportion of the cost, that the population of Adelaide was able to enjoy this large rotunda on the seashore at Seacliff, which was used for decades for public entertainment and enjoyment.</p> <p>To my knowledge, he is not recognised in any other way publicly.</p>	

9234								Warriwaltu Way - *Kurna name refers to Warradale area including Warradale station (only minutes from this locations) or Wituwattingga - also Kurna for Brighton area or Lowitja - after SA's very own Lowitja O'Donoghue AC CBM DSG - an Australian of the Year Connected geographically as she spent time at Colebrook/Eden Hills	I appreciate the connection with the names you have recommended but would sincerely appreciate it if a move could be made to be more mindful/inclusive, of the much longer heritage & connection with the lands on which we live and 'name'. Sincerely, Phil B
9236				1					
9237				1	1				I am involved with St Jude's Players in Brighton and hope the names Minear and/or Pearson are chosen.
9238	1					1			I think it's unusual that the survey closes end of this month but the land already has named street signs up so don't really feel like our answers matter
9239				1			1		
9241				1	1				
9242				1			1		
9243				1		1			
9244		1	1						
9245				1			1		
9249		1					1		Would like to see the reserve named "Isabell May Hackett"
9250								Le Cornu Lane In memory of the family of the same name that lived here for many years. The family operated furniture stores which were a "go to store(s) for generations. Perhaps a name for one of the short side roads in that development	My post code is Kingston park. 5049
9251				1					
9252				1			1		Incredible local family.
9253	1	1							I have bought in this estate and like the names that are on the current street signs there
9254				1	1				
9255					1	1			
9256			1		1				
9257					1				
9258					1		1		
9259		1			1				
9260					1				
9261					1				
9262					1				
9263					1	1			
9264					1		1		
9265								I nominate Pip Street. A play on words with Pipsqueak and still honouring 'Pip' Pearson who has been a towering example of Community service.	
9266					1				
9267					1				
9268					1		1		
9269				1	1				Minear is my first choice; they have done so much for both Glenelg and Brighton. A fitting choice.
9270					1				
9271			1	1					

9272			1	1				
9273			1	1				
9274				1	1			
9275	1			1				
9276			1	1				
9277			1			1		
9278				1		1		
9279				1	1			
9280				1		1		
9281			1	1				
9282	1			1				
9283					1			
9284				1	1			Minear is my preference
9285				1	1			
9286								Oscar Donald Hassam. I recommend to the Council that one of the roads be named after my great uncle, Lieutenant Oscar Donald Hassam (killed in action WW1). The Hassam family home was located where the current Woolworths store is 437 Brighton Road Brighton. It was a 2-storey building named “De La Haye House” and owned by Oscar’s mother, Frances Hassam. During the building of the first railway line the Railway Engineers and other employees were housed at De La Haye House. Oscar was a volunteer member of the Adelaide rifles and worked at Brighton Cement. Oscar was one of the first to join the 10th Battalion Australian Imperial Force on 19 August 1914 with a service number of 51. The 10th Battalion was also one of the first to land pre-dawn at ANZAC Cove on 25 April 1915. Despite his young age of 20 he had the rank Colour Sergeant Major (CSM) of “B” company at the time of the landing. The CSM holds the rank of Warrant Officer and is the most senior soldier who is not an officer. A company in WW1 had a complement of up to some 227 men. A substantial responsibility for someone so young. He was evacuated from ANZAC Cove on 18 May 1915 with Rheumatic Fever. Bearing in mind that at the time there were no antibiotics or modern medicine, in many cases it resulted in death. The disease was that serious that Oscar was offered repatriation back to Australia however he volunteered to stay with the Australian troops to finish the job. In November 1916 Oscar transferred to the Provos Corps (Military Police) and was later commissioned and as an officer and posted to France. During that time, he completed many hazardous duties and the family believes that he was recommended for one of the highest bravery awards a Military Cross. The recommendation was downgraded to Mentioned in Dispatches. This was awarded and the gazetted citation dated 7 April 1918 reads; for the period 26 February 1917 to 21 September 1917 Lieutenant Oscar Donald Hassam on a number of occasions performed distinguished, gallantry service and devotion to duty. The citation was signed by Sir General Douglas Haig. On 20 May 1918 on a bridge at Gilsy France he was wounded by what was believed to be a hand bomb from a German plane. Later that night he succumbed to his wounds and is buried with 6 other soldiers in the Gilsy Community Cemetery Somme France in the area where he fell, next to the bridge. Oscar was engaged to be married to Miss Jessie Skinner, who never married, and died young in the nineteen twenties. The family believes that Miss Skinner died of a broken heart. On 21 November 1926, Oscar’s mother Frances opened the original Brighton Arch of Remembrance with the widow of Sergeant W. Sievwright. It is believed that the Brighton Council provided an undertaking to name streets after those who did not return. The Hassam family has a deep connection with the Brighton area and it is fitting that a street be named after not only the family but one of our brave and dedicated citizens who gave his life for his Country, his State, and his local community. On behalf of the extended Hassam family, I sincerely recommend that one of the streets be named Hassam Street/ Avenue/Court in memory of one of Brighton’s finest volunteer soldiers who paid the ultimate sacrifice, his life.
9287				1			1	
9288				1				
9289		1		1				
9290	1			1				
9293				1	1			
9297			1	1				
9298				1				
9299				1				
9300				1				
9301			1				1	
9302				1				
9303				1				They were the best, the whole of Brighton new exactly who they were and they brought a smile to everyone's face! Please give it a go.
9304				1				

[illegible]

Attachment 2

22 March 2024

Lea Daly
5 Banksia Court
Hove SA
5048

Mr Anthony Marroncelli
Manager Development Services
City of Holdfast Bay
24 Jetty Road
Brighton SA
5048

Dear Anthony
28 Sturt Road – Naming of new roads

I recommend to the Council that one of the roads be named after my great uncle, Lieutenant Oscar Donald Hassam (killed in action WW1).

The Hassam family home was located where the current Woolworths store is 437 Brighton Road Brighton. It was a 2-storey building named “De La Haye House” and owned by Oscar’s mother, Frances Hassam. During the building of the first railway line the Railway Engineers and other employees were housed at De La Haye House.

Oscar was a volunteer member of the Adelaide rifles and worked at Brighton Cement. Oscar was one of the first to join the 10th Battalion Australian Imperial Force on 19 August 1914 with a service number of 51.



Oscan Donald Hassam before leaving Australia for overseas service.

The 10th Battalion was also one of the first to land pre-dawn at ANZAC Cove on 25 April 1915. Despite his young age of 20 he had the rank Colour Sergeant Major (CSM) of “B” company at the time of the landing. The CSM holds the rank of Warrant Officer and is the most senior soldier who is not an officer. A company in WW1 had a complement of up to some 227 men. A substantial responsibility for someone so young.

He was evacuated from ANZAC Cove on 18 May 1915 with Rheumatic Fever. Bearing in mind that at the time there were no antibiotics or modern medicine, in many cases it resulted in death. The disease was that serious that Oscar was offered repatriation back to Australia however he volunteered to stay with the Australian troops to finish the job.

In November 1916 Oscar transferred to the Provos Corps (Military Police) and was later commissioned and as an officer and posted to France.

During that time, he completed many hazardous duties and the family believes that he was recommended for one of the highest bravery awards a Military Cross. The recommendation was down graded to Mentioned in Despatches. This was awarded and the gazetted citation dated 7 April 1918 reads ;for the period 26 February 1917 to 21 September 1917 Lieutenant Oscar Donald Hassam on a number of occasions performed distinguished, gallantry service and devotion to duty. The citation was signed by Sir General Douglas Haig.

On 20 May 1918 on a bridge at Gilsy France he was wounded by what was believed to be a hand bomb from a German plane. Later that night he succumbed to his wounds and is buried with 6 other soldiers in the Gilsy Community Cemetery Somme France in the area where he fell, next to the bridge.

Oscar was engaged to be married to Miss Jessie Skinner, who never married, and died young in the nineteen twenties. The family believes that Miss Skinner died of a broken heart.

On 21 November 1926, Oscar’s mother Frances opened the original Brighton Arch of Remembrance with the widow of Sergeant W. Sievwright. It is believed that the Brighton Council provided an undertaking to name streets after those who did not return.

The Hassam family has a deep connection with the Brighton area and it is fitting that a street be named after not only the family but one of our brave and dedicated citizens who gave his life for his Country, his State, and his local community.

On behalf of the extended Hassam family, I sincerely recommend that one of the streets be named Hassam Street/ Avenue/Court in memory of one of Brighton's finest volunteer soldiers who paid the ultimate sacrifice, his life.

Yours faithfully

Lea Daly

Cc Brighton Historical Society



Oscar Donald HASSAM

Regimental number	51
Place of birth	Morton Grange, South Australia
School	Public School
Religion	Church of England
Occupation	Warehouseman
Address	Delahay, Brighton, South Australia
Marital status	Single
Age at embarkation	20
Next of kin	Mother, Mrs F Hassam, Brighton, South Australia
Previous military service	Served in the Citizen Forces
Enlistment date	19 August 1914
Date of enlistment from Nominal Roll	19 August 1914
Rank on enlistment	Colour SCT
Unit name	10th Battalion, B Company
AWM Embarkation Roll number	23/27/1
Embarkation details	Unit embarked from Adelaide, South Australia, on board Transport A11 <i>Ascanius</i> on 20 October 1914
Regimental number from Nominal Roll	Commissioned
Rank from Nominal Roll	2nd Lieutenant
Unit from Nominal Roll	Australian Provost Corps
Recommendations (Medals and Awards)	Mention in Despatches
	Awarded, and promulgated, 'London Gazette' No. 30706 (28 May 1918); 'Commonwealth Gazette' No. 165 (24 October 1918).
	Mention in Despatches
	Awarded, and gazetted, 'London Gazette', second Supplement, No. 30448 (28 December 1917); 'Commonwealth Gazette' No. 57 (18 April 1918).
Other details from Roll of Honour Circular	10th Battalion, 2nd Brigade C Company. First landing party at Gallipoli
Fate	Died of wounds 20 May 1918
Place of death or wounding	Somme, France
Age at death	23.4
Age at death from cemetery records	23
Place of burial	Glisy Communal Cemetery (In South-West Corner), France
Panel number, Roll of Honour, Australian War Memorial	185
Miscellaneous information from cemetery records	Parents: William and Frances HASSAM, Brighton, South Australia
Family/military connections	Cousin: Major I. Cambell Johnson, deceased. Cousin: Lieut Edwin Cambell Johnson, dec'd
Other details	Medals: 1914-15 Star, British War Medal, Victory Medal

Oscar Donald: The ninth child of William and Frances Hassam

Oscar Donald Hassam.

Born 30.1.1895

Died of Wounds, May 20th 1918.



Oscar Donald Hassam

Oscar was born at "Morton Grange", Woodchester. After the death of his father he went to live in Glenelg and then Brighton with his mother. He worked at Brighton Cement Works.

Oscar was a member of the Adelaide Rifles. He was a senior Colour Sergeant for the first troop leaving Australia in the 1914-1918 War. Oscar served in and survived the Gallipoli campaign, but in France when on duty as a traffic control officer he was killed as a bridge was blown up by the enemy. He had had the chance of being repatriated with rheumatic fever but he chose to carry on in the war. Frances Hassam said that Oscar only wanted to be a soldier.

At the time of his death Oscar was a lieutenant. A cable was sent to his mother on 19.3.1917. "Promoted Second Lieutenant Anzac Provost Corps letter follows. Hassam". The Provost

Oscar Donald: The ninth child of William and Frances Hassam

Corps was the Military Police and as Oscar was a big man, standing six foot three inches, was probably a reason that he was selected for the Provost Corps.

Oscar's name is included in the list of fallen on the War monument by the Brighton Jetty in South Australia. Frances Hassam had the honour of performing the unveiling ceremony at the Brighton war memorial. She received a war pension after Oscar was killed as he was unmarried.

Oscar was engaged to be married to Miss Jessie Skinner, who never married, and died young in the nineteen twenties.

Oscar's sister, Blanche, visited his graveside in France when she was on a world tour, and a great nephew Oscar Dale Hassam visited the Gallipoli Peninsula when on a world tour.



**Oscar Hassam
while on active duty**

<p>NOTE. CABLE IS STATE OWNED</p>	<p>COMMONWEALTH OF AUSTRALIA.</p> <p>POSTMASTER-GENERAL'S DEPARTMENT, SOUTH AUSTRALIA.</p> <h1 style="margin: 0;">CABLEGRAM</h1> <p style="font-size: small;">This message has been received subject to the Post and Telegraph Act and Regulations. All Communications to be addressed, in writing, to the Deputy Postmaster-General.</p>
<p>Message No. 10-8 Date: 15-11-1918 Time: 7:15 PM Place: Brighton</p>	
<p>Message: Mr. Frances Hassam Brighton St. promoted second Lieutenant provost corps letter follows Best wishes Hassam</p>	



Oscar Hassam in Egypt during World War One



An Going Memory

OF

LIEUT. OSCAR DONALD HASSAM

10TH BATTALION, A.I.F.
ANZAC PROVOST CORPS

WHO DIED FROM WOUNDS RECEIVED IN
FRANCE, ON MAY 20TH, 1918.

AGED 23 YEARS.

He left his home, his native land,
To help Australia's gallant band;
His heart was brave, he knew no fear,
And Freedom's cause to him was dear.
The soul of his country swells with pride
With the deeds he did and the death he died.
His manly form rests in a foreign grave,
But his name will live with Australia's brave.
Great is our sorrow, but God knows best --
He has taken our loved one home to rest.

Citronella

The suggested name 'Citronella' represents an attribute of a species of tree currently found on the land. The essential oil of the lemon scented gum mainly consists of citronellal, which is known for its pleasant aroma and therapeutic properties.

Corymbia

The suggested name 'Corymbia' is in recognition of the botanical name given to the remaining stand of lemon-scented gum trees located along the north eastern and eastern boundary of the new residential estate. The trees were planted last century and represent the only remaining feature on the land that is associated with the previous estate.

Isabel May Hackett

Isabel May Hackett (1883 – 1953) is a notable local identity and a philanthropist who spent most of her life at Avenue House on King George Avenue, which is now part of the Minda site. Ms Hackett provided support to the disabled, youth and community of Brighton, donating her property and 35 acres of land to Minda, an organisation close to her heart. Ms Hackett also donated 161 acres of land to the Brighton Council to expand the esplanade and accommodate the expansion of North Brighton Cemetery. Ms Hackett's last gift was land for the now Brighton Secondary School.



Harold Minear and Deidre Minear

Harold Minear (1928 - 2020) was a highly regarded journalist, theatre critic, advertising executive and writer who resided at 12 Cedar Avenue, Brighton from 1974, which remains the family residence today. Prior to that, Harold and his family lived in Byron Street, Glenelg for ten years. Over many decades, Mr Minear wrote, produced, directed and starred in numerous productions for various Adelaide theatre groups. His first connection with St Jude's Players – a community theatre group based in Brighton for over 50 years – was in the early 70s. In his many years with St Jude's, Mr Minear wrote and produced numerous highly regarded shows. He was also elected Chairman and remained a Committee Member and Publicity Officer well into his 80s. Mr Minear was awarded a 'Life Achievement Award' in 2009 from the 'Adelaide Critics Circle'.



Deirdre Minear (1929 - 2024) spent many years working for the Glenelg Retail Traders & Tourism Association as an Events Organiser. Mrs Minear was deeply involved with the organisation of the Miss Glenelg Pageants and the establishment of the first "Mardi Gras" along Jetty Road in the early 1980s. Harold and Deirdre Minear have left an enduring legacy of culture and entertainment for the Brighton and Glenelg community and underlines the strong tradition the City of Holdfast Bay has for the arts today.



Malcolm 'Pip' Pearson

The name is in recognition of the Pearson family and its inter-generational service to the Glenelg and Brighton community, and Malcolm 'Pip' Pearson in particular, who has served as President and Treasurer of Brighton Over 50's Club for over 25 years, as well as being a Permanent Senior Member of the Brighton and Seacliff Yacht Club. Mr Pearson is a Life Membership of Brighton Lacrosse Club, served as a City of Brighton Councillor from 1985 to 1993, and is a recent recipient of the City of Holdfast Bay 'Active Citizen Award'. Aside from his community service, Mr Pearson ran the family butcher shop on Brighton Road from 1974 to 1988, which was previously operated by his parents, Darcy and Jen, since 1945. Darcy and Jen's service to the community extended to sporting and social groups, Brighton High School Council, and countless hours devoted to charity work.



Dorothy Somerville

Dorothy Somerville (1897 – 1992) was an eminent solicitor in South Australia who resided at 154 Esplanade, Brighton since 1913 (Local Heritage Place). Ms Somerville was the first female sole practitioner in Australia and the first to establish an all-female law practice. Ms Somerville was instrumental in breaking barriers for future generations of women, serving as Honorary Solicitor from 1925 -1971 to the CWA (SA) and involved herself with Wanslea Inc. (Emergency Homes for Children).



The Wauchope family

The Wauchope family, led by Charles Patrick Wauchope (1868 – 1932), has a direct association with the land at 28 Sturt Road, being the owners from 1920 to 1957. Charles married Margaret Calder Balfour (1867 – 1911) in 1893, and subsequently, he became Chairman of Directors of the iconic Balfour Wauchope Ltd bakery. The Wauchope family were the first documented European residents of the land at 28 Sturt Road and commissioned the construction of the original homestead in 1922. Charles' son, Malcolm Wauchope, opened the first dental consulting rooms in Brighton in 1922. His practice was at 486 Brighton Road Brighton, a dental practice is still in existence there today.

Item No: 15.5**Subject:** BRIGHTON TENNIS CLUB LICENCE

Summary

The Brighton Tennis Club Incorporated currently holds a twenty-year lease to operate from the premises at 33 Torr Avenue, Brighton with a right to renegotiate the terms of conditions of a new licence. Having exercised its right of renewal prior to the expiration of the current licence, this report seeks the City of Holdfast Bay's (the Council's) endorsement for a new licence to be issued to the Brighton Tennis Club Incorporated to occupy the premises for a further five-year period.

Recommendation

1. **That Council enters into a Licence Agreement with the Brighton Tennis Club Incorporated over the portion of land comprised in Certificate of Title Volume 5775 Folio 258 until 30 June 2029 in accordance with the terms and conditions in the document provided as Attachment 1 to this report.**
2. **That the Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to this lease.**

Background

The Brighton Tennis Club Incorporated has enjoyed continuous occupation of the premises at 33 Torr Avenue, Brighton to operate a social and competition tennis club since 1953. The Brighton Tennis Club Incorporated caters for social players and competition teams, with its courts shared with the public also. The current twenty-year licence is set to expire, and the Brighton Tennis Club Incorporated has exercised its right to negotiate the terms of a new licence for the premises.

Report

Council Administration and the Brighton Tennis Club Incorporated have agreed on terms for a new licence to occupy the tennis courts and building located at 33 Torr Avenue, Brighton. The agreed terms have been incorporated in the Licence Agreement which has been signed and sealed by the Brighton Tennis Club Incorporated.

Refer Attachment 1

Pursuant to the provision set out in the Sporting and Community Club Leasing Policy, the new Lease Agreement will be for a period of five years and includes an option to renew for a subsequent five-year term and will incur an annual commencing rent of \$1,000 (plus GST) which will be subject to annual CPI increases.

The Brighton Tennis Club Incorporated is one of the most highly patronaged tennis clubs in the City of Holdfast Bay, where continued residency of its premises is important for so many in the community.

Budget

Revenue from the Brighton Tennis Club Licence is reflected in council's Annual Business Plan for 2024-25.

Life Cycle Costs

There are no life cycle costs associated with renewing the Licence for the Brighton Tennis Club.

Strategic Plan

Vision - Creating a welcoming and healthy place for everyone.

Council Policy

Sporting and Community Leasing Policy

Statutory Provisions

Local Government Act 1999

Retail and Commercial Lease Act 1995

Written By: Manager, Development Services

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

LICENCE

BETWEEN

CITY OF HOLDFAST BAY
ABN 62 551 270 492
(Licensor)

and

BRIGHTON TENNIS CLUB INC
ABN 74 282 166 190
(Licensee)



Licence

Parties

1. **City of Holdfast Bay** ABN 62 551 270 492 of PO Box 19 Brighton SA 5048 (**Licensor**)
2. **Brighton Tennis Club Inc** ABN 74 282 166 190 of 33 Torr Avenue Brighton 5048 (**Licensee**)

Grant of Licence

The Licensor grants to the Licensee a licence to use the Licence Area described in this Schedule on the terms and conditions contained in this Schedule and the attached Standard Licence Terms which form part of this Licence.

SCHEDULE

Item 1	Land The whole of the land comprised in Certificates of Title Register Book Volume 5775 Folio 258
Item 2	Licence Area That portion of the land comprised in Certificate of Title Register Book Volume 5775 Folio 258 as delineated in red on the plan attached hereto as Annexure A and known as the Brighton Tennis Club, 33 Torr Avenue Brighton 5048
Item 3	Licence Fee Subject to the Licence Fee review provisions contained herein and clause 17, the annual Licence Fee will be One Thousand Dollars (\$1,000.00) plus GST
Item 4	Commencement Date 1 July 2024
Item 5	Expiry Date 30 June 2029
Item 6	Permitted Use The provision of community recreational tennis and for such other lawful use to which the Licensor may consent in writing.
Item 7	Times of Use 1. Courts 1, 2, 3 and 4 are for the exclusive use of the Licensee at all times.

	<p>2. Courts 5 and 6 are to be kept available for the use of the community, free of charge. These courts will remain open and the nets will be fixed by the Licensee at the appropriate height. The courts will be available at all times except when required by the Licensee for organised activities of the Club. Such activities include, but are not restricted to:</p> <ul style="list-style-type: none"> • Competitive tennis • Social tennis • Team practice • Individual and team coaching • Total complex hiring • Other purposes agreed by the Council and the Licensee <p>3. Apart from organised activities of the Licensee, no other permanent use (including professional coaching) is permitted on courts 5 and 6 unless agreed to by Council and the Licensee.</p> <p>4.</p>
Item 8	Licence Fee Review
Dates:	1 July 2025, 2026, 2027, 2028 and 2029
Method:	As at and from each review dated there shall be a CPI Review.
Item 9	Renewal
	A term of five (5) years commencing on 1 July 2029
Item 10	Services
	Nil
Item 11	Outgoings
	SA Water rates and charges [TBA]
Item 12	Licensee's Share
	Not Applicable
Item 13	Public Risk Insurance
	The Licensee must effect and keep current during the Term a policy of public risk insurance applicable to the Licence Area and the Permitted Use in the name of the Licensee (but noting the Council's interest) for an amount not less than \$20,000,000.00 per claim and unlimited in the annual aggregate, or such higher amount as the Licensor may reasonably require from time to time.

Item 14	<p>Special Conditions</p> <p>1. Child Safe Environment</p> <p>1.1 The Licensee acknowledges that the City of Holdfast Bay is committed to providing a child safe environment (as defined by the <i>Children and Young People (Safety) Act 2017 (SA)</i>) at all times. A child safe environment is ‘an environment, which is both child-safe and child-friendly, where children are valued and feel respected and encouraged to reach their full potential.</p> <p>1.2 The Licensee represents to the Licensor that it has fulfilled and will ensure that it continues to fulfil its requirements under the <i>Children and Young People (Safety) Act 2017 (SA)</i> in relation to occupying the Licence Area for the Permitted Use.</p> <p>1.3 The Licensee must act in the best interests of the community at large.</p> <p>1.4 The Licensee must at the request of the Licensor provide a current police clearance, working with children check and/or the relevant criminal history screening certificate under relevant legislation for the Licensee or any of the Licensee’s officers, volunteers, members, employees, contractors, tenants and agents who provide recreation and education services from the Licence Area.</p> <p>1.5 If the Licensor makes a request of the Licensee under this Special Condition, the Licensee must provide the requested documents within ten (10) business days of such request. Failure to do so will be considered a breach of an essential term of this Licence.</p> <p>2. Use of Licence Area</p> <p>2.1 The Licensee acknowledges that the grant of this licence is non-exclusive, and that the Licensor may in its absolute discretion, grant a licence to third parties for the use of the Licence Area during the Times of Use or such other times determined by the Licensor. The Licensor agrees to consult with the Licensee prior to exercising its rights of this Special Condition.</p> <p>2.2 The Licensee must leave the Land (including the Licence Area) in a clean and tidy state at the end of each use.</p> <p>2.3 The Licensee must not undertake any alterations, additions or modifications to any structure, path or anything built on the Land or within the Licence Area without the prior written consent of the Licensor</p>
---------	---

	<p>2.4 The Licensor will maintain the Licence Area during the Term to a higher standard than a public reserve (as defined in the Licensor's Sporting and Community Leasing Policy).</p> <p>2.5 Smoking is not permitted on the Licence Area.</p> <p>2.6 A breach of any of the Special Conditions will constitute a breach of this Licence.</p> <p>2.7 The Licensee must keep the Chief Executive Officer of the Licensor advised at all times of the names and telephone numbers of at least two (2) current contact persons.</p> <p>2.8 For the avoidance of doubt, the Licensee acknowledges that the Licensor has no liability or responsibility for any fixtures, fittings and/or other items installed, owned or otherwise brought onto the Licence Area by the Licensee.</p> <p>3. Miscellaneous</p> <p>3.1 The Council is responsible for the maintenance of courts, nets and net posts for courts 5 and 6. The standard of maintenance by council of courts 5 and 6 is to be at a commensurate standard of maintenance required of the Licensee pursuant to this License for courts 1, 2, 3 and 4.</p> <p>3.2 Council will permit the Licensee to load and unload goods onto the premises from within the Council's designated carparking area at the rear of 24 Jetty Road Brighton whenever practicable.</p> <p>3.3 The granting of a rate rebate with regard to Council rates levied on the property is not automatic. The Licensee is required to submit a rate rebate request form as required to enable the rate rebate to occur.</p> <p>3.4 In the event of the Licensee's dissolution, the Licensee acknowledges that any equipment purchased by it with the assistance of financial grants made available by the Council, will revert to Council unless otherwise agreed by Council.</p>
--	---

STANDARD LICENCE TERMS

1. DEFINITIONS AND INTERPRETATION

In this Licence, unless the context otherwise requires:

- 1.1 **Authority** means any governmental, semi-governmental or other authority having jurisdiction or authority in respect of the Licence Area;
- 1.2 **Commencement Date** means the date in Item 4;
- 1.3 **Licence Fee Review** is a review of the then current annual Licence Fee to an amount calculated by changing the Licence Fee payable by the Licensee during the year immediately preceding the review date (disregarding any Licence Fee free period or other incentive) by a percentage figure equal to the amount (expressed as a percentage) by which the Consumer Price Index (Adelaide - All Groups) has changed during the one year period immediately preceding the relevant review date provided that if during the term the Consumer Price Index ceases to be published or substantially changes, the Licensor will select another similar index or indicator of changes in consumer costs in lieu of the Consumer Price Index for the purposes of this definition;
- 1.4 **Expiry Date** means the date in Item 5;
- 1.5 **Default Rate** means the rate which is two per centum (2%) per annum greater than the published annual rate of interest charged from time to time by Westpac Banking Corporation on overdraft facilities of more than \$100,000.00 and if there is more than one rate published the highest of those rates;
- 1.6 **Land** means the land described in Item 1;
- 1.7 **Licence Area** means the licence area described in Item 2;
- 1.8 **Licence Fee** means the fee in Item 3;
- 1.9 **Licensee's Agents** means each of the Licensee's agents, contractors, subcontractors, employees, officers, sublessees, licensees, invitees, or any other person claiming through or under the Licensee;
- 1.10 **Licensee's Share** means the proportion specified in Item 12;
- 1.11 **Licensor's Agents** means each of the Licensor's agents, contractors, subcontractors, employees, officers, sublessees, licensees (excluding the Licensee or the Licensee's Agents), invitees, or any other person claiming through or under the Licensor;
- 1.12 **Outgoings** means the outgoings described in Item 11;
- 1.13 **Permitted Use** means the use described in Item 6;
- 1.14 **Renewal Term** means the term (if any) of renewal or extension specified in Item 9;
- 1.15 **Review Date** means the dates in Item 8;
- 1.16 **Schedule** means the schedule attached to this Licence;

- 1.17 **Services** means electricity, gas, water, oil, telephone and other like services together with the services described in Item 10;
- 1.18 **Term** means the term commencing on the Commencement Date and expiring on the Expiry Date and any extension or renewal of this Licence or any period during which the Licensee uses the Licence Area;
- 1.19 **Times of Use** means the times set out in Item 7;
- 1.20 a reference to any document is a reference to that document as varied, novated or replaced from time to time;
- 1.21 the singular includes the plural and vice versa;
- 1.22 a reference to a gender includes all genders;
- 1.23 the use of the word “including” does not limit what else might be included;
- 1.24 a reference to a thing includes all or any part of it;
- 1.25 where a word or phrase is defined, its other grammatical forms have a corresponding meaning;
- 1.26 a reference to a person or entity includes a natural person, a partnership, corporation, trust, association, unincorporated body, authority or other entity;
- 1.27 a reference to a party includes that party’s legal personal representatives, successors and permitted assigns;
- 1.28 a term which purports to bind or benefit two or more persons binds or benefits them jointly and severally;
- 1.29 headings are inserted in this document for convenience only and are not intended to affect its interpretation;
- 1.30 a reference to a statute, ordinance, code or other law includes regulations and other instruments issued under it and consolidations, amendments, re-enactments or replacements of any of them; and
- 1.31 a reference to an Item means an Item in the Schedule.

2. **GRANT OF LICENCE**

The Licensor grants to the Licensee a non-exclusive licence to use the Licence Area for the Permitted Use and during the Times of Use. The Licensor will permit the Licensee and the Licensee’s Agents access for the purpose of ingress and egress to and from the Licence Area without hindrance over across and along all such parts of the Land as are reasonably necessary to access the Licence Area.

3. **TERM**

This Licence commences on the Commencement Date and continues until the Expiry Date or the prior surrender or termination of this Licence.

4. **LICENCE FEE**

- 4.1 The Licensee must pay to the Licensor or as the Licensor directs the Licence Fee without demand, set-off, counterclaim, withholding or deduction by way of an annual payment by 15 November each year during the Term.
- 4.2 The Licence Fee will be reviewed on each Review Date in the manner described in Item 3.
- 4.3 Until the new licence fee has been determined, the Licensee must continue to pay the Licence Fee payable before the Review Date.
- 4.4 Any variation in the Licence Fee takes effect on the Review Date and within fourteen (14) days of determination the Licensor must refund any overpayment or the Licensee must pay any shortfall.

5. **SERVICES**

The Licensee must pay charges for all Services supplied by any Authority to the Licensee.

6. **OUTGOINGS**

- 6.1 The Licensee must pay or reimburse to the Licensor, or as the Licensor directs, the Licensee's Share of all Outgoings levied, charged or assessed in respect of the Licence Area or the Land.
- 6.2 The Outgoings will be adjusted between the Licensee and the Licensor as at the date of commencement, expiry or termination (as the case may be) and the Licensor's proportion will be so much of any Outgoing that relates to any period of time not included in the Term of this Licence.

7. **POWER AND OTHER UTILITIES**

- 7.1 The Licensee must pay as and when they are due for payment, all costs for the use of the consumption of electricity supplied to or used from the Licence Area.
- 7.2 If there is no separate meter for recording or measuring the services and utilities consumed on or from the Licence Area, then the Licensee must, if required by the Council, install the necessary meters at its own cost.
- 7.3 Without limiting the generality of this clause 7, the Licensee will comply in all respects with the *Electricity (General) Regulations 2012* (SA) and any other applicable electricity laws.

8. PERMITTED USE

- 8.1 The Licensee must only use the Licence Area for the Permitted Use and during the Times of Use.
- 8.2 The Licensee must:
- (a) not carry on any offensive or dangerous activities on or from the Licence Area;
 - (b) not create a nuisance or disturbance for the Licensor or for the owners or occupiers of any adjoining property;
 - (c) ensure at all times that activities conducted on or from the Licence Area do not discredit the Licensor; and
 - (d) not transfer, sublicense, charge or otherwise part with his, her or its interest in this Licence or otherwise part with possession of the Licence Area.

9. LICENSOR'S RIGHTS AND OBLIGATIONS

- 9.1 Subject to the Licensor's rights and to the Licensee complying with the Licensee's obligations under this Licence, the Licensee may occupy the Licence Area during the Times of Use during the Term without interference from the Licensor.
- 9.2 The Licensor may enter the Licence Area at any time and without notice for any purpose including inspection or to carry out maintenance, repairs or building work which are the responsibility of the Licensor.

10. LICENSEE'S OBLIGATIONS

The Licensee must at its cost:

- 10.1 obey any law that requires the Licensee to do, or to refrain from doing anything concerning the Licence Area, the Licensee's use of the Licence Area, or this Licence;
- 10.2 obtain and keep current all consents, authorities, permits and licences necessary for the lawful conduct of the activities conducted by the Licensee in the Licence Area;
- 10.3 ensure that the Licence Area are used carefully and responsibly and in accordance with any directions that may be given by the Licensor from time to time;
- 10.4 immediately repair or make good any damage to the Land and/or the Licence Area caused or contributed by the act, omission, negligence or default of the Licensee (and/or its invitees);
- 10.5 only use the Licence Area for the Permitted Use specified in the Schedule;
- 10.6 keep the Licence Area clean and tidy and free from animals, vermin and pests;

- 10.7 comply with all laws, requirements and reasonable directions of the Licensor in relation to occupational health and safety, public health, fire safety and safety generally;
- 10.8 comply with all laws relating to:
 - (a) the Licensee's use and occupation of the Licence Area; and
 - (b) the Permitted Use;
- 10.9 obtain the Licensor's consent before the Licensee alters, installs any equipment , re-designs the Licence Area or does any other building work in or on the Licence Area;
- 10.10 comply with the reasonable rules, requirements and directions of the Licensor regarding the use of the Licence Area and the Land;
- 10.11 following each Time of Use the Licensee must remove all rubbish and other items brought onto the Licence Area, and promptly make good any damage caused by the Licensee; and
- 10.12 upon the expiration or earlier cancellation of this Licence, make good any damage it has caused to the Licence Area during the Term.

11. RISK AND INSURANCES

- 11.1 The Licensee must effect and keep current during the Term the insurance policies specified in Item 13.
- 11.2 The Licensee must:
 - (a) whenever the Licensor asks, give the Licensor a copy of each insurance policy or a certificate of currency for the insurance; and
 - (b) notify the Licensor immediately if any such policy is cancelled or an event occurs which may allow a claim or affect rights under the policy.
- 11.3 The Licensee occupies and uses the Licence Area at the Licensee's own risk.

12. RELEASE AND INDEMNITY

- 12.1 The Licensee indemnifies the Licensor and the Licensor's Agents against any action or demand due to any damage, loss, injury or death caused or contributed to by:
 - (a) the Licensee's act, omission, default or negligence;
 - (b) the Licensee's use or occupation of the Licence Area and/or the Land;
 - (c) any breach of this Licence by the Licensee;
 - (d) damage to property or injury or death to any person; or

- (e) any fire on or from the Licence Area, and the overflow or leakage of water or any other harmful substance or thing into or from the Licence Area.
- 12.2 The Licensee indemnifies the Licensor against any action or demand due to any damage, loss, injury or death caused or contributed to by the Licensor doing anything which the Licensee must do under this Licence, but has not done or has not done properly.
- 12.3 Each indemnity in this clause is independent from the Licensee's obligations under this Licence and does not end when this Licence ends.
- 12.4 The Licensee releases the Licensor and the Licensor's Agents from, and agrees that the Licensor and the Licensor's Agents will not be liable for liability or loss arising from, or costs incurred in connection with:
 - (a) damage, loss, injury or death; and
 - (b) anything the Licensor is permitted or required to do under this Licence,except to the extent that the Licensor causes this by a negligent act or negligent omission.

13. **BREACH**

- 13.1 The Licensee breaches this Licence if:
 - (a) the Licence Fee or any part of it is unpaid, it disobeys or otherwise fails to perform any term of this Licence and such noncompliance continues for a period of fourteen (14) days following service of a written notice of such default; or
 - (b) an order is made or a resolution passed that the corporation be wound up;
 - (c) an order is made or a meeting is called for the appointment of a provisional liquidator, a liquidator or an administrator to the Licensee;
 - (d) an administrator, a receiver, a manager or an inspector is appointed in respect of the Licensee or any of the assets of the Licensee;
 - (e) the Licensee is insolvent within the meaning of the *Corporations Act 2001* (Cth); or
 - (f) execution is levied against the Licensee and is not discharged within one (1) calendar month.
- 13.2 If the Licensee is in default of this Licence under clause 13.1 then Licensor may, without prejudice to any other right it has, terminate this Licence and re-enter the Licence Area without further notice to the Licensee.

14. RENEWAL

14.1 If a right of renewal has been granted to the Licensee as described in Item 9 and the Licensee wishes to exercise that right of renewal, then the Licensee must serve a written notice on the Licensors not less than three (3) months and not more than six (6) months before the expiry of the then current term stating it requires a renewal of this Licence.

14.2 The Licensee will not be entitled to a right of renewal if:

- (a) the Licensee has been in breach of this Licence at any time before giving notice of the Licensee's exercise of the right of renewal;
- (b) the Licensee is in breach of the Licence at the time of giving that notice; or
- (c) the Licensee is in breach or commits a breach of this Licence after giving notice but before commencement of the Renewal Term.

15. NATURE OF LICENCE

15.1 The rights under this Licence rest in contract only and do not create in or confer upon the Licensee any tenancy or any estate or interest in the Licence Area.

15.2 The rights granted shall not confer upon the Licensee or any person claiming through or under the Licensee any rights of exclusive occupation.

16. SPECIAL CONDITIONS

The Licensors and the Licensee acknowledge and agree that the Special Conditions described in Item 14 form part of this Licence and to the extent that there is any inconsistency between the terms of this Licence and the Special Conditions, the Special Conditions will prevail.

17. GST

17.1 For the purposes of GST levied or imposed on or in respect of any supply by the Licensors to the Licensee made under this Licence, the amount payable for that supply will be increased by the amount necessary to ensure that the payment made by the Licensee net of GST is the same as it would have been before the GST was levied or imposed and the Licensee must pay that amount as increased.

17.2 Words or expressions used in this Licence, which are defined in the *A New Tax System (Goods and Services Tax) Act 1999* (Cth), have the same meaning in this Licence.

18. INTEREST ON OVERDUE AMOUNTS

If the Licensee does not pay an amount when it is due, it must pay interest on that amount on demand from when the amount becomes due until it is paid in full. Interest is calculated on outstanding daily balances at the Default Rate.

19. MISCELLANEOUS

- 19.1 If the Licensee continues in occupation of the Licence Area after the Expiry Date with the consent of the Licensor the Licensee will thereupon become or be deemed to be a monthly tenant of the Licensor at a Licence Fee determined in accordance with this Item 8, and such tenancy will be subject to such of the conditions and covenants contained in this Licence as are applicable to a monthly tenancy.
- 19.2 The Licensor and the Licensee acknowledge and agree that this Licence contains and represents the entire agreement reached between them with regard to the Land and that no promises, representations or undertakings, other than those contained in this Licence, were made or given or relied upon.
- 19.3 The Licensor makes no warranty or representation regarding the suitability of the Licence Area (structural or otherwise) for the Permitted Use or any other purpose.
- 19.4 If any part of this Licence is found to be invalid or void or unenforceable, then that part will be severed from this Licence and the remainder of this Licence will continue to apply.
- 19.5 Each party will pay its own costs and expenses in relation to the negotiation, preparation and execution of this Licence. The Licensee must pay all stamp duty (if any) assessed or chargeable in respect of this Licence.
- 19.6 In addition to any other means of giving notice, any notice will be taken to have been given if it is in writing and signed by or on behalf of the party giving the notice and either delivered or sent by ordinary pre-paid post to the other party at the address set out in this Licence or such other address as may be advised in writing. A notice will be taken to have been given at the time of delivery or on the day following the date of posting (whether actually received or not).
- 19.7 This Licence is governed by the laws of South Australia. The parties submit to the jurisdiction of the courts of South Australia and agree to issue any proceedings relating to this Licence in those courts.
- 19.8 Every provision of this Licence is independent of the other. Any provision which is prohibited or unenforceable in any jurisdiction will be ineffective to the extent only of such prohibition or unenforceability, and the other provisions will remain in force.
- 19.9 Any variation of this Licence must be in writing and signed by each party.
- 19.10 Unless otherwise stated, the Licensor may in its discretion give (conditionally or unconditionally) or withhold any approval or consent under this Licence.

Executed as a deed on

The Common Seal of City of Holdfast Bay
was hereunto affixed in the presence of:

.....
Mayor

.....
Chief Executive Officer

The Common Seal of Brighton Tennis Club Inc
was hereunto affixed in the presence of:


.....
Signature of Authorised Officer

Jamie Latta, President, Brighton Tennis Club Inc.
.....
Name of Authorised Officer

Annexure A



Item No: 15.6**Subject:** SEACLIFF RECREATION CENTRE LEASE

Summary

The Seacliff Community Recreation Association Incorporated currently holds a five-year lease to operate the Seacliff Recreation Centre from premises at 32 Yacca Road, Seacliff with an option to renew for a further five years. Having exercised its right of renewal prior to the expiration of the current lease, this report seeks the City of Holdfast Bay's (the Council's) endorsement for a new lease to be issued to the Seacliff Community Recreation Association Incorporated to occupy the premises for a further five-year period.

Recommendation

- 1. That Council enters into a Lease Agreement with the Seacliff Community Recreation Association Incorporated over the whole of land comprised in Certificate of Title Volume 5855 Folio 959 until 30 June 2028 in accordance with the terms and conditions in the document provided as Attachment 1 to this report.**
- 2. That the Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to this lease.**

Background

The Seacliff Community Recreation Association Incorporated has enjoyed continuous occupation of the premises at 32 Yacca Road, Seacliff to operate the Seacliff Recreation Centre since 1944. Known as the Seacliff Youth Centre until 2015, the Seacliff Recreation Centre is a non-profit facility, providing a venue for active sports programs for people of all ages and skill levels. The current five-year lease, which was approved by Council at its meeting on 24 April 2018 (Resolution No. C240418/1138), has been held over for the past nine-months to allow negotiations between council Administration and the Seacliff Community Recreation Association Incorporated to be finalised. The new lease will therefore be for the balance of the renewal term to 30 June 2028.

Report

Council Administration and the Seacliff Community Recreation Association Incorporated have agreed on terms for a new lease to occupy the Seacliff Recreation Centre premises located at 32 Yacca Road, Seacliff. The agreed terms have been incorporated in the Lease Agreement provided as Attachment 1 to this report, which has been signed and sealed by the Seacliff Community Recreation Association Incorporated.

Refer Attachment 1

Pursuant to the provision set out in the Sporting and Community Club Leasing Policy, the new Lease Agreement will be for a period of five years, backdated to 30 June 2023, include an option to renew for a subsequent five-year term, and will incur an annual commencing rent of \$1,400 (plus GST) which will be subject to annual CPI increases.

The Seacliff Recreation Centre is one of the most popular and highly patronaged facilities in the City of Holdfast Bay, where continued residency of its premises at 32 Yacca Road, Seacliff is important for so many in the community that rely on its services.

Budget

Revenue from the Seacliff Recreation Centre lease is reflected in council's Annual Business Plan for 2024-25.

Life Cycle Costs

There are no life cycle costs associated with renewing the lease for the Seacliff Recreation Centre.

Strategic Plan

Vision - Creating a welcoming and healthy place for everyone.

Council Policy

Sporting and Community Leasing Policy

Statutory Provisions

Local Government Act 1999

Retail and Commercial Lease Act 1995

Written By: Manager, Development Services

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

LEASE AGREEMENT

Between:

CITY OF HOLDFAST BAY

("Landlord")

and

SEACLIFF COMMUNITY RECREATION ASSOCIATION INCORPORATED

("Tenant")

32 YACCA ROAD SEACLIFF SA 5049

AGREEMENT made this day of

PARTIES

CITY OF HOLDFAST BAY ABN 62 551 270 492 of PO Box 19 Brighton SA 5048 ("**Landlord**")

and

THE PARTY NAMED IN ITEM 1 OF SCHEDULE 1 ("**Tenant**")

BACKGROUND

- A. The Landlord is registered as the proprietor, or has the care, control and management, of the Land.
- B. The Tenant has requested a lease of the Premises for the Permitted Use.
- C. The Landlord has agreed and resolved to grant the Tenant a lease of the Premises on the terms and conditions of this agreement.
- D. Where required, the Landlord has undertaken public consultation and/or been granted Parliamentary approval in accordance with the *Local Government Act 1999* (SA).
- E. The parties wish to record the terms of their agreement as set out in this Lease.

AGREED TERMS

1. Interpretation and Definitions

The following definitions and rules of interpretation apply unless the contrary intention appears

- 1.1 "**Accounting period**" means respectively:
 - (a) the period from the commencement of the term to the next 30th June;
 - (b) each successive period of twelve months commencing on the 1st July and expiring on the next 30th June during the term and any extension of the term;
 - (c) the period from the 1st July in the last year of the term (or the last year of the extended term if the term be extended) to the date of expiration or termination of this Lease.
- 1.2 "**the Act**" means the *Retail and Commercial Leases Act 1995* (SA).
- 1.3 "**Building**" means the building or buildings erected on the Land and also the fixtures and fittings in the building together with any extensions or alterations subsequently made to the building.
- 1.4 "**Commencement Date**" means the date specified in Item 5 of Schedule 1.
- 1.5 "**Common Areas**" means those portions of the Land designated by the Landlord for common use by the occupiers of the Land and their employees invitees and licensees.
- 1.6 "**GST**" has the meaning given to it under the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) and any similar or ancillary legislation.

- (f) all costs in connection with the cleaning, lighting, heating and air-conditioning of the Premises and Common Areas and providing supplies and consumables for toilets, washrooms and other facilities provided to the Premises and in the Common Areas;
 - (g) all costs in connection with the maintenance, repair, replacement and renovation of car parking areas, pedestrian areas and landscaped areas within and around the Building;
 - (h) all costs in connection with caretaking and security services;
 - (i) all costs (including employment and other usual employment on-costs) of the management, control and administration of the Land and Building;
 - (j) the cost of maintaining lighting servicing and repairing the Building such cost comprising the gross costs and expenses of every kind and nature incurred by the Landlord including but not limited to the replacement of parts necessary to keep any of the plant, machinery and equipment in good working order and condition, resurfacing and repainting, pest control, and caretaking services, emergency evacuation systems and procedures, access control systems, replanting and re landscaping, directional signs and other markers, patrol of the Common areas and supervision of traffic directions when reasonably required, car stops, lighting and other utilities and the cost of electricity consumed therein and all things necessary in the reasonable opinion of the Landlord for the operation maintenance repair and/or renovation of the Common Areas in a state of good and sanitary order condition and repair;
 - (k) all reasonable legal, accounting and other professional fees incurred in connection with the conduct and operation of the Building and in particular any such fees of and incidental to the preparation of any estimates or statements of Outgoings or otherwise required to be furnished by the Landlord to the Tenant hereunder or at law.
 - (l) all and any other expenditure costs or expenses incurred by the Landlord in or about or incidental to the Building or the Premises not hereinbefore expressly referred to.
- 1.11 **"Premises"** means the whole or portion of the Land specified in Item 2 of Schedule 1 and includes all buildings improvements appurtenances alterations or additions (if any) now or hereafter situated thereon and any fixtures fittings plant equipment goods chattels furniture furnishings and effects (if any) of the Landlord's Property.
- 1.12 **"rent"** means the rent payable under this Lease.
- 1.13 **"Review Date"** means the respective date(s) set out in Item 7 of Schedule 1.
- 1.14 **"Rules and Regulations"** means the procedures and rules and regulations annexed hereto and so entitled and or as may from time to time be made, varied or amended by the Landlord pursuant to this Lease.
- 1.15 **"Services"** means the services (such as gas, electricity, water, sewerage, drainage, communications, fire fighting, air conditioning, lifts, plant, equipment, pipes and cables) to or of the Building or any premises in or the Land, provided by authorities, the Landlord or any person authorised by the Landlord.
- 1.16 **"Schedule"** means the Schedules annexed hereto.

- 1.7 **"Land"** means the land described in Item 3 of Schedule 1 and includes the Building on any part of the Land.
- 1.8 **"Landlord"** means the City of Holdfast Bay and includes:
- (a) the executors administrators and assigns of the Landlord if the Landlord is a natural person,
 - (b) the successors and the assigns of the Landlord if the Landlord is a body corporate,
 - (c) (where the context allows) any servants workmen or agents of the Landlord,
- 1.9 **"Landlord's Property"** means all Landlord's fixtures, fittings, plant, equipment, services, chattels and any other goods installed or situated in or on the Premises by or behalf of the Landlord and available for use by the Tenant.
- 1.10 **"Outgoings"** means (to the extent that the same are not specifically payable by any tenant of the Building or the Tenant pursuant to this Lease) all amounts paid or payable by the Landlord or payments which the Landlord incurs or may be or become liable for in any one Accounting period or in any other lesser or relevant period in respect of the Land and the building whether by direct assessment or otherwise howsoever and includes:
- (a) all rates taxes charges assessments outgoing levies and impositions whatsoever which may be assessed charged or imposed in respect of the Land or the building or any part thereof including any charges for excess water but excluding income tax capital gains tax and all other taxes applicable to income or capital gain payable by the Landlord;
 - (b) all insurance premiums and other charges including stamp duty payable by the Landlord in relation to policies of public risk insurance covering the building and the Landlord's fixtures and fittings therein (including all glass if applicable) against normal and usual risks deemed necessary by the Landlord (including but without limiting the generality thereof loss or damage by fire, explosion, storm, lightning, earthquake, tempest, flood, burst pipes, impact, aircraft and articles dropped therefrom, riot, civil commotion and malicious or accidental damage, loss of rent and machinery breakdown) to the full insurable value thereof,
 - (c) insurance premiums and other charges including stamp duty for workers compensation insurance for all employees of the Landlord engaged in employment in the building;
 - (d) the costs of electricity or other sources of energy consumed in the production and reticulation of chilled water and conditioned air for the air conditioning equipment servicing the building and all other costs arising from the operation of the air conditioning system including but not limited to fuel oil grease labour and a full comprehensive maintenance contract (if any);
 - (e) all costs in connection with the repair, maintenance, operation, supply, replacement and renovation of lifts, air conditioning equipment, fire protection equipment, all other services and plant and equipment in the Building and Common Areas from time to time;

- 1.17 **"Tenant"** means the Tenant named in Item 1 of Schedule 1 and includes:-
- (a) the executors administrators and permitted assigns of the Tenant if the Tenant is a natural person,
 - (b) the successors and the permitted assigns of the Tenant if the Tenant is a body corporate,
 - (c) any and all Trust or Trusts of which the Tenant is trustee,
 - (d) (where the context allows) any servants workmen or agents of the Tenant and any other person in or about the premises at any time at the request or invitation of or under the control or direction of the Tenant,
- 1.18 **"Tenant's Property"** means any and all fixtures and fittings and other equipment installed in or brought on to or kept in the Premises by the Tenant.
- 1.19 **"Tenant's Proportion"** means the same proportion as the lettable area of the premises bears to the whole of the lettable area of the Building, such lettable areas to be determined in accordance with the Property Council of Australia 1997 method of measurement or such other method of measurement as the Landlord reasonably determines.
- 1.20 **"Term"** means the term specified in Item 5 of Schedule 1 and includes the term of any extension or renewal and period of holding over of this Lease.
- 1.21 Headings to clauses shall not form part of this Lease or be used for the purpose of interpretation but shall be deemed to be for the purpose only of facilitating reference to the various provisions of this Lease.
- 1.22 Where the context of this Lease permits or requires:
- (a) words in the singular shall include the plural and words in the plural include the singular;
 - (b) words of or importing the masculine gender include the feminine gender;
 - (c) words referring to a person include a body corporate,
- 1.23 A reference to any statute code or regulation includes all amendments and revisions made from time to time to that statute code or regulation and any statute code or regulation passed in substitution therefor or incorporating any of its provisions.
- 1.24 Any provision of this Lease which by virtue of the Act (if it applies to this Lease) or any other statute or law is invalid void or unenforceable, is capable of severance without affecting any other provision of this Lease.
- 1.25 Unless otherwise stated, the Landlord may in its discretion give (conditionally or unconditionally) or withhold any approval or consent under this Lease.
- 1.26 If the Tenant comprises two or more persons the word "Tenant" will apply to them jointly and each of them severally.

2. GRANT OF LEASE

The Landlord grants and the Tenant accepts a lease of the Premises for the Term as set out in this Lease.

3. RENT AND RENT REVIEW

3.1 Rent

The Tenant must pay the rent as specified in Item 6 of Schedule 1 and reviewed in accordance with the terms of this Lease to the Landlord as directed from time to time by the Landlord or the Landlord's agent. The Tenant must pay the rent quarterly in advance, the first payment to be made on or before the Commencement Date and subsequent payments must be made on or before the same day of each calendar month during the Term without any abatement, deduction or demand.

3.2 Rent Review

3.2.1 The rent will be reviewed as at and from each Review Date specified in Item 7(a) of Schedule 1 to an amount equal to the rent (disregarding all incentives rebates and rent free periods) payable immediately before the relevant Review Date increased by 2.5% per annum;

3.2.2 The rent will be reviewed as at and from each Review Date specified in Item 7(b) of Schedule 1 to an amount determined in accordance with the following formula:-

$$A = \frac{R \times C1}{C2}$$

where

'A' is the revised annual rent.

'R' is the annual rent payable during the year immediately preceding the relevant Review Date.

'C1' is the Index Number for the quarter ending immediately prior to the relevant Review Date.

'C2' is the Index Number for the quarter ending immediately prior to the date the rent being reviewed first became payable

3.2.3 The words "Index Number" used above mean the Consumer Price Index (All Groups) for Adelaide as published by the Australian Bureau of Statistics but if the Australian Bureau of Statistics ceases to publish the Consumer Price Index before the end of the Term, the words "Index Number" will mean some index reflecting fluctuations in the cost of living in Adelaide upon which the parties agree, but in default of such agreement, such index as will be determined by the President for the time being of the Australian Property Institute (South Australian Division) or his nominee as reflecting fluctuations in the cost of living in Adelaide, and such person's decision will be final and binding on the parties. In making such determination the President or his nominee will be deemed to be acting as an expert and not as an arbitrator.

The cost of any such determination will be borne equally by the Landlord and the Tenant.

- 3.2.4 Until the rent is determined or agreed in accordance with the relevant rent review formula the Tenant will continue to pay to the Landlord rent at the rate applicable immediately prior to the relevant Review Date. On the first day for payment of rent after the rent is determined or agreed in accordance with this clause the Tenant must pay the new rent to the Landlord together with an adjustment (if any) in respect of the period from the date of the rent review until the date of such payment.
- 3.2.5 If this Lease is not a lease to which the Act applies, the rent payable pursuant to any review of rent will in no case be less than the rent payable immediately prior to the relevant Review Date.

4. GST

Unless otherwise stated in Item 6 of Schedule 1, rent and other monies payable by the Tenant to the Landlord pursuant to this Lease do not include any GST. If a GST is chargeable with respect to the payment by the Tenant to the Landlord of rent and or other monies pursuant to this Lease, the Tenant must on demand pay the GST or reimburse the Landlord for any GST paid or payable by the Landlord with respect to such rent and or other monies. The Landlord must provide to the Tenant an appropriate tax invoice in respect of any such GST payment or re-imbursement by the Tenant.

5. RATES, TAXES AND OUTGOINGS

5.1 Rates and Taxes

The Tenant must pay or reimburse to the Landlord the Tenant's Proportion of all present and future rates charges taxes levies assessments duties impositions and fees (including council rates and emergency services levy) levied, assessed or charged in respect of the Premises or upon the owner or occupier of the Premises and such payments must be adjusted between the Landlord and the Tenant as at the Commencement Date and the end or termination date of this Lease in respect of that portion of the financial year the relevant cost was incurred.

5.2 Utility Charges

- 5.2.1 The Tenant must pay as and when the same fall due, all charges for gas electricity oil and water separately metered and consumed in or on the Premises and also all charges in respect of any telephone services connected to the Premises and all other charges and impositions imposed by any public utility or authority for the supply of any other utility service separately supplied and/or consumed in respect of the Premises.
- 5.2.2 If the Tenant defaults in payment of any of the charges referred to in clause 5.2.1 then the Landlord may pay the same and recover the amount paid as if the same were rent in arrears payable by the Tenant.

5.3 Payment Of Outgoings

- 5.3.1 The Tenant must pay the Tenant's Proportion of the Outgoings by way of equal monthly payments together with the rent each month or by way of lump sum payments as Outgoings are incurred or payable by the Landlord (as the Landlord may direct). If the year in which any particular outgoing is payable

does not coincide with a year of this Lease, the amount the Tenant is to pay in the first and last years of this Lease is to be adjusted proportionately.

- 5.3.2 The Landlord will calculate the actual amount payable by the Tenant pursuant to this clause as soon as possible after 30 June in each Accounting Period and will adjust any difference. Any over-payment by the Tenant will be credited to the first payment due by the Tenant after the assessment is made (or refunded if this Lease is at an end) and any under-payment by the Tenant shall be added to the first payment to be made by the Tenant after the assessment is made (or will be paid by the Tenant on demand if this Lease is at an end).

6. MAINTENANCE AND REPAIRS

6.1 Maintenance

- 6.1.1 The Tenant must keep and maintain the Premises, the Tenant's Property and any Services situated within the Premises and which exclusively service the Premises in good and substantial repair and condition and where appropriate in good working order, which includes an obligation to ensure that all electrical wiring and appliances are at all times in a safe condition.
- 6.1.2 If the Landlord so requires, the Tenant must enter into a service and maintenance contract in respect of any airconditioning plant and equipment exclusively servicing the Premises, which contract must be first approved by the Landlord (such approval not to be unreasonably withheld);
- 6.1.3 If the Landlord so requires, the Tenant must promptly repair any damage to the Building or the Land caused or contributed to by the act, omission, negligence or default of the Tenant.
- 6.1.4 Where the Premises includes any playing greens, court, lawned areas or other designated area for sport and recreation (**Playing Grounds**), the Tenant must at its cost during Term maintain all such Playing Grounds so they are in a safe, tidy and proper condition fit for their intended purpose, and to the reasonable satisfaction of the Landlord, which includes the obligation to:
- (a) keep all grassed areas properly cut, top dressed and in good condition;
 - (b) employ experts as may be necessary to supervise the maintaining of the Playing Grounds, and to advise the Tenant and the Landlord generally;
 - (c) provide such labour as may be necessary for the maintenance of the Playing Grounds and employ such groundsmen and/or contractors at its own cost as may be necessary for the maintenance of the said Playing Grounds in all things;
- 6.1.5 In addition to the maintenance, repair and replacement obligations outlined in this clause (and this Lease generally) the respective responsibilities of the Landlord and the Tenant for the maintenance that is reasonably expected to be needed during the Term including planned structural maintenance, painting and replacement or renovation works are set out in Schedule 2 (**Maintenance**).

- 6.1.6 Where the Tenant is responsible for any Maintenance pursuant to the terms of this Lease, the Tenant must, at the same time as providing a copy of its annual report in accordance with clause 10, provide a report to the Landlord setting out the amount of money which the Tenant proposes to set aside in the following year for Maintenance.

6.2 Maintenance of Plant and Equipment

If the Tenant exclusively uses any plant or machinery installed in the Premises or the Landlord installs any plant or machinery at the request of the Tenant within and or servicing the Premises then the Tenant must keep all such plant or machinery maintained serviced and in good repair and will enter into and keep current at the Tenant's expense such maintenance service and repair contracts as are reasonably required by the Landlord for that purpose with contractors approved by the Landlord.

6.3 Tenant's Other Maintenance Obligations

The Tenant must at the Tenant's expense:

- 6.3.1 ensure that all waste is placed daily in suitable receptacles and subject to this clause 6, ensure the Premises is cleaned regularly in a proper and professional manner and ensure all waste and refuse is promptly and regularly removed from the Land;
- 6.3.2 as soon as is reasonably possible make good any damage to any part of the Building (including the Common Areas) or to the Premises or any part thereof (including ceilings) caused or contributed to by the Tenant;
- 6.3.3 immediately replace all broken glass in respect of the Premises if such damage is caused or contributed by the Tenant;
- 6.3.4 take all proper precautions to keep the Premises free from pest infestation and if required by the Landlord engage a pest exterminator approved by the Landlord for that purpose;
- 6.3.5 repair or where appropriate replace any Landlord's Property such as heating lighting electrical and plumbing fittings installed in the Premises broken or damaged by the Tenant;
- 6.3.6 comply with all statutes ordinances proclamations orders and regulations affecting the Premises or any fixtures or fittings installed by the Tenant;
- 6.3.7 comply with any notices or orders which may be given by any statutory or regulatory authority in respect of the Premises or their use by the Tenant and keep the Landlord indemnified for all such matters.

6.4 Cleaning

- 6.4.1 The Tenant must ensure the Premises is routinely and properly cleaned (including without limitation to arrange for all rubbish waste and garbage to be regularly removed from the Premises).
- 6.4.2 If the Landlord provides or requires a service for the routine cleaning of the Building or the Premises then the Tenant must, if reasonably requested by the Landlord, use such service for the Cleaning of the Premises (to the extent the service applies) and must permit the Landlord's cleaning contractors to have access to the Premises at all reasonable times for the

purpose of carrying out such cleaning. The Tenant must pay to the Landlord in addition to the rent and as and when required by the Landlord, all costs of the cleaning of the Premises and the Tenant's Proportion of the overall costs of the cleaning of the Building (including any Common Areas).

6.5 Notice of Defect

The Tenant must promptly give notice to the Landlord (or where appropriate to the appointed agent of the Landlord) of:-

- 6.5.1 any damage and of any accident to or defect or want of repair in the Premises or in the Building or in any Services or other facilities provided by the Landlord in the Premises or the Building to make the Premises or the Building, Common Area and the Land safe from any danger, risk or hazard; or
- 6.5.2 any circumstance or event which the Tenant ought reasonably be aware might cause danger, risk or hazard to any person within the Premises or the Building.

6.6 Common Areas and Grounds

The Tenant must not deposit or cause permit or suffer to be deposited any debris refuse or rubbish of any kind in or on any Common Areas grounds gardens yards lanes ways or rights of way or in or on any public road or footway abutting upon or adjacent to the Premises or the Land.

6.7 Inspection and Landlord Works

The Tenant must permit the Landlord and the Landlord's agents and contractors and all persons authorised by them at all reasonable times of the day and on reasonable notice to enter the Premises to examine the state of repair and condition thereof, carry out and observe the Landlord's maintenance and repair obligations as set out in Schedule 2, and execute repairs or to paint the Premises or any part thereof (which the Landlord may do without prejudice to any covenant or agreement on the part of the Tenant contained in this Lease). The Landlord in executing such repairs or painting must use reasonable endeavours to cause as little disturbance to the Tenant as is practicable.

6.8 Employment of Contractors

If any work has to be done by the Tenant in or about the Premises in order to comply with the Tenant's obligations pursuant to this Lease the Tenant must engage and employ only such contractors as have a public liability policy for an amount which in the reasonable opinion of the Landlord is adequate and who are previously approved of in writing by the Landlord or the Landlord's architect.

7. ALTERATIONS AND ADDITIONS

7.1 Alterations by Tenant

- 7.1.1 The Tenant must not install or use in the Premises internal partitions other than of a standard and specification previously approved in writing by the Landlord.
- 7.1.2 The Tenant must not install or place in the Premises any heavy item fixture or fitting which may (in the reasonable opinion of the Landlord) cause

unreasonable noise or vibrations, overload the switchboard or cause structural or other damage to any part of the Building.

7.1.3 The Tenant must not make alterations or addition to the Premises nor install or alter any partitioning or temporary or permanent structures or fittings in the Premises without the Landlord's prior written approval, and :

- (a) in seeking the Landlord's approval to a proposed alteration, addition or installation the Tenant must submit plans and specifications of the proposed work;
- (b) if the Landlord agrees to grant its approval, then such approval may be granted subject to any conditions the Landlord considers appropriate, including:
 - (i) any such work be supervised by a person nominated by the Landlord;
 - (ii) any such work be executed by contractors or tradesmen in a proper and professional manner under the supervision of appropriately qualified persons approved by the Landlord with public liability insurance for an amount that in the reasonable opinion of the Landlord is adequate;
 - (iii) the Tenant pays all reasonable costs incurred by the Landlord in considering the proposed works and their supervision including the fees of architects or other consultants employed by the Landlord;
 - (iv) the Tenant obtains all necessary approvals or permits necessary to enable such proposed work to be lawfully effected and on request by the Landlord produces for inspection to the Landlord copies of all such approvals and permits;
 - (v) upon completion of the works, the Tenant must produce to the Landlord any certificates of compliance issued by any such statutory or regulatory authority;
 - (vi) the Tenant reimburses the Landlord any reasonable cost or expense that it incurs as a result of the installation operation or removal of any such equipment fixture fitting or machinery.

7.2 Alterations by Landlord

7.2.1 The Tenant will permit the Landlord and any person authorised by the Landlord:

- (a) to carry out inspections of or modifications or additions to or other works on the Land (including the Premises where the Landlord has given reasonable prior notice to the Tenant); and
- (b) where the Landlord has given reasonable prior notice to the Tenant to enter the Premises for the purpose of carrying out such works

causing as little disturbance as is practical to the Tenant in undertaking such works provided that the Landlord may not commence to carry out any alteration or refurbishment to the Land (other than routine maintenance or

repairs) that is likely to adversely affect the Tenant's use of the Premises unless:

- (c) the Landlord has given the Tenant at least one (1) month's notice of the proposed alteration or refurbishment; or
- (d) the alteration or refurbishment is required by an emergency and the Landlord has given the Tenant the maximum period of notice that is reasonably practicable in the circumstances;

7.2.2 Subject to the preceding subclause in an emergency the Landlord may without notice enter the Premises and carry out any works deemed necessary by the Landlord;

7.2.3 Except as permitted by the Act, the Tenant will not make any claim or commence any action against the Landlord for breach of this clause or otherwise in respect of such entry on to the Premises or the execution of any of the works contemplated by this clause.

8. ASSIGNMENT AND OTHER DEALINGS

8.1 Assignment, Subletting and Disposal of Tenant's Interests

8.1.1 The Tenant must not transfer or assign the Premises or any part thereof or assign, transfer or otherwise dispose of this Lease without the Landlord's prior written consent. The Landlord's consent may be withheld in the Landlord's absolute discretion except where the Act applies.

8.1.2 The Tenant must:-

- (a) request the Landlord's consent to an assignment, transfer or other disposition of the Premises or this Lease in writing.
- (b) promptly provide the Landlord with information the Landlord reasonably requires about the financial standing and business experience of the proposed assignee.
- (c) if the Act applies to this Lease, before requesting the Landlord's consent to a proposed assignment of the Premises or this Lease, furnish the proposed assignee with:-
 - (i) a copy of any disclosure statement given to the Tenant in respect of this Lease, and
 - (ii) details of any changes that have occurred in respect of the information contained in that disclosure statement since it was given to the Tenant (being changes of which the Tenant is aware or could reasonably be expected to be aware); and
 - (iii) any other procedural requirements set out in the Act.

8.1.3 To enable the Tenant to comply with the preceding subclause and if the Act applies to this Lease, the Tenant may, in writing, request the Landlord to provide the Tenant with a copy of the disclosure statement concerned and if the Landlord does not comply with such a request within 14 days after it is made, the preceding subclause will not apply to the Tenant in respect of the

- (b) anything that may result in the relevant licence being revoked or suspended.

9.4 Grease Trap and Range Hood

- 9.4.1 Where any range-hood, exhaust, grease arrestor or triple interceptor and associated plant and equipment exclusively service the Premises, the Tenant must:
- (a) at its own expense, regularly clean, service, maintain, repair and empty (where applicable) each device to ensure it is in good working order and condition and so that nothing impairs its operation or efficiency, or causes unreasonable annoyance, nuisance, damage or disturbance to any persons who occupy nearby space or premises;
 - (b) pay for all running costs associated with each device;
 - (c) not do, or permit, or suffer to be done, anything in relation to each item that might interfere with, or impair, its efficient operation;
 - (d) comply with all applicable laws, regulations and notices and requirements of any governmental body relating to the grease arrestor and the transport and disposal of grease and other waste from the grease arrestor;
 - (e) provide to the Landlord upon request all service notes and invoices evidencing the completion of all servicing, repairs, cleaning and waste removal;
 - (f) obtain and maintain during the Term all permits, licences or other consents required in relation to the installation, use and operation of the grease arrestor;
 - (g) promptly and fully comply with all directions and requirements of the Landlord regarding the use and operation of the grease arrestor which the Landlord notifies the Tenant in writing.
- 9.4.2 If any range-hood, exhaust, grease arrestor or triple interceptor comprises the Landlord's Property, then the Tenant will not be responsible for any replacement of those items at the end of their useful life provided that the need for replacement was not caused or contributed by the act, omission, negligence or default of the Tenant. If any range-hood, exhaust, grease arrestor or triple interceptor comprises the Tenant's Property, then the Tenant is in all respects responsible for all costs associated with those devices.
- 9.4.3 If the Premises are not connected to a range-hood, exhaust, grease arrestor or triple interceptor or similar device and the Tenant's use of the Premises means that the Premises are required to be connected to such a device, then the Tenant must promptly install such a device in compliance with clause 7, at its expense and thereafter comply with clause 6 and this clause 9.
- 9.4.4 Where a range-hood, exhaust, grease arrestor or triple interceptor does not exclusively service the Premises, the Tenant must punctually pay, free from all deductions, a proportion of all charges associated with maintenance of the

range-hood, exhaust, grease arrestor or triple interceptor as the Landlord in its sole discretion deems reasonable having regard to:

- (a) the ratio of the lettable area of the Premises to the lettable area of the Building; and
- (b) other occupants on the Land; and
- (c) the respective use of the range-hood, exhaust, grease arrestor or triple interceptor by all occupiers of the Land; and
- (d) any other reasonable factor that is relevant to the Landlord.

9.4.5 Without limiting any other provision of this Lease, the Tenant:

- (a) must maintain insurance for the grease arrestor;
- (b) must repair, maintain and replace any damaged or non working item comprising the grease arrestor;
- (c) must reinstate and make good; and
- (d) indemnifies the Landlord,

in the same manner and to the same extent as provided in this Lease.

9.4.6 If the Tenant does not pay the costs of any of the Services by the respective due date, the Landlord may pay for the Services and the amount paid is repayable by the Tenant as a debt due to the Landlord.

9.5 Signs

The Tenant must not allow any advertisement notice poster hoarding or sign to be affixed to or placed near any window in the Premises so as to be visible from the outside of the Building except where the Landlord's consent is obtained and where all relevant laws and statutory requirements are satisfied.

9.6 Compliance with Acts, By Laws and Regulations

The Tenant must at the Tenant's cost and expense:

- 9.6.1 comply with every notice order or requirement relating to the Premises and requiring any condition defect or want of reparation to be remedied which may be given or made to the Landlord or to the Tenant in pursuance of the *South Australian Public Health Act (2011)* and or the *Local Government Act (1999)* or Acts for the time being in force in the State of South Australia and or any other Act or Acts of Parliament or any by-laws rules or regulations made under or in pursuance of any such Act or Acts or purporting so to be and will comply therewith within the time limited therein for complying therewith. If the Tenant fails to comply with any statutory or regulatory obligations the Landlord may comply therewith (but it not be obligatory for the Landlord to do so) and all costs charges and expenses incurred by the Landlord in so doing will be a debt due and recoverable from the Tenant in the same manner in all respects as the rent is recoverable;
- 9.6.2 take such precautions against fire on and in respect of the Premises as are or may from time to time be required under or in pursuance of any Statute

assignment transfer or other disposition in relation to which the disclosure statement applies.

- 8.1.4 Where the Act applies, the Landlord may withhold the Landlord's consent to the assignment of the Premises or this Lease in any of the following circumstances:-
- (a) if the proposed assignee proposes to change the use to which the Premises are put;
 - (b) if the proposed assignee is unlikely (in the Landlord's reasonable opinion) to be able to meet the financial obligations of the Tenant under this Lease;
 - (c) if the proposed assignee's business skills are inferior (in the Landlord's reasonable opinion) to those of the Tenant, or
 - (d) if the Tenant has not complied with procedural requirements for obtaining the Landlord's consent.
- 8.1.5 Nothing in the preceding subclause will prohibit the Landlord from granting the Landlord's consent to an assignment, transfer or other disposition of this Lease subject to the Tenant complying with such reasonable conditions as the Landlord considers appropriate.
- 8.1.6 Nothing in the preceding provisions of this clause prevents the Landlord from requiring payment of a reasonable sum for legal or other expenses incurred in connection with such a consent (whether consent is granted or not).
- 8.1.7 The Landlord may as a condition of granting its consent require that the proposed transferee or assignee provide to the Landlord such guarantee or guarantees of the transferee's or assignee's performance of the Tenant's obligations under this Lease which the Landlord requires.
- 8.1.8 The Tenant must not:
- (a) grant a sub-lease, licence of concession for the whole or any part of the Premises;
 - (b) part with or share possession of the whole or any part of the Premises;
 - (c) mortgage or otherwise change or encumber the Tenant's interest in this Lease, without the Landlord's prior written consent, which consent the Landlord is not obliged to give notwithstanding anything to the contrary in this Lease.
 - (d) If the Tenant is a company (except a company whose shares are listed on a stock exchange in Australia) a transfer of shares (except as a result of inheritance) totalling more than one half of the issued share capital of the Tenant; or of the controlling interest of the Tenant will be deemed to be an assignment of this Lease requiring the prior written consent of the Landlord.

8.2 Hiring out of Premises

The Tenant must not hire out or otherwise part with possession of the Premises without the Landlord's prior written consent.

9. USE OF PREMISES

9.1 Permitted Use

- 9.1.1 The Tenant must use the Premises only for the purpose specified in Item 4 of Schedule 1 or other purposes incidental thereto or for such other purposes which the Landlord may give prior written permission for.
- 9.1.2 The Tenant must not use the Premises or any part thereof nor cause permit or allow anyone to sleep on the Premises, nor carry on or cause permit or allow to be carried on upon the Premises or any part thereof for any noxious noisome or offensive art trade business occupation or calling and must not use the Premises or any part thereof or cause permit or allow the same to be used for any unlawful purpose.

9.2 No Warranty by Landlord

The Tenant warrants to the Landlord that the Tenant has relied on the Tenant's own judgement and expertise and the Tenant's experts in deciding that the Premises are suitable for the Tenant's purposes and that the Landlord has given no promise, representation or warranty to the Tenant as to the use to which the Premises may be put and that the Tenant has satisfied itself thereof and the Tenant will be deemed to have accepted this Lease with full knowledge of, and subject to, any prohibition or restrictions on the use thereof under or in pursuance of any Act, Ordinance, Regulation, By-law or other statutory enactment or order of Court. Should the Permitted Use require the consent of any authority under or in pursuance of any such Act, Ordinance, Regulation, By-law or other enactment or order of Court the Tenant must obtain such consent at the Tenant's own cost and expense. To the fullest extent permitted by law all warranties as to suitability and as to adequacy implied by law are hereby expressly negated.

9.3 Licenced Premises

- 9.3.1 The Tenant must not:
 - (a) serve, sell or provide to persons; or
 - (b) consume or allow persons to consume;
 - (c) alcoholic beverages on the Premises without the Landlord's consent.
- 9.3.2 Unless the Tenant first obtains the written consent of the Landlord, the Tenant must not apply for:
 - (a) a liquor licence under the *Liquor Licensing Act 1997*; or
 - (b) a gaming machine licence under the *Gaming Machines Act 1992*.
- 9.3.3 If the Tenant obtains a licence (or licences) as permitted by this clause, the Tenant must not do (or fail to do) or allow any of its employees, agents, contractors, licensees or invitees to do (or fail to do):
 - (a) anything that is in breach of the *Liquor Licensing Act 1997* and/or the *Gaming Machines Act 1992* (as the case may be) or of the conditions of the relevant licence; or

now or hereafter in force or which may be required by any authority (whether Governmental municipal civic or other) having jurisdiction in relation thereto and also at the Tenant's own expense in all things, do all such other acts matters and things in relation to fire safety as are or may from time to time be directed or required to be done or executed (whether by the owner or occupier of the Premises) by any authority (whether Governmental municipal civic or other) having jurisdiction in relation thereto pursuant to any law now or hereafter in force.

9.7 Use of Premises and Provision of Emergency Number

The Tenant must:

- 9.7.1 advise the Landlord (or where applicable the Landlord's Managing Agent) of the private address and telephone number of the Tenant's nominated emergency after hours contact and must keep the Landlord or the Landlord's Managing Agent informed of any change of such address or telephone number;
- 9.7.2 secure the Premises against authorised entry at all times when the Premises are left unoccupied and the Landlord reserves the right to enter upon the Premises and secure the Premises if left unsecured;
- 9.7.3 not do anything whereby the Services such as the working or efficiency of the air conditioning plant servicing the Building or the Premises may be affected;
- 9.7.4 upon the cessation of the Tenant's right to occupy the Premises, deliver to the Landlord or the Landlord's Agent all keys and or access cards to the Premises; and
- 9.7.5 observe the Rules and Regulations.

9.8 Restrictions on Use

The Tenant must not:

- 9.8.1 use or permit to be used for other than their designed purposes any of the fixtures or fittings in the Premises or the Building;
- 9.8.2 store or use inflammable or dangerous substances upon the Premises (except as may be necessary for the ordinary conduct of the Permitted Use of the Premises by the Tenant in which case the Tenant undertakes to notify the Landlord in writing of the maximum quantity of any such inflammable or dangerous substance that the Tenant intends to store on the Premises);
- 9.8.3 cause permit or allow on the Premises or in the Building anything which in the reasonable opinion of the Landlord may become a nuisance or disturbance obstruction or cause of damage whether to the Landlord or to other tenants or users of the Building nor use the Premises in any noisy noxious or offensive manner;
- 9.8.4 do any act or thing, or permit any activities which may discredit the Landlord;
- 9.8.5 obstruct or interfere with any of the entrances of the Building or Common Areas;

9.8.6 permit any sign advertisement name or notice to be placed on any part of the Premises or the Building where such sign advertisement name or notice is of an incongruous or unsightly nature having regard to the character and use of the Building and prior to the installation or placement of any sign advertisement name or notice the Tenant must:

- (a) obtain the Landlord's prior written consent; and
- (b) obtain the prior consent of any relevant statutory or regulatory authority;

9.8.7 use or permit to be used any radio record player tape or video recorder television loudspeaker screen or other like equipment likely to be heard or seen from outside the Premises;

9.8.8 conduct or permit to be conducted on the Premises any auction or fire sale.

9.9 Heavy Machinery

9.9.1 The Tenant must not bring upon the Premises any heavy machinery or other plant or equipment not reasonably necessary or proper for the conduct of the Tenant's permitted use of the Premises. In no circumstances must the Tenant bring upon the Premises any heavy machinery or other plant or equipment:-

- (a) of such nature or size or weight as to cause or (in the reasonable opinion of the Landlord) be likely to cause any structural or other damage to the floors or walls or any other parts of the Premises, the Building or the Land, or
- (b) of such construction or manufacture as to cause to emanate therefrom any noise or vibration or noxious odour fume or gas that could pervade the Premises or escape therefrom to the discernible notice of any person outside the Premises.

9.9.2 Prior to bringing upon the Premises any heavy machinery or other plant or equipment permitted to be brought upon the Premises the Tenant must inform the Landlord of the Tenant's intention so to do and the Landlord or the Landlord's architects or engineers may direct the routing installation and location of all such machinery plant and equipment. The Tenant must observe and comply with all such directions and any reasonable fees payable to the Landlord's architects or engineers in connection with ascertaining the safest and most favourable and convenient method of routing installing and locating such machinery plant and equipment as aforesaid must be paid by the Tenant on demand.

9.10 Locks and Keys

The Tenant must not tamper with or change any lock of the Premises or have any keys of such locks cut without the consent of the Landlord or its agent. The Tenant will pay for any keys or change required to any lock and in the event of the Landlord or its agent being required to open the Premises the Tenant will pay a reasonable fee fixed by the Landlord or the Landlord's agent.

9.11 Use of Conduits

The Tenant must allow the Landlord and other occupiers of the Land the free and uninterrupted passage of gas water and electricity through and along the services including electrical services situated under in or on the Premises.

9.12 Blinds and Awnings

The Tenant must not erect or affix any blinds or awnings to the outside of the Premises or any blinds to the interior of the windows display windows or doors thereof or affix any fittings to the floors walls or ceilings of the Premises without the prior consent in writing of the Landlord which consent may be granted or refused or granted subject to conditions in the discretion of the Landlord.

9.13 Airconditioning

9.13.1 Where any plant machinery or equipment for heating cooling or circulating air is provided or installed by the Landlord in the Premises or in the Building for the benefit of tenants of the Building ("**airconditioning plant**"):

- (a) the Tenant must comply with and observe the reasonable requirements of the Landlord in respect of the airconditioning plant;
- (b) to the maximum extent permitted by law, the Landlord will be under no liability to the Tenant in respect of the Landlord's inability or failure to operate service maintain replace or repair the airconditioning plant at any time for any reason and the Tenant acknowledges that the Landlord does not warrant that the airconditioning plant (if any) is suitable or adequate for the business to be conducted in the Premises by the Tenant;
- (c) the Tenant must permit the Landlord and all persons authorised by the Landlord at all reasonable times on giving to the Tenant reasonable prior notice (except in the case of emergency where no notice is required) to enter the Premises to view the state of repair of the airconditioning plant and there remain for the purpose of carrying out any necessary or desirable maintenance servicing or repair to or replacement of the airconditioning plant.

9.13.2 Where any airconditioning plant is installed in the Premises or the Building for the exclusive use of the Tenant, the Tenant must keep such airconditioning plant in good repair, condition and working order and must pay all costs of operating and maintaining the same.

9.14 Electricity Supply

If the Landlord and the Tenant have entered into an agreement as to the supply by the Landlord to the Tenant of electricity for the Premises then the terms and conditions of such agreement will apply to the parties and any breach by the Tenant of that agreement will be deemed to be a breach by the Tenant of this Lease. In the absence of any such agreement between the Landlord and the Tenant, the following provisions apply:

9.14.1 If at the Commencement Date of this Lease the Landlord supplies electricity to the Premises and requires the Tenant to purchase such electricity from the Landlord, the Tenant must pay to the Landlord for all such electricity at such

rate as the parties may agree from time to time and in the absence of such agreement at the maximum rate applicable under the *Electricity (General) Regulations 2012*.

9.14.2 Notwithstanding the preceding subclause, there is no obligation on the Landlord to supply or continue to supply electricity to the Premises and upon giving at least 60 days prior written notice to the other either:-

- (a) the Landlord may elect to cease selling electricity to the Tenant, or
- (b) the Tenant may elect to cease purchasing electricity from the Landlord.

9.14.3 If either the Landlord elects to cease selling electricity to the Tenant or the Tenant elects to cease purchasing electricity from the Landlord in accordance with the preceding subclause, the Tenant must on or before the time at which such sale and purchase is to cease pursuant to the notice given in accordance with the preceding subclause,

- (a) enter into a contract to purchase electricity for the Premises from a licensed electricity retailer of the Tenant's choice,
- (b) ensure that any such contract contains a provision that such electricity retailer must provide details to the Landlord concerning the Tenant's consumption of electricity in or in relation to the Premises,
- (c) install at no cost to the Landlord such new or additional equipment and meters as may reasonably be necessary to supply and record the supply of electricity to the Premises.

9.14.4 If the Tenant is supplied electricity via an Inset Network (as defined in the *Electricity (General) Regulations 2012*) on the Land, the Tenant must pay to the Landlord the Tenant's share of Inset Network charges such share to be as is reasonably determined by the Landlord from time to time taking into account the quantum of electricity provided to the Premises and the quantum of electricity provided to other premises situate on the Land.

9.14.5 Save to the extent caused or contributed to by the Landlord's negligence, the Landlord shall not be liable to the Tenant for any failure of electricity supply to the Premises.

10. TENANT GOVERNANCE

The Tenant will provide to the Landlord:

- 10.1 a copy of its constitution;
- 10.2 a copy of any rules or by-laws of the Tenant in existence at the Commencement Date;
- 10.3 within 28 days of any amendments being made to the Tenant's constitution, rules or by-laws, a copy of those amendments;
- 10.4 by 30 November in each year a copy of the annual report of the Tenant including the balance sheets and auditor's report;
- 10.5 by 30 November in each year a copy of the Tenant's adopted budget within 28 days of adoption;

- 10.6 upon request from the Landlord a schedule of all subleases or other tenancies relating to the Premises;
- 10.7 upon request from the Landlord or any employee, agent or contractor to examine and take copies of all accounts records and bank records of the Tenant and/or the minutes or any meeting of the Tenant or any committee of the Tenant;
- 10.8 any other documents that regulate the Tenant's governance and operations;
- 10.9 any information in relation to the Tenant's use and occupation of the Premises and finances reasonably required by the Landlord and will permit, upon request from Landlord or any employee, agent or contractor to examine and take copies of all account books and bank books of the Tenant and/or the minutes or any meeting of the Tenant or any committee of the Tenant.

11. INSURANCE

11.1 Tenant's Insurance

11.1.1 The Tenant must during the entire term hereof and any extensions hereto keep in full force and effect:-

- (a) a policy of public risk insurance with respect to the Premises and the business or businesses carried on in the Premises in which the limits of public risk must not be less than the amount referred to in Item 8 of Schedule 1. Such policy must include an extension to cover the Tenant's legal liability in respect of death or injury to any person and damage to property of any such person or to the Premises and must include an extension to cover the Tenant's liability in respect of the Landlord's property. The policy must name note the interest of the Landlord.
- (b) a policy of insurance covering the plate glass of the Premises and the Tenant's Property contained in or about the Premises to the full replacement value thereof against all usual risks including loss or damage by fire fire fighting activities fusion explosion lighting civil commotion storm tempest earthquake and malicious damage or accidental damage, and any other insurances required by law or which the Landlord reasonably requires for the amount the Landlord reasonably requires.

11.1.2 The Tenant must use the Tenant's best endeavours to ensure that each such policy contains a clause that the insurer will not cancel or change the insurance without first giving the Landlord thirty days prior written notice. The policy or a copy thereof or a certificate of insurance must be produced by the Tenant to the Landlord at the Landlord's place of business upon request in writing being made by the Landlord for the production thereof.

11.2 Insurance not to be affected

11.2.1 The Tenant must not do or store nor cause permit or suffer to be done or to be stored in or upon or in connection with the Premises anything whereby any policy or policies of insurance now effected or which may hereafter be effected on the Premises or any part thereof or on any adjoining premises belonging to the Landlord may be invalidated or become void or voidable or

whereby any increased rate of premium may become payable under any such policy or policies of insurance.

- 11.2.2 Without prejudice to the preceding sub-clause, the Tenant must from time to time on demand by the Landlord pay to the Landlord all extra or excess premiums (if any) for all and any insurance effected by the Landlord (and if the Premises are or become part of land to which either the *Strata Titles Act* or the *Community Titles Act* applies, the body corporate) in relation to the Land and the buildings thereon and or the Premises required on account of extra risk caused directly or indirectly by the use to which the Premises are put by the Tenant and or required by reason of any breach by the Tenant of any covenants in this Lease.

12. INDEMNITY, RELEASE AND RISK

12.1 Indemnity

The Tenant indemnifies the Landlord against all claims, actions, damages, losses, costs and expenses of any nature which the Landlord may suffer or incur or for which the Landlord may become liable in connection with:

- 12.1.1 the Tenant's use or occupation of the Premises;
- 12.1.2 the overflow or leakage of water or any other substance into or from the Premises or arising out of any faulty fixture or fitting of the Tenant;
- 12.1.3 any accident or damage to property or injury or death suffered by any person arising from any occurrence in or near the Premises to any person or property using or near the Premises arising wholly or in part by reason of any act or omission by the Tenant and persons under the control of the Tenant;
- 12.1.4 any act or omission of the Tenant;
- 12.1.5 any fire from the Premises;
- 12.1.6 any breach of this Lease by the Tenant;

save to the extent that any such claim, action, damages, losses, costs and expenses are caused or contributed to by the negligent or wilful act or omission of the Landlord.

12.2 Release

The Tenant releases the Landlord from all actions, liabilities, penalties, claims or demands for any damage, loss, injury or death occurring in the Premises, the Building and the Land except to the extent that it is caused by the Landlord's negligence.

12.3 Tenant to Occupy Premises at own Risk

The Tenant occupies and uses the Premises and the Land at the Tenant's sole risk.

13. TENANT'S YIELDING UP OBLIGATIONS

- 13.1 The Tenant must immediately prior to vacating the Premises at the expiration or sooner determination of this Lease (or in the case of the determination of the Term of this Lease within a reasonable time after such determination):

- 13.1.1 complete any repairs and maintenance which the Tenant is obliged to carry out under this Lease;
 - 13.1.2 remove all of the Tenant's Property in or on the Premises or the Land and immediately make good any damage caused by such removal;
 - 13.1.3 wash down the Premises and treat as previously treated all internal surfaces of the Premises by painting staining polishing or otherwise to a specification reasonably approved by the Landlord and to the reasonable satisfaction of the Landlord;
 - 13.1.4 replace all damaged and non-operative light bulbs and fluorescent tubes in the Premises with new light bulbs and fluorescent tubes; and
 - 13.1.5 thoroughly clean the Premises throughout, remove all refuse therefrom leaving the Premises in a clean, tidy, secure and safe condition;
 - 13.1.6 comply with all reasonable requirements and directions of the Landlord in respect of all removal and reinstatement works;
 - 13.1.7 hand over to the Landlord all keys and other security devices for the Premises which the Tenant has in its possession or control.
- 13.2 If the Tenant does not complete such removal and making good on the expiration of the Term of this Lease (or in the case of the determination of the Term of this Lease within a reasonable time after such determination) then (without prejudice to any other rights of the Landlord) the Landlord may undertake such obligations and the Tenant must repay on demand all costs and expenses incurred by the Landlord in so doing.
- 13.3 In addition to the preceding subclause, the Landlord may elect not to effect such removal of the Tenant's Property (including all partitions, alterations and additions) in which case the Landlord may by notice in writing given to the Tenant notify the Tenant that unless the Tenant has effected such removal within fourteen (14) days of the date on which such notice is given such partitions alterations or additions not removed by the Tenant will be forfeited to the Landlord and where the Tenant fails to comply with such notice such partitions alterations and additions will at the expiration of such fourteen (14) day period become the absolute property of the Landlord.
- 13.4 Until such time as the Tenant has complied with its obligations under clause 13.1 or the date upon which the same have been forfeited to the Landlord pursuant to the preceding subclause (whichever is the earlier) ("**the compliance date**"), the Tenant must pay by way of damages to the Landlord an amount which represents the rent payable immediately prior to the expiration or termination of this Lease calculated on a daily basis multiplied by the number of days between the compliance date and the date of expiration or termination of this Lease.

14. LANDLORD'S OBLIGATIONS AND RIGHTS

14.1 Quiet Possession

Provided that the Tenant pays the rent and all other outgoings and performs and observes the terms conditions and covenants on the Tenant's part to be performed or observed herein contained or implied may during the term or any extension thereof subject to the provisions of this Lease, the Tenant may quietly enjoy the Premises

without unlawful interruption by the Landlord or any person lawfully claiming under or in trust for the Landlord.

14.2 Reservation of Services

The Landlord reserves the right for itself and for all others authorised by the Landlord the passage of any air conditioning equipment, fire sprinkler systems, pipes, ducts, cables, wiring, communications, water sewerage and drainage connections and any other services through or along or in or into the Premises and also access to and through the Premises at any time for the purpose of installing, maintaining or repairing any such equipment, systems, pipes, ducts, cables, wirings, connections and Services.

14.3 Costs of Proceedings

If the Landlord may without fault on the Landlord's part be made a party to any litigation commenced by or against the Tenant, the Tenant must pay to the Landlord on demand by the Landlord all reasonable legal fees and disbursements (as between solicitor and client) incurred by the Landlord in connection therewith.

14.4 Landlord's Right to Add to Building

14.4.1 The Landlord may at any time during the Term enlarge vary or reduce any building or buildings situate on the Land and in so doing (but without in any way limiting the generality of the foregoing) may:

- (a) acquire or dispose of any land;
- (b) permanently encroach upon any Common areas, portions of the Land and/or any car park;
- (c) employ or use the air space above or below any part of any Common areas or any car park;
- (d) erect additional floors above or below any part of the said building or buildings;
- (e) provide multi-deck parking facilities;
- (f) strata title the building or any one or more of the floors of the building (in which event the Tenant will execute all relevant documents provided same do not prejudice the Tenant's rights to occupy the Premises upon the terms contained in this Lease);
- (g) interrupt the water gas electrical air conditioning or other services to the Premises;

14.4.2 The Landlord must in carrying out such works use reasonable endeavours to minimise so far as may be practicable any inconvenience to or interruption to the business of the Tenant.

14.5 Right to Enter

14.5.1 At any time during the Term of this Lease the Landlord may (except in an emergency when no notice is required) enter the Premises after giving the Tenant reasonable notice:

- (a) to view the state of repair and condition of the Premises;
- (b) carry out any works on the Land or in or to the Building (including alterations and redevelopment), but in these circumstances the Landlord will take reasonable steps (except in emergencies) to minimise interference with the Tenant's use;
- (c) restrict access to the Land including parking areas but in these circumstances the Landlord will take reasonable steps (except in emergencies) to minimise interference with the Tenant's use;
- (d) redirect pedestrian or vehicular traffic into, out of or through the Land;
- (e) close the Building in an emergency;
- (f) use, maintain, repair, alter and add to Building Services to or in the Premises, but the Landlord must take reasonable steps (except in emergencies) to minimise interference with the Tenant's use;
- (g) exclude or remove any person from the Land;
- (h) to do anything the Landlord must or may do under this Lease or pursuant to any legal obligation;
- (i) to carry out and observe the Landlord's maintenance and repair obligations as set out in Schedule 2; and

and the Tenant will not be permitted to make any claim or abate any payment if the Landlord exercises any of its rights under this clause 14.5.

- 14.5.2 If the Landlord or the Landlord's agents or contractors find any defect decay or want of reparation in the Premises or find any state or condition thereof contrary to any covenant or agreement on the part of the Tenant contained in this Lease, the Landlord, or the Landlord's agent or contractor may give to the Tenant notice in writing to make good repair restore or amend the same within a reasonable time to be therein stated and the Tenant must within such time sufficiently and in good and proper and professional manner make good repair restore or amend the same to the reasonable satisfaction of the Landlord and if the Tenant fails to comply with any such notice the Landlord may (but is not obliged to do so) by or with the Landlord's attorney agent and or contractors enter into and upon the Premises and carry out the requirements of such notice (causing as little disturbance to the Tenant as is practicable). All costs charges and expenses incurred by the Landlord in so doing will be a debt due from the Tenant to the Landlord payable on demand and recoverable in the same manner in all respects as the rent hereby reserved.

15. DAMAGE TO BUILDING OR PREMISES

15.1 Subject to clause 15.2, if the Building of which the Premises forms part is damaged:-

- 15.1.1 the Tenant is not liable to pay rent or Outgoings or other charges that are attributable to the period during which the Premises cannot be used or are inaccessible due to that damage;
- 15.1.2 if the Premises are still useable but their useability is diminished due to the damage, a fair and just proportion of the rent, Outgoings and other charges

payable by the Tenant pursuant to this Lease having regard to the nature of the damage shall abate from the date of the damage until the date that the Premises have become useable. If any dispute as to the amount of rent, Outgoings and charges to be abated arises, the same will be determined by a licensed valuer appointed by the President of the South Australian Division of the Australian Property Institute (or should that body have ceased to exist, the President or other principal officer for the time being of such body or association as then serves substantially the same objects) at the request of the Landlord;

15.1.3 if the Landlord notifies the Tenant in writing that the Landlord considers that the damage is such as to make its repair impractical or undesirable, the Landlord or the Tenant may terminate this Lease by giving not less than seven days' notice in writing and neither party shall have any claim for or right to recover any compensation by reason of such termination save in respect of any antecedent breach or default or any claim regarding the cause of such damage;

15.1.4 if the Landlord fails to repair the damage within a reasonable time after the Tenant requests the Landlord in writing so to do, then the Tenant may terminate this Lease by giving not less than seven days' notice in writing of termination to the Landlord.

15.2 **Damage caused by Tenant**

If the damage to the Building was caused or contributed to by the wrongful act or negligence of the Tenant no proportion of the rent, Outgoings and charges shall be abated and the Tenant will not be entitled to terminate this Lease.

15.3 **Set off**

The Landlord may, by notice to the Tenant, set off any amount due by the Tenant to the Landlord under this Lease or otherwise against any amount due by the Landlord to the Tenant under this Lease.

16. **REDEVELOPMENT AND DEMOLITION**

16.1 The Tenant acknowledges that:-

16.1.1 the Landlord may during the term of this Lease decide to refurbish, repair, redevelop or extend the Premises and/or the Building and land of which the Premises form part;

16.1.2 the Landlord will suffer harm expense and loss if the Landlord elects to do so and is unable to obtain vacant possession of the Premises;

16.1.3 the Landlord has only agreed to the Tenant's offer to lease the Premises on the condition the Landlord can obtain vacant possession of the Premises for the purpose of so refurbishing, repairing, redeveloping or extending as and when required by the Landlord; and

16.1.4 this Lease is expressly subject to a condition precedent that the term of this Lease be subject to the Landlord's right to refurbish, redevelop or extend.

16.2 If during the Term or any extension of the Term of this Lease the Landlord elects to refurbish, repair, redevelop or extend the Premises, the Building or the Land of which

the Premises form part or any part thereof and the Landlord provides to the Tenant details of the proposed repair, redevelopment or extension sufficient to indicate a genuine proposal to refurbish, repair, redevelop or extend within a reasonably practicable time after the date upon which the Landlord requires vacant possession of the Premises, then the Landlord may on or after the commencement of this Lease:

16.2.1 give to the Tenant not less than six (6) months written notice requiring the Tenant to relocate its business to other premises in the Building or on the Land (the "**new premises**") specifying the date on which the Landlord requires vacant possession of the Premises and requires the Tenant to relocate to the new premises (the "**relocation date**") whereupon:-

- (a) this Lease will terminate on the relocation date; and
- (b) not less than seven (7) days prior to the relocation date the Tenant must upon receipt of the same from the Landlord execute and deliver to the Landlord:-
 - (i) a surrender of this Lease in registrable form by mutual consent and for no monetary or other consideration effective from the relocation date; and
 - (ii) a lease of the new premises from the relocation date which lease will be upon the terms and conditions hereinafter appearing; and
 - (iii) the Tenant's registered duplicate copy of this Lease; and
- (c) the Tenant must vacate the Premises and relocate to the new premises on the relocation date.

16.2.2 the relocation to the new premises will be upon the following terms and conditions:-

- (a) the new premises must (in the reasonable opinion of the Landlord) be of comparable quality and utility to the Premises;
- (b) the Landlord will, at its cost, move the Tenant's stock from the Premises to the new premises;
- (c) the lease of the new premises shall be on the same terms and conditions as this Lease (changed as necessary),

and the Tenant may, not later than one month (time being of the essence) of receiving the written notice of relocation from the Landlord, notify the Landlord in writing that the Tenant does not intend to enter into a lease for the new premises, in which case the Tenant shall vacate the Premises on the relocation date without any right to compensation or damages from the Landlord by reason of termination of this Lease.

16.2.3 give to the Tenant not less than twelve (12) months written notice requiring the Tenant to vacate the premises specifying the date on which the Landlord requires vacant possession of the Premises (the "**termination date**") whereupon:-

- (a) this Lease will terminate on the termination date; and

- (b) not less than seven (7) days prior to the termination date the Tenant must upon receipt of the same from the Landlord execute and deliver to the Landlord such documents as the Landlord reasonably requires to effect a surrender of this Lease as at the termination date; and
- (c) the Tenant must vacate the Premises on the termination date.

and the Tenant may at any time after receipt of notice of termination from the Landlord terminate this Lease upon giving not less than seven (7) days prior notice in writing to the Landlord.

16.3 Damage to Goods or Person

Except to the extent caused by the negligent or wilful act or omission of the Landlord, its servants or agents, the Landlord its attorney or agent shall not be under any liability to the Tenant for any loss expense or damage sustained by the Tenant or any invitee of the Tenant arising out of personal injury or destruction of or damage to goods chattels furniture or effects howsoever caused including by water gas or electricity bursting overflowing leaking or escaping (as the case may be) from any water gas electrical apparatus installation fitting pipe sewer wiring roof or roof gutter down pipe or storm water drain (as the case may be) on in or connected to or appurtenant to the Premises and/or the Building.

17. RULES AND REGULATIONS

- 17.1 The Landlord may from time to time make such rules and regulations that the Landlord considers necessary for the management, safety, security, care of or cleanliness of the Premises or the Building.
- 17.2 The Landlord reserves the right to amend from time to time the Rules and Regulations.
- 17.3 The Rules and Regulations bind the Tenant when it receives notice of the Rules and Regulations from the Landlord.
- 17.4 If there is any inconsistency between this Lease and the Rules and Regulations, then this Lease prevails.
- 17.5 A failure by the Tenant to comply with the Rules and Regulations is a breach of this Lease.
- 17.6 The Rules and Regulations applicable at the date of this Lease are those appended to this Lease.

18. EXTENSION OF TERM

If not more than six months nor less than three months prior to the expiration of the Term the Tenant gives to the Landlord notice in writing of its desire to extend the Term and if the Tenant is not in breach of any of the covenants agreements and conditions on the part of the Tenant to be performed and complied with, the Tenant (at the Tenant's cost and expense in all things) will be entitled to an extension of the Term for the further period referred to in Item 9 of Schedule 1 at a rent to be fixed in the manner provided by the terms of this Lease but otherwise upon the same terms and conditions as are herein contained with the exception of this right of renewal.

19. ESSENTIAL TERMS, RE-ENTRY, BREACH, DAMAGES

19.1 Essential Terms

The clauses of this Lease referred to in Item 11 of Schedule 1 are essential terms of this Lease and the Landlord may at its option treat any breach or default by the Tenant in the observance or performance of its obligations under any of such clauses as a repudiation by the Tenant of this Lease.

19.2 Power of Re-entry

If:

- 19.2.1 the rent or any part of it is unpaid for fourteen (14) days after any of the days on which it should have been paid (although no formal or legal demand may have been made for payment); or
- 19.2.2 the Tenant commits or permits to occur any other breach or default in the due and punctual observance and performance of any of the terms of this Lease and fails to remedy the breach within a period of 14 days of written notice from Landlord (or such shorter time as the Landlord may in any particular case reasonably stipulate); or
- 19.2.3 any property in or on the Premises is seized or taken in execution under any judgment or other proceedings; or
- 19.2.4 the Tenant ceases to be able to pay its debts as they become due; or
- 19.2.5 any step is taken to enter into any arrangement between the Tenant and its creditors; or
- 19.2.6 any step is taken to appoint a receiver, a receiver and manager, a trustee in bankruptcy, a liquidator, a provisional liquidator, an administrator or other like person of the whole or any part of the Tenant's assets or business; or
- 19.2.7 the Tenant is deregistered or dissolved or any step is taken by any person towards that;

then the Landlord or the Landlord's attorney or duly authorised agent, solicitor or representative may without notice to the Tenant re-enter into and upon the Premises or any part thereof in the name of the whole and use and enforce all such ways and means and adopt all such measures as may be necessary or expedient for the purpose of effecting such re-entry by force or otherwise as the occasion may require without being liable for any loss expense damage action suit or proceeding or cost and to hold and enjoy the Premises as if these presents had not been made and thereupon the Tenant's leasehold interest in the Premises will cease and determine.

19.3 Damages generally

The Landlord's entitlement to recover losses, damages, costs or expenses will not be affected or limited by:

- 19.3.1 the Tenant abandoning or vacating the Premises;
- 19.3.2 the Landlord re-entering the Premises and/or terminating the Tenant's leasehold interest in the Premises;

19.3.3 the Landlord accepting the Tenant's repudiation;

19.3.4 conduct of the parties which may or shall constitute a surrender by operation of law.

20. NOTICES

Any notice or other document required to be given or served under this Lease may be given or served:

20.1 by personal service or hand delivery, which will be deemed to have been given upon receipt;

20.2 by ordinary or registered post or facsimile transmission to the last place of business or residence known of the party, and any notice or other document will when given or served by either of the methods mentioned above be deemed to have been given or served and received by the other party three (3) days after the date of posting or delivery at the document exchange whether actually received or not AND in the case of any notice or document required to be served or given by the Landlord to the Tenant the same may be signed on behalf of the Landlord by its agent, manager, secretary assistant, secretary or solicitor and may be either addressed or delivered to the Tenant at the address of the Premises or such other address of the Tenant as the Tenant may specify in writing from time to time.

21. COSTS

21.1 Each party will bear its own costs in respect of the preparation, negotiation, execution and stamping of this Lease.

21.2 Subject to any limits imposed by the Act the Tenant must pay all stamp duty and registration fees in respect of this Lease and any renewal, extension, surrender, assignment or transfer of this Lease and any other incidental documents including any lease plan costs.

22. MISCELLANEOUS

22.1 Holding Over

If the Tenant continues in occupation of the Premises after the expiration of the Term or any extension thereof with the consent of the Landlord the Tenant will thereupon become or be deemed to be a monthly tenant of the Landlord at a rent determined in accordance with the provisions of this Lease, and such tenancy will be subject to such of the conditions and covenants contained in this Lease as are applicable to a monthly tenancy.

22.2 Waiver

No waiver by the Landlord of any breach or non-observance by the Tenant of any covenant herein contained shall constitute a general waiver of the obligations of the Tenant.

22.3 Acceptance of Rent Arrears

In respect of the Tenant's obligations to pay rent the acceptance by the Landlord of arrears of or any late payment of rent will not constitute a waiver of the essentiality of the Tenant's obligations to pay rent on the dates hereinbefore set out for payment of rental or in respect of the Tenant's continuing obligation to pay rent during the Term.

22.4 Kiosks and Marquee

22.4.1 The Landlord may erect from time to time during the term and remove and re-erect kiosks, marquees and other temporary or permanent structures in any part of the Land (not comprising the Premises) and may grant to any person the exclusive use of all or any part thereof for such purposes for such periods and upon such terms and conditions as the Landlord may in its absolute discretion think fit.

22.4.2 The Tenant may request the consent of the Landlord to erect a marquee on the Premises for a particular day or days, where a sporting game or match will be held. If the Landlord's consent is granted the such consent will be subject to certain conditions and requirements of the Landlord from time to time. Such conditions will include an obligation on the Tenant to ensure that such marquee is weighted to prevent damage to sub-surface irrigation.

22.5 No Caveat

The Tenant must not lodge or cause or permit to be lodged any absolute caveat over the certificate of title for the Land or the Premises.

22.6 Landlord and Tenant Act

A notice under section 10 of the *Landlord and Tenant Act 1936 (SA)* must allow 14 days for the Tenant to remedy a breach of this Lease if it is capable of remedy and to make reasonable compensation in money to the satisfaction of the Landlord. No period of notice is required in respect of non-payment of rent.

22.7 Power of Attorney

If the Landlord becomes entitled to terminate this Lease and re-enter and take possession of the Premises (a statutory declaration of any duly authorised officer, employee or agent of the Landlord will be conclusive evidence for the purpose of the Registrar-General) then the Tenant irrevocably appoints the Landlord as the attorney of the Tenant to execute any documents and perform any acts the Landlord requires to give full effect to the power of re-entry under the *Real Property Act 1886 (SA)*. The Tenant must execute any documents and perform any acts the Landlord requires to give full effect to the power of re-entry under the *Real Property Act 1886 (SA)*.

22.8 Special Conditions

This Lease is subject to the special terms and conditions (if any) specified in Item 10 of Schedule 1 and if there is any inconsistency between any such special terms and conditions and any of the provisions of this Lease and/or the Rules and Regulations then such special terms and conditions will prevail.

SCHEDULE 1

ITEM 1 **TENANT** (clause 1.17)

Name: Seacliff Community Recreation Association Incorporated

ABN: 62 551 270 492

Address: 32 Yacca Road, Seacliff SA 5049

ITEM 2 **PREMISES** (clause 1.11)

The whole of the land comprised in Certificate of Title Register Book Volume 5855 Folio 959 and known as 32 Yacca Road Seacliff SA 5049 being the area delineated in red on the plan contained in Schedule 3

ITEM 3 **THE LAND** (clause 1.7)

The whole of the land comprised in Certificate of Title Register Book Volume 5855 Folio 959

ITEM 4 **PERMITTED USE** (clause 9.1)

A non-profit organisation offering recreation programs for all ages and/or for such other lawful use as the Landlord may consent to

ITEM 5 **TERM** (clause 1.20)

A term of five (5) years commencing on 1 July 2023 (**Commencement Date**)

ITEM 6 **COMMENCING RENT** (clause 3)

\$1,400.00 per annum exclusive of GST, if demanded

ITEM 7 **RENT REVIEW** (clause 3)

(a) Fixed Review Dates: Not applicable

(b) CPI Review Dates: 1 July in each year during the Term

ITEM 8 **PUBLIC RISK INSURANCE** (clause 11)

TWENTY MILLION DOLLARS per claim and unlimited in the annual aggregate or such higher amount as the Landlord may from time to time reasonably require.

ITEM 9 EXTENSION OF TERM (clause 18)

One (1) further term of five (5) years commencing 1 July 2028 and expiring 30 June 2033

ITEM 10 SPECIAL CONDITIONS (clause 22.8)

1. Child Safe Environment

- 1.1 The Tenant acknowledges that the City of Holdfast Bay is committed to providing a child safe environment (as defined by the *Children's Protection Act 1993*) at all times. A child safe environment is 'an environment, which is both child-safe and child-friendly, where children are valued and feel respected and encouraged to reach their full potential.'
- 1.2 The Tenant represents to the Landlord that it has fulfilled and will ensure that it continues to fulfil its requirements under the *Children's Protection Act 1993* in relation to occupying the Premises for the Permitted Use.
- 1.3 The Tenant must act in the best interests of the community at large.
- 1.4 The Tenant must at the request of the Landlord provide a current police clearance or the relevant criminal history screening certificate under relevant legislation for the Tenant or any of the Tenant's officers, volunteers, members, employees, contractors, tenants and agents who provide services from the Premises.
- 1.5 If the Landlord makes a request of the Tenant under this special condition, the Tenant must provide the requested documents to the Landlord within 10 Business Days of such request. Failure to do so will be considered a breach of an essential term of this Lease.

2. Tenant's Fixtures and Fittings

- 2.1 For the avoidance of doubt, the Tenant acknowledges that the Landlord has no liability or responsibility for any fixtures, fittings and/or other items installed, owned or otherwise brought onto the Premises by the Tenant.
- 2.2 At the expiration or earlier determination of the this Lease, if requested in writing by the Landlord, the Tenant must, in consideration for \$1.00 (if demanded) transfer ownership to the Landlord all such fixtures and fittings within the Premises, free of any other interests, which are nominated by the Landlord pursuant to this special condition.

3. Other

- 3.1 The Tenant must provide to the Landlord on or before the Commencement Date and on each anniversary of the Commencement Date during the Term

evidence of annual inspections/servicing of the Premises and Services in a form satisfactory to the Landlord, including but not limited to copies of all compliance certificates from the relevant authorities regarding fire safety, white ants, air conditioning, grease arrestors, electrical and essential safety provisions.

- 3.2 The Tenant must leave the Premises (including all playing grounds) in a clean and tidy state at the end of each use.
- 3.3 Except as otherwise permitted by the terms and conditions of this Lease, the Tenant must not under any circumstances allow alcohol onto the Land and must ensure that its patrons, members and visitors do not bring alcohol onto the Land.

ITEM 11 ESSENTIAL TERMS (clause 66)

Clauses 3.1, 4, 5, 6, 7, 8, 9.1, 9.3, 10, 11, 12, 17, 22.8 and any obligations imposed on the Tenant pursuant to Item 10 of this Schedule

SCHEDULE 2 - Maintenance Schedule

This schedule outlines the particular responsibilities of Landlord and the Tenant, where applicable, and must be read in conjunction with relevant provisions within this Lease including **clauses 6.1 and 6.7**.

1. Building External

Item	Tenant	Landlord
Stormwater system	<ul style="list-style-type: none"> • Clean gutters, downpipes and stormwater drains - keep free of debris to prevent blockages 	<ul style="list-style-type: none"> • Repair/replace as required (based on Landlord's capital works programme and budget priorities).
Windows	<ul style="list-style-type: none"> • Clean glazing • Replace damaged windows, panels or glazing if damage caused or contributed by the Tenant • Repair and repaint as required 	<ul style="list-style-type: none"> • Repair replace frames and opening/closing mechanisms.
Solar panels	<ul style="list-style-type: none"> • Full responsibility 	<ul style="list-style-type: none"> • Nil responsibility
Roof and guttering	<ul style="list-style-type: none"> • Keep guttering clean and free of debris at all times 	<ul style="list-style-type: none"> • Repair leaks to the roof and repair or replace roof covering (based on Landlord's capital works programme and budget priorities)
Doors/locking mechanisms	<ul style="list-style-type: none"> • Key replacement • Keep doors operational - repair (e.g. If door hinge/lock broken, repair replace locks, door coverings • Replace damaged locks • Replacement of damaged doors 	<ul style="list-style-type: none"> • Replace at end of natural life.
Walls	<ul style="list-style-type: none"> • Wash, clean periodically • Repair and repaint periodically • Remove graffiti. 	<ul style="list-style-type: none"> • Maintain structural stability
Stairwells/staircase	<ul style="list-style-type: none"> • Keep free of rubbish and debris • Keep access/egress area clear • Repair and replace as required including 	<ul style="list-style-type: none"> • Nil responsibility

	balustrades, treads, risers and landings	
Paint finishes	<ul style="list-style-type: none"> • Touch up where damaged. Repaint as required 	<ul style="list-style-type: none"> • Address at end of natural life
Retaining Walls	<ul style="list-style-type: none"> • Nil responsibility 	<ul style="list-style-type: none"> • Full responsibility
Signs	<ul style="list-style-type: none"> • Maintain and replace (observing Landlord's requirements for installation of signage) 	<ul style="list-style-type: none"> • Nil responsibility
Security lights	<ul style="list-style-type: none"> • Replace globes, maintain and replace 	<ul style="list-style-type: none"> • Nil responsibility
Floodlighting	<ul style="list-style-type: none"> • Replace globes, maintain and replace 	<ul style="list-style-type: none"> • Replace at end of natural life.
External Pipes	<ul style="list-style-type: none"> • Remove blockages and repair damage 	<ul style="list-style-type: none"> • Replace at end of natural life. • Remove tree roots if damaged caused by trees on Landlord reserves
General Cleaning	<ul style="list-style-type: none"> • Full responsibility 	<ul style="list-style-type: none"> • Nil responsibility

2. Building Internal

Item	Tenant	Landlord
Water, sewer and gas piping	<ul style="list-style-type: none"> Keep free from blockages – unblock drains. Repair damage 	<ul style="list-style-type: none"> Replace at end of useful life.
Hot water system	<ul style="list-style-type: none"> Full responsibility 	<ul style="list-style-type: none"> Nil responsibility
Fire extinguishers and exit lights	<ul style="list-style-type: none"> Full responsibility to maintain and repair when damage caused by the Tenant 	<ul style="list-style-type: none"> Full responsibility to repair and replace at end of natural life Undertake statutory service compliance testing as required and/or when contracted by the Tenant to do so (at the cost of the Tenant)
Water/waste services - associated fittings.	<ul style="list-style-type: none"> Clean fittings, e.g. taps, toilet, sinks - replace washers Replace tapware, sinks, drains and toilets. 	<ul style="list-style-type: none"> Nil responsibility
Grease Arrestors	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Not applicable
Telecommunications-phone/PABX systems	<ul style="list-style-type: none"> Full responsibility 	<ul style="list-style-type: none"> Nil responsibility
Air conditioning units/thermostats, ducting etc (installed by Landlord)	<ul style="list-style-type: none"> Maintenance and repair including all testing and servicing 	<ul style="list-style-type: none"> Repair and replace as required (based on Landlord's capital works programme and budget priorities unless urgent or a safety hazard)
Air conditioning units/thermostats, ducting etc (installed by the Tenant)	<ul style="list-style-type: none"> Maintenance and repair including all testing and servicing Full responsibility for repair and replacement 	<ul style="list-style-type: none"> Nil responsibility
Electrical services, switchboards, distribution boards, and power lighting circuits.	<ul style="list-style-type: none"> Full responsibility to maintain and repair when damage caused by the Tenant 	<ul style="list-style-type: none"> Full responsibility to repair and replace at end of natural life Undertake statutory service compliance testing as required
Lighting fixtures	<ul style="list-style-type: none"> Replace lights and globes, ballast's and fuses. Repair / replace wiring connections. 	<ul style="list-style-type: none"> Nil responsibility

Smoke detectors	<ul style="list-style-type: none"> • Full responsibility to maintain and repair when damage caused by the Tenant 	<ul style="list-style-type: none"> • Full responsibility for replacement at end of natural life • Undertake statutory service compliance testing as required and/or when contracted by the Tenant to do so (at the cost of the Tenant)
Carpets	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Not applicable
Vinyl/concrete/tiled/other floors.	<ul style="list-style-type: none"> • Clean/polish • Repair replace to appropriate finish 	<ul style="list-style-type: none"> • Nil responsibility
Internal walls/screens	<ul style="list-style-type: none"> • Clean. Keep free of mould/grime • Repair damage caused by use. • Repair cracking, replace, repaint 	<ul style="list-style-type: none"> • Replacement responsibility for structural walls only.
Ceilings	<ul style="list-style-type: none"> • Clean, keep free from cobwebs etc Repair, repaint periodically 	<ul style="list-style-type: none"> • Replace due to structural failure, or repair damage caused by roof leaks
Stairwells, staircases	<ul style="list-style-type: none"> • Clean, keep free from cobwebs, debris etc Repair; replace e.g. balustrades, treads, risers and landings 	<ul style="list-style-type: none"> • Replace due to structural failure
Loose furniture	<ul style="list-style-type: none"> • Full maintenance responsibility 	<ul style="list-style-type: none"> • Nil responsibility
Replacement of lights and globes	<ul style="list-style-type: none"> • Full maintenance responsibility 	<ul style="list-style-type: none"> • Nil responsibility
Electrical Tagging and Testing	<ul style="list-style-type: none"> • Full responsibility 	<ul style="list-style-type: none"> • Nil responsibility
General cleaning	<ul style="list-style-type: none"> • Full responsibility 	<ul style="list-style-type: none"> • Nil responsibility
Security Alarms (Maintenance and call-outs)	<ul style="list-style-type: none"> • Full maintenance responsibility 	<ul style="list-style-type: none"> • Nil responsibility

3. External Surfaces

Item	Tenant	Landlord
External Fences	<ul style="list-style-type: none"> • Nil responsibility 	<ul style="list-style-type: none"> • Schedule upgrades and replacement (based on capital works programme and budget priorities)
Carpark surfaces	<ul style="list-style-type: none"> • Nil responsibility 	<ul style="list-style-type: none"> • Full responsibility
Carpark Linemarking	<ul style="list-style-type: none"> • Nil responsibility 	<ul style="list-style-type: none"> • Full responsibility
Garden areas	<ul style="list-style-type: none"> • Keep clean and unobstructed • Keep maintained 	<ul style="list-style-type: none"> • Nil responsibility.
Storage shed	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Not applicable
Entrance feature	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Not applicable
Internal Roads	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Not applicable
Internal Roads Linemarking	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Not applicable

SCHEDULE 3 – Plan of Premises



RULES AND REGULATIONS

1. The Tenant must not:

- 1.1 smoke in the Building or on the areas outside the Building on the Land;
- 1.2 put up signs, notices, advertisements, blinds or awnings, antennae or receiving dishes or install vending or amusement machines without the Landlord's approval;
- 1.3 hold auction, bankrupt or fire sales in the Premises;
- 1.4 keep an animal or bird on the Premises;
- 1.5 use a business name which includes words connecting the business name with the Building without the Landlord's approval;
- 1.6 remove floor coverings from where they were originally laid in the Premises without the Landlord's approval;
- 1.7 do anything to the floor coverings in the Building which affects any guarantee in connection with them if the Landlord has given the Tenant a notice setting out the relevant terms of the guarantee;
- 1.8 use any method of heating, cooling or lighting the Premises other than those provided or approved by the Landlord;
- 1.9 operate a musical instrument, radio, television or other equipment that can be heard outside the Premises;
- 1.10 throw anything out of any part of the Building;
- 1.11 move heavy or bulky objects through the Building without the Landlord's approval;
- 1.12 obstruct:
 - 1.12.1 windows in the Premises except by internal blinds or curtains approved by the Landlord;
 - 1.12.2 any air vents, air conditioning ducts or skylights in the Premises; or
 - 1.12.3 emergency exits from the Building or the Premises; or
 - 1.12.4 the Common Areas; or
 - 1.12.5 interfere with directory boards provided by the Landlord.

2. **The Tenant must:** put up signs in the Premises prohibiting smoking if required by the Landlord;

- 2.1 if the Landlord approves the Tenant's use of a business name which is connected with the Building, terminate any right it has to use that business name on the date it must vacate the Premises;
- 2.2 participate in any emergency drill of which the Landlord gives reasonable notice;
- 2.3 evacuate the Building immediately and in accordance with the Landlord's directions when informed of any actual or suspected emergency; and

- 2.4 secure the Premises when they are unoccupied and comply with the Landlord's directions about Building security.

IMPORTANT NOTICE

EXCLUSION OF WARRANTY OF FITNESS FOR PURPOSE

Retail and Commercial Leases Act 1995: Section 18

Retail and Commercial Leases Regulations 1995: Regulation 7

THE LANDLORD DOES NOT WARRANT THAT THE PREMISES YOU ARE ABOUT TO LEASE WILL, FOR THE DURATION OF YOUR LEASE, BE STRUCTURALLY SUITABLE FOR THE TYPE OF BUSINESS THAT YOU INTEND TO CARRY ON.

SIGNED as an agreement

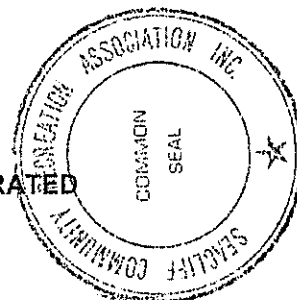
DATED

THE COMMON SEAL of
CITY OF HOLDFAST BAY
was herunto affixed in the presence of

.....
Mayor

.....
Chief Executive Officer

THE COMMON SEAL of
SEACLIFF COMMUNITY RECREATION ASSOCIATION INCORPORATED
was affixed pursuant to the *Associations
Incorporation Act 1985* in accordance with
its constitution:-



Beverley Manns
Chairperson/Vice Chairperson
(Please delete as applicable)

Beverley Manns
Print name

Melissa Kari
Signature of Committee/Board Member
(Please delete as applicable)

Melissa Kari
Print name

Item No: 15.7

Subject: **TRANSFORMING JETTY ROAD – ESTABLISHMENT OF A SECTION 41 COMMITTEE**

Summary

The Jetty Road, Masterplan, publically known as Transforming Jetty Road, has been initiated for delivery by the City of Holdfast Bay and is recognised as not only one of this Council's most strategic projects, but also as this Council's largest single investment in a project.

This report is seeking to establish a section 41 Committee to assist Council in their decision making and ensure there is an appropriate level of governance in the management of this project and Council's investment. It is acknowledged that the project is being considered as part of the Annual Business Planning process and subject to funding approval through that process. The early establishment of the Committee will assist in meeting the delivery timeframes of the project.

Recommendation

That Council:

1. **establishes the Transforming Jetty Road Project Committee of Council under section 41 of the *Local Government Act 1999*;**
 2. **endorses the Terms of Reference presented in Attachment 1;**
 3. **appoints the Mayor to the Committee and Chair of the Committee;**
 4. **appoints the Audit and Risk Committee Presiding Member to the Committee;**
 5. **appoints _____ and _____ as the Elected Member representatives to the Committee;**
 6. **appoints the Jetty Road Mainstreet Committee Chair (Gilia Martin) and Chris Morley as JRMC representatives to the Committee; and**
 7. **authorises the Chief Executive Officer to write to Department of Infrastructure and Transport to provide a representative for the Committee.**
-

Background

On 28 November 2023, Council approved to initiate the Jetty Road Masterplan Stage 2 project. This included undertaking the design and construction of the remaining stages of Jetty Road Masterplan.

Council has committed \$30 million to deliver the project and approved the execution of a grant agreement with the Federal Government to receive \$10 million of funding for the project.

Administration recommends that a section 41 Committee be established, namely Transforming Jetty Road Project Committee (the Committee) to support Council in their decision making.

Report

The Transforming Jetty Road project is recognised as Council's largest project and a highly complex piece of work due to the anticipated outcomes the project is seeking to deliver, the involvement of numerous stakeholders and its prominence as a local precinct and State tourist attraction.

The project is further complicated by the State's ownership of public transport infrastructure that plays a key role in enabling changes to the street operations. The transformational change and future vision of the project is likely to present challenges in obtaining acceptance by the community and key stakeholders. Further, the Federal Government grant requires the newly constructed Coast Zone to be completed by 31 December 2026.

Given the level of investment and the project's complexity, Administration believes a section 41 Committee is required to achieve an appropriate level of due diligence and consideration to assist Council in its decision making.

Delegation of the Committee

At the Administration level, the project reports into a Project Control Group for decisions within their delegation. The Project Control Group will refer matters to the Committee and seek recommendations to the Council on draft concept plans, public consultation activities, and variations/risks and issues that impact on scope, budget or public perception of the project (if those matters arise).

Committee Membership

It is proposed that the Committee would comprise of the following membership:

- City of Holdfast Bay Mayor (Chair)
- Chair, Audit and Risk Committee
- two Elected Members
- two members from the Jetty Road Mainstreet Committee
- a representative from the Department of Infrastructure and Transport
- a Landlord with property located on Jetty Road Glenelg.

Meeting Frequency

The Committee shall meet on bi-monthly basis unless an urgent matter is identified and a special meeting is requested; at appropriate times in the project's reporting cycle; and otherwise as required.

Allowance of Committee Members

There will be no allowance provided for members of this Committee.

Appointment of Committee Members

Nominations will be called for by Council for Elected Member representation. JRMCM representation has been recommended to Council by the JRMCM Committee being the JRMCM Chair (Gilia Martin) and Chris Morley.

Invitations for other members of the Committee will be made on behalf of Council, and brought back to Council for formal appointment.

Further details of the scope and operations of the Committee are proposed in the attached Terms of Reference.

Refer Attachment 1

Next Steps

If Council approves the establishment of the Transforming Jetty Road Project Committee in accordance with this report:

1. DIT will be contacted to seek an appointment to the Committee; and
2. landlords will be approached seeking their interest in joining the Committee.

Budget

There are no budget implications associated with this report.

Life Cycle Costs

Not applicable

Strategic Plan

Not applicable

Council Policy

Not applicable

Statutory Provisions

Local Government Act 1999, section 41

Written By: Project Manager, Public Realm and Urban Design

Chief Executive Officer: Mr R Bria

Attachment 1

Transforming Jetty Road Project Committee - Terms of Reference

1. Establishment

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (the Act) the Council hereby establishes a committee to be known as the Transforming Jetty Road Project Committee.
- 1.2 The purpose of this Committee is to provide strategic oversight to the Transforming Jetty Road Project and provide high level advice and recommendations to Council regarding matters related to the project within the context of concept design outcomes, timing of activities, community consultation, budget and project governance matters.

2. Membership

- 2.1 The Transforming Jetty Road Project Committee shall consist of eight persons as follows:
 - City of Holdfast Bay Mayor (Chair)
 - Chair, Audit and Risk Committee
 - two Elected Members
 - two members from the Jetty Road Mainstreet Committee(JRMC)
 - a representative from the Department of Infrastructure and Transport
 - a Landlord with property located on Jetty Road Glenelg.
- 2.2 Members of the Transforming Jetty Road Project Committee are appointed by Council. JRMC members will be recommended by the JRMC and other members on recommendations from Administration. Elected Members will be appointed for the term of Council and other members will be appointed for the term of the project (currently 31 December 2027).
- 2.3 Members of the Committee may be removed from office by Council resolution at any time.
- 2.4 The Mayor will be appointed to the role of Chair of the Jetty Road Glenelg Project Committee.

4. Secretariat and Support

- 4.1 The Chief Executive Officer shall ensure that the Transforming Jetty Road Project Committee has access to reasonable administrative resources in order to carry out its duties (subject to any budget allocation being approved by Council).
- 4.2 The Chief Executive Officer shall ensure effective policies, systems and procedures are in place for the identification, assessment, monitoring, management and

23 April 2024 - C/xxxx

annual review of strategic, financial and operational risks for the Transforming Jetty Road Project Committee.

- 4.3 The Transforming Jetty Road Project Committee shall be provided with appropriate and timely training, both in the form of an induction program for new members and on an ongoing basis for all members.

5. Meetings

- 5.1 The Transforming Jetty Road Project Committee shall meet bi-monthly, at appropriate times in the Project's reporting cycle, and otherwise as required. Pursuant to section 90 of the Act, meetings are public (except in special circumstances as defined by the Act) and will be conducted in a place open to the public.
- 5.2 Meetings of the Transforming Jetty Road Project Committee are governed by the *Local Government (Procedures at Meetings) Regulations 2013*.
- 5.3 Unless required by legislation not to vote, each member must vote on every matter that is before the Transforming Jetty Road Project Committee for decision.
- 5.4 The Chair has a deliberative vote but not a casting vote in the event of a tie. A tied vote means that the motion is lost.
- 5.5 The quorum necessary for the transaction of business shall be five members. A duly convened meeting of the Transforming Jetty Road Project Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by it.
- 5.6 The Chief Executive Officer, and other executive staff and officers of Council may attend any meeting as observers or in support of matters being considered by the Transforming Jetty Road Project Committee.
- 5.7 Ordinary meetings of the Transforming Jetty Road Project Committee will be held at times and places determined by Council or, subject to a decision of the Transforming Jetty Road Project Committee.
- 5.8 If necessary, Members may participate in the meeting by telephone or other electronic means provided that members of the public can hear the discussion between all members.
- 5.9 A special meeting of the Transforming Jetty Road Project Committee may be called by the Chief Executive Officer in accordance with section 87(5) of the Act, at the request of the Chair or at least two members of the Transforming Jetty Road Project Committee.
- 5.10 The agenda and minutes of Transforming Jetty Road Project Committee meetings, subject to any items that are discussed in confidence under section 90 of the Act

and subsequently retained under section 91 of the Act, are also required to be made available to the public.

- 5.11 Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Transforming Jetty Road Project Committee, no later than three business days before the date of the meeting. Supporting papers shall be sent to Committee members (and to other attendees as appropriate) at the same time.
- 5.12 The Chief Executive Officer shall ensure that the proceedings and resolutions of all meetings of the Transforming Jetty Road Project Committee are minuted and that the minutes comply with the requirements of the *Local Government (Procedure at Meetings) Regulations 2013*.
- 5.13 Minutes of Transforming Jetty Road Project Committee meetings shall be circulated within five days after a meeting to all members of the Transforming Jetty Road Project Committee and to members of the Council and will (as appropriate) be available to the public.

6. Role of the Committee

- 6.1 The Transforming Jetty Road Project Committee has no authority to act independently of Council. The primary role of the Transforming Jetty Road Project Committee is to provide advice and recommendations to Council about matters relating to the Transforming Jetty Road Project.
- 6.3 ***Reporting Responsibilities***
 - 6.3.1 The Transforming Jetty Road Project Committee minutes shall be presented to the Council after every meeting to identify and present advice and recommendations.
 - 6.3.2 The Chief Executive Officer will identify matters, further to those matters covered elsewhere in these Terms of Reference, to be reported to the Transforming Jetty Road Committee in detail where those matters are considered to be of material affect, have a material impact on the operation of Council as an elected body (e.g. impact on policies relating to Elected Members), or have significant impact on Council's operations.

Item No: 15.8**Subject:** STATE PLANNING REVIEW OUTCOMES

Summary

This report outlines the outcomes of the State Government's review of the South Australian planning system that was initiated in mid-2022, and how these outcomes align with the City of Holdfast Bay's submission to that review at the time. For the most part, Council's recommendations have been addressed by way of either immediate or pledged changes to the State's planning system by the State Government.

Recommendation

That Council notes the State Government's response to submissions received to the State Planning Review and how it aligns with the City of Holdfast Bay's priorities.

Background

At its meeting held 24 January 2023, Council considered a report into the review of the South Australian Planning System initiated by the State Government. Council resolved to make a submission that outlined the issues that were seen as being important to the Holdfast Bay community, gained through community feedback, Elected Member input, and the practical experience that came from administering the planning system (Resolution No. C240123/7324). It should be noted that the review of the South Australian Planning System is distinct from the review of the Greater Adelaide Regional Plan, which Council provided a separate submission to in late 2023. The State Government is yet to release its response to submissions received for the engagement process relating to the Greater Adelaide Regional Plan.

Report

The State Government's review of the South Australian planning system was borne from an election commitment by the then Labor opposition that promised to investigate many of the purported shortcomings that had been experienced by Local Government and the general community since the new planning system was introduced in 2016. Broad community consultation occurred during late 2022, where several hundred submissions, including that of the City of Holdfast Bay, were received. Analysis of these submissions over the past 15 months has resulted in the State Government adopting 76 key recommendations. These recommendations are contained in the lengthy report uploaded to the Elected Member Hub. In summary, some of the State Government's more noteworthy commitments to change include:

- Restoring appeal rights for over-height developments in some circumstances.
- Stronger tree protections.
- Broader heritage protection with improved design guidelines.
- More demolition controls for character buildings.
- Greater opportunities for public involvement in the planning system.
- Greater opportunity for council-led policy change to planning policy.

The recommendations do not propose any wholesale change to the planning system as it currently exists, rather it is fine tuning what is already in place. Whilst some of the recommendations have already been implemented, the majority require further investigation prior to implementation.

Recommendations of relevance to the City of Holdfast Bay

In its submission to the Planning Review in January 2023, the City of Holdfast Bay sought nine key amendments to the current planning system to enable:

1. a well-informed community who can genuinely engage with the planning system.
2. a Planning and Design Code that enables the development of localised policy.
3. good design outcomes informed by changes to the Planning and Design Code managed by local councils with direct input from its community.
4. increased regulated and significant tree protection that recognises the importance of these trees and discourages removal through significant penalties.
5. greater protection to established suburban character and heritage buildings.
6. removal of the financial burden of administering and implementing the planning system from local government and their communities.
7. empowering individual councils to establish land use policy rather than through the current and singular statewide Planning and Design Code.
8. provision of greater opportunity to provide for a more localised and nuanced policy to preserve and enhance local character.
9. provision of a planning system where the community's understanding and usage of the system is improved.

The table provided as Attachment 1 to this report compares Council's priorities raised during the consultation stage to the recommendations released by the State Government in response to the engagement process. For the most part, the issues raised by the City of Holdfast Bay in its submission have been addressed through a pledge to implement specific changes. The State Government's recommendations relating to built heritage, urban tree canopy, infill development, and localised policy input are particularly noteworthy as these are the issues of most importance to the Holdfast Bay community.

Refer Attachment 1

Moving forward, Administration will look for opportunities to take advantage of any changes introduced by the State Government that will improve the city's urban setting with respect to urban canopy, heritage and character protection, and community engagement. As the State Government rolls out the changes that it has committed to as part of its response to the review, Administration will provide Council with options for how it can become involved and effect change for its community.

Budget

There is no impact on the Annual Business Plan as a result of reporting this matter.

Life Cycle Costs

Not applicable

Strategic Plan

Vision - Creating a welcoming and healthy place for everyone.

Council Policy

Not applicable

Statutory Provisions

Planning, Development and Infrastructure Act 2016

Written By: Manager, Development Services

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

City of Holdfast Bay 2023 Submission Priority	State Government 2024 Response	Timing of Implementation	Comments
A well-informed community who can genuinely engage with the planning system	Proposed developments which exceed the maximum height identified in the Planning and Design Code (including any affordable housing incentive) should attract third-party appeal rights.	Late 2024	This is a welcome change that will restore appeal rights for excessively large developments.
	Demolition of all dwellings should be recorded on the e-Planning portal.	Mid 2024	Greater transparency is a positive.
	Investigate the development of a mobile application to improve the mobile accessibility of the e-Planning system and PlanSA website.	Early 2025	Greater accessibility and usability is welcome.
	Review of the PlanSA website is undertaken, following which the website interface is updated to be more user friendly and intuitive, acknowledging the various capabilities of users.	Early-Mid 2025	A welcome development, as the Portal is not user friendly for the general public.
	Create a simplified online submission form which does not require an applicant to have a PlanSA account and login.	Early 2025	A welcome initiative for those wanting greater interaction with the Portal.
A Planning and Design Code that enables the development of localised policy	Support and facilitate councils to undertake Code Amendments to elevate existing Character Areas to Historic Areas (where appropriate criteria or justification exists).	Late 2024	A positive step that will restore some ability for councils to include more localised content in zoning policy.
Good design outcomes informed by changes to the Planning and Design Code managed by local councils with direct input from its community	General infill design guidelines should be prepared in conjunction with industry to demonstrate and promote different styles and types of infill development.	Early-Mid 2025	A positive step that will improve design outcomes.
	The Planning and Design Code provisions pertaining to Private Open Space should be revised.	Mid 2025	A welcome step as current minimum standards are too low.
	General infill design guidelines should be prepared in conjunction with industry to demonstrate and promote different styles and types of infill development.	Mid 2025	A welcome initiative to develop guidelines in consultation with key and community stakeholders.

City of Holdfast Bay 2023 Submission Priority	State Government 2024 Response	Timing of Implementation	Comments
	A basic landscaping plan should be provided for all infill developments to document how the soft landscaping requirements of the Planning and Design Code are to be adhered to.	Mid 2024	A very good recommendation as current development applications are void of meaningful landscaping, particularly for infill residential settings.
Increased regulated and significant tree protection that recognises the importance of these trees and discourages removal through significant penalties	<p>The prescribed circumference of a regulated and significant tree be reduced with the intent of offering protection to a broader range of mature trees.</p> <p>The Government investigate the use of tree canopy as a measure of tree protection.</p> <p>The existing proximity exemption of ten (10) metres to a dwelling or swimming pool be significantly reduced.</p> <p>Pruning of protected trees only be permitted to occur at a rate of 30% once in every five (5) years.</p> <p>The Government consider whether there are any interim measures able to be implemented to prevent a rush on tree removals.</p> <p>The Government investigate what additional and/or alternative penalties are available for tree damaging activity to disincentivise poor behaviour.</p> <p>Investigations be undertaken to establish an independent arboriculture advisory body to provide advice on applications pertaining to significant trees.</p>	<p>Late 2024</p> <p>Late 2024</p> <p>Late 2024</p> <p>Late 2024</p> <p>Mid 2024</p> <p>Late 2024</p> <p>Late 2024</p>	<p>An excellent initiative called for by the City of Holdfast Bay.</p> <p>A welcome step to curb reduction of tree canopy.</p> <p>A very good measure that will protect many more trees from removal.</p> <p>A sensible measure to curb the practice of incremental destruction of trees.</p> <p>A positive step where local government can assist.</p> <p>Long overdue measure to disincentivise removal of healthy trees to facilitate development.</p> <p>A positive measure that will address the subjectivity out of tree assessments.</p>

City of Holdfast Bay 2023 Submission Priority	State Government 2024 Response	Timing of Implementation	Comments
	The Government investigate what opportunities and mechanisms are available to encourage tree retention and planting on private land.	Late 2024	A good measure where the City of Holdfast Bay would be pleased to assist the State Government with.
Greater protection to established suburban character and heritage buildings	Elevate Character Areas to Historic Areas	Early-Mid 2025	An excellent initiative called for by the City of Holdfast Bay.
	Tougher demolition controls in Character Areas requiring a replacement building to be approved prior to demolition being able to occur in Character Areas.	Mid-Late 2024	A sensible response to the indiscriminate demolition of character buildings.
	The State Government, through Planning and Land Use Services, prepare a template set of design guidelines for character and historic areas.	Late 2024	A long-overdue measure called for by the City of Holdfast Bay over many years.
Removal of the financial burden of administering and implementing the planning system removed from local government and their communities	Car Parking Offset Funds should be permitted to be used to build active travel infrastructure.	Immediate	Already implemented by the City of Holdfast Bay for the Glenelg Business District, but could be expanded to other precincts.
	A non-refundable lodgement fee should be paid at submission of a development application to 'lock in' the version of the Planning and Design Code to be used for assessment.	Immediate	A good measure that compensates councils for the administrative burden of reversing lodgements and fees.
Empowering individual councils to establish land use policy rather than through the current and singular statewide Planning and Design Code	General infill design guidelines should be prepared in conjunction with industry to demonstrate and promote different styles and types of infill development.	Early 2024	A welcome measure that will ensure greater participation by councils and their communities to the formulation of land use policy.
	The Accredited Professionals Scheme and associated Regulations should be amended to remove the ability for building professionals to issue planning consents.	Mid 2024	A long-overdue measure that will stop poor decisions from private certifiers.

City of Holdfast Bay 2023 Submission Priority	State Government 2024 Response	Timing of Implementation	Comments
	Minor variations to a planning consent once Development Approval has been issued should only be assessed by the relevant council.	Mid 2024	An excellent initiative that will ensure a stop to the practice of large-scale changes via incremental variations.
Provision of greater opportunity to provide for a more localised and nuanced policy to preserve and enhance local character	Requirement for a replacement building to be approved prior to demolition being able to occur in Character Areas.	Late 2024	A very good initiative that will ensure that character buildings only receive demolition approval if the replacement building is of an equally high standard of architecture.
Provision of a planning system where the community's understanding and usage of the system is improved	Greater education needs to be provided on public notification and how to make a submission on a development application.	Immediate	A long-overdue measure called for by the City of Holdfast Bay to empower its community to become actively involved in the planning system.
	The State Planning Commission should review and amend the Community Engagement Charter to provide guidance on First Nations engagement.	Late 2024	An excellent initiative that introduces a fundamental right for our First Nations people to be actively involved and heard in the planning system.

Item No: 15.9

Subject: **AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION – NATIONAL GENERAL ASSEMBLY – CONFERENCE MOTIONS**

Summary

Each year, the Australian Local Government Association (ALGA) holds a National General Assembly (NGA) in Canberra where councils from around Australia can discuss current and emerging challenges and opportunities, and advocate to the Federal Government on critical issues facing the sector.

The next NGA will be held on 2-4 July 2024 with the theme *Building Community Trust*. This theme aims to explore the critical importance of trust in governments, between governments, its institutions, and its citizens. This trust is a fundamental building block of our nation's democracy.

Possible motions have been drafted for Council's consideration, in line with the guidelines provided by the ALGA.

Recommendation

That Council

1. **endorses the suggested motion as provided in Attachment 3 regarding 'housing and homelessness' be submitted for consideration by the Australian Local Government Association for inclusion in the National General Assembly agenda, and / or**
 2. **endorses the suggested motion as provided in Attachment 5 regarding the 'environment – safe battery disposal' be submitted for consideration by the Australian Local Government Association for inclusion in the National General Assembly agenda.**
-

Background

The Australian Local Government Association (ALGA) advocates on behalf of Australia's 537 councils for funding and policy outcomes that support local governments to deliver better results for their communities.

Each year a National General Assembly (the NGA) is held in Canberra where councils from around Australia discuss current and emerging challenges and opportunities, and advocate to the Federal Government on critical issues facing our sector.

The motions passed at the NGA inform ALGA's strategic direction and national advocacy objectives. ALGA takes the agreed message to Ministers, MPs and decision-makers in Canberra and around the country through Ministerial meetings, forums, budget submissions, and advocacy campaigns.

The NGA will be held in Canberra from 2-4 July 2024 and will be an opportunity to clearly set and articulate the local government sector's agenda to a new or returning Federal Government.

The ALGA have called for motions for the Assembly, inviting councils to bring strategic issues of national importance to this event.

Motions must be endorsed by Council, submitted by Tuesday 30 April 2024 and meet the following criteria:

1. Be relevant to the work of local government nationally.
2. Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications.
3. Be consistent with the themes of the NGA.
4. Complement or build on the policy objectives of ALGA and your state or territory local government association.
5. Be submitted by a council which is a financial member of their state or territory local government association.
6. Propose a clear action and outcome ie call on the Australian Government to act on something.
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
10. Be supported by sufficient evidence to support the outcome being sought and demonstrate the relevance and significance of the matter to local government nationally.

Motions must commence with the following wording: *This National General Assembly calls on the Australian Government to ...*

Report

The theme for the NGA this year is *Building Community Trust*, focusing on:

- how all levels of government in Australia can build trust in each other and earn greater trust from the community
- practical opportunities for the Australian Government to leverage the trust that local communities have in their local council
- focus on practical programs that can strengthen the system of local government nationally to provide the services and infrastructure required to support and strengthen our communities, and
- new program ideas that that would help the local government sector to deliver the Australian Government's objectives.

This theme aims to explore the critical importance of trust in governments, between governments, its institutions, and its citizens because trust is a fundamental building block of our nation's democracy.

The NGA discussion paper quotes "research in 'The Conversation' indicating that Australians' trust in politicians (our political representatives) and democracy has hit an all-time low. This report indicates 'fewer than 41% of Australian citizens are satisfied with the way democracy works in Australia, down from 86% in 2007. Public satisfaction has fallen particularly sharply since 2013, when 72% of Australian citizens were satisfied...These statistics should be of concern to every level of government and those interested in the future of our communities and Australia's democratic system. It is said that 'trust is hard-earned, easily lost, and difficult to re-establish – and a key to absolutely everything.'" The discussion paper detailing the theme and sub-themes is provided as Attachment 1.

Refer Attachment 1

In 2022, Council put a motion to the NGA, calling on all tiers of government to work together to trial innovative public governance models as a response to the waning trust that has been in evidence for decades. A copy of that motion is provided for reference as Attachment 2.

Refer Attachment 2

As outlined in the discussion paper, this year's call for motions focusses on twelve priority areas:

- Intergovernmental relations
- Financial sustainability
- Roads and infrastructure
- Emergency management
- Housing and homelessness
- Jobs and skills
- Community services
- Closing the Gap and Aboriginal and Torres Strait Islander Reconciliation
- Data, digital technology and cyber security
- Climate change and renewable energy
- Environment, and
- Circular economy.

Each of these themes contains a richness of possible motions as councils' legislative responsibilities and community expectations are ever-expanding and increasingly complex. No tier of government can solve the challenges in each of these domains individually or without consistent, integrated policy settings, strategic directions and actions.

While each theme has a range of worthy contenders for motions, two key matters are considered to meet the criteria for motions and are escalating issues, quickly becoming intractable and therefore requiring urgent, concerted, cooperative effort.

Proposed Motion 1 – Housing and Homelessness

While the City of Holdfast Bay is generally an affluent community, we are seeing the implications of a lack of affordable housing across the state, with a visible increase of people experiencing homelessness in our city and cost of living stresses across the board.

The discussion paper quotes “research by the UNSW City Futures Research Centre shows 640,000 Australian households – or one in 15 households – are under housing stress.” In January 2024, rental vacancy rates were below 1%¹, which is well short of the 2.6-3.5% considered to be a healthy market. According to the ABS, over 120,000 people were experiencing homelessness on census night in 2021² and Homelessness Australia report that some 1,600 people are being pushed into homelessness each month³. Research undertaken for the Community Housing Industry Association predicts that by 2041, there will be 940,000 households with unmet housing needs⁴, with families representing approximately half of current and future unmet housing needs.

Contrast these statistics with the Housing Australia Future Fund which aims to fund 20,000 social and 20,000 affordable homes over five years nationally.

While the provision of affordable housing is not generally a local government responsibility, councils have a role to play in ensuring there is enough suitably located land available for housing and that a diversity of housing stock is supported. This responsibility for strategic land use planning for growth has been highlighted by the State Government during the development of the new Regional Plans, which will guide development across the state and fulfil the vision of the State Planning Policies. The expected base case includes substantial population increases in a market already failing to meet demand, resulting in even greater pressure for local governments to enable development to occur.

While the causal factors are many, the result is a bona fide housing crisis across the nation. Tackling an urgent problem of this scale in a low-trust environment is one of the greatest challenges facing current governments, second only to that of climate change.

Historically, Australian politics and bureaucratic institutions have been rewarded for maintaining stability, rather than pursuing bold and courageous disruptions to the status quo. Unfortunately, in times of crisis, imagination and judicious disruption are necessary responses, which was recently demonstrated during the COVID-19 pandemic. Extreme measures were taken to protect public safety and trust in governments globally and in Australia surged, despite widespread disruptions. Unfortunately, the improvement in trust did not last very long, but that is not surprising given the implemented disruptions were driven by fear, rather than positive change. (Fear can be an effective catalyst but is relatively short lived and often has a re-bound effect.)

According to Research from the University of Sydney, during the past four decades home ownership among Australians aged 25-34 sunk from around 60% to 45%, and 71 to 65% across all age groups⁵. At the other end of the spectrum, the proportion of social housing is estimated to have fallen from over 7% of all housing in Australia in the early 1990s down to just 4% in 2019.⁶ Contrast this with Singapore, where over the same period, home ownership rose from

¹ https://propertyupdate.com.au/rental-vacancy-rates/?utm_source=substack&utm_medium=email#:~:text=The%20national%20residential%20property%20rental,in%20Australia%20continues%20to%20intensify.

² https://www.abs.gov.au/statistics/people/housing/estimating-homelessness-census/2021?utm_source=substack&utm_medium=email

³ <https://homelessnessaustralia.org.au/housing-crisis-is-driving-surging-demand-for-homelessness-services/>

⁴ https://cityfutures.adelaide.unsw.edu.au/documents/699/CHIA-housing-need-national-snapshot-v1.0.pdf?utm_source=substack&utm_medium=email

⁵ <https://theconversation.com/the-singapore-inspired-idea-for-using-super-for-housing-that-could-cut-costs-50-174401>

⁶ <https://australiainstitute.org.au/post/housing-affordability-crisis-requires-nordic-policy-solutions-experts/>

around 60% to 88%. In Vienna, Austria more than 60% of the city's 1.8 million inhabitants live in subsidised housing and nearly half of the housing market is made up of city-owned flats or cooperative apartments. In Sweden, housing co-operatives amount to 22% of the total housing stock, while in Norway this figure is 15% nation-wide, but 40% in the capital, Oslo.

Given the scale of the crisis, an urgent response across many aspects of housing policy is required. Simply expecting the market to respond without strong government intervention is not realistic or a feasible response. Policy responses need to be far-reaching, wide in scope, consistent across tiers of government and prioritise housing as a basic human right, not primarily as an investment market. A suggested motion is provided as Attachment 3.

Refer Attachment 3

Proposed Motion 2 – Circular Economy – Safe Battery Disposal

Batteries are an increasing hazard in the waste stream. The increasing proliferation of 'smart' and disposable electronic items with both inserted and sealed batteries, a lack of easy disposal options and limited consumer awareness are all contributing to an increase in batteries appearing in inappropriate waste streams. This has the potential to increase fire risks and property damage, including amongst waste operators and recyclers all across Australia.

The Australian Council of Recycling (ACOR) released an Issues Paper in December 2023, outlining the issues being faced by batteries in inappropriate waste streams, which is provided as Attachment 4.

Refer Attachment 4

The issues paper explains the sources of the existing problems and risks, and makes 10 recommendations, as follows:

1. The Australian Government should prepare a full catalogue of all items on the market that are known to be causing, or are capable of causing fires and significant issues in household bins. This includes all products that are a battery, have a battery or are powered by a battery to produce any movement, noise, light or process.
2. All State and Territory governments to conduct a detailed gap analysis of disposal options for all electronic waste streams, to help identify where safe collection points should be located and inform future programs and policy decisions. This should be delivered as an interactive data visualisation map, which enables filtered searches of different product categories to show community access to recovery options to quickly identify system gaps.
3. The Australian, State and Territory Governments should work together with relevant stakeholders to fill the identified gaps, so that there is always an easily accessible option for the community to safely dispose of any problem item. The cataloguing and gap analysis will allow for efficiently targeted allocations of resources to ensure safe disposal pathways.
4. As an emergency measure, a safe disposal location for all items must be provided within every council area, with the support of State Governments. The nationwide response to the presence of needles and syringes in the environment and conventional waste streams in the 1990s could offer a model, in terms of comprehensive access to safe community sharps disposal.
5. Once a comprehensive collection network is assured, a comprehensive awareness-raising and education campaign should be launched nationally to ensure the public

understands the risks of batteries in bins, how they can access the existing safe disposal options, and how batteries and e-products can be recycled if they are deposited in the right place. The messaging must be centred on 'safe disposal' rather than 'recycling'.

6. As soon as practicably possible, the Australian Government must enact extended producer responsibility (EPR) regulation for consumer electronic products to fully fund safe collection, and where possible, recycling. Such regulation must deliver an integrated scheme covering all consumer e-products, including batteries and items containing batteries (including vapes), and leaving no gaps in relevant product categories.
7. Establish a deposit scheme similar to the CDS model to encourage community safe disposal of batteries and products containing batteries, providing a tangible reward to safe disposal behaviour. Lessons should be drawn from the container deposit schemes that have been established in States and Territories across Australia, prioritising safe collection methods and a strong deposit rate to support high recovery rates.
8. The Australian Governments should work with State and Territory Governments to institute national standards and regulations for battery disposal collection points, with clearly understood and enforceable consequences for non-compliance.
9. State and local governments should work together, in partnership with industry, to ensure compliance with existing rules relating to battery disposal. It is essential that penalties instituted for non-compliance with the end-of-use disposal requirements for batteries under current regulations are enforced.
10. The Australian Government must ensure NTCRS co-regulators continue to fund e-product collection and recycling at current levels while the new scheme is designed.

A suggested motion is provided as Attachment 5.

Refer Attachment 5

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

These motions support the intent, objectives and aspirations of the strategic plan. Specifically:

- A range of sustainable housing options is available to enable social and cultural diversity and affordability without negatively affecting the heritage values of the City
- We send zero waste to landfill.

Council Policy

Not applicable

Statutory Provisions

Not applicable

Written By: Manager, Strategy and Governance
General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

2024 NGA

Building
Community
Trust

National Convention Centre
Canberra



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION



2 - 4
JULY
2024

DISCUSSION
PAPER



KEY DATES

30 April 2024 | Acceptance of Motions

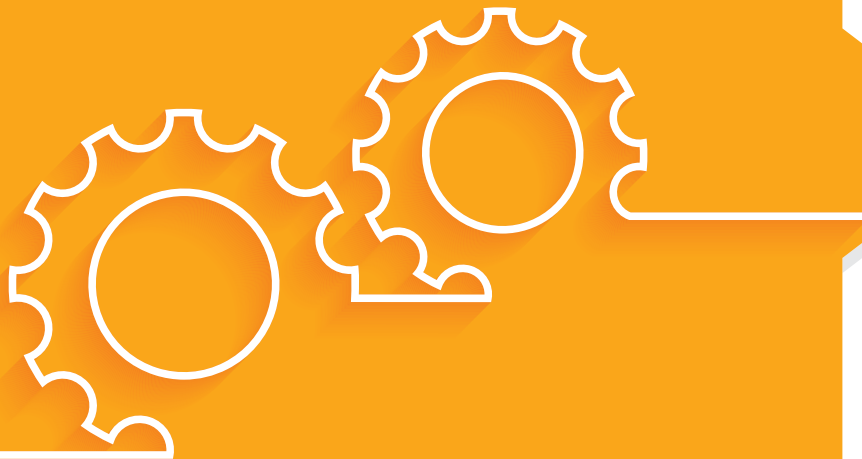
2 July 2024 | Regional Cooperation & Development Forum

3 - 4 July 2024 | National General Assembly

5 July 2024 | Australian Council of Local Government

TO SUBMIT YOUR MOTION

VISIT: **ALGA.COM.AU**





The Australian Local Government Association (ALGA) is pleased to convene the 30th National General Assembly of Local Government (NGA), to be held in Canberra from 2-4 July 2024.

As convenor of the NGA, the ALGA Board cordially invites all councils to send representatives to this important national event.

The NGA is the premier national gathering of local governments, and provides councils with the opportunity to come together, share ideas, debate motions, and most importantly unite and further build on the relationship between local government and the Australian Government.

This discussion paper contains essential information for Australian councils considering submitting motions for debate at the 2024 National General Assembly of Local Government (NGA).

It is recommended that all councils and delegates intending to attend the 2024 NGA familiarise themselves with the guidelines for motions contained in this paper on page 6.

BACKGROUND TO ALGA AND THE NGA

ALGA was established 1947. In structure, ALGA is a federation of member state and territory associations. Its mission is to achieve outcomes for local government through advocacy with impact, and maximise the economic, environmental and social wellbeing of councils and our communities.

Since 1994, the NGA has built the profile of local government on the national stage, showcased the value of councils, and most importantly demonstrated - particularly to the Australian Government - the strength and value of working with local government to help deliver on national priorities.

Debate on motions was introduced to the NGA as a vehicle for councils from across the nation to canvas ideas. Outcomes of debate on motions (NGA Resolutions) could be used by participating councils to inform their own policies and priorities, as well as their advocacy when dealing with federal politicians.

At the same time, they help ALGA and its member state and territory associations gain valuable insight into council priorities, emerging national issues, and the level of need and support for new policy and program initiatives.

Given the structure of ALGA, its Constitution, and level of resources, the NGA does not bind the ALGA Board. However, the Board carefully considers NGA resolutions as it determines ALGA's policies, priorities and strategies to advance local governments within the national agenda.

This is your NGA and ALGA is pleased to act as the convenor. ALGA's policies and priorities will continue to be determined by the ALGA Board in the interests of all councils.

The ALGA Board thanks all councils for attending the NGA and those that will take the time to reflect on the purpose of debate on motions outlined in this paper, and to submit motions for debate at the 2024 NGA.

SUBMITTING MOTIONS

Australia is one of the world's great democracies. It is held in high regard across the world but should never be taken for granted.

The theme of the 2024 NGA is – Building Community Trust.

This theme aims to explore the critical importance of trust in governments, between governments, its institutions, and its citizens. This trust is a fundamental building block of our nation's democracy.

While relatively low key, over the past decade there has been increasing public debate by scholars and policy makers about the level of trust in government, its institutions and indeed the operation of our democracy more broadly.

Mark Evans et al (2019) published research in 'The Conversation' indicating that Australians' trust in politicians (our political representatives) and democracy has hit an all-time low. This report indicates 'fewer than 41% of Australian citizens are satisfied with the way democracy works in Australia, down from 86% in 2007.

Public satisfaction has fallen particularly sharply since 2013, when 72% of Australian citizens were satisfied. Generation X is least satisfied (31%) and Baby Boomers most satisfied (50%). Some political authors suggest that these trends in part explain the rise in popularity and the relative success of independents and micro or single-issue parties.

These statistics should be of concern to every level of government and those interested in the future of our communities and Australia's democratic system.

It is said that 'trust is hard-earned, easily lost, and difficult to re-establish – and a key to absolutely everything.' While media and public attention frequently focuses on levels of trust in the national and state governments, local governments have an equally important role in building, maintaining and indeed, often repairing government-community relationships.

At its most fundamental level, the 2024 NGA focusses on the role of local government and how all levels of government can help each other build, maintain and strengthen government-community relationships.

This discussion paper is a call for councils to submit motions for debate at the 2024 NGA to be held in Canberra from 2-4 July 2024.

Motions for this year's NGA should consider:

- how all levels of government in Australia can build trust in each other and earn greater trust from the community;
- practical opportunities for the Australian Government to leverage the trust that local communities have in their local council;
- focus on practical programs that can strengthen the system of local government nationally to provide the services and infrastructure required to support and strengthen our communities; and
- new program ideas that that would help the local government sector to deliver the Australian Government's objectives.

Motions should be concise, practical and implementable and meet the guidelines for motions set out in the paper.

You are encouraged to read all the sections of the paper but are not expected to respond to every issue or question. Your council's motion/s must address one or more of the issues identified in the discussion paper.

Motions must be lodged electronically using the online form available on the NGA website at: www.alga.com.au and received no later than 11:59pm AEST on Tuesday 30 April 2024.

All notices of motions will be reviewed by the ALGA Board's NGA Sub-committee prior to publishing the NGA Business Paper to ensure that they meet these guidelines. This sub-committee reserves the right to select, edit or amend notices of motions to facilitate the efficient and effective management of debate on motions at the NGA.

All NGA resolutions will be published on www.nationalgeneralassembly.com.au.

As the host of the NGA, ALGA will communicate resolutions to the relevant Australian Government Minister and publish Ministerial responses as they are received on this website.

Please note that if your council does submit a motion, there is an expectation that a council representative will be present at the NGA to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2024 NGA.

CRITERIA FOR MOTIONS

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. Be relevant to the work of local government nationally.
2. Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications.
3. Be consistent with the themes of the NGA.
4. Complement or build on the policy objectives of ALGA and your state or territory local government association.
5. Be submitted by a council which is a financial member of their state or territory local government association.
6. Propose a clear action and outcome ie call on the Australian Government to act on something.
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
10. Be supported by sufficient evidence to support the outcome being sought and demonstrate the relevance and significance of the matter to local government nationally.

Motions must commence with the following wording:

This National General Assembly calls on the Australian Government to ...

Please note that resolutions of the NGA do not automatically become ALGA's national policy positions.

OTHER THINGS TO CONSIDER

It is important to complete the background section of the submission form. Submitters of motions should not assume that NGA delegates will have background knowledge of the proposal. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion. Please note, motions should NOT be prescriptive in directing how the matter should be pursued.

Try to keep motions practical, focussed and capable of implementation to ensure that relevant Australian Government Ministers provide considered, thoughtful and timely responses.

Try to avoid motions that are complex, contain multi-dot points and require complex cross-portfolio implementation.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-committee, in consultation with state and territory local government associations, to determine their eligibility for inclusion in the NGA Business Papers.

When reviewing motions, the Sub-committee considers the criteria, clarity of the motion and the importance and relevance of the issue to local government.

If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. With the agreement of the submitting council, these motions may be edited before inclusion in the NGA Business Papers.

To ensure an efficient and effective debate, where there are numerous motions on a similar issue, the NGA Sub-committee will group these motions together under an overarching strategic motion. The strategic motions will have either been drafted by ALGA or will be based on a motion submitted by a council which best summarises the subject matter.

Debate will occur in accordance with the rules for debate published in the Business Papers and will focus on the strategic motions. Associated sub-motions will be debated by exception only or in accordance with the debating rules.

Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers.

All motions require:

- a contact officer;
- a clear national objective;
- a summary of the key arguments in support of the motion; and
- endorsement of your council.

**Motions should be lodged electronically using the online form available at www.alga.asn.au.
Motions should be received no later than 11:59pm AEST on Tuesday 30 April 2024.**

SETTING THE SCENE

The theme for NGA24 'Building Community Trust' aims to focus on the role of local government in the Australian system of government and explore the critical importance of trust in governments, between governments, its institutions, and our citizens.

In a recent essay on Capitalism after the Crisis (2023) the Treasurer the Hon Dr Jim Chalmers MP wrote:

'Our mission is to redefine and reform our economy and institutions in ways that make our people and communities more resilient, and our society and democracy stronger as well.'

The need to strengthen our democracy was also emphasised the Prime Minister the Hon Anthony Albanese MP in a speech at Queensland's Woodford Folk Festival toward the end of 2022:

'I urge anyone who thinks our democracy is unassailable to have a look around the world. Even some of the oldest, most stable democracies have come under attack from a whole range of corrosive, insidious forces. No one is immune. Our democracy is precious, something we have carefully grown and nurtured from one generation to the next. One of our core responsibilities is to make it stronger, and the key to that strength is transparency and accountability.'

In early 2023 the Australian Government established a taskforce to advise government on 'what can be done – practically – to strengthen Australian democracy'.

The 2024 NGA provides you - the elected representatives of Australia's local councils and communities - with the opportunity to engage with the Federal Government and key Ministers.

Further, it is your opportunity to advocate for new or expanded programs and key policy initiatives that could strengthen local governments, its capacity to deliver services and infrastructure to local communities across the nation. This service delivery is critical to build, maintain and strengthen the trust of our citizens.

This year's call for motion focusses on twelve priority areas:

- Intergovernmental relations;
- Financial sustainability;
- Roads and infrastructure;
- Emergency management;
- Housing and homelessness;
- Jobs and skills;
- Community services;
- Closing the Gap and Aboriginal and Torres Strait Islander Reconciliation;
- Data, digital technology and cyber security;
- Climate change and renewable energy;
- Environment; and
- Circular economy.



1. INTERGOVERNMENTAL RELATIONS

'Australia's federal structure, built upon reciprocal financial, legislative and policy responsibilities, requires intelligent cooperation on issues of strategic national significance.'

National Cabinet is a forum for the Prime Minister, Premiers and Chief Ministers to meet and work collaboratively. National Cabinet was established on 13 March 2020 and is chaired by the Prime Minister. The National Cabinet is a key mechanism in Australia's current intergovernmental architecture.

A representative of local government, the President of ALGA, is invited to meet with National Cabinet once each year. The President of ALGA also attends one meeting per year of the Council on Federal Financial Relations comprising the Commonwealth Treasurer as Chair and all state and territory treasurers.

A substantial body of research, from Australia and internationally, has highlighted that governments that work together are generally more successful in achieving shared national objectives, including economic recovery from events like the COVID-19 pandemic as well as in service and infrastructure delivery.

This research reinforces the need for local government to be included in relevant ministerial forums that support national priorities – from housing affordability to reaching net-zero emissions. ALGA currently participates in National Cabinet (1/year), Council on Federal Financial Relations (1/year), Infrastructure Transport Ministers Meeting, National Emergency Managers Meeting, Local Government Ministers Forum, Joint Council on Closing the Gap, Planning Ministers Meeting, Meeting of Environment Ministers, Energy and Climate Change Ministers and the Road Safety Ministers Meeting, to represent local government views.

Local government input can provide a community voice, enabling our intergovernmental forums to make decisions with greater legitimacy and authority.

Given the importance of trust in governments, between governments and its citizens, how can intergovernmental arrangements be further improved in Australia?

Are there ways of maintaining and enhancing the community's trust in local government?

Are there new initiatives and programs that could be adopted to improve the level of cooperation and collaboration between the Australian Government and local government?

2. FINANCIAL SUSTAINABILITY

Trust in governments is highly correlated with their ability to fulfill the implicit social contract between government and its citizens by keeping promises.

Local government is the third sphere of government in Australia's system of government. Councils are comprised of locally elected representatives who understand local needs and engage locally on strategies to meet those needs.

Councils are responsible for providing a wide range of critical local area services including planning, libraries, waste management systems, transport and infrastructure (eg roads and footpaths, parks, sporting grounds and swimming pools) and social services.

These services are critical to the wellbeing, liveability and productivity of all local communities, and therefore the nation. Equally important is the sustaining of democratic processes at the local and regional level.

Local government's total annual expenditure in 2021 -22 was approximately \$43.6 billion. Non-financial assets including roads, community infrastructure such as buildings, facilities, airports, water, and sewerage (in some states) including land, are valued at \$539 billion [ABS Government Finance Statistics, Australia, 2021-22].

In 2021-22, the Australian Government provided \$2.6 billion in Financial Assistance Grants funding to councils. This included \$1.3b which was brought forward from the 2021-22 estimate and paid through state and territory governments in 2020-21.

Nationally, local government derives nearly 90% of its revenue from its own sources (including rates and services charges), compared to around 50% for state governments. Grants from other levels of government make up just over 10% of local government's total revenue, however these grants are particularly important in areas with a low-rate base, and/or high growth rates, and rapidly expanding service and infrastructure needs.

In 2021-22 Financial Assistance Grants to local governments was less than 0.6% of Commonwealth taxation revenue (CTR), a significant drop from 1996 when these grants were at 1% of CTR. In 2023-24 Financial Assistance Grants have fallen to 0.5% of Commonwealth taxation.

What improvements are needed to the intergovernmental financial transfer system, particularly the Commonwealth transfers to local government, to enhance the community's trust in local government and by extension all governments?

Noting that Commonwealth tied funding is provided with detailed requirements how can this system be improved to provide flexibility and maximize the benefit to local communities?

3. ROADS AND INFRASTRUCTURE

ALGA's 2021 National State of the Assets Report (NSoA) is currently being updated and expected to be launched in 2024. The most recent NSoA shows that while most local government assets such as roads, bridges, buildings, parks and recreation, stormwater, water and wastewater, and airports and aerodromes are generally in good to very good condition, around 10% are not fit for purpose, and around 20–25% are only fair and over time will need attention.

The last NSoA found that in 2019–20 non-financial infrastructure assets were valued at \$342 billion and were depreciating at \$7.7 billion per year. Replacement costs of these infrastructure assets were in the order of \$533 billion.

Local government assets make up a significant proportion of the physical structure of local communities and often provide critical access to and support for citizens to engage in state and national assets and opportunities.

For example, local roads provide important “first and last-mile access” for communities and industry to road networks, integral to economic development and community connection. Local sporting grounds can provide access for community groups to build community participation that has social, health and economic benefits.

Are there programs or initiatives that the Australian Government could adopt to improve the long-term sustainability of local government infrastructure?

Are there programs or initiatives that the Australian Government could provide to improve the sector's capacity to manage local government infrastructure and to integrate these plans into long-term financial plans?

Are there programs or initiatives that the Australian Government could develop to maintain, strengthen and enhance the reputation of Australia's infrastructure providers, including local government?

4. EMERGENCY MANAGEMENT

In 2022 alone, 46 disasters were declared across Australia, covering more than 300 different council areas. In recent years, almost every Australian council has been impacted in some way by fires, floods, or cyclones.

Last year's flooding caused a damage bill of approximately \$3.8 billion to local roads across Queensland, New South Wales, Victoria and South Australia. This was just a fraction of the total disaster costs incurred by governments across the country.

There have been numerous NGA motions in recent years regarding natural disasters and this has been a significant priority in ALGA's advocacy program.

In 2022 ALGA successfully advocated for a new \$200 million per year Disaster Ready Fund, with the first round of funding allocated in June 2023. This fund will support councils and communities to mitigate against the risk of future disasters and help address the significant imbalance between mitigation and recovery spending.

Councils are encouraged to draw on their practical experience of the improvements that could be made to managing emergencies.

Please note that many aspects of emergency management are state or territory responsibilities, and your motions should focus on how the Australian Government could assist.

What new programs, or improvements to existing programs, could the Australian Government develop to partner with local government to improve the current natural disaster management systems to further assist in recovery and build resilience?

5. HOUSING AND HOMELESSNESS

Almost every Australian council and community is facing challenges around a lack of affordable housing.

Alarming research by the UNSW City Futures Research Centre shows 640,000 Australian households – or one in 15 households – are under housing stress.

All levels of government, including councils, have a fundamental role to play in addressing this crisis, which is being compounded by high interest rates, rising construction costs and skills shortages.

At a national level, ALGA is a signatory to the National Housing Accord, and in 2023 successfully advocated for a new \$500 million Housing Support Program for state and local governments to deliver supporting infrastructure for new housing developments.

While the provision of affordable housing is not a local government responsibility, councils have a role to play in ensuring there is enough suitably located land available for housing and that a diversity of housing stock is supported. Councils also want to ensure that new housing developments are supported with the necessary services and infrastructure to create liveable and sustainable communities.

Many councils are also addressing thin markets and developing land and housing themselves, delivering local solutions to meet the needs of their communities.

Councils also want to ensure that they engaged with planning decisions that affect local communities. Taking planning powers away from councils does not always support the best local outcomes.

Councils also play an important role addressing some of the causes of homelessness, including social inclusion programs that can assist mental health and family violence issues, as well as providing support for people currently experiencing homelessness.

What new programs and policies could the Australian Government develop to partner with local government to support the provision of more affordable housing?

How can the Australian Government work with councils to address the causes and impacts of homelessness?

6. JOBS AND SKILLS

Local government is a major employer in Australia providing employment, career advancement and training opportunities for more than 190,800 Australians, across an estimated 400 occupations.

However, councils are facing significant jobs and skills shortages that are constraining their capacity to deliver services and build and maintain local infrastructure.

ALGA's 2022 National Local Government Workforce Skills and Capability Survey indicated that more than 90 percent of Australia's 537 councils were experiencing skills shortages.

The survey also showed that for approximately two-thirds of these councils, these shortages were impacting on project delivery.

In particular, councils are facing a shortage of planners, engineers, building surveyors, environmental officers and human resources professionals.

Skills shortages occur for a variety of reasons including an inability to compete against the private sector, worker accommodation, support services for families, ageing of the workforce and geographic isolation.

Are there programs or initiatives that the Australian Government could implement that would enhance local government's capacity to attract and retain appropriately skilled staff now and into the future?

Are there programs or changes to existing programs that would increase local government's ability to employ apprentices and trainees?

Are there other initiatives that the Australian Government could provide to improve the sector's ability to plan and develop skills fit for the future?

7. COMMUNITY SERVICES

Councils provide a wide range of services based on local characteristics, needs, priorities, and the resources of their community. Indeed, it is this level of responsiveness and accountability to the local community that is an essential feature of democratic local governments worldwide.

Some of these services are provided to address market failure, and many of them are provided by councils on behalf of other levels of government.

It is important to note that nationally local government is more than 83% self-sufficient ie funded at the local level either through rates, fees and charges, sale of goods and services, or interest. The Australian Bureau of Statistics data shows that total local government annual expenditure in 2021-22 was \$43.6 billion.

Only 17% comes from grants and subsidies from other levels of government. Unfortunately, many of these grants and subsidies are tied, or require matching funding which restricts the ability to address local priorities in the way the council and community might need.

Arguably there is no greater obligation upon government than to maintain the trust that citizens have in meeting their community services obligations and promises, particularly to society's most vulnerable.

Local government community services are broadly defined, and may include but are not limited to:

- environmental health including food safety;
- childcare, early childhood education, municipal health;
- aged care, senior citizens;
- services to people living with disability;
- programs to address disadvantage, to reduce poverty and homelessness;
- sporting and recreational programs;
- arts and cultural activities, programs and festivals;
- tourism and economic development activities; and
- library services.

Noting the funding arrangements for the provision of local government community services are there programs and initiatives that the Australian Government could implement to improve the delivery of these services?

Are there reforms or improvements in national community services program that would help local governments support the Australian Government to deliver on its national objectives?

8. CLOSING THE GAP AND ABORIGINAL AND TORRES STRAIT ISLANDER RECONCILIATION

In 2021, ALGA co-signed a landmark national agreement to close the gap between Indigenous and non-Indigenous Australians. At the heart of the National Agreement on Closing the Gap Partnership are four agreed priority reform targets and 19 socio-economic targets in areas including education, employment, health and wellbeing, justice, safety, housing, land and waters, and Aboriginal and Torres Strait Islander languages.

The Indigenous Voice Co-design Final Report to the Australian Government was released in December 2021. The Local & Regional Voice will contribute to achieving the Closing the Gap outcomes by providing avenues for Indigenous voices to be heard, including to provide feedback to government on Closing the Gap.

As the level of government closest to the people, councils have an essential role supporting and helping to steer the development of policies and programs in partnership with local Indigenous peoples that address closing the gap priorities at the local and regional level.

Local government plays a positive role in reconciliation and celebrating Indigenous culture and identity, and sustainably funded could work effectively to reduce Indigenous disadvantage in all its forms.

On 14 October 2023, Australians voted in a referendum about whether to change the Constitution to recognise the First Peoples of Australia by establishing a body called the Aboriginal and Torres Strait Islander Voice. The referendum did not pass.

Are there programs or initiatives that the Australian Government could adopt to assist local government to advance reconciliation and close the gap?

Are there practical programs or initiatives that local government and the Australian Government could introduce to maintain, build and strengthen the level of trust between Aboriginal and Torres Strait Islanders and governments?

9. DATA, DIGITAL TECHNOLOGY AND CYBER SECURITY

Provision of information technology to all Australians is vital to innovation, economic growth, and social equity. However, it is potentially even more important to regional Australia where the tyranny of distance increases the inequity of services available – including education, health, economic and social. Innovative technology is becoming more broadly available and could boost productivity and economic growth.

Councils around Australia continue to embrace new technologies to improve their service delivery standards and broaden consultation and engagement with their local communities. However, implementation can be hindered without access to basic technological infrastructure and the necessary IT skills and resources.

In recent times, cyber-attacks on major corporations and other businesses have resulted in significant data breaches. It is a timely reminder as digital information, services and products become an increasing feature of modern business operation including in local government.

Like all risks, local government must manage the risk of cyber-attacks and address cyber security. At a national level, there is limited understanding of local governments' vulnerability to cyber-attacks, preparedness and adequacy of risk management strategies or business continuity planning.

While this is primarily a responsibility of the sector itself, governments at all levels must work together to ensure that the public have confidence in government information management systems and its security.

Drawing upon your council's experience, and your knowledge of other councils within your state or territory, are there programs and initiatives that the Australian Government could implement to help local government develop its digital technology services and infrastructure?

Are there actions the Australian Government could take to improve cyber security within the local government sector?

10. CLIMATE CHANGE AND RENEWABLE ENERGY

Australia's changing climate presents a significant challenge to governments, individuals, communities, businesses, industry, and the environment.

The Australian Government has committed to address climate change and in June 2022 submitted its revised National Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change. The revised NDC included reaffirming a target of net zero emissions by 2050 and committing to reduce greenhouse gas emissions by 43% from 2005 levels.

Local governments have played an important leadership role in addressing climate change, and councils have supported a wide range of community-based programs and initiatives to lower the carbon footprint of their own business operations and of their local communities.

As a sector, local government has been an advocate and active participant in the debate for lowering carbon emissions, is sourcing renewable energy, has responded creatively to reduce greenhouse gas emissions from landfills, and facilitated the construction of green buildings and water sensitive design of cities and towns.

Local government has been at the forefront in addressing the impacts of climate change and adaptation to climate change. In particular, councils have a practical understanding of the risk and impact of climate change on Australia's infrastructure and physical assets, natural ecosystems, local economies and their community.

Noting the Australian Government's approach to reducing emissions, are there partnerships, programs, and initiatives that local government and the Australian Government can form to achieve Australia's 2050 net zero emissions target?

Are there initiatives that could assist local governments to build trust in the community for implementation of key climate change and emissions reduction initiatives?

11. ENVIRONMENT

Australia's 537 local councils play an essential role in providing, regulating and managing Australia's environmental services and infrastructure.

Whether it's biodiversity, biosecurity, natural resource management (NRM), contaminated lands, waste management, water resources, sustainability or roadside environments, councils are responsible for educating households and businesses on environment policy, as well as driving environmental programs and initiatives in their local communities.

In recent years the National General Assembly has considered a range of environmental issues, and passed resolutions on biodiversity, biosecurity, conservation, climate change and water security.

How could the Australian Government partner with local government to strengthen Australia's environmental services and infrastructure?

What new programs could the Australian Government partner with local government in to progress local regional and national objectives?



12. CIRCULAR ECONOMY

Local government is responsible for the management of household and domestic waste and has a critical role to play in further developing the circular economy.

Australia's 537 councils manage approximately 26 percent of Australian waste, either directly or through contractual arrangements. Each year, local governments collect around 9.7 million tonnes of waste from kerbside bin services, sort it at material recovery facilities (MRFs), and dispatch what can be recycled to reprocessing facilities in Australia and overseas.

Where waste cannot be recovered it is landfilled, and local governments in most jurisdictions must pay a significant levy per tonne for landfilled waste, as well as incur the operational costs of maintaining and managing a landfill.

Collecting, treating, and disposing of Australian domestic waste costs local government an estimated \$3.5 billion annually. Local government also dedicates resources to administering community waste-education programs, collecting litter, addressing illegal rubbish dumping, and ensuring compliance with waste bylaws.

In November 2023, Australia's Environment Ministers agreed that the Federal Government would establish new regulations for packaging as well as mandate how packaging is designed, develop minimum recycled content requirements and prohibit harmful chemicals being used. These changes are expected to have a positive impact on the amount of waste sent to landfill, and the costs borne by councils and their communities.

How could the Australian Government further strengthen product stewardship arrangements to support local governments in their endeavours to increase recycling and reduce the volume of waste?

How could the Australian Government partner with local government to advance the circular economy?

CONCLUSION

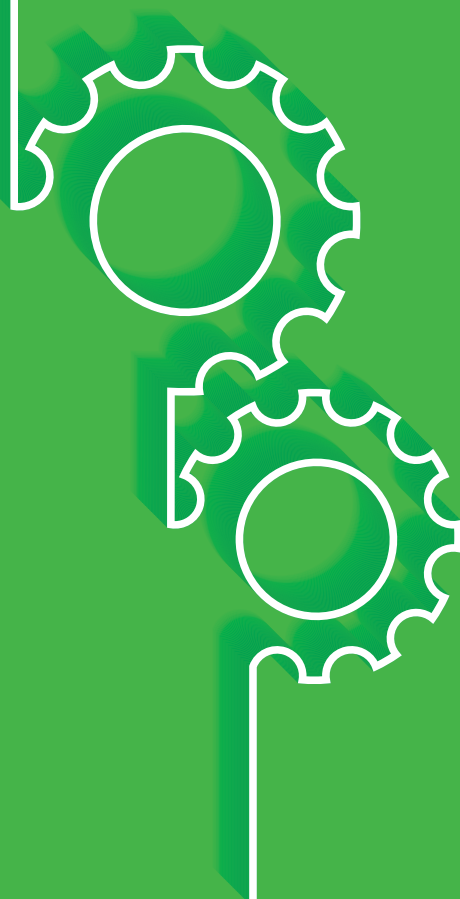
Thank you for taking the time to read this discussion paper and your support for the 2024 National General Assembly of Local Government.

A FINAL REMINDER:

- » Motions should be lodged electronically at www.alga.com.au and received no later than 11.59pm on Tuesday 30 April 2024.
- » Motions must meet the criteria published in this paper.
- » Motions should commence with the following wording: 'This National General Assembly calls on the Australian Government to...'
- » Motions should not be prescriptive in directing how the matter should be pursued.
- » Motions should be practical, focussed and relatively simple.
- » It is important to complete the background section on the form.
- » Motions must not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- » When your council submits a motion there is an expectation that a council representative will be present at the 2024 National General Assembly to move and speak to that motion if required.
- » Resolutions of the National General Assembly do not automatically become ALGA's national policy positions. The resolutions are used by the ALGA Board to inform policies, priorities and strategies to advance local governments within the national agenda.

We look forward to hearing from you and seeing you at the 2024 National General Assembly in Canberra.





AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

8 Geils Court | 02 6122 9400
Deakin, ACT, 2600 | alga@alga.asn.au

www.alga.com.au

Attachment 2

Motion

This National General Assembly calls on all tiers of government, and state Local Government Associations to investigate and, where feasible, work with willing councils to trial innovative public governance models (including liquid democracy) to strengthen the connectivity and relevance of the local government sector into the future.

National Objective - Why is this a national issue and why should this be debated at the NGA? (200 words)

Trust in government has been in decline for decades across the globe. Notwithstanding this, trust increases with localisation. Where there is local trust, this should be used to strengthen the overall health of democracy.

For better or worse, technology has been disrupting every sphere of human endeavour at an increasing rate, leading to greater community expectations across the board. The same things cannot keep being delivered in the same ways.

While the principles of democracy are arguably more important today than they've ever been, the perceived relevance of institutions, including governments, is waning.

With the exception of universal suffrage being introduced, the existing model of democracy has remained largely unchanged for over a century. Public governance has been one of the last segments to explore and implement opportunities that new technologies offer, communities expect and waning trust requires. Exploring such opportunities proactively and courageously can help rebuild trust in government and futureproof the connectivity and relevance of the local government sector into the future, particularly in the face of diminished trust, and ongoing pressures to streamline or minimise government expenditure.

Summary of Key Arguments - Background information and supporting arguments (500 words)

The Edelman Trust Barometer, an annual global survey of more than 36,000 respondents in 28 countries, has tracked trust for over twenty years. The Barometer has tracked an alarming erosion of trust in government, which is now the least trusted sector and widely perceived as being unable to solve societal problems.

While local governments are generally perceived as more trustworthy than their federal counterparts, there is nevertheless a significant trust gap. If left unchecked, a cycle of distrust can negatively affect social stability. On the other hand, there is an opportunity to build on existing local trust to strengthen the social fabric of our nation, from the ground up.

While technology has the potential to create significant gains and benefits, it has also contributed to social, economic and environmental volatility, uncertainty, complexity and ambiguity (VUCA) at local, state,

national and global levels. Echo chambers, 'fake news', 'manufactured outrage' and being addictive by design have all contributed to the fraying of social fabrics, and have sown seeds of distrust and discontent.

Technology has also put pressure on all services to be fast/immediate, available anytime, personalised and available via many channels (including digital). Expectations for services of this kind create a stark contrast against public governance models, which are not real-time or digitally accessible, and tend more towards bluntness than nuance or personalisation. Examples include party-line voting and only being able to exercise a vote every several years. With such a substantial contrast, it's not difficult to understand why many people eschew engagement in public governance.

In the face of VUCA conditions and threats to social stability, the health, strength and vitality of democracy are all the more important. While voting is compulsory across all levels of government in many parts of Australia, trust levels indicate an underlying level disengagement. Many people across our communities have forgotten (or are unaware of) Franklin D Roosevelt's words that "government is ourselves and not an alien power over us."

Innovative public government models can reverse the cycle of distrust and negative perceptions of relevance, while improving connectivity. Such models could include liquid democracy (delegative democracy whereby a community engages in collective decision-making through direct and dynamic participation), amongst others.

Choosing to proactively explore and, where feasible, trial new models of public governance can ensure local government builds on its strengths, provides added levels of connectivity to its communities and leads by example, for state and federal counterparts to learn from. It also demonstrates significant courage and foresight, which are in keeping with the values and characteristics often found in local government.

The first steps would be to explore and articulate a range of possible models, followed by small-scale trials to test feasibility. Undertaking this as a sector-wide initiative protects democracy and provides appropriate public governance oversight, while also providing pathways to implementation should new models be worthwhile.

Attachment 3

Category

Housing and Homelessness

Motion Subject

Expanding policy and investment responses to the housing crisis in recognition of the seriousness and extent of the crisis, and the fundamental human need of, and right to, shelter.

Motion

This National General Assembly calls on the Australian Government to strongly lead a swift realignment of housing policy to recalibrate the housing market in acknowledgement of shelter being a fundamental human need and right, urgently lead the development of alternative housing models to expand housing options, and boldly re-prioritise its infrastructure spending to address the housing crisis and arrest its continued escalation.

National Objective - Why is this a national issue and why should this be debated at the NGA? (200 words)

The housing crisis is real, as indicated by statistics and the on-ground experiences of service agencies. While it has many causes and results in varying symptoms across the country, it is nevertheless a national phenomenon.

The Australian Government announced an important investment in late 2023 via the Housing Australia Future Fund and the National Housing Accord, but there are many other levers in the complex network of issues causing the housing crisis which can be activated.

As eloquently stated by the United Nations (UN) Special Rapporteur, "[h]omelessness is a profound assault on dignity, social inclusion and the right to life. It is a prima facie violation of the right to housing and violates a number of other human rights in addition to the right to life, including non-discrimination, health, water and sanitation, security of the person and freedom from cruel, degrading and inhuman treatment." ¹ The Office of the High Commissioner, UN Human Rights further notes "Homelessness...indicates a State failure to guarantee access to safe, affordable and adequate housing for all..."

Homelessness, housing stress, unstable housing and affordable housing shortages are not failures of individuals' characters, and directing markets to assure human rights is the fundamental job of government.

Summary of Key Arguments - Background information and supporting arguments (500 words)

Governments have varied roles in economics and historically, Australia's social policy made clear distinctions about who was deserving of welfare. Resources were aimed at protecting wage earners, which stands in contrast to the origins of Scandinavian social policy which was focused on promoting equality. During the 1980s onwards, the rise of neoliberalism created a backlash against government interventions in markets. While the relative merits of economic approaches can be debated, the current on-ground reality is rising inequality and growing social instability.

¹ <https://www.ohchr.org/en/special-procedures/sr-housing/homelessness-and-human-rights>

Whatever a government's politics, a fundamental criteria to having citizens' trust is a collective belief that a government's actions will be fair and will benefit most. The housing crisis is a symptom of why trust has been steadily declining, because the *results* of successive government housing policies are far from fair, and an increasingly small cohort are benefiting from the growing divide.

During the past four decades home ownership among Australians aged 25-34 sunk from around 60% to 45%, and 71 to 65% across all age groups². At the other end of the spectrum, the proportion of social housing is estimated to have fallen from over 7% of all housing in Australia in the early 1990s down to just 4% in 2019.³ Contrast this with Singapore, where over the same period, home ownership rose from around 60% to 88%. In Vienna, Austria more than 60% of the city's 1.8 million inhabitants live in subsidised housing and nearly half of the housing market is made up of city-owned or cooperative models. In Sweden, housing co-operatives amount to 22% of total housing, while in Norway this figure is 15% nation-wide, but 40% in the capital.

Simply attempting to increase supply via existing models of home building and ownership when there are already known labour shortages in the construction sector will not alleviate the crisis. Because housing is a complex adaptive system, improved results need system-wide analysis and transformation. This requires a multi-disciplinary approach that challenges underlying assumptions about the root causes of, and potential solutions to, homelessness and its precursors. It requires integrated housing policy that is supported, not thwarted, by other government investment decisions (eg, taking skills out of housing construction for other non-urgent construction activities, investing primarily in roads rather than liveable neighbourhoods, etc). And it requires an acknowledgement that the status quo must change, underpinned by trust built on results that improve equity.

There is a strong case for bold government intervention in the housing market. Examples could include more directive land use planning based on wellbeing outcomes to ensure that housing is built where infrastructure already exists and that land uses are not counter-productive (eg, premium land being taken up by car yards). Consideration could also be given to creative short-term solutions (eg, how might public buildings be used for safe, temporary accommodation out of business hours? Would additional flexible working arrangements free up public buildings for conversion to accommodation?) Whatever is considered needs to be transformative as the status quo cannot continue.

² <https://theconversation.com/the-singapore-inspired-idea-for-using-super-for-housing-that-could-cut-costs-50-174401>

³ <https://australiainstitute.org.au/post/housing-affordability-crisis-requires-nordic-policy-solutions-experts/>

Attachment 4

A Burning Issue:

Navigating the battery crisis in Australia's recycling sector

Issues Paper
*Prepared by the
Australian Council of Recycling*

December 2023



Acknowledgement of Country

We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with. We celebrate the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country and acknowledge their continuing custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities, economies and the environment.

About ACOR

The Australian Council of Recycling (ACOR) is the peak industry body for the resource recovery, recycling, and remanufacturing sector in Australia. The Australian recycling industry contributes almost \$19 billion in economic value, while delivering environmental benefits such as resource efficiency and diversion of material from landfill. One job is supported for every 430 tonnes of material recycled in Australia.

Our membership is represented across the recycling value chain, and includes leading organisations in advanced chemical recycling processes, CDS operations, kerbside recycling, recovered metal, glass, plastics, paper, textiles and e-product reprocessing and remanufacturing, road recycling and construction and demolition recovery. Our mission is to lead the transition to a circular economy through the recycling supply chain.

About Recycle Mate

Recycle Mate is an initiative of the Australian Council of Recycling, with funding support from the Australian Government's *Environment Restoration Fund* program, and currently supported by the Queensland Government. Adaptation Environmental Support is the program delivery partner.

Table of Contents

Introduction1

Overarching considerations.....2

 Rapid digitisation and single-use electronics2

 Lack of comprehensive access to safe disposal locations3

 Consumer and sector safety.....3

 Regulatory inconsistency and confusion4

ACOR recommendations6

 1. Ensure comprehensive collection.....6

 2. A community education campaign7

 3. E-stewardship reform8

 4. Regulatory harmonisation and enforcement9

Conclusion10

Introduction

Batteries—in loose or embedded form—are an increasingly alarming hazard in both kerbside and commercial waste and recycling streams. The Australian Council of Recycling (ACOR) and the recycling and resource recovery sector are overwhelmingly concerned about increasing incidents involving batteries causing property damage, serious injury and death—and resulting in skyrocketing insurance fees and financial assurance requirements.

The rapid digitisation of everyday items, the increasing number of ‘smart’ and ‘disposable’ items such as vapes, containing embedded and sealed batteries, and a lack of safe disposal options and poor consumer education, have all contributed to the steep rise in batteries in inappropriate waste streams. This is causing fires and property damage and severely compromising the collection and resource recovery operations for recyclers all across Australia.

Fires caused by batteries are now widespread across mixed recycling facilities (MRFs), in waste and recycling trucks, and in depots—in short, at every point across collection, disposal and recovery streams. These fires pose great dangers to human health and life and are also damaging to the environment through smoke and polluted runoff. The economic impact of these incidents is being borne by the community through rising rates, by councils through truck fires and future risk, and by industry in the loss of critical infrastructure.

In the year ending 30 June 2023, there were over one thousand battery-related fire incidents reported in the waste and recycling sectors nationwide, amounting to over three a day.¹ It is unlikely that this figure even begins to reveal the true extent of the battery crisis for recyclers. A lack of accurate data and information on e-waste fires can be traced to under-reporting—as colossal insurance premiums disincentivise operators to report—along with the fragmented regulatory landscape, with eight environmental regulators, eight fire and rescue organisations and almost 550 local councils nationwide.

While the damage caused by batteries is critical, current volumes are only the beginning. The generation of lithium-ion battery waste is projected to grow exponentially over the next 20 years. The Australian Government has identified that lithium-ion, sodium-ion, vanadium flow batteries and others will support the transition to a net zero emissions economy. Batteries are now part of our energy arsenal and everyday lives—and so is their waste. According to a 2016 report commissioned by the Australian Government's then-Department of the Environment, lithium-ion battery waste alone is projected to increase exponentially from 3,340 tonnes in 2016 to 137,618 tonnes in 2036.²

While issues relating to battery safety reach broadly across society, pointing to an urgent need for battery quality standards, the principal focus of the recycling sector is to address the risks at end of use.

There are critical actions that governments must take to address safe battery disposal, including:

- Ensure comprehensive safe collection
- A community education campaign
- E-stewardship reform including a deposit scheme
- Regulatory harmonisation and enforcement

This discussion paper explores the overarching considerations in this space, and seeks to identify solutions to this current environmental crisis. We acknowledge the work already commenced by the State and Territory Governments, the Australian Government, CSIRO, Australian Competition & Consumer Commission (ACCC), and peak bodies including the National Waste and Recycling Industry Council (NWRIC) and the Waste Management and Resource Recovery Association of Australia (WMRR).

¹ NWRIC letter to federal ministers, 31 July 2023, ‘Industry call for immediate and urgent action—dangers of incorrectly disposed batteries’.

² ‘Waste lithium-ion battery projections’, Randell Environmental Consulting, 19 July 2016.

Overarching considerations

Rapid digitisation and single-use electronics

The rapid digitisation of everyday items has led to the increased use of batteries in products across the world, including Australia. As more devices become ‘smart’ or connected to the internet, they often require power sources to function, and batteries are a common choice due to their portability and efficiency gains.

The proliferation of smartphones, smartwatches, fitness trackers, wireless headphones, and other portable gadgets is contributing to the rising demand for batteries. Additionally, the Internet of Things (IoT) has led to the integration of connectivity and sensors into various household items, from thermostats to kitchen appliances, necessitating power sources, including batteries.

Many consumer goods that enter recycling streams, particularly ‘disposable’ items such as vapes, contain embedded and sealed batteries that are unable to be safely removed. In many cases, the item is not labelled with advice that it contains a battery, let alone the type. Furthermore, appropriate disposal options are often not accessible or available. Recyclers are now finding these batteries in increasingly obscure items, which makes fire risk harder and harder to address, exposing the industry to increasing danger to people, equipment and property.

A major Australian MRF operator has identified that there is one vape per two tonnes of material received—potentially extrapolating to hundreds of thousands of vapes across all waste streams. Vapes are one of the many new products that are being introduced into the market with no producer regard or responsibility for the safe disposal of their component parts when their useful life comes to an end.

In October 2023, Clean Up Australia and WMRR called for producer responsibility for vape disposal. Due to the battery being embedded, vapes are not included in the nationwide Battery Stewardship Scheme, meaning they cannot be dropped off at battery collection points, like supermarkets and retailers. Clean Up Australia’s Pip Kiernan points out that *“at the moment, there is no standardised or consistent way to collect and safely dispose and recover vapes in Australia”* and notes that the onus of figuring out how to safely dispose of them is placed on the consumer, when really it should be the responsibility of the producers.³

The use of personal electronic vehicles, including electric bicycles (e-bikes), electric scooters (e-scooters), and even one-wheeled or two-wheeled electric vehicles, has also been steadily increasing in Australia, reflecting a global trend toward sustainable and innovative transportation options. Simultaneously, the demand for electric vehicles (EVs) is rising sharply. By June 2023, 8.4% of all new cars sold were EVs, a more than 120% increase on all of 2022.⁴

The International Energy Agency (IEA) reports that annual global battery production for EVs could increase from 160GWh to 6,600GWh in 2030.⁵

This increased use of batteries has wide-ranging implications for recyclers, waste management and environmental concerns related to disposal and recycling. Efforts to manage battery waste responsibly and develop more sustainable battery technologies are becoming increasingly important as digitisation continues to advance.

³ https://www.wmrr.asn.au/Web/Web/Media/Media_Release/2023/Producer%20Responsibility%20Needed%20for%20Vape%20Disposal.aspx

⁴ https://electricvehiclecouncil.com.au/wp-content/uploads/2023/07/State-of-EVs_July-2023_.pdf

⁵ International Energy Agency, 2021, Net Zero by 2050: A roadmap for the global energy sector

Lack of comprehensive access to safe disposal locations

Currently, there is no comprehensive network of e-waste collection points in the community. We are already witnessing the effects of inadequate or irregular access to safe disposal locations, and with no readily available avenues for consumers to safely (and legally) dispose of their end-of-life batteries, improper storage and disposal has become dangerously common. Unsafe disposal is leading to littering, fires and other critical incidents and poses risks to human health through exposure to harmful chemicals. Our sector is seeing this scenario play out across Australia at an alarming rate; however, the full extent of these incidents is unknown.

There are two fundamental gaps that must be addressed in order to provide Australians with a comprehensive network of safe disposal locations.

Firstly, there is no comprehensive catalogue of items that contain batteries, which pose a hazard in conventional waste and recycling streams: essentially anything that is a battery or has a battery or is powered by a battery to produce any movement, noise, light or process. A comprehensive catalogue of these items must be developed to support a sufficiently robust form of categorisation and inform the delivery of a full coverage safe disposal network.

Such items include:

- E-cigarettes/vapes
- Vehicle batteries, car and boat
- Household batteries
- Emergency locator beacons
- Smoke detectors
- Household appliances with rechargeable batteries
- Products with removable batteries
- Products with integrated batteries: flashing toys, disposable torches, Christmas decorations, kids shoes, musical greeting cards

Secondly, there is a critical lack of access to safe disposal locations for these items, with no comprehensive geographic mapping of the gaps. Where there are no accessible safe disposal avenues, the only options for the community are to stockpile, litter or dispose into incorrect waste streams.

The CSIRO report prepared for the ACCC titled 'Lithium-ion Battery safety' acknowledges that, 'At present, there are no readily available methods and sources of information that the public can adopt to allow them to safely manage a damaged battery and places for appropriate disposal/recycling.'⁶

A complete gap analysis of disposal options must be undertaken for all item categories, to inform where and how safe collection points must be provided. Urgent action must then be taken to ensure that all collection point gaps are filled, maintaining adherence to appropriate guidelines and ensuring there is always an easily accessible option for the community to safely dispose of any problem item.

By establishing safe disposal points, we can create a structured, reliable system that encourages responsible recycling practices, protects the environment, and promotes resource recovery.

Consumer and sector safety

Battery fires are now a real and present threat across MRFs, in waste and recycling trucks, and in depots—in short, at every point across collection, disposal and recovery streams. But they are also becoming an increasing threat to businesses, consumers and public property, with incorrect disposal or storage in households or businesses and unmonitored collection points at public libraries all at risk.

In one e-waste recycling facility, for example, a recent fire was caused by a lithium-ion battery in an electric toothbrush. Items containing embedded batteries are not conventional e-waste and can't be safely dismantled or recycled, yet at this facility half of all deliveries to this facility contain an item with an embedded battery, and one in five contain multiple embedded or loose batteries.

⁶ https://www.accc.gov.au/system/files/Lithium-ion%20Batteries%20report_3_0.pdf

It is important to remember that batteries such as these are classified as dangerous goods under the Australian Dangerous Goods Code. Lithium batteries, in particular, are deemed 'Class 9—Miscellaneous dangerous substances and articles, including environmentally hazardous substances'.

NSW Fire and Rescue research found that in the first six months of 2023 there were 114 lithium battery-related fires in NSW alone, with key items of concern being power packs and chargers, micro-mobility devices like e-bikes and e-scooters and portable power banks.⁷

"Firefighters are responding to an average of more than three battery fires a week from in-home charging issues or incorrect disposal.

"As we bring more batteries into our homes, it is important that we dispose of them correctly once they've reached the end of their life."

*Trent Curtain, Acting Deputy Commissioner –
Field Operations, Fire and Rescue NSW*

An Australian-wide audit conducted by ACOR's Recycle Mate Program found all Australian councils have already banned batteries from kerbside bins. Despite being dangerous substances and banned from kerbside bins, batteries keep ending up there, and no enforcement is applied to keep them out of waste and recycling streams.

In its 'Lithium-ion Batteries Report', the ACCC has recommended that, 'Commonwealth, state, and territory governments should improve, expand and standardise data collection practices around the hazards posed by consumer electrical products, including Li-ion batteries.' The recommendation went on to place critical importance on not just the collection of this data in a timely manner, but also, wherever practicable and to the extent permitted by law, the incident data being regularly shared among stakeholders to facilitate a better understanding of emerging risks and hazards.

This knowledge-sharing is essential to keep consumer and sector safe, and would inform whether the standards and regulations for the minimum requirements for safe collection, storage, and transport to recycling depots are being met. Understanding what collection points exist where, and what safety and hazardous waste protocols are in place is essential to public safety. Without this, it is incredibly difficult to enforce the jurisdictional standards and regulations to manage these issues.

Regulatory inconsistency and confusion

Currently, there are significant gaps between product stewardship schemes that cover batteries and e-products. This goes on to create geographic black holes where no collection points exist for certain—or in some cases any—types of batteries. This leads to increasingly confused consumers seeing no convenient safe disposal option and therefore disposing incorrectly, often in their kerbside bins.

In January 2022, the ACCC authorised a product stewardship scheme for loose batteries called B-cycle, run by the Battery Stewardship Council. The B-cycle scheme accepts all small loose and easily removable batteries, including regular AA and other sizes, button batteries, rechargeable batteries, and small removable batteries from devices like hearing aids, power tools, e-bikes and digital cameras. But it does not accept any embedded batteries at all, nor mobile phone or laptop batteries, lead acid batteries, remote-controlled car batteries, Dyson batteries, exit lighting, nor any batteries produced by brands not in the scope of the scheme.

B-cycle's latest Positive Charge 2022-2023 Report estimates that only 12% of handheld batteries were collected for recycling in Australia. That means 88% of our batteries are ending up in landfills, MRFs or otherwise disposed of incorrectly.⁸

Regulatory confusion exists across every jurisdiction in Australia. The end-of-life management for e-product and battery products in Australia is structured around an array of product stewardship schemes, with many items falling through the gaps. While mobile phone batteries are accepted by Mobile Muster, laptop batteries must go to an NTCRS-affiliated recycler. While an NTCRS-affiliated recycler is paid to recycle a laptop, the battery recycler that subsequently receives the removed embedded battery receives no recycling fee from

⁷ <https://www.nsw.gov.au/media-releases/battery-safety-to-prevent-fires>

⁸ <https://bcycle.com.au/wp-content/uploads/2023/12/B-cycle-Positive-Charge-Report-20231207.pdf>

the NTCRS to recycle the laptop's battery. E-products recyclers themselves find determining which batteries are in and out of scope of the various schemes to be near impossible to navigate.

With their rapid rise in popularity, vapes are an emblematic case study for the practical and policy difficulties around how to dispose of 'smart' 'disposable' or 'single-use' products with integrated batteries. Clean Up Australia Chair Pip Kiernan stated that for years cigarette butts were the most littered item across the country, but vape litter is emerging as a new and serious environmental issue.

*There is an urgent, overdue need for a safe system for the disposal of vapes devices, refills and e-liquids. There is currently no federal or state legislation governing end-of-life disposal for vapes. They are simultaneously classified as e-waste because of their electronic components, and as hazardous waste due to the liquid nicotine residue, making recycling difficult.*⁹

The recent rise of electric vehicles (EVs) is also an increasing concern as these first-generation vehicles' batteries approach their end of life. A CSIRO report found that 'most markets have no EV-battery-specific requirements or delineations of responsibility between the producer and the consumer ... the lack of regulation creates uncertainties for Original Equipment Manufacturers (OEMs), second-life-battery companies, recyclers and potential customers. The lack of regulation also gives rise to challenges to battery recycling for end-of-life (EOL) lithium-ion batteries and leads to low collection rates, environmental pollution due to poor disposal practices and hazards to the public.'¹⁰

Beyond OEM and consumer confusion, there are also flow-on economic impacts of regulatory confusion. The National Retail Association stated in its submission to CSIRO that 'inconsistent regulatory approaches are causing trade barriers between jurisdictions, unnecessary costs, commercial risks, and market confusion, ultimately impacting rates of non-compliance'.¹¹

Regulations play a pivotal role in shaping the infrastructure, processes, and awareness necessary for proper battery disposal and recycling practices across the country. Currently, regulatory inconsistencies and confusion are impeding safe disposal options, the effectiveness of product steward schemes, and creating safety risks at all points of the disposal logistics chain with increasing economic impacts for recyclers and the resource sector. The cost of unsafe battery disposal is being borne by the community through rising rates, by councils through truck fires and future risk, by industry in the loss of critical infrastructure and in damage to the environment through smoke and polluted runoff from damaging fires, and above all through the dangers to human health and life.

⁹ https://www.wmrr.asn.au/Web/Web/Media/Media_Release/2023/Producer%20Responsibility%20Needed%20for%20Vape%20Disposal.aspx

¹⁰ https://www.accc.gov.au/system/files/Lithium-ion%20Batteries%20report_3_0.pdf

¹¹ National Retailer Association, Submission to the ACCC Lithium-ion Batteries Issues Paper, p 7.

ACOR recommendations

1. Ensure comprehensive collection

Any education campaign to raise necessary awareness around battery and e-waste disposal will be ineffective without ensuring that there is a comprehensive network of collection points. Our sector is already aware that some jurisdictions across Australia don't have convenient access to safe disposal options for batteries so a gap analysis is necessary to support the creation of safe disposal infrastructure.

ACOR has built a national recycling data hub, Recycle Mate, where councils and recycling organisations are able to update their recycling information in real-time, as new collection points, and recycling capabilities get introduced. The Recycle Mate data hub is a first-of-its-kind initiative, created with funding support from the Australian Government's *Environment Restoration Fund* program, and currently supported by the Queensland Government.

The Recycle Mate data hub has been developed as a free resource for every local government, recycling program and charitable organisation across Australia to more easily share information about their recycling programs, disposal locations and product stewardship schemes, and contribute better recycling information for all. The data contributed through the hub by local councils, the recycling and resource management sector, and private businesses, helps deliver accurate recycling and waste disposal information through the app to the community, specific to their local area.

Recycle Mate has already catalogued recycling information for all Australian local councils, 10 major product stewardship schemes, CDS schemes and over 2,000 community recycling centres, transfer stations and landfills. Critically, Recycle Mate has the capability to assess and add safe disposal information on new products that hit the market, providing this information via the Recycle Mate app directly to councils and consumers' phones.

Recycle Mate has already identified, through a detailed breakdown of electronic product categories, many regions where there are no recovery paths for certain items, such as types of batteries and electronic waste that are unsafe for kerbside disposal and subject to landfill bans. There also do not appear to be any legitimate disposal options for vapes, apart from pilot programs run by Envirostream, and many councils are hesitating to launch their own trials for fear they will assume the cost of managing neighbouring councils' vape waste.

A solution to addressing this data gap would be an initiative by all State and Territory governments to conduct a detailed gap analysis of disposal options for all electronic waste streams to identify where safe collection points should be located, as well as inform future programs and policy decisions.

Recycle Mate is uniquely placed to conduct a nationwide audit on battery and e-waste safe disposal collection points, with information proactively gathered from product stewardship schemes such as Mobile Muster, B-cycle and the National Television and Computer Recycling Scheme, businesses and councils. Recycle Mate is working with the Queensland Government, to conduct such a gap analysis of disposal pathways for the 34 categories of electronic waste, mapping recovery locations against population density. This will result in an interactive data visualisation map, enabling filtered searches of different product categories to show community access to recovery options and quickly identify system gaps.

As the peak industry body for the resource recovery, recycling, and remanufacturing sector in Australia, ACOR is also well placed to initiate the data gathering of critical incidents and battery-related fires that are occurring across the sector.

RECOMMENDATION 1. The Australian Government should **prepare a full catalogue of all items on the market** that are known to be causing, or are capable of causing fires and significant issues in household bins. This includes all products that are a battery, have a battery or are powered by a battery to produce any movement, noise, light or process.

- RECOMMENDATION 2.** All State and Territory governments to **conduct a detailed gap analysis of disposal options for all electronic waste streams**, to help identify where safe collection points should be located and inform future programs and policy decisions. This should be delivered as an interactive data visualisation map, which enables filtered searches of different product categories to show community access to recovery options to quickly identify system gaps.
- RECOMMENDATION 3.** The Australian, State and Territory Governments should work together with relevant stakeholders to **fill the identified gaps, so that there is always an easily accessible option for the community** to safely dispose of any problem item. The cataloguing and gap analysis will allow for efficiently targeted allocations of resources to ensure safe disposal pathways.
- RECOMMENDATION 4.** As an emergency measure, **a safe disposal location for all items must be provided within every council area**, with the support of State Governments. The nationwide response to the presence of needles and syringes in the environment and conventional waste streams in the 1990s could offer a model, in terms of comprehensive access to safe community sharps disposal.

2. A community education campaign

As the number of everyday items containing embedded and sealed batteries increases, a critical priority will be ensuring that these items are diverted away from conventional waste and recycling streams, collected in a safe manner, and directed towards facilities that are equipped to safely process them. Currently, there is a lack of public education and resources around safe disposal, the risks of improper battery disposal, and consumer responsibility for end-of-life batteries.

There must be a well-funded and comprehensive awareness-raising and education campaign. Recycle Mate is an ideal the delivery partner for the education campaign and recycling advice, to avoid duplication of effort and information and maximise the potential of data collection. Through Recycle Mate's data, a targeted, cost-effective evidence-based education campaign could be rolled out across Australia with up-to-date information on collection points, with particular focus on areas where high incorrect disposal rates are reported.

The language surrounding battery disposal should also be addressed. An emphasis must be made on 'safe disposal', rather than 'recycling' of batteries and e-waste. 'Safe disposal' helps emphasise that batteries can be dangerous, whereas people think of 'recycling' as optional. It is essential that we get all batteries out of household and commercial bins and diverted to safe disposal locations.

Furthermore, Recycle Mate's research already shows that many members of the community associate the term 'recycling' with their household bins—and are likely not aware of alternative disposal options. When something is promoted as being 'recyclable', it can give the impression that it can be recycled in their household bins, where batteries become a major problem.

ACOR believes that any consumer education must contain the following elements:

- 1. Risk awareness.** It is necessary for the public to understand the environmental and safety risks posed by improper battery disposal. Awareness must also be raised around products with embedded batteries that consumers may not have considered, such as vapes, digital pregnancy tests and electric toothbrushes.
- 2. Safe disposal methods.** Educate people about the correct disposal methods for batteries in designated battery recycling centres, drop-off locations, or collection programs available across communities. This should also extend to storing batteries safely before disposal and how to identify when batteries are at risk of being unsafe.
- 3. Convenience and accessibility.** Make it easy for people to find nearby collection points or drop-off locations. Provide up-to-date and easy-to-access information on where these facilities are located and what type of batteries they take.

- 4. Broad use of communications channels.** The education campaign should be implemented across multiple channels such as television, social media, and digital advertising, as well as disseminating educational materials in schools, community events, and partnerships with councils, retailers and manufacturers to raise awareness about battery disposal.

ACOR joins with the National Waste and Recycling Industry Council in calling on for a nationwide education campaign for the safe disposal of batteries.¹² We believe that ACOR, with support from our Recycle Mate initiative, is uniquely positioned to deliver this campaign.

RECOMMENDATION 5. Once a comprehensive collection network is assured, **a comprehensive awareness-raising and education campaign should be launched** nationally to ensure the public understands the risks of batteries in bins, how they can access the existing safe disposal options, and how batteries and e-products can be recycled if they are deposited in the right place. The messaging must be centred on ‘safe disposal’ rather than ‘recycling’.

3. E-stewardship reform

With rapid digitisation and the market expansion of battery-powered and smart devices, it is essential that product stewardship schemes take the full breadth of products available on the market.

It is understood that DCCEEW is designing an expanded product stewardship scheme for small electrical and electronic equipment (SEEE) and small-scale PV systems. The scope is expected to include any SEEE weighing less than 20 kg, and solar PV systems, including solar panels, racks, inverters and wiring, with household batteries considered for inclusion. The scheme would also include embedded batteries, but not loose batteries, which are proposed to still be captured by the B-cycle scheme.

It is essential that the Federal e-stewardship program continues these reforms to deliver an integrated scheme covering all small e-products and batteries and leaving no gaps in relevant product categories. Under the model currently under consideration, e-waste recyclers are facing the confusing situation of at least three product stewardship schemes covering and excluding different battery types: the current National Television and Computer Recycling Scheme, Mobile Muster and B-cycle.

Under the current NTCRS scheme, scheme operators, called co-regulators, are funded by brand owners to only collect a certain volume per year and can and do cease to fund e-waste recycling when those quotas are filled. Furthermore, the uncertainty caused by the scheme review has led to co-regulators reducing the volume of e-products being funded for recycling even further, as they shore up balance sheets in anticipation of a changing regulatory environment. As e-product to landfill bans are implemented around Australia, and the recycling sector bears the brunt of improperly regulated battery collection, the need for holistic and comprehensive extended producer responsibility for battery collection is greater than ever before, as well as strong instructions to the existing NTCRS co-regulators to continue to fund e-product collection and recycling through the scheme at existing levels to avoid worsening an already critical situation.

Furthermore, ACOR recommends that the Australian Government introduce regulations that mandate a deposit scheme to be fully funded by all manufacturers and importers of batteries and products that contain batteries in any form. There must be much stronger incentives to mobilise the population to safely draw them out of waste and recycling streams and towards safe disposal locations.

While some product stewardship schemes may have achieved desirable recovery rates for end-of-use items without incentivisation beyond ‘doing the right thing’, this is not the case across all product categories. Schemes that provide little incentive for consumers to return items to away-from-home collection points generally result in poor recovery rates. A model to consider is the container deposit scheme (CDS), providing a refund for the return of these items. By offering a financial incentive for returning containers, CDS encourages individuals to recycle. People will participate in collection efforts if there's a tangible reward such as a monetary incentive for each container returned.

¹² <https://www.nwric.com.au/download/1149/?tmstv=1679277906>

It is evident that the health and environment risks of disposing of batteries incorrectly are not enough of a deterrent or not widely enough understood for the average community member to always seek out a safe disposal option. The CDS strategy works by aligning economic incentives with environmental goals, and when applied to battery disposal would be a game-changing driver for encouraging safe collection behaviours.

RECOMMENDATION 6. As soon as practicably possible, the Australian Government must **enact extended producer responsibility (EPR) regulation for consumer electronic products** to fully fund safe collection, and where possible, recycling. Such regulation must deliver an integrated scheme covering all consumer e-products, including batteries and items containing batteries (including vapes), and leaving no gaps in relevant product categories.

RECOMMENDATION 7. Establish a deposit scheme similar to the CDS model to encourage community safe disposal of batteries and products containing batteries, providing a tangible reward to safe disposal behaviour. Lessons should be drawn from the container deposit schemes that have been established in States and Territories across Australia, prioritising safe collection methods and a strong deposit rate to support high recovery rates.

4. Regulatory harmonisation and enforcement

The recycling and waste management sector has long faced a fragmented, variable and duplicative regulatory environment across Australia's States and Territories, undermining investor confidence in infrastructure and impeding innovation. While laws and regulations for waste and recycling are implemented at a State level, there is an increasing need for harmonisation and enforcement at a national level to prioritise circular economy outcomes. This is especially critical in the battery and e-waste space dealing with hazardous waste components.

WMRR has noted the necessity of battery and e-product regulation, and called on the Australian Government to institute a comprehensive regime, akin to those instituted in Europe, highlighting that the proposed national e-waste scheme scope is too narrow, ignoring key elements such as resign and repair.¹³

The European Union's Batteries Regulation aims to ensure that future batteries have a reduced carbon footprint, contain fewer harmful substances, rely less on raw materials sourced from non-EU countries, and undergo extensive collection, supporting a high degree of reusability and recycling. This initiative aligns with the circular economy goals outlined in the European Green Deal, marking a milestone in European legislation by encompassing the entire life cycle of batteries—from sourcing and manufacturing to usage and recycling—within a singular law. This comprehensive approach underscores the commitment to sustainability and the EU's objectives of securing raw material supply.¹⁴

In line with Lithium-ion batteries' classification as dangerous goods under the Australian Dangerous Goods Code, it is imperative that the Australian government also institutes national standards and regulations for battery disposal collection points. CSIRO's report for the ACCC notes that 'Current collections occur in public places and stores which can pose a hazard to people and property in the event of fire ... Harmonisation would assist in collection and recycling rates and minimise safety hazards especially for damaged batteries.'¹⁵ Consequently, they recommend the implementation of separate boxes for either damaged/faulty batteries and exhausted/visually intact batteries.

Collection guidelines exist in many State and Territory jurisdictions, but are generally not enforced. For example, the Environment Protection Authority of Victoria has produced extensive guidelines on the storage

¹³ https://www.linkedin.com/posts/wmrr_international-e-waste-day-australia-needs-activity-7118902238139359232-gQLi/

¹⁴ https://environment.ec.europa.eu/news/new-law-more-sustainable-circular-and-safe-batteries-enters-force-2023-08-17_en

¹⁵ <https://www.productsafety.gov.au/system/files/CSIRO-ACCCLithiumIonBatteries.pdf>

and management of waste batteries¹⁶ and is widely considered a benchmark document. However these guidelines are often simply not adhered to because there are no regulatory consequences for non-compliance.

A key component to acknowledging the serious economic and environmental risks posed by the unsafe disposal of batteries and e-waste would be to implement stronger rules for collection and disposal of batteries and ensure penalties are applied for noncompliance. Holding individuals and businesses to account over the irresponsible collection and disposal of batteries and e-waste would send a clear message about the serious risks and consequences these actions place upon community health, the environment, workplace safety and property.

RECOMMENDATION 8. The Australian Governments should work with State and Territory Governments to **institute national standards and regulations for battery disposal collection points**, with clearly understood and enforceable consequences for non-compliance.

RECOMMENDATION 9. State and local governments should work together, in partnership with industry, to ensure compliance with existing rules relating to battery disposal. It is essential that penalties instituted for non-compliance with the end-of-use disposal requirements for batteries under current regulations are enforced.

RECOMMENDATION 10. The Australian Government must ensure NTCRS co-regulators continue to fund e-product collection and recycling at current levels while the new scheme is designed.

Conclusion

The escalating hazards posed by batteries in conventional waste and recycling streams demand immediate attention. The increasing incidents resulting in property damage, injuries, and financial burdens underscore the urgent need for Australian governments, producers and recyclers to work together and take comprehensive action. While the issue of battery safety spans the community at large, the paramount concern for the recycling sector is addressing environmental end-of-use risks to sector and community.

Governments have a pivotal role to play in ensuring safe battery disposal. Critical actions include establishing a comprehensive collection network, initiating robust community education campaigns, reforming e-stewardship practices, and enforcing harmonised regulations. Regulatory inconsistencies currently undermine safe disposal rates, the effectiveness of stewardship schemes, and pose risks throughout the disposal logistics chain, leading to economic impacts on recyclers and the broader resource sector.

ACOR's proposes cataloguing of problematic items and the recommendation for a fully funded battery stewardship program by manufacturers and importers aim to mitigate these risks. Moreover, deposit schemes have proven successful in driving stronger collection outcomes. Aligning economic incentives with environmental goals, as demonstrated by the success of container deposit schemes, will serve as a pivotal strategy in encouraging responsible battery disposal and recycling practices.

¹⁶ <https://www.epa.vic.gov.au/about-epa/publications/2018>

Attachment 5

Category

Circular Economy

Motion Subject

Batteries are an increasing hazard in the waste stream. The increasing proliferation of 'smart' and disposable electronic items with both inserted and sealed batteries, a lack of easy disposal options and limited consumer awareness are all contributing to an increase in batteries appearing in inappropriate waste streams. This has the potential to increase fire risks and property damage, including amongst waste operators and recyclers all across Australia.

Motion

This National General Assembly calls on the Australian Government to lead improvements in safe battery disposal including encouraging regulatory harmonisation and enforcement, ensuring safer collection, supporting education campaigns, and considering reforms such as deposit schemes or similar.

National Objective - Why is this a national issue and why should this be debated at the NGA? (200 words)

Escalating hazards posed by batteries being disposed of via conventional waste and recycling streams requires urgent attention. An increasing number of incidents is resulting in property damage, injuries, and financial burdens.

It is important for all governments, producers and recyclers to work together and take comprehensive action. Governments have a pivotal role to play in ensuring safe battery disposal, including providing appropriate regulatory environments. At present, regulatory inconsistencies currently undermine safe disposal rates, the effectiveness of stewardship schemes, and pose risks throughout the disposal logistics chain, leading to economic impacts on recyclers and the broader resource sector.

Summary of Key Arguments - Background information and supporting arguments (500 words)

Safe battery disposal is a critical aspect of environmental sustainability and human health. As reliance on batteries grows with the proliferation of electronic devices, electric vehicles, and renewable energy storage systems, the need for responsible disposal practices becomes increasingly urgent. By way of one example, vapes are one of the many new products that are being introduced into the market with no producer regard or responsibility for the safe disposal of their component parts when their useful life comes to an end. Due to the battery being embedded, vapes are not included in the nationwide Battery Stewardship Scheme, meaning they cannot be dropped off at battery collection points, like supermarkets and retailers. Clean Up Australia's Pip Kiernan points out that "at the moment, there is no standardised or consistent way to collect and safely dispose and recover vapes in Australia"¹ and notes that the onus of figuring out how to safely dispose of them is placed on the consumer, when really it should be the responsibility of the producers.

Improper disposal of batteries leads to significant environmental harms through the leaching of toxic chemicals such as lead, cadmium, mercury, and lithium. By improving safe battery disposal, we can mitigate these harmful effects and protect our environment, as well as enabling the waste management sector to comply with environmental standards more easily.

¹ <https://wastemanagementreview.com.au/clean-up-australia-wmrr-call-for-vape-producer-responsibility/#:~:text=%E2%80%9CA%20the%20moment%2C%20there%20is,to%20provide%2C%E2%80%9D%20she%20said.>

Batteries are made from valuable and finite resources such as metals, minerals, and rare earth elements. Recycling batteries allows the recovery of these materials and reduces the need for new mining, which is often destructive to the environment and communities where it occurs. Efficient battery recycling not only conserves resources but also promotes a circular economy where materials are reused and recycled rather than discarded.

Improperly disposed batteries can create contaminations that pose health risks to humans and animals. There are also increasing incidents of battery-related fires causing property damage, injuries, and financial burdens on the recycling sector.

Investing in safe battery disposal methods not only encourages technological innovations in recycling processes but also facilitates the more efficient and cost-effective extraction of valuable materials from batteries. Supporting these advancements not only enhances environmental outcomes but also drives economic growth and generates new employment opportunities within the recycling and green technology sectors.

Promoting safe battery disposal raises public awareness about the importance of responsible waste management and provides a first line of defence against poor environmental, safety and health outcomes resulting from improperly discarded batteries. Educating individuals and communities empowers them to make informed choices and embrace sustainable practices. Implementing public campaigns, educational programs, and accessible recycling infrastructure can substantially boost participation in safe disposal efforts, serving as the first line of defence against the adverse environmental, safety, and health consequences associated with improperly discarded batteries.

Item No: 15.10

Subject: INQUIRY INTO LOCAL GOVERNMENT SUSTAINABILITY

Summary

On 21 March 2024, the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport of the Parliament of Australia launched an inquiry into local government sustainability.

The Committee invited submissions from interested organisations and individuals by 3 May 2024. Due to the short timeframe, a detailed submission is not feasible, however, a broad response that supports the notional position of the Australian Local Government Association has been prepared, and is appended for Council's consideration.

Recommendation

That Council:

1. **notes the inquiry into local government sustainability by the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport of the Parliament of Australia;**
 2. **endorses the proposed submission to the Inquiry as provided in Attachment 1; and**
 3. **authorises the Chief Executive Officer to lodge the submission on Council's behalf, subject to any necessary corrections of typographical errors or other minor amendments.**
-

Background

On 21 March 2024, the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport of the Parliament of Australia (the Committee) launched an inquiry into local government sustainability.

The Committee is appointed under Standing Order 215 which was passed by the House of Representatives on 26 July 2022. It is Chaired by Mr Luke Gosling OAM MP, the Member for Solomon (NT), and comprises six members of the government, three opposition members and one independent. There are two South Australian members – Mr Tony Pasin MP (Member for Barker) who is the deputy chair and Mr Tony Zappia MP (Member for Makin).

The Committee may inquire into and report on any matter referred to it by either the House or a Minister, including any pre-legislation proposal, bill, motion, petition, vote or expenditure, other financial matter, report or document.

Report

As part of the inquiry the Committee will examine financial sustainability and funding frameworks of local governments, alongside changing infrastructure requirements and service delivery obligations. The Committee is seeking to understand the challenges faced by local governments in servicing infrastructure requirements, particularly across regional, rural, and remote locations. The Terms of Reference for the inquiry include a focus on:

- The financial sustainability and funding of local government.
- The changing infrastructure and service delivery obligations of local government.
- Any structural impediments to security for local government workers and infrastructure and service delivery.
- Trends in the attraction and retention of a skilled workforce in the local government sector, including impacts of labour hire practices.
- The role of the Australian Government in addressing issues raised in relation to the above.
- Other relevant issues.

While the primary focus of the Committee is regional, rural and remote locations, many issues cut across geography and are also true for metropolitan areas.

Both the Australian Local Government Association and Local Government Association of South Australia are currently preparing submissions, but given the timing, neither will be available prior to the submission due date (3 May 2024). A draft response supporting key national positions has been drafted for Council's consideration and is provided as Attachment 1.

Refer Attachment 1

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

National policies provide a framework for *Our Holdfast 2050+*. Without strong policy alignment, many of the future challenges which the Strategic Plan is designed to address will become increasingly difficult to manage and respond to. It is in Council's interest to ensure the correct policy signals are set at national and state level to support Council's efforts on behalf of the community.

Council Policy

Not applicable

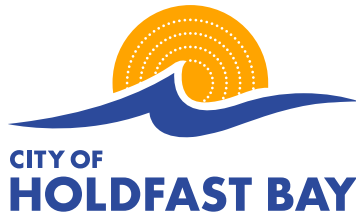
Statutory Provisions

Not applicable

Written By: Manager Strategy and Governance

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1



24 April 2024

Mr Luke Gosling OAM MP
Chair
House Committee on Regional Development, Infrastructure and Transport
PO Box 6021
Parliament House
CANBERRA ACT 2600

Dear Mr Gosling

Inquiry into local government sustainability

Thank you for your email of 22 March 2024 advising of, and inviting submissions to, the inquiry into local government sustainability by the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport.

Council discussed the issues of local government sustainability at their meeting of 23 April 2024, and requested that I respond on their behalf. While the City of Holdfast Bay is a metropolitan council (in South Australia), many of the issues affecting regional, rural and remote councils equally apply across the country.

Local governments across the board are experiencing challenges in meeting community expectations today, while planning for the enormous challenges of the imminent future, such as climate change and technology reshaping our social, economic and governance systems.

Local councils work hard to deliver the core services their communities expect of them. While some services, such as roads and waste are statutory, there is a wide array of notionally discretionary services which councils also provide in response to community expectations.

However, there is also an increasing number of services that local governments are picking up due to vacuums being created by federal and state government policy changes. An example of this has been in areas where other tiers of government have removed themselves from direct service provision. While the bulk of these front-line services have been divested to the not-for-profit or private sectors, the need for coordination between services has been left unmet. In many instances, this unmet need is picked up by officers of local governments who are able to, through their close community connections, bridge the gaps between services users and service providers. While this may result in reasonable outcomes for users and providers, no funding has accompanied the shift in operational requirements, adding additional workloads to already stretched officers.

Local governments have limited capacity to increase revenue streams and yet are often required to deliver on national and state priorities. At times, councils are expected to be tax collection agents (for example for the State Natural Resources Management Levy in South Australia) whereby they are seen to be raising revenue by their communities, and yet are not able to spend these funds on local priorities. This undermines trust across governments.

The Edelman Trust Barometer, an annual global survey of more than 36,000 respondents in 28 countries, has tracked trust for over twenty years. The Barometer has tracked an alarming erosion of trust in government, which is now the least trusted sector and widely perceived as being unable to solve societal problems. While local governments are generally perceived as more trustworthy than other tiers, if the trust gap is left unchecked, social stability is likely to be negatively impacted. On the other hand, there is an opportunity to build on existing local trust to strengthen the social fabric of our nation, from the ground up. Importantly, community trust relies on all tiers of government working together to achieve the results that Australians expect.

As a small council with a limited rate base, the City of Holdfast Bay shares the concerns of many regional, rural and remote locations who have similar constraints and the added challenges associated with tyrannies of distance. Concerns regarding equality between metropolitan and regional, rural and remote areas have been a matter of long-standing discussion in Australia, without significant resolutions offered to date. With impending global challenges such as climate change looming, it may be appropriate to consider re-framing the discourse. A provocative example is roads.

At present all councils are facing significant increases in the costs of maintaining roads. The Committee's explanatory video of the inquiry mentions that 'while regulations require cars to be road-worthy, increasingly many roads are not car-worthy'. Increasing construction costs are eroding the buying power of current funding models, which are not indexed to account for inflation, meaning councils are constrained in the roads they can fix and maintain. The Grattan Institute suggests that the cost per person to maintain sealed roads is five times higher in regional and remote communities compared to metropolitan areas.¹ This creates obvious inequality.

However, what is rarely considered in proposals to solve this obvious issue of inequality is that roads are not an end in themselves, and neither are road-based vehicles. For many decades, roads and road-based vehicles have been the most efficient and notionally cost-effective mechanism for moving people and goods from point to point. However, rapidly changing technology, coupled with the externalities of climate change provide an opportunity to reconsider the existing core paradigm and open up the discourse more broadly. Put simply, if urban areas required less roads for private/individual vehicles (due to improved mass transit, shared and active transport options, and urban planning that resulted in more effective distributions of people and services), could the road budget be redistributed to enable greater funding to places where roads are still the only viable option?

While much of the business of government involves wicked problems, which by their nature are resistant to being 'solved', addressing root causes rather than symptoms makes logical and fiscal sense. Furthermore, investment decisions need to align with desired outcomes if those outcomes are to be achieved.

Frequently, there are mismatches between government spending decisions and desired outcomes. For example, at the national level, Australia has a target to reach net zero carbon emissions by 2050. From July 2023, the Australian Government announced \$1 billion for the Disaster Ready Fund over five years, to assist Australian communities to manage the physical and social impacts of disasters

¹ <https://alga.com.au/funding-for-potholes-not-politics-new-road-funding-research/>

caused by climate change and natural hazards². In 2020-21 alone, the Fuel Tax Credit Scheme cost \$7.3 billion³. Significantly more is being spent to exacerbate climate change than is being spent on supporting communities to manage the impacts of it.

The perceived disparity between metropolitan and regional, rural and remote areas, as well illustrated by the example of roads, is symptomatic of incomplete and/or siloed policy development. Most policy matters relate to complex adaptive systems, which contain both large volumes, and a significant diversity, of actors and actions. Without end-to-end policy planning across all three tiers of government, existing inequalities and inequities will persist and will continue to create undesirable outcomes for communities and citizens.

The City of Holdfast Bay welcomes the Inquiry and looks forward to the Committee's broad and deep consideration of the issues and innovative recommendations.

Yours sincerely

Roberto Bria
Chief Executive Officer

² <https://nema.gov.au/disaster-ready-fund>

³ <https://www.pbo.gov.au/about-budgets/budget-insights/budget-explainers/fuel-taxation-australia#:~:text=In%20total%2C%20fuel%20tax%20credits,the%20budget%20of%20%247.3%20billion.>