

Agenda

Council

NOTICE OF MEETING

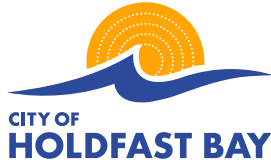
Notice is hereby given that a meeting of the Council will be held in the

**Council Chamber - Glenelg Town Hall
Moseley Square Glenelg**

22 July 2025 at 7:00pm



Pamela Jackson
Chief Executive Officer



1. Opening

The Mayor will declare the meeting open at 7pm.

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 J Smedley, Councillor W Miller

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 Tuesday 8 July 2025 be taken as read and confirmed.

9. Public Presentations

9.1 **Petitions**

9.2 **Presentations**



9.3 Deputations

10. Questions by Members

10.1 Without Notice

10.2 On Notice

10.2.1 Wigley Reserve Mural – Councillor Kane (Report No: 227/25)

11. Member's Activity Reports - Nil

12. Motions on Notice

12.1 Commemorating 80 since Hiroshima and Nagasaki – Mayor Wilson (Report No: 232/25)

13. Adjourned Matters - Nil

14. Reports of Management Committees and Subsidiaries

14.1 Jetty Road Mainstreet Committee – Minutes – 2 July 2025 (Report No: 233/25)

14.2 Audit and Risk Committee – Minutes – 16 July 2025 (Report No: 231/25)

15. Reports by Officers

15.1 Items in Brief (Report No: 226/25)

15.2 Adoption of 2025-26 Annual Business Plan and Long Term Financial Plan 2025-26 to 2034-35 (Report No: 230/25)

15.3 2025-26 Budget Adoption (Report No: 228/25)

15.4 Rate Declaration (Report No: 229/25)

15.5 New Licence – Southern District Soccer Association and Coastal District Little Athletics Centre (Report No: 214/25)

15.6 Extension of Licence – Seacliff Uniting Church Netball Club (Report No: 237/25)

15.7 E-Scooter Legislation (Report No: 221/25)

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 Transforming Jetty Road (Report No: 238/25) - issued under separate cover

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:

- k. tenders for the supply of goods, the provision of services or the carrying out of works

19. Closure



Pamela Jackson
Chief Executive Officer

Item No: 10.2.1

Subject: QUESTION ON NOTICE – WIGLEY RESERVE MURAL – COUNCILLOR KANE

Question

Councillor Kane asked the following question:

“That Council’s Administration provide an update on a renewal/replacement of the mural on the rear of the toilet block located in Wigley Reserve.”

Background

The recently completed upgrade and renewal of the former Buffalo site has created a new and pleasant civic area adjacent to a well-used and much-loved open space and playground. The rear of the Wigley Reserve toilet block featured a mural, the quality and clarity of which has deteriorated over time to a point it is now illegible. Given the investment in the precinct directly adjacent to the toilet block, which features new street furniture and places to rest and take in the surroundings, a renewal of this mural would enhance the experience of visitors to this area.

Answer – Arts and Culture Coordinator

A new historic image of the James Ashton painting, *The Patawalonga* 1905 has been selected, and the vinyl wrap is expected to be installed by the week ending 18 July 2025, weather permitting.

Item No: 12.1

Subject: MOTION ON NOTICE – COMMEMORATING 80 YEARS SINCE
HIROSHIMA AND NAGASAKI – MAYOR WILSON

Proposed Motion

Mayor Wilson proposed the following motion:

That Council:

1. acknowledges the 80th anniversaries of the US atomic bombings of the cities of Hiroshima and Nagasaki on August 6th and 9th, 1945. We honour the 210,000+ victims of these attacks, and the Hibakusha and Hibakunesei who continue to live with the legacy of nuclear weapons.
 2. notes that our city/town is deeply concerned about the grave threat that nuclear weapons pose to communities throughout the world. We firmly believe that our residents have the right to live in a world free from this threat.
 3. notes that any use of nuclear weapons, whether deliberate or accidental, would have catastrophic, far-reaching and long-lasting consequences for people and the environment.
 4. endorses the International Campaign to Abolish Nuclear Weapons Cities Appeal, a global call from cities and towns in support of the UN Treaty on the Prohibition of Nuclear Weapons and calls on our National Government to sign and ratify it without delay.
-

Background

In August 2025, it will have been 80 years since the United States bombed the cities of Hiroshima and Nagasaki in 1945. The International Campaign to Abolish Nuclear Weapons (ICAN) Australia has invited councils across Australia to pass commemorative motions to mark these anniversaries.

The proposed motion will state our support for nuclear disarmament, non-proliferation and the UN Treaty on the Prohibition of Nuclear Weapons which is the only treaty which establishes a framework to prohibit and eliminate nuclear weapons, and address the harm caused by their use and testing.

ICAN has also requested landmarks or buildings be illuminated in red to mark the occasion.

Item No: 14.1

Subject: MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 2 JULY 2025

Summary

The Minutes of the Jetty Road Mainstreet Committee meeting held 2 July 2025 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

That Council notes the minutes of the Jetty Road Mainstreet Committee of 2 July 2025

Background

The Jetty Road Mainstreet Committee (JPMC) 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 2 July 2025 are attached for member's information.

Refer Attachment 1

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

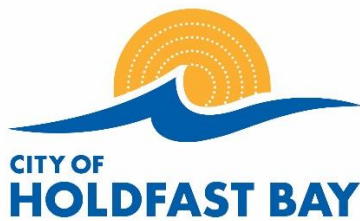
Statutory Provisions

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 2 July 2025 at 6.00pm

ELECTED MEMBERS PRESENT

Mayor Amanda Wilson(via virtual connection)
Councillor R Abley (via virtual connection)

COMMITTEE REPRESENTATIVES PRESENT

Attitudes Boutique, Ms G Martin
Beach Burrito, Mr A Warren
The Colley Hotel, Ms K Bailey
Cibo Espresso, Mr T Beatrice
Theodorakakos Property Group, Mr J Theodorakakos (via virtual connection)
Yo-Chi, Ms B Millard
Ikos Holding Trust, Mr A Fotopoulos
Peter Shearer Mr M Gilligan
Independent Member, Ms S Mills
Independent Member, Mr S Smith (via virtual connection)

STAFF IN ATTENDANCE

General Manager, Community and Business, Ms M Lock
Business Development Partner, Ms V Miller

1. OPENING

The Chair, Ms G Martin declared the meeting open at 6.01pm

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: Mr R Shipway, Councillor Kane, Ms S Mills

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 4 June 2025 to be taken as read and confirmed.

Moved T Beatrice, Seconded K Bailey

Carried

6. PRESENTATIONS:

6.1 Transforming Jetty Road Project Update

Ms C Armfield, Project Manager provided an update on the Transforming Jetty Road Project

S Smith joined the meeting at 6.04pm by virtual connection

B Millard joined the meeting at 6.05pm

A Fotopoulos joined the meeting at 6.33pm

7. QUESTIONS BY MEMBERS

7.1 Without Notice: Nil

7.2 With Notice:

7.2.1 Brighton Winter Solstice Street Party Licensing (Report No: 201/25)

Jetty Road Mainstreet Committee Deputy Chair Angus Warren asked the following questions:

“Seeking information outlining the steps taken to license the whole street for the Brighton Winter Solstice Street party; specifically:

- 1. What material difference exists between licensing Jetty Road Glenelg vs Brighton Jetty Road for a street party.*
- 2. Has Councils risk appetite changed in terms of liquor licensing street parties since January 2025 and now, noting council administration adamant that the risk associated with licensing the street and recommended that traders take up their own liquor licenses for Ice Cream Festival.*
- 3. What can the committee do to ensure that any future street parties are fully li-censed events if required.”*

Background

An update on the differences between licensing Jetty Road, Glenelg and Jetty Road, Brighton for a street party including associated risks with event delivery and compliance.

Answer – Manager, City Activation

The Brighton Winter Solstice Street party had a short-term liquor license applied to the full street closure in 2024, and again in 2025. The license in 2025 included several new conditions imposed to ensure compliance with the Liquor Licensing Act. These conditions comprised a significant increase in security personnel, a limit on the number of drinks to be sold at one time, decanting of alcohol in cans into plastic and no use of glass on the street, the exclusion of the carry off liquor establishment from the license and event, the requirement for premises to not sell alcohol for the last 30 minutes of the event and the addition of 1.8m temporary fencing around the site.

There are several differences between Jetty Road Glenelg and Jetty Road Brighton that significantly affect the risk profile of an event including:

- The event capacity due to the length/size of the street (Brighton capacity: 4000/Glenelg approximate capacity: up to 35,000)
- The nature of the location and event:
 - Brighton is a local community event in a suburban area
 - Glenelg attracts significant external visitation and is a premier tourism destination
- The number of licensed premises along the street:
 - Brighton premises: 9
 - Glenelg premises: over 40
- The size and nature of the licensed premises along the street
 - Brighton has small cafes and restaurants and one local pub
 - Glenelg has several larger pubs, bars and large-scale hotels
- The number of side streets and laneways that intersect:
 - Brighton: 3 streets
 - Glenelg: 13 streets

Council considers the nature of an event and the target audience along with all risks associated with events before making final decisions on whether to take on the responsibilities of liquor licensing and the related liability.

In July 2024, Council administration met with South Australia Police who strongly advised against Council holding the license for Jetty Road Glenelg due to the high-risk nature of the event location. With confirmation of stricter licensing conditions by Consumer and Business Services and policing of potential breaches by South Australia Police at the Brighton event, and no change in the high-risk nature of a Glenelg event, it can be confirmed that Council's risk appetite for licensing the whole street at Jetty Road Glenelg has not changed.

Additional funding (starting from \$35,000 depending on conditions) and resourcing would need to be allocated to a Glenelg event if Council held the liquor license for the whole street. Based on security requirements for the Brighton event and using the Norwood Food and Wine Festival as a similar example, an additional 50 security guards would likely be required and approximately 500m of 1.8m temporary fencing needed to meet basic licensing conditions.

Additional staffing and equipment would also likely be required. Issues associated with the multiple entrances and exits to the Stamford Grand, if it was to be included, and the requirement to exclude Fassina Liquor, Glenelg from any event that licensed the whole street would also need to be considered in any decision. Effective and early discussions with traders along the street and those in laneways and the city zone would need to occur to ensure full engagement as well as complete understanding of the trading and cost implications of whole street licensing for traders inside and outside of any licensed zone.

7.2.2 **Tourism Destination Marketing Initiatives** (Report No: 202/25)

Jetty Road Mainstreet Committee Chair Gilia Martin asked the following questions:

“Seeking information on tourism destination marketing initiatives relevant for the Jetty Road Glenelg precinct; specifically:

- 1. Whether Jetty Road Mainstreet Committee should advocate for a bus service to Glenelg from the Outer Harbor cruise ship terminal.*
- 2. If advertising promoting the Jetty Road Glenelg precinct will be considered at the Keswick train terminal.”*

Background

The City of Holdfast Bay is committed to be a lively, diverse, safe and accessible tourism destination for visitors and residents alike, whilst ensuring suitability and economic benefits for the community and region.

Annually, a tourism marketing strategy is developed that outlines specific marketing objectives and initiatives that positions Holdfast Bay as Adelaide’s premier must-visit seaside tourism destination.

The goal of this marketing strategy is to increase visitation to the entire council area, improve the overall number of nights stayed by visitors and bolster the local visitor economy.

The objectives aim to:

- Encourage local community to keep enjoying the area and bring visiting friends and relatives (VFR) into Holdfast Bay to visit.
- maintain intrastate visitor numbers, especially from regional areas.
- increase interstate visitation by targeting most popular states (VIC, NSW, QLD)
- boost international visitation
- convert the day tripper market to consider an overnight stay with one of the City’s accommodation operators.

In 2023, the tourism brand 'STAY' was refreshed and while already very recognisable through-out the state the revised brand is more impactful and has increased appeal. Tourism marketing initiatives focus on destination marketing via the Holdfast Bay 'Stay' brand to gain visitation to the precinct at which time the stand-alone brand of Jetty Road Glenelg 'More to Love' takes over.

Answer – Business Development Partner & Tourism Development Coordinator

As part of the Tourism Development Action Plan 2025-2029, the Western Adelaide Tourism Alliance (WATA) - comprising the cities of Holdfast Bay, Charles Sturt, Port Adelaide Enfield and West Torrens - investigated a bus service from the Outer Harbor cruise ship terminal to Glenelg via the coastline. There is an existing Adelaide Metro public service that links Glenelg to Henley Beach, but none that continues to Outer Harbor via Semaphore. The City of Port Adelaide En-field currently has a privately operated shuttle service from the cruise terminal to Port Adelaide during the season. A complete service from Outer Harbor to Glenelg would help boost tourism across the coastal councils during the cruise ship season.

City of Holdfast Bay administration met with the Department of Infrastructure and Transport (DIT) and the South Australian Tourism Commission (SATC) cruise ship team on 5 November 2024 to discuss an extended public bus service connecting Outer Harbor to Glenelg via Henley Beach. DIT advised this was not currently a priority but noted that Adelaide Metro offers additional bus services at a cost for major events.

Adelaide Metro could consider a service during the cruise ship season at a cost to councils in-volved. Costs of \$20k per day have been quoted by Adelaide Metro, noting the cruise ship season usually averages around 80-100 cruise visits per season over a three-month period.

The consensus from WATA was the cost was beyond current budgets of the four councils, particularly as the cities of Port Adelaide Enfield & West Torrens have other initiatives in place. WATA agreed to instead advocate for a private transport company to create an Outer Harbor to Glenelg shuttle service for visitors to use during each cruise ship season. A business case is being developed for this.

The tourism plan considers advertising and promotional campaigns via print media, cinema, airport and bus signage, digital and social media. One of the key strategic destination marketing successes has been the targeted promotions at Adelaide Airport during AFL Gather Round and LIV Golf and other national or international events. Airport advertising has had a high return on investment with budget focused on capturing interstate arrivals in this high-impact area.

While this could extend to other locations it has been noted that the majority of passengers disembarking in Adelaide at the Keswick national train terminal have pre-arranged tour packages as part of their train journeys with little opportunity to promote spontaneous day trips to another location.

The tourism plan will be shared with the JRMC following its adoption.

8. MEMBER'S ACTIVITY REPORTS: Nil

9. MOTIONS ON NOTICE

9.1 Motion on Notice – Trader Package – Chair G Martin (Report No: 203/25)

Motion

That Jetty Road Mainstreet Committee

- 1. endorse the development and distribution of a comprehensive Jetty Road Trader/Business Package aimed at supporting the onboarding of new staff and business operators within the precinct;**
- 2. delegate to the marketing consultancy, upon commencement of their contract, the responsibility to:**
 - Develop the content and design of the Trader/Business Package, ensuring it includes:**
 - Information on available services and precinct marketing initiatives**
 - Details of business support programs and council-supported initiatives**
 - Guidelines for fostering stronger connections within the precinct**
 - Distribute the completed packages to all owners, business owners and operators within the Jetty Road precinct by Jetty Road Mainstreet Committee Members.**
- 3. direct the marketing consultancy to explore alternative methods of distribution, such as digital platforms or direct engagement, if deemed more effective than physical delivery.**
- 4. request the marketing consultancy to provide a report on the effectiveness of the Trader/Business Package, including feedback from recipients and recommendations for future improvements, to then be presented at the Jetty Road Mainstreet Committee meeting in 12 months from the date of engagement**

Moved T Beatrice, Seconded A Warren

Carried

Item Withdrawn

At the request of the Chair Item 9.2 **Motion on Notice–Letter to Minister for Tourism, Zoe Bettison MP** was withdrawn from the Jetty Road Mainstreet Committee Agenda.

9.3 Motion on Notice – Letter to Australia Post - Chair G Martin (Report No: 205/25)

Motion

- 1. write a letter to Australia Post outlining the importance of a post box located in a central location on Jetty Road Glenelg; and**
- 2. request that Administration write a support letter, signed by the Chair of the JRMC to Australia Post for the reinstatement of a post box on Jetty Road Glenelg**

Moved A Warren, Seconded B Millard

Carried

9.4 Motion on Notice – Mainstreet SA, Activate Your Place Training - Chair G Martin (Report No: 206/25)

Motion

That Jetty Road Mainstreet Committee nominate four committee members to attend Activate Your Place training through Mainstreet SA, at a cost of \$150.00 per person, allocated from the current 2025 – 26 budget.

The following Committee nominated members are S Mills, M Gilligan, A Warren and T Beatrice

Moved A Warren, Seconded T Beatrice

Carried

10. REPORTS/ITEMS OF BUSINESS:

10.1 Items in Brief (Report No: 207/25)

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.

Motion

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

- 1. Letter to Premier regarding replacement bus service during Tram Grade Separation Project tram closure**

Moved M Gilligan, Seconded T Beatrice

Carried

- 10.2 **Monthly Finance Report** (Report No: 208/25)

This report provides an update on the Jetty Road Mainstreet income and expenditure as at 31 May 2025.

Motion

That the Jetty Road Mainstreet Committee notes this report.

Moved T Beatrice, Seconded A Fotopoulos

Carried

- 10.3 **Jetty Road Events Update** (Report No: 209/25)

The Jetty Road Mainstreet Committee (JRMC), in partnership with the City of Holdfast Bay, is responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan.

This report provides an overview of recent and upcoming events.

Motion

That the Jetty Road Mainstreet Committee notes this report.

Moved T Beatrice, Seconded B Millard

Carried

- 10.4 **Marketing Update** (Report No: 210/25)

This report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee (JRMC) aligned to the 2024-25 Marketing Plan.

Motion

That the Jetty Road Mainstreet Committee notes this report.

Moved K Bailey, Seconded M Gilligan

Carried

10.5 **Jetty Road Mainstreet Committee Terms of Reference** (Report No: 211/25)

The current Terms of Reference (ToR) for the Jetty Road Mainstreet Committee (JRMCM) establish the committee's structure, functions, and operational guidelines. The committee is responsible for overseeing the Annual Business Plan and Budget for the Jetty Road precinct, fostering communication between businesses, and promoting the area as a vibrant shopping, leisure, and cultural destination. Key elements in the ToR include membership composition, reporting requirements, and the scope of responsibilities.

The ToR was reformatted to align with the administration's new policy instrument templates and reflected initial feedback received from the JRMCM workshop held on Wednesday, 4 June 2024.

At the JRMCM meeting on 12 February 2025, the JRMCM endorsed a revised ToR, subject to a review once the new JRMCM was appointed by Council. The new JRMCM committee was endorsed by the Council on 25 March 2025. On 4 June 2025, Council's CEO held a workshop with JRMCM to clearly define the committee's purpose. The current ToR and draft purpose and objectives are tabled for consideration and review by its new members.

Motion

That the Jetty Road Mainstreet Committee

- 1. notes this report; and**
- 2. provide feedback to the Council Administration on the current Terms of Reference (TOR), and the draft purpose and objectives, with the aim of informing the finalisation of a draft TOR. The finalised draft will then be presented for Council's consideration at a future meeting.**

Moved A Fotopoulos, Seconded M Gilligan

Carried

11. URGENT BUSINESS – SUBJECT TO LEAVE OF THE MEETING

11.1 The Chair thanked the Committee for their time attending the recent additional workshops and meetings.

11.2 A Warren asked could Administration to investigate the current useable space, within commercial tenancies in the Jetty Road Glenelg precinct and provide a report to Jetty Road Mainstreet by the September Meeting. Administration took on notice to action.



12 DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 6 August 2025 to commence at 6.00pm in the Mayor's Parlour Glenelg Town Hall.

13 CLOSURE

The meeting closed at 7.08pm.

CONFIRMED 6 August 2025

Item No: 14.2

Subject: MINUTES – AUDIT AND RISK COMMITTEE – 16 JULY 2025

Summary

The minutes of the meeting of the Audit and Risk Committee held 16 July 2025 are presented to Council for information.

Recommendation

That Council notes the minutes of the meeting of the Audit and Risk Committee of 16 July 2025, namely that the Audit and Risk Committee:

1. advises Council that the Long Term Financial Plan 2025-26 to 2034-35 satisfies Council's financial sustainability requirements and over the life of the plan will meet its key financial indicators, with the exception that the Net Financial Liabilities ratio will exceed its target between the years 2026 to 2028; and
 2. advises Council that the budget presented in the Draft 2025-26 Annual Business Plan is aligned with the Long Term Financial Plan and its key financial indicators, noting forecast surpluses of \$1,012,760 for municipal operations and \$435,236 for Alwyndor.
-

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 minutes of the meeting of the Audit and Risk Committee held on 16 July 2025 are attached for Members' information.

Refer Attachment 1

The Committee received and reviewed the final 2025–26 Annual Business Plan and the Long Term Financial Plan 2025–26 to 2034–35, along with the outcomes of the associated community engagement processes.

Following a discussion, the Audit and Risk Committee confirmed its support for both the Long Term Financial Plan and the Annual Business Plan, concluding that they meet Council's financial sustainability criteria.

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Not applicable

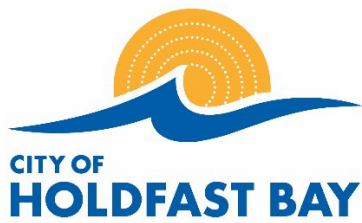
Statutory Provisions

Local Government Act 1999, sections 41 and 126

Written By: Executive Assistant, General Manager, Strategy and Corporate

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1



Minutes of the Audit and Risk Committee Held in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton on Wednesday 16 July 2025 at 6.00pm

MEMBERS PRESENT

Presiding Member - Councillor J Smedley
Ms P Davies
Ms C Garrett
Mr D Powell

STAFF IN ATTENDANCE

Chief Executive Officer – P Jackson
General Manager, Strategy and Corporate – S Wachtel
Manager Finance – Mr C Blunt
Manager Strategy and Governance – Mr S Boyd

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 - Councillor R Snewin

3.2 Absent - Nil

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 14 May 2025 be taken as read and confirmed.

Moved D Powell, Seconded C Garrett

Carried

6. ACTION ITEMS

The Action Items were tabled and discussed.

7. PRESENTATIONS - Nil

8. REPORTS BY OFFICERS

8.1 Community Engagement Results and Final 2025-26 Annual Business Plan and Final Long Term Financial Plan 2025-26 to 203-35 (Report No: 225/25)

At its meeting on 27 May 2025, Council resolved to release the Draft 2025-26 Annual Business Plan and Draft Long Term Financial Plan 2025-26 to 2034-35 for consultation. The consultation period for both plans ran from Wednesday 28 May until Friday 20 June.

Overall, 119 submissions were received. These provided a wide range of views on the Draft 2024-25 Annual Business Plan and Draft Long Term Financial Plan 2025-26 to 2034-35.

There were six new community projects that were proposed. Community indicators of support were sought in the consultation process on these projects. 83 people completed the survey, which indicated their level of support for these projects.

The final 2025-26 Annual Business Plan and Long Term Financial Plan 2025-26 to 2034-35 are scheduled to be provided for Council consideration at its meeting on 22 July 2025.

Motion

That the Audit and Risk Committee:

- 1. notes the results of the consultation related to the Draft 2025-26 Annual Business Plan and Draft Long Term Financial Plan 2025-26 to 2034-35;**
- 2. advises Council that the Long Term Financial Plan 2025-26 to 2034-35 satisfies Council's financial sustainability requirements and over the life of the plan will meet its key financial indicators, with the exception that the Net Financial Liabilities ratio will exceed its target between the years 2026 to 2028; and**
- 3. advises Council that the budget presented in the Draft 2025-26 Annual Business Plan is aligned with the Long Term Financial Plan and its key financial indicators, noting forecast surpluses of \$1,012,760 for municipal operations and \$435,236 for Alwyndor.**

Moved C Garrett, Seconded D Powell

Carried

8.2 Risk Report – July 2025 (Report No: 223/25)

A review of the Strategic Risk Register and high operational risks was undertaken in line with Council's Risk Management Policy and ISO31000 (2018), to ensure an accurate reflection of the current risk position across the business, scoping both business risks and opportunities.

Motion

That the Audit and Risk Committee notes this report.

Moved D Powell, Seconded P Davies

Carried

8.3 **2024-25 Audit and Risk Committee Annual Report to Council**
(Report No: 222/25)

Following changes to the *Local Government Act 1999*, section 126(9) of the Act now requires the Audit and Risk Committee to provide an annual report to Council, providing an overview of the business undertaken during the previous twelve months.

This annual report is required to be included in the Council's Annual Report for the relevant financial year.

Motion

That the report be deferred until the Audit and Risk Committee meeting on 20 August 2025 on the basis that the Committee requested further information be included in the report.

Moved P Davies, Seconded D Powell

Carried

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

- 9.1 Councillor Smedley thanked General Manager, Strategy and Governance, S Wachtel for her time and contribution while working at Council.

10. ITEMS IN CONFIDENCE - Nil

11. DATE AND TIME OF NEXT MEETING

The next meeting of the Audit and Risk Committee will be held on Wednesday 20 August 2025 in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton.

12. CLOSURE

The Meeting closed at 6.44pm.

CONFIRMED Wednesday 20 August 2025

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

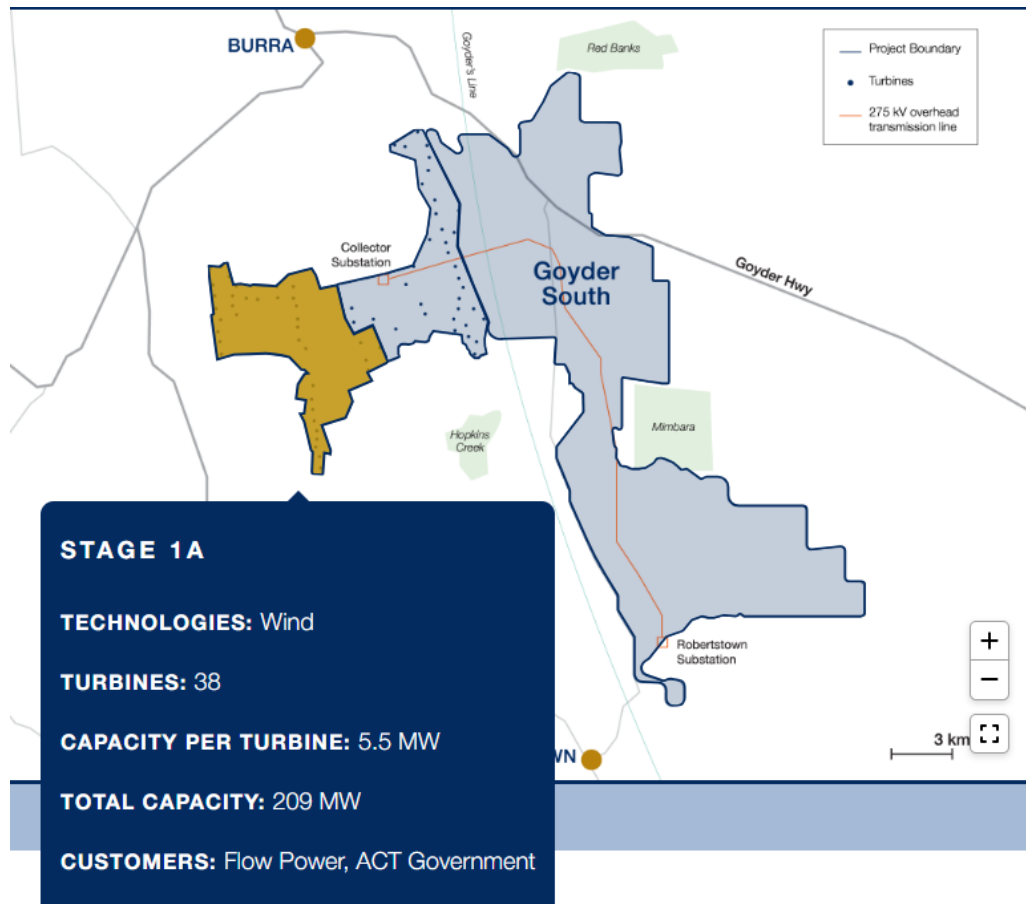
That the following items be noted and items of interest discussed:

- 1. Multi-Council Power Purchase Agreements with Flow Power**
 - 2. Young Creative Arts Program**
 - 3. Correspondence regarding Seawall Infrastructure**
 - 4. Correspondence to Prime Minister regarding algal bloom crisis**
-

Report

1. As of 1 July 2025, the City of Holdfast Bay joined the majority of Adelaide metropolitan councils obtaining renewable electricity through Power Purchase Agreements (PPA) with Flow Power. After an extensive tendering process with five other Adelaide councils, including the Cities of Port Adelaide Enfield, Onkaparinga, Salisbury, West Torrens and Town of Gawler, this 9.5-year contract provides the cheapest renewable electricity for council with a mostly fixed price over the contract term. This arrangement will provide pricing stability for council from future price fluctuation as we have experienced in the past few years.

An additional benefit of this agreement is that our renewable electricity will be directly sourced locally from a new wind farm (Goyder South, Stage 1A) just south of Burra, South Australia. The entire site will host 38 turbines that generate a total of 209 MW, with 40 MW of that assigned to Flow Power.



2. Young Creative Arts Program

In Term 1, 2025, council piloted *Young Creatives*, a six-week, after-school workshop series designed for young aspiring artists aged 7 to 12. The program has now been delivered across two terms, with a different professional artist facilitating each term and engaging a new group of participants. Each term delivers approximately 90 hours of community engagement, providing a low-cost, high-quality creative opportunity for local families within a dedicated community space.

This initiative aligns with Council's strategic objective to increase participation among under-represented demographics, including children and young people, and supports the goals of *Creative Holdfast* to create, experience, and grow. The program has received highly positive feedback from both parents and participants, with a growing waitlist and strong community interest. Planning is now underway for the group's first SALA exhibition, *Art of Tomorrow*, to showcase the creativity of our youngest artists.

This programming presents as a joint initiative between Arts & Culture (City Activation) and Community Wellbeing (Youth).

3. Correspondence regarding Seawall Infrastructure

Following the storms in early July, Mayor Wilson wrote to the Members for Boothby, Black, Gibson and Morphett, and candidates for Gibson and Morphett seeking funding to protect our coastline from the accelerating impacts of climate change.

Refer Attachment 1

Additionally, correspondence was sent to the Presiding Member, Coast Protection Board, advising of the significant damage sustained to the Glenelg North Esplanade seawall, and inviting members of the Board to undertake a site inspection.

Refer Attachment 2

4. Correspondence to Prime Minister regarding algal bloom crisis

The harmful algal bloom currently around the coast of South Australia is having a devastating impact on our marine life and aquaculture. Furthermore, the community is reporting instances of illness from contact with sea water and foam.

In response, the Mayor has written to the Prime Minister requesting urgent action to declare a national environmental disaster and for coordinated federal support.

Refer Attachment 3

Written By: Executive Officer

Chief Executive Officer: Ms P Jackson

Attachment 1

9 July 2025

Ms Louise Miller-Frost MP
Member for Boothby
Shop 2/670 ANZAC Highway
GLENELG SA 5045

Dear Louise

Urgent Need for Investment in Seawall Infrastructure to Protect our Coastline

I am writing on behalf of the City of Holdfast Bay to seek your support in securing vital funding to protect our coastline from the accelerating impacts of climate change. As you are aware, our city's coastline is not only central to the character, economy, and lifestyle of our community but also increasingly vulnerable to extreme weather events and rising sea levels.

The recent storms that impacted our coastline caused significant damage to our seawalls and foreshore infrastructure. These events demonstrated both the ferocity of climate-driven weather patterns and the urgent need to reinforce our coastal defences. Without immediate and sustained investment, the structural integrity of our existing seawalls will continue to deteriorate, placing public safety, critical assets, and natural ecosystems at risk.

Seawalls form a fundamental part of our climate adaptation strategy. They are essential in mitigating coastal erosion, protecting vital infrastructure, and maintaining access to key public spaces that support tourism, recreation, and community wellbeing. However, many of our seawalls are ageing and were not designed to withstand the scale or frequency of the climate impacts we are now facing.

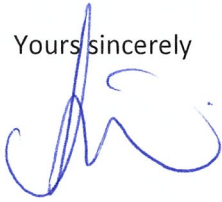
We are currently undertaking assessments and planning the remediation of the damage from the recent weather events, however further works are required to ensure the long-term resilience of our seawalls, but this will require significant financial investment beyond the capacity of local governments alone. Support from State and Federal governments is critical to enabling these upgrades and safeguarding our coast for current and future generations.

We therefore respectfully request your advocacy in helping secure funding through appropriate channels—whether through disaster recovery funds, climate adaptation programs, or dedicated infrastructure grants—to assist us in undertaking these essential works.

We would welcome the opportunity to brief you further and show you firsthand the areas most affected. Our community looks to your leadership in ensuring our city remains safe, sustainable, and resilient in the face of climate change.

Thank you for your ongoing support of our community.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'Amanda Wilson', with a stylized, cursive script.

Amanda Wilson
Mayor

9 July 2025

Ms Sarah Andrews MP
Member for Gibson
488 Brighton Road
BRIGHTON SA 5048

Dear Sarah

Urgent Need for Investment in Seawall Infrastructure to Protect our Coastline

I am writing on behalf of the City of Holdfast Bay to seek your support in securing vital funding to protect our coastline from the accelerating impacts of climate change. As you are aware, our city's coastline is not only central to the character, economy, and lifestyle of our community but also increasingly vulnerable to extreme weather events and rising sea levels.

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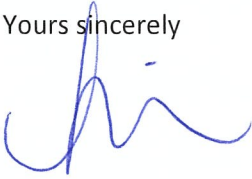
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Yours sincerely

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Amanda Wilson
Mayor

cc Ms Susan Close MP, Deputy Premier, Minister for the Environment

9 July 2025

Mr Alex Dighton
Member for Black
Unit 3/1 Zwerner Drive
HALLETT COVE SA 5158

Dear Mr Dighton

Alex;

Urgent Need for Investment in Seawall Infrastructure to Protect our Coastline

I am writing on behalf of the City of Holdfast Bay to seek your support in securing vital funding to protect our coastline from the accelerating impacts of climate change. As you are aware, our city's coastline is not only central to the character, economy, and lifestyle of our community but also increasingly vulnerable to extreme weather events and rising sea levels.

The recent storms that impacted our coastline caused significant damage to our seawalls and foreshore infrastructure. These events demonstrated both the ferocity of climate-driven weather patterns and the urgent need to reinforce our coastal defences. Without immediate and sustained investment, the structural integrity of our existing seawalls will continue to deteriorate, placing public safety, critical assets, and natural ecosystems at risk.

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Thank you for your ongoing support of our community.

Yours sincerely

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Amanda Wilson
Mayor

cc Ms Susan Close MP, Deputy Premier, Minister for the Environment

9 July 2025

Mr Stephen Patterson MP
Member for Morphett
4 Byron Street
GLENELG SA 5045

Dear Stephen

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I am writing on behalf of the City of Holdfast Bay to seek your support in securing vital funding to protect our coastline from the accelerating impacts of climate change. As you are aware, our city's coastline is not only central to the character, economy, and lifestyle of our community but also increasingly vulnerable to extreme weather events and rising sea levels.

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Thank you for your ongoing support of our community.

Yours sincerely

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Amanda Wilson
Mayor

9 July 2025

Ms Jane Fleming
Liberal Candidate for Gibson

Via email: jane.fleming@sa.liberal.org.au

Dear Jane

Urgent Need for Investment in Seawall Infrastructure to Protect our Coastline

I am writing on behalf of the City of Holdfast Bay to seek your support in securing vital funding to protect our coastline from the accelerating impacts of climate change. As you are aware, our city's coastline is not only central to the character, economy, and lifestyle of our community but also increasingly vulnerable to extreme weather events and rising sea levels.

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We would welcome the opportunity to brief you further and show you firsthand the areas most affected.

Yours sincerely

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

Amanda Wilson
Mayor

9 July 2025

Mr Toby Priest
Labor Candidate for Morphett

Via email: toby.priest@alpsa.org.au

Dear Mr Priest

Urgent Need for Investment in Seawall Infrastructure to Protect our Coastline

I am writing on behalf of the City of Holdfast Bay to seek your support in securing vital funding to protect our coastline from the accelerating impacts of climate change. As you are aware, our city's coastline is not only central to the character, economy, and lifestyle of our community but also increasingly vulnerable to extreme weather events and rising sea levels.

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We would welcome the opportunity to brief you further and show you firsthand the areas most affected.

Yours sincerely



Amanda Wilson
Mayor

cc Ms Susan Close MP, Deputy Premier, Minister for the Environment

Attachment 2

10 July 2025

Mr Paul Caica
Presiding Member
Coast Protection Board
Department for Environment and Water

Dear Mr Caica

Coastal Protection - Seawalls

I am writing on behalf of the City of Holdfast Bay to advise the Coast Protection Board of the significant damage sustained to the Glenelg North Esplanade seawall and surrounding foreshore infrastructure during the recent storm events. The scale and severity of the damage highlight the urgent need to prioritise long-term coastal protection and maintenance works in this area.

Our inspections following the storms revealed extensive structural stress to sections of the seawall, scouring at the base, and erosion of the dune systems that protect public assets. These impacts pose immediate risks to community safety, critical infrastructure, and the ongoing resilience of our coastline in the face of climate change and more frequent extreme weather.

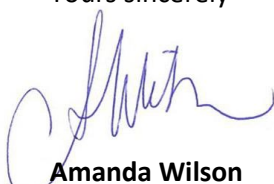
Given the seriousness of the damage and the financial challenges of undertaking the necessary repair and resilience works, I respectfully invite you and members of the Coast Protection Board to visit the site at Glenelg North Esplanade. A site inspection will provide the Board with a clear understanding of the vulnerability of coastline and the scale of future intervention required.

We also seek the Board's support in advocating for investment from both the State and Federal Governments to deliver the long-term works necessary to stabilise and secure this vital coastal defence asset. The City is committed to working in partnership with the Board and relevant agencies to deliver a coordinated and sustainable approach to coastal protection.

Please let us know your availability for a site visit, and we would be pleased to arrange a suitable time and briefing.

Thank you for your continued support and your dedication to the protection of South Australia's coast.

Yours sincerely



Amanda Wilson
Mayor

Attachment 3

14 July 2025

The Hon. Anthony Albanese MP
Prime Minister of Australia
Parliament House
CANBERRA ACT 2600

Dear Prime Minister

Federal Response to South Australia's Marine Algal Bloom Crisis

I am writing to express deep concern regarding the unprecedented marine disaster unfolding off the coast of South Australia. As you are aware, the harmful algal bloom currently affecting approximately 4,500 square kilometres of marine environment is causing mass mortality of marine species, devastating ecosystems, and crippling our coastal communities.

Dead dolphins, sharks, rays, cuttlefish and countless other species have washed ashore in recent weeks. Fisheries and aquaculture operators are in crisis, tourism is suffering, and locals are rightly asking: where is the federal government?

To date, the response from your government has been disturbingly muted. This is one of the most extensive ecological disasters in Australian waters in decades. Yet, no federal disaster declaration has been made, no coordinated federal support plan has been communicated, and no indication has been given that this situation is being treated with the urgency it deserves.

Prime Minister, I ask:

1. What is the Australian Government doing to address this marine crisis?
2. Will you commit to declaring this a national environmental disaster and mobilise federal resources to support recovery, research, and long-term mitigation?
3. Why has your government shown so little visible leadership or engagement on this issue to date?

Coastal South Australians are watching with increasing frustration and heartbreak as our seas turn toxic and lifeless. We need action, leadership, and clarity.

I urge you to visit affected regions, meet with local experts and industry stakeholders, and treat this as the national environmental emergency that it is.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Amanda Wilson', with a large, stylized initial 'A'.

Amanda Wilson
Mayor

cc *The Hon Murray Watt MP, Minister for the Environment and Water of Australia*
The Hon Peter Malinauskas MP, Premier of South Australia
The Hon Susan Close MP, Deputy Premier and Minister for the Environment

Appendix:

Image – Dead marine life on Brighton beach taken this weekend.



Image - Post from social media



📷 Claris shipwreck around July 2024. Picture: Mark Tozer



📷 Claris shipwreck post-algal bloom July 2025. Picture: Mark Tozer

Item No: 15.2

Subject: **ADOPTION OF 2025-26 ANNUAL BUSINESS PLAN AND LONG TERM FINANCIAL PLAN 2025-26 TO 2034-35**

Summary

At its meeting on 27 May 2025, Council resolved to release the Draft 2025-26 Annual Business Plan and Draft Long Term Financial Plan 2025-26 to 2034-35 for consultation. The consultation period for both plans ran from Wednesday 28 May until Friday 20 June.

Overall, 119 submissions were received. These provided a wide range of views on the Draft 2024-25 Annual Business Plan and Draft Long Term Financial Plan 2025-26 to 2034-35.

There were six new community projects that were proposed. Community indicators of support were sought in the consultation process on these projects. 83 people completed the survey, which indicated their level of support for these projects.

The final 2025-26 Annual Business Plan and Long Term Financial Plan 2025-26 to 2034-35 are recommended for adoption by Council.

Recommendation

That, subject to final design and minor alterations and typographical corrections, Council;

- 1. adopts the 2025-2026 Annual Business Plan, which includes funding for the six community projects and is provided as Attachment 1 to this report**
 - 2. adopts the Long Term Financial Plan 2025-26 to 2034-35, which is provided as Attachment 2 to this report.**
-

Background

At its meeting on 27 May 2025, Council resolved to release the Draft 2025-26 Annual Business Plan and Draft Long Term Financial Plan 2025-26 to 2034-35 for consultation. The consultation period for both plans ran from Wednesday 28 May, and concluded on Friday 20 June. Council considered the feedback from this consultation in a workshop on 1 July 2025, with a report at its meeting of 8 July.

The Audit and Risk Committee also considered the consultation feedback and final draft versions of the 2025-26 Annual Business Plan and Long Term Financial Plan 2025-26 to 2034-35, supporting their presentation to Council for adoption. They noted that the 2025-26 Annual Business Plan and Long Term Financial Plan 2025-26 to 2034-35 satisfies Council's financial sustainability requirements and, over the life of the plan, will meet its key financial indicators

with the exception that the Net Financial Liabilities ratio will exceed its target between the years 2026 to 2028.

Given the extensive consultation for the Transforming Jetty Road Glenelg project, the adoption of the 2025-26 was delayed until this meeting. This means that engagement for the Draft 2025-26 Annual Business Plan and the Draft Long Term Financial Plan 2025 - 2035 was later than in the previous year.

This is in line with section 123 of the *Local Government Act 1999* (the Act). This stipulates that an annual business plan and a budget must be adopted by a council after 31 May for the ensuing financial year and, except in a case involving extraordinary administrative difficulty, before 15 August for the financial year.

Report

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

Since the publication of the Draft 2025-26 Annual Business Plan and subsequent engagement, the following changes have been made to the proposed final version of the 2025-26 Annual Business Plan:

- Updated information on the full extent of budget allocation for stormwater renewals and improvements (page 15).
- The inclusion of revitalization and repurposing of the former HMAS Buffalo site as an achievement in 2024-25, now that all works have been finalised (page 52).
- The inclusion of a rates summary, which appears alongside the Financial Statements - Municipal and replaces some rates data from page 66.
- The Southern Region Waste Resource Authority (SRWRA) equity gain has increased from \$0.15 million to \$0.18 million.
- An increase in growth of newly created and developed properties from 0.9% to 1.0%, or \$0.40 million to \$0.45 million.
- The municipal operating surplus has increased from \$931,960 to \$1,012,760.
- The municipal operating surplus ratio has increased from 1.5% to 1.6%.
- The requirement for new borrowings has reduced from \$23.346 million to \$23.301 million.
- Alwyndor surplus will decrease from \$651,284 to \$435,236.

The financial changes are reflected in updated municipal and Alwyndor financial statements and adjusted throughout this Annual Business Plan.

Key Parameters

The 2025-26 Annual Business Plan details these key parameters:

- Target of an operating surplus.
- 4.95% general rate revenue increase (excluding separate rates and Regional Landscape Levy).
- 1.0% rate revenue increase for new development growth.

- Alwyndor and Jetty Road Mainstreet budgets to be self-funding.

This information is consistent with the 2025-26 Budget report, which is being considered as part of this current agenda (Item 15.3).

The 2025-26 Annual Business Plan has been updated to reflect the revised figures and additional information.

Refer Attachment 1

Significant Initiatives

Transforming Jetty Road Glenelg

In 2025-26 the works on the Transforming Jetty Road Glenelg project will continue in the Coast and Transition zones. These have been the subject of extensive community consultation, and the final designs reflect these views.

Asset Improvements and Renewals

The 2025-26 Annual Business Plan has a focus on improving council infrastructure. With over \$800 million in assets, this year will see over \$12 million allocated to renewals and improvements. This is considerably more than in previous years, and includes work in these asset types:

Buildings

Work will be undertaken on 18 buildings and includes roofing replacement, exterior repairs, lift replacement, air conditioner replacement, toilet replacement and bathroom repairs. This includes:

- lift replacements at Glenelg Library and Somerton Surf Life Saving Club
- toilet replacement at Wattle Reserve.

Open Space

Works will be undertaken throughout the council area, including:

- replacement of two playgrounds at Partridge House and Wattle Reserve
- irrigation main works and irrigation area replacements
- works on Edith Butler boardwalk.

Plant and Equipment

Replacement of 18 items, including a road sweeper, footpath sweeper, water truck and loader.

Stormwater

Renewal of existing infrastructure, including Fisher Terrace Glenelg North stormwater renewal. Improvement projects identified in the Stormwater Management Plan and Gully Masterplans,

will also be undertaken, including Gilbertson Gully, Byre Avenue Somerton Park design, and High Street Brighton design.

Transport

Ongoing road and kerb renewal works, including road reseals, road pavement works, car-parks, parking bays and roundabouts. It includes a new budget of \$370,000 for reactive kerb works and footpath defect repairs.

Long Term Financial Plan

The draft Long Term Financial Plan 2025-26 to 2034-35 was reviewed by Council at its meeting on 27 May 2025. All assumptions remain the same with only minor changes being made to the 2025-26 budget as outlined above. The impact of these on Council's long-term financial position is immaterial, with all key financial indicators remaining the same over the life of the plan.

Refer Attachment 2

Budget

The cost of production of the 2025- 26 Annual Business Plan and the Long Term Financial Plan 2025-26 to 2034-35 and associated community engagement is met within the current budget.

Life Cycle Costs

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

Strategic Plan

Statutory compliance

Council Policy

The Council Community Consultation and Engagement Policy is relevant to this report.

Statutory Provisions

Local Government Act 1999, section 123

Written By: Manager Strategy and Governance

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

2025–26 **Annual Business Plan**



OUR PLAN FOR OUR PLACE

Amendments to 2025-26 Annual Business Plan Following Community Engagement

This year, Council conducted extensive community engagement on the draft 2025–26 Annual Business Plan and draft Long-Term Financial Plan 2025–26 to 2034–35.

Methods for engagement included;

- › Direct promotion to some 20,000 people via Your Holdfast site distribution list, social media channels and Holdfast News
- › Distribution via letterbox drop of a summary leaflet to 19,000 households and businesses
- › Drop-in sessions in 3 locations for people to meet face to face with Council staff
- › Various signage and articles, including core flutes and digital signage, public notices in the Advertiser print and online versions and notices on the Council website.

A total of 119 individuals provided a submission during the consultation. 83 were via the Your Holdfast website and completed an online survey, 35 were via emails, and one letter was received.

There were six new community projects that were proposed. Community indicators of support were sought in the consultation process on these projects. 83 people completed the survey, which indicated their level of support.

A variety of views were expressed on these projects, however a clear indication of overall support resulted in Council deciding to proceed with all projects.

Council has reviewed and considered all the feedback and information prior to the adoption of the 2025–26 Annual Business Plan and Long-Term Financial Plan 2025–26 to 2034–35. Taking this feedback into account and considering additional

information that is now available, some adjustments have been made to this final plan from what appeared in the draft 2025–26 Annual Business Plan:

- › Updated information on the full extent of budget allocation for stormwater renewals and improvements (page 15)
- › The inclusion of revitalization and repurposing of the former HMAS Buffalo site as an achievement in 2024–25, now that all works have been finalised (page 52)
- › The inclusion of a rates summary, which appears alongside the Financial Statements - Municipal and replaces some rates data from page 66
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- › Alwyndor surplus will decrease from \$651,284 to \$435,236.

The financial changes are reflected in updated municipal and Alwyndor financial statements and adjusted throughout this Annual Business Plan.

Traditional Custodians

The City of Holdfast Bay acknowledges the Kurna 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 Kurna 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
Community Projects	13
Asset Renewal	15
Financial Overview	16
Municipal Financial Summary	17
Our Financial Governance	24
Significant Influences	26
The 2025–26 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	74
Financial Statements – Expected Rates Revenue	79
Financial Statements – Alwyndor	81
References	85



Mayor's Welcome

On behalf of the City of Holdfast Bay, I am pleased to present the 2025–26 Annual Business Plan which outlines our program of works and budget for the upcoming financial year.

I feel very lucky to live and work in such a beautiful and vibrant area and be able to enjoy all that our city has to offer: a great coastline, beautiful parks and reserves, community and sports facilities that are the envy of many, and fantastic shopping, entertainment and tourism precincts.

Thank you to everyone who gave feedback as part of the community consultation on the Draft Annual Business Plan. Over the last year, we've heard that we need to be more direct in how we share information with the community. This year, we provided a summary of the Draft Annual Business Plan to all households across the city, with an invitation to provide feedback and help shape our plans for the year ahead.

We had 119 responses, which is a very encouraging level of interest. For the first time, we asked for levels of community support for six proposed community projects, which are worth more than \$589,000.

- › Adelphi Terrace Pedestrian Crossings - \$120,000
- › Jetty Road, Brighton street improvements (design and consultation) - \$50,000
- › Paringa Primary Active Transport Stage 2 - \$50,000
- › Bowker Oval disability access pathway - \$40,000
- › Cemetery upgrades - \$256,000
- › Fairy Lights Jetty Road, Brighton - \$73,280.

There were varied views on these projects, however, as there was overall community support Council has decided to proceed with all six projects.

Our commitment to infrastructure improvements is a significant feature of this year's Annual Business Plan. In 2025–26, we have allocated more than \$12 million for the renewal and improvement of many assets, which together are worth \$889 million. This is a marked increase on previous years' funding and aims to keep our assets up to date.

With more 180 kilometres of transport infrastructure across Holdfast Bay, \$4.6 million will be spent on renewals and improvements in the coming year. This work includes road and kerb renewal works, including resealing, pavement works, car parks, parking bays and roundabouts. This year, we have a specific allocation of \$370,000 for additional repairs to existing kerbs and footpaths.

We will also undertake significant renewal and improvement work on 18 buildings, including civic facilities, sporting clubs and community centres. The works include roofing replacement, exterior repairs, lift replacement, air conditioning replacement, disability access improvements, toilet replacement and bathroom repairs.

In the upcoming year, improvements to our open spaces will include the replacement of two playgrounds – at Partridge House, Glenelg and Wattle Reserve, Hove – and a host of irrigation main works, irrigation replacements and works on the Edith Butler boardwalk at Wigley Reserve.

Over the past five years, Council has spent \$11.1 million on improving underground drainage, water quality devices like gross pollutant traps and associated kerbs and drains.

This stormwater infrastructure reduces the risk of flooding and damage to property, lessens the impact on the environment, improves the health of our waterways and can help reduce urban temperatures.

In the 2025–26 financial year, Council will spend \$1.18 million to deliver more of the Stormwater Management Plan for the catchment between Glenelg and Marino. This will include places like Gilbertson Gully, Byre Avenue at Somerton Park and High Street at South Brighton.

Council's major commitment, the Transforming Jetty Road Glenelg project, is well underway. The City zone – which is the section between Brighton Road and Partridge / Gordon streets – is now complete.

Works have included Juperana stone pavers on the footpaths after significant upgrades to the stormwater network late last year, which extended the stormwater system's life by another 100 years. New water tables, kerbs and parking bays have also been installed, along with new street furniture, lighting, additional planting and an entry statement on the corner near Brighton Road which welcomes people to Jetty Road, Glenelg and lets them know they have arrived in Adelaide's premier coastal destination.

More than 2,000 submissions were received during our extensive six-week community consultation on three concept designs for the Coast and Transition zones of the Transforming Jetty Road project.

Taking these into account, Council agreed to proceed with a concept design that includes:

- › The installation of traffic lights with pedestrian crossing at the intersection of Jetty Road and Moseley Street to give pedestrians clear, protected times to cross and reduce the risk of collision
- › A speed limit reduction to 30km/h along the length of Jetty Road and part of Colley Terrace
- › Footpaths and roadway at the same level from the Jetty Road junction with Sussex Street, Moseley Street to Elizabeth Street and along Colley Terrace to Hope Street
- › Installation of new continuous footpaths and mountable kerbs along parts of Jetty Road
- › Juperana stone pavers for footpaths along the length of Jetty Road
- › Additional greening and trees where possible.

Works on the Coast and Transition zones will commence this year.

Council has a continued commitment to reducing total debt over 10 years. Council receives detailed monthly financial reports, including its current debt management position. All these statements are publicly available on Council's website at holdfast.sa.gov.au/council-meetings

To fund Council's full program of works, services, programs and renewals, the average rate increase for the 2025–26 financial year is 4.95%. This equates to about \$95 for the average household.

The average rate increase of 4.95% comprises of:

- › 2.5% (which aligns with Adelaide CPI at December 2024) to allow Council to deliver on its current program of services, renewal works and community activities and events
- › 2.3% for Transforming Jetty Road, Glenelg (year 2 of 3)
- › 0.15% to fund and deliver the six community projects previously listed.

Taking that all into account, I am very pleased that the City of Holdfast Bay's rates continue to be below the metropolitan Adelaide average.

We acknowledge that some community members are not supportive of the funding model for the Transforming Jetty Road Glenelg project, which required a rate increase over three years.

Last year Elected Members carefully considered all the feedback from the community and stakeholders and made the decision in the best interests of the community and believe it will result in a modern, safe and vibrant coastal shopping, dining and entertainment precinct which will cater to the needs of residents, businesses and visitors for decades to come.

I look forward to the delivery of all of these important services and infrastructure improvements over the coming year.



Amanda Wilson
Mayor
City of Holdfast Bay

Our City

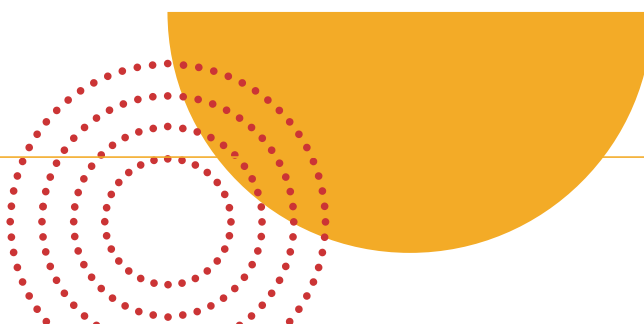
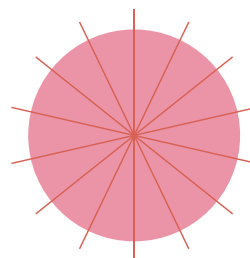
Kaurna people lived sustainably and nurtured the land and waters for some 60,000 years as one of the world's longest living cultures.

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

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

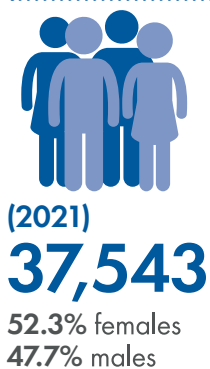
The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. Wituwaringga became the municipality of Brighton in 1858.

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



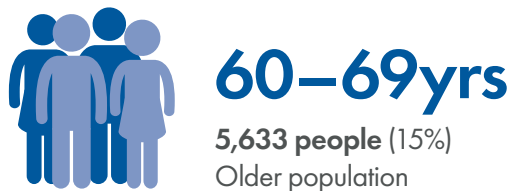
LOW

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

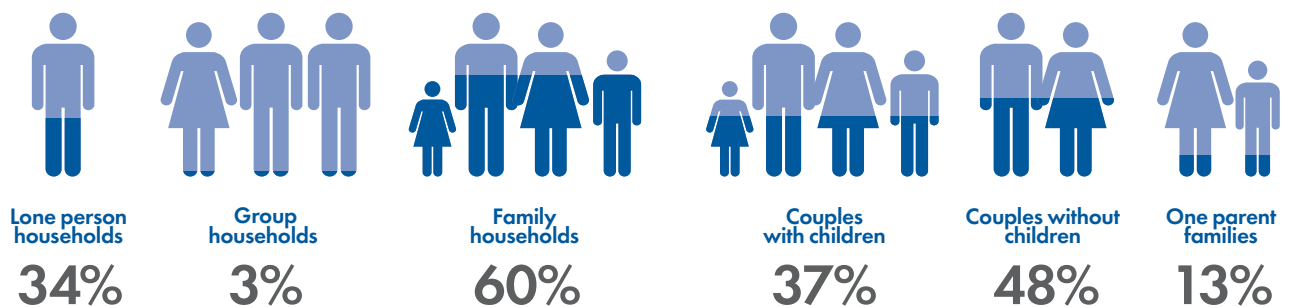
MEDIAN AGE



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

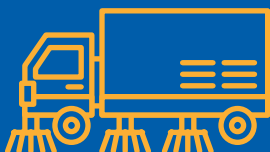
separate cleaning services are conducted at council buildings



Each of our

31

public toilet facilities are cleaned – with some cleaned 5 times per day



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

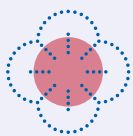


Our Vision

In January 2025 Council revised its Strategic Plan titled *Our Holdfast 2050+*. This revised Plan has maintained the vision and general framework of the original *Our Holdfast 2050+*. The vision 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:



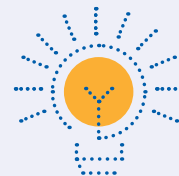
Wellbeing

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. Details of the revised objectives and measures in each of the focus areas appears later in this Plan.

Quality of Life in Holdfast Bay Survey Results

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



**Overall rating of
Holdfast Bay as a
place to live**



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



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



Community Projects



Transforming Jetty Road Glenelg

The Transforming Jetty Road Glenelg project will deliver a modern, safe, and vibrant coastal shopping, dining, and entertainment precinct. It will cater to the needs of local residents while offering visitors to the Bay a world-class tourism and events destination.

In 2024–25, the focus of work was the City zone of Jetty Road (the area between Brighton Road and Partridge / Gordon streets). This has included improved stormwater, installation of new continuous paved footpaths, increased greenery and a new entry statement.

At the same time, extensive consultation on the design options for the Transition and Coastal zones (the section of Jetty Road west of the Partridge / Gordon streets intersection to Colley Terrace and fringes of Moseley Square). The final design for these zones will be considered by Council before the commencement of works.

In 2025–26, work will be finalised on the City zone, and new works will commence in the Transition and Coastal zones. The new construction is programmed to align with the Department of Infrastructure and

Transport's Tram Grade Separation Project (TGSP). This is estimated to commence in the second half of 2025 and requires the temporary cessation of tram services between the City and Glenelg until late 2025. To minimise disruption in the precinct, the Transforming Jetty Road Glenelg project aims to undertake construction on the roadway during the tram line's temporary closure. Construction will continue after completion of the TGSP. The final construction program for Transforming Jetty Road Glenelg will be shared with the community once the design has been finalised.

The Transforming Jetty Road project will be funded with \$10 million secured from the Australian Government and \$30 million from Council over three years. Council is still seeking State Government funding.

Council will fund the \$30 million through a loan from the Local Government Finance Authority. An independent review of the funding model confirmed that Council can afford to fund the project.

Community Projects

Adelphi Terrace pedestrian crossings \$120,000

This project will improve pedestrian safety when crossing the road and improve bus stop disability access. It includes the installation of two mid-road pedestrian refuges and an upgrade to bus stop 19 on Adelphi Terrace Glenelg North. Pedestrian refuge islands typically provide a traffic calming effect, as vehicles must deviate around the islands, further enhancing community safety.

This project includes two crossing locations:

- › South Location – Between St Annes Terrace and King Street pedestrian crossing with refuge island; ensuring the western bus stop is compliant and remains within parking lane; includes connection to Patawalonga shared use path; location determined based on physical parameters.
- › North Location – Patawilya Reserve pedestrian crossing with refuge island connection to Patawalonga shared use path. Removal of existing crossing point at MacFarlane Street.

Paringa Park Primary School active transport stage two \$50,000

This project will enable children to travel safely to and from school. This is the second stage of improvements to paths targeted for school children. This project includes the replacement of further existing pathway and kerb-ramp infrastructure to current standards, including relocation where required to promote safe access for path users.

Jetty Road, Brighton traffic improvements, design and consultation \$50,000

This project will investigate and consult the community to develop design options to improve the street. This will allow residents, traders and visitors to help define the desired future character of the street. It will also provide the chance to design for improved accessibility and connection to the coastline.

Jetty Road Brighton is due for road renewal and kerb repairs in the next two years. This project will identify the extent of any improvements through investigation, design, and community consultation. Improvements may include safety, intersections, pedestrian crossings, disability access and parking to coordinate with renewal works.

This will deliver a plan that can be used to attract grant funding and guide future Council budget allocations for the planned improvements.

Bowker Oval disability access pathway \$40,000

This project seeks to address an issue where some members of the community may be excluded from using the space. Currently there is no way for a person living with a disability or mobility issues to access the Community Garden, BBQ and picnic table, or the play space. Current access is limited and includes traversing the grass or using a concrete spoon drain that is non-compliant.

The project will create a Disability Discrimination Act (DDA) compliant pathway from both the North and South carpark so that the community, particularly people living with a disability or mobility issues, can access these community facilities.

Asset Renewal

North Brighton and St Jude's cemetery upgrades \$256,000

The project includes path improvements and tree planting along with new and refreshed garden beds. It will preserve North Brighton and St Jude's cemeteries' historical importance while improving their usability and appearance for the broader community. Additional works will require funding in future Council budgets.

It will improve the overall tidiness and amenity of these spaces. It will increase tree canopy, update internal roads, improve landscaping and increase seating. It will also improve signage, particularly around heritage areas such as the Mawson grave at St Jude's.

Fairy Lights Jetty Road, Brighton \$73,280

To beautify Jetty Road and attract visitors and residents, temporary fairy lights have been on trial for several months. This project will make this more permanent through the installation of underground electrical infrastructure and the purchase of the street tree fairy lights. This project seeks to continue the beautification of the area with lighting that can be themed to times of the year. In this way, it is intended to promote tourism and visitor attraction. The project covers the installation of supporting electrical infrastructure and the purchase of the commercial-grade fairy lights in street trees along parts of Jetty Road, Brighton.

Council owns and maintains a diverse asset portfolio worth over \$800 million. These assets have been categorised into five asset groups. Renewal work on these asset classes for 2025–26 totals \$12.29 million and includes:

Buildings (\$2.97 million)

Work will be undertaken on 18 buildings and includes roofing replacement, exterior repairs, lift replacement, air conditioner replacement, toilet replacement and bathroom repairs. This includes:

- › lift replacements at Glenelg Library and Somerton Surf Life Saving Club
- › toilet replacement at Wattle Reserve.

Open Space (\$2.11 million)

Works will be undertaken throughout the council area, including:

- › replacement of two playgrounds at Partridge House and Wattle Reserve
- › irrigation main works and irrigation area replacements
- › works on Edith Butler boardwalk.

Plant and Equipment (\$2.14 million)

Replacement of 18 items, including a road sweeper, footpath sweeper, water truck and loader.

Stormwater (\$0.19 million)

Renewal of existing infrastructure including Fisher Terrace, Glenelg North stormwater renewal. In addition, a further 1.0 million has been allocated for improvements. This includes projects identified in the Stormwater Management Plan and Gully Masterplans. Projects include Gilbertson Gully, Byre Avenue Somerton Park design and High Street Brighton design.

Transport (\$4.88 million)

Ongoing road and kerb renewal works, including road reseals, road pavement works, car-parks, parking bays and roundabouts. It includes a new budget of \$370,000 for reactive kerb works and footpath defect repairs.

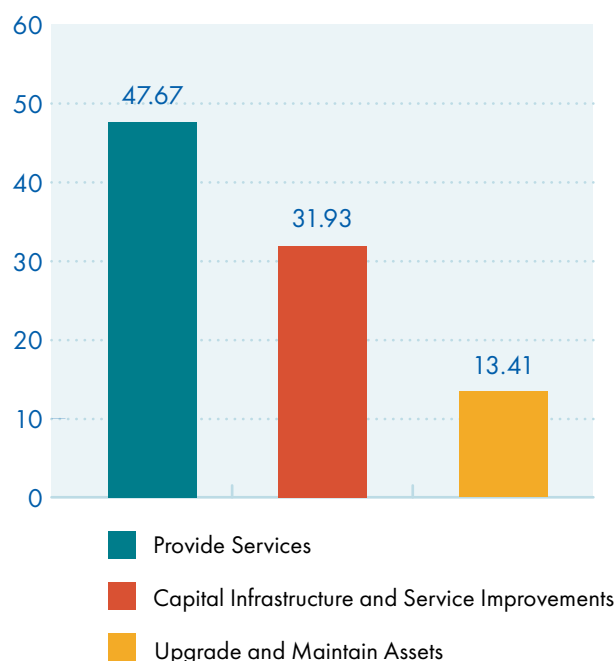
Financial Overview

Projections for the 2025–26 financial year indicate that council will be working with a municipal operating surplus of \$1,012,760. For the same period, Alwyndor is projected to work with an operating surplus of \$435,236.

In the 2025–26 financial year, we will invest \$93.01 million in municipal operations (excluding Alwyndor) to provide services, implement programs and build and maintain essential assets. Our main areas of investment include:

- › \$47.65 million to provide services to our community
- › \$31.61 million for new capital infrastructure and service improvements
- › \$13.41 million to upgrade and maintain community assets.

**2025–26 MAIN AREAS OF INVESTMENT
(MILLIONS)**

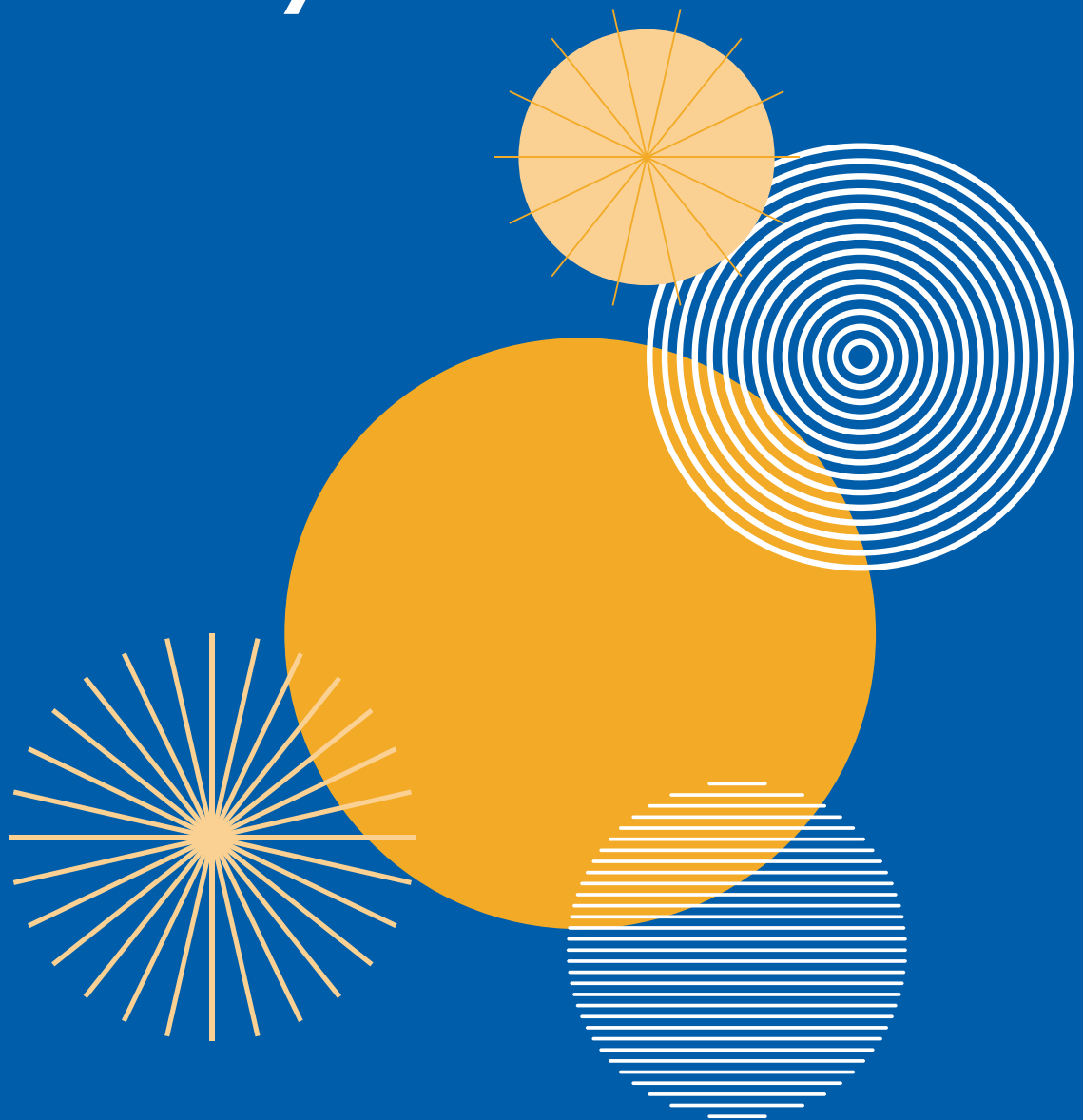


Debt Management

Council's Draft Long Term Financial Plan 2025–26 to 2034–35 sets our financial direction over the medium and long term and includes a debt management projection summary. This shows a commitment to reducing debt.

To monitor this, Council receives detailed monthly financial reports, including its current debt management position. These monthly financial statements are available in the Council agenda papers, which are publicly available at holdfast.sa.gov.au/council-meetings.

Municipal Financial Summary

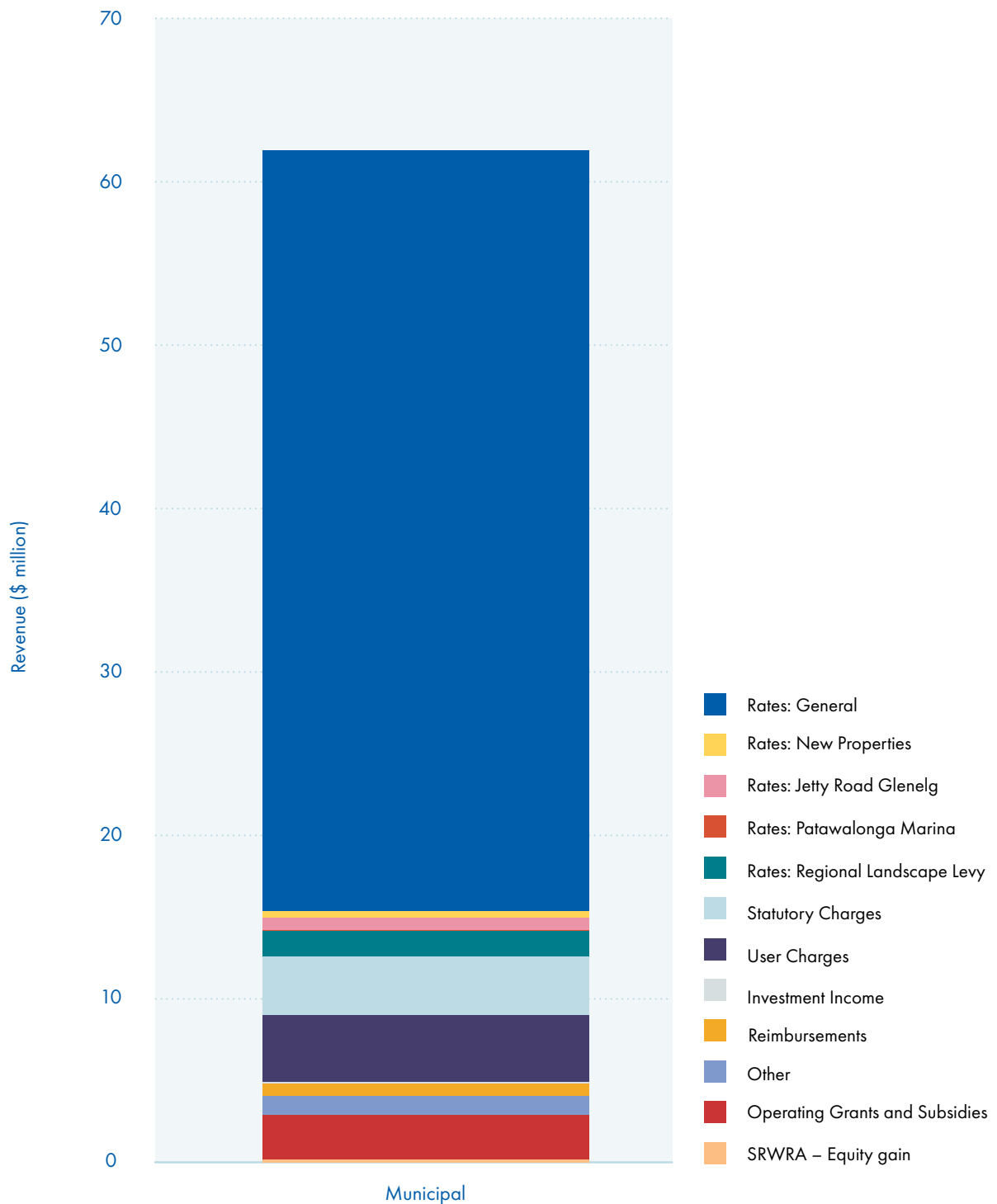


2025–26 Municipal Operating Revenue: \$62.22 million

Council receives \$62.22 million (excluding Alwyndor) to provide services and infrastructure to the community.

Rate Revenue	Million
Rates: General	\$46.81
Rates: New Properties	\$0.45
Rates: Jetty Road Glenelg	\$0.72
Rates: Patawalonga Marina	\$0.09
Rates: Regional Landscape Levy	\$1.55
Total Rate Revenue	\$49.62
Operational Revenue	
Statutory Charges	\$3.58
User Charges (including but not limited to revenue from commercial operations)	\$4.16
Investment Income	\$0.07
Reimbursements	\$0.78
Other	\$1.17
Total Operational Revenue	\$9.76
External Revenue	
Operating Grants and Subsidies	\$2.74
SRWRA – Equity gain	\$0.18
Total External Revenue	\$2.92
Total Municipal Revenue	\$62.31

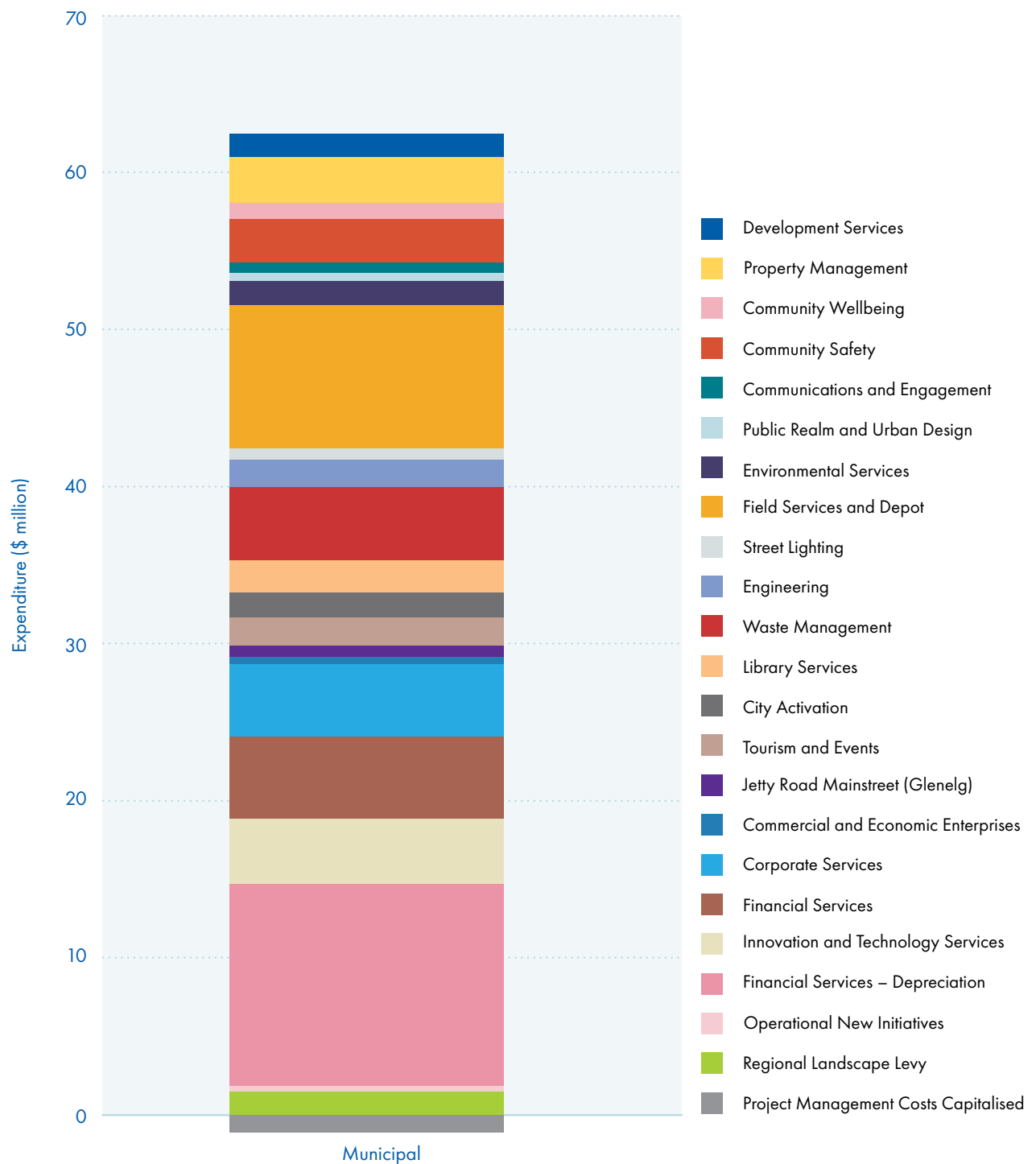
Municipal Operational Revenue



2025–26 Municipal Operating Expenditure: \$61.29 million

Services	Million
Development Services	\$1.40
Property Management	\$2.89
Community Wellbeing	\$1.03
Community Safety	\$2.79
Communications and Engagement	\$0.66
Public Realm and Urban Design	\$0.51
Environmental Services	\$1.56
Field Services and Depot	\$9.10
Street Lighting	\$0.72
Engineering	\$1.73
Waste Management	\$4.70
Library Services	\$2.01
City Activation	\$1.64
Tourism and Events	\$1.75
Jetty Road Mainstreet (Glenelg)	\$0.74
Commercial and Economic Enterprises	\$0.44
Corporate Services	\$4.60
Financial Services	\$5.27
Innovation and Technology Services	\$4.11
Total Expenditure on Services	\$47.65
Other Operational Expenditure	
Financial Services – Depreciation	\$12.90
Operational New Initiatives	\$0.33
Regional Landscape Levy	\$1.53
Project Management Costs Capitalised	-\$1.12
Total Expenditure on Other Operational	\$13.64
Total Municipal Operational Expenditure	\$61.29

Municipal Operational Expenditure

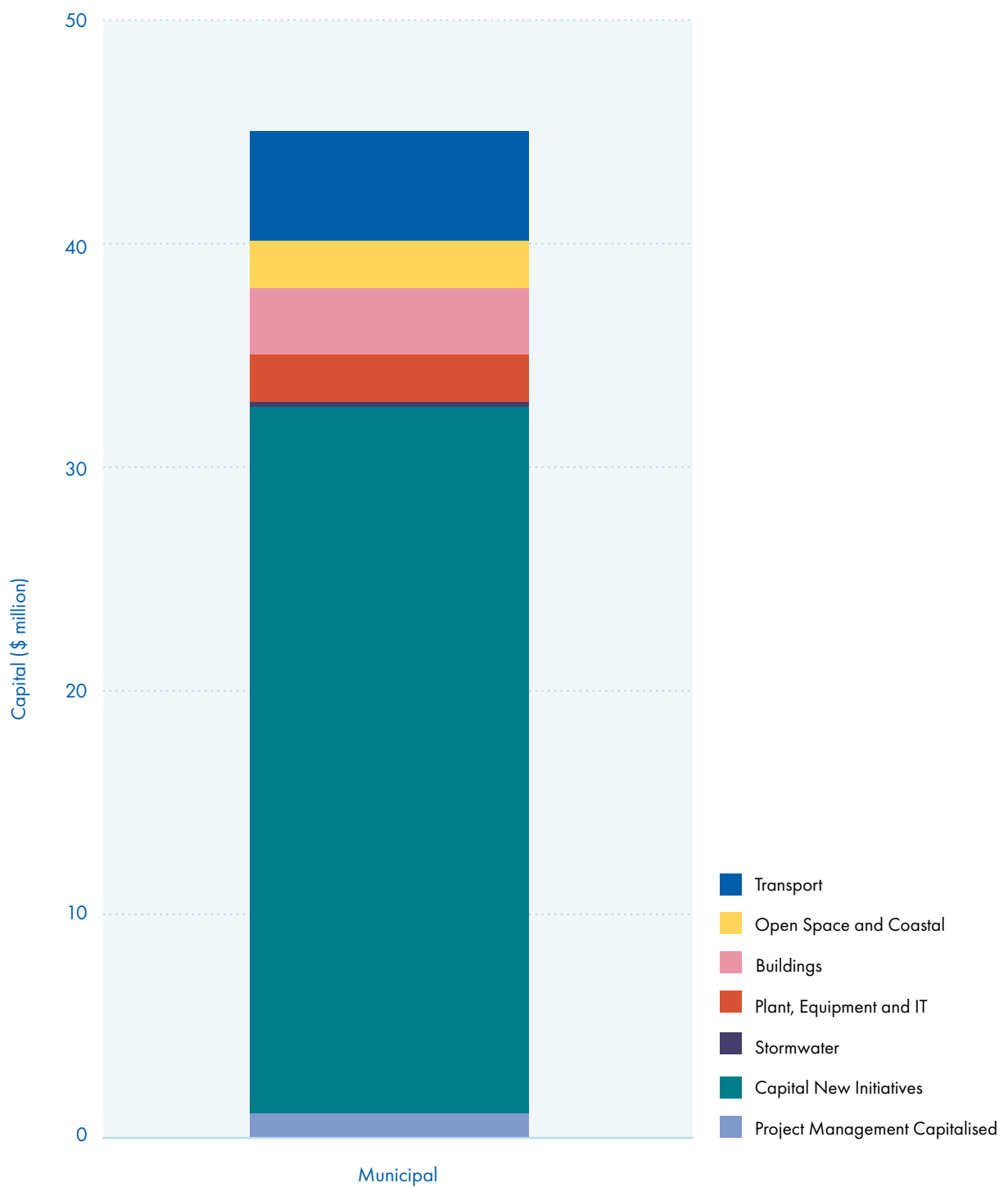


2025–26 Municipal Capital Program: \$45.02 million

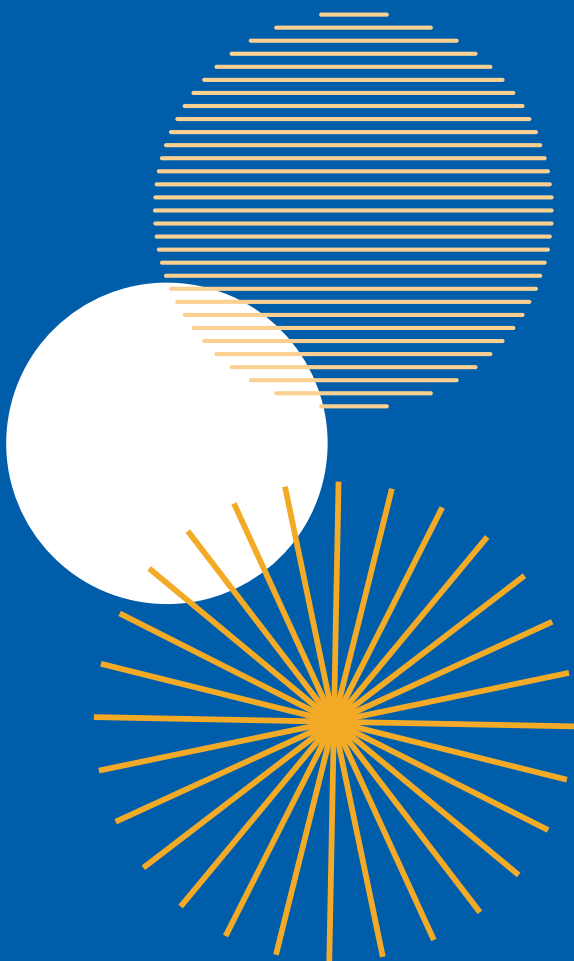
Council will spend \$45.02 million (excluding Alwyndor) on a capital program to update and maintain community assets in 2025–26.

Municipal Capital Program	Million
Transport	\$4.88
Open Space and Coastal	\$2.11
Buildings	\$2.97
Plant, Equipment & IT	\$2.14
Stormwater (a further \$1m provided under New Initiatives)	\$0.19
Capital New Initiatives	\$31.61
Project Management Capitalised	\$1.12
Total Municipal Capital Expenditure	\$45.02

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.

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). This shares the costs fairly between current and future services. Insufficient funding would shift the cost 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 aim to keep our debt as low as practicable. We borrow funds to invest in new long-term assets or to replace and renew existing assets and thereby spread that cost over the longer term, consistent with the typical long lives of assets.

Significant Influences

As a part of the review of Council's Strategic Plan *Our Holdfast 2050+* in late 2024, global, national and local trends were assessed. This section uses that information with some timely updates to set the scene for this Annual Business Plan. It also considers these broad trends in the local context and seeks to understand how they might impact the City of Holdfast Bay.

In addition, the 2025–26 broader operating environment for the City of Holdfast Bay outlines critical considerations for council.

Global, National and Local Trends

Many bodies seek to understand the things that are influencing change into the foreseeable future (CSIRO, 2022; PWC, 2022; World Economic Forum, 2024). There is some consensus amongst these about the major trends that are likely to impact over time.

PWC captures this consensus with its description of five mega-trends. These are:

1. Climate change
2. Technological disruption
3. Demographic shifts
4. Fracturing world
5. Social instability (PWC, 2022)

The following commentary seeks to understand each of these mega-trends and how they may impact on the City of Holdfast Bay.

Climate Change

While humanity is trying to figure out ways to reduce carbon emissions, greenhouse gas levels in the atmosphere are worsening, global temperatures are rising, and extreme weather events are becoming more frequent and more severe.

(PWC, 2022, p. 4)

There is a growing consensus that climate change is the world's most concerning trend given 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.

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) Supply chain disruptions, loss of housing, increases in the cost of living and resource scarcity have implications for both individuals and organisations. (PWC, 2022) The increasing frequency and severity of extreme weather events affect the ability of the insurance industry to provide future policies with an accurate enough pricing of risks that customers can afford.

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 61 cm of sea level rise. (City of Holdfast Bay, 2023)

Sea levels along the South Australian coast have risen by an average rate of 2 mm per year from 1966 to 2022. The rate of sea level rise is increasing and from 1993 to 2022 was between 3 mm and 5 mm 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)

Climate Change, the Local Context – Impacts for City of Holdfast Bay

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 the City of Holdfast Bay is at the forefront of these efforts.

The City of Holdfast Bay continues to be a leader in environmental stewardship. We have achieved 100% renewable electricity use by council 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.

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
- › South Australia’s carbon dioxide equivalent emissions (MtCO₂-e) have reduced by 42% since 2005. (Environment Protection Authority, 2023, p. 32).

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).

Significant Influences

Technological Disruption

Transformative technology changes how we function in the world and how we understand humanity. It enables huge value creation, but harmful consequences are – and will increasingly be – difficult to mitigate.

(PWC, 2022, p. 8)

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)

It is well documented that a range of new advancements in technology are, and will, have transformative impacts. Increasing automation through robotics, increasing e-commerce and leaps in energy storage are already causing disruption. Governments and industry are now investing in the promise of quantum computing. Quantum computers represent a completely new approach to computing. They have the potential to solve very complex statistical problems that are beyond the limits of today's computers.

While the full potential of quantum computing is yet to emerge, there is significant interest and investment in developing possible use cases for its application.

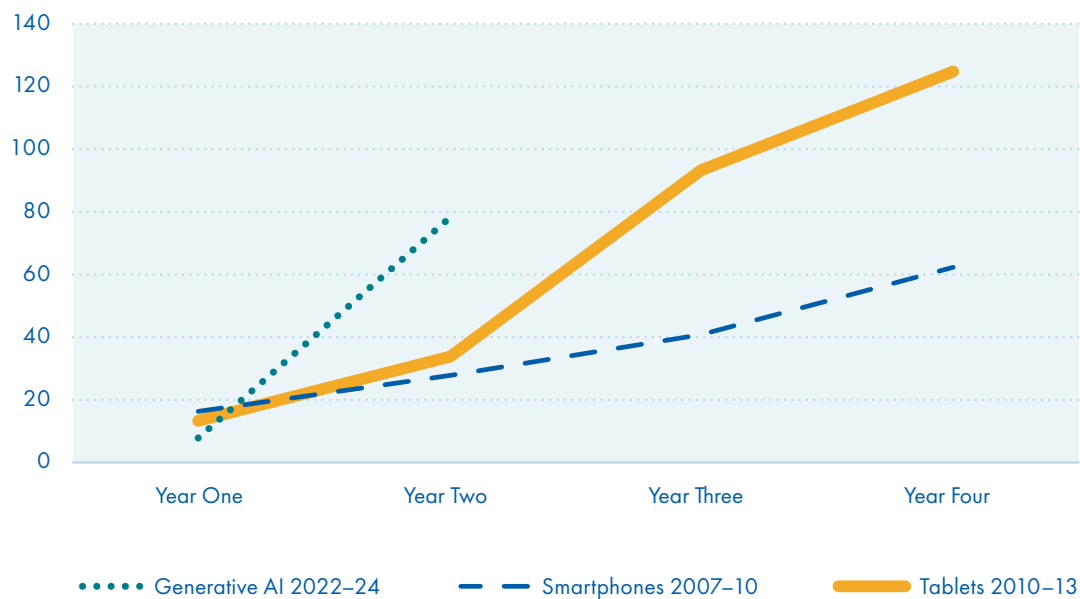
Most notably in recent years is the growth of the everyday application of Artificial Intelligence (AI). Generative AI has seen extraordinary growth in use. In the United States 77.8 million people used ChatGPT in the first two years after its release in November 2022. This is more than double the adoption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

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).

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



(Insider Intelligence , 2023)

Technological Disruption, the Local Context – Impacts for City of Holdfast Bay

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.

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.

Significant Influences

Demographic Shifts

The median age in all countries around the globe is increasing, but at different rates and from a different starting position. This demographic change is causing some countries' social systems to break down and a lack of workers in critical areas, whereas other countries face skyrocketing unemployment and under-employment, weakening economies from emigrating citizens, and strain on social safety nets.

(PWC, 2022, p. 12)

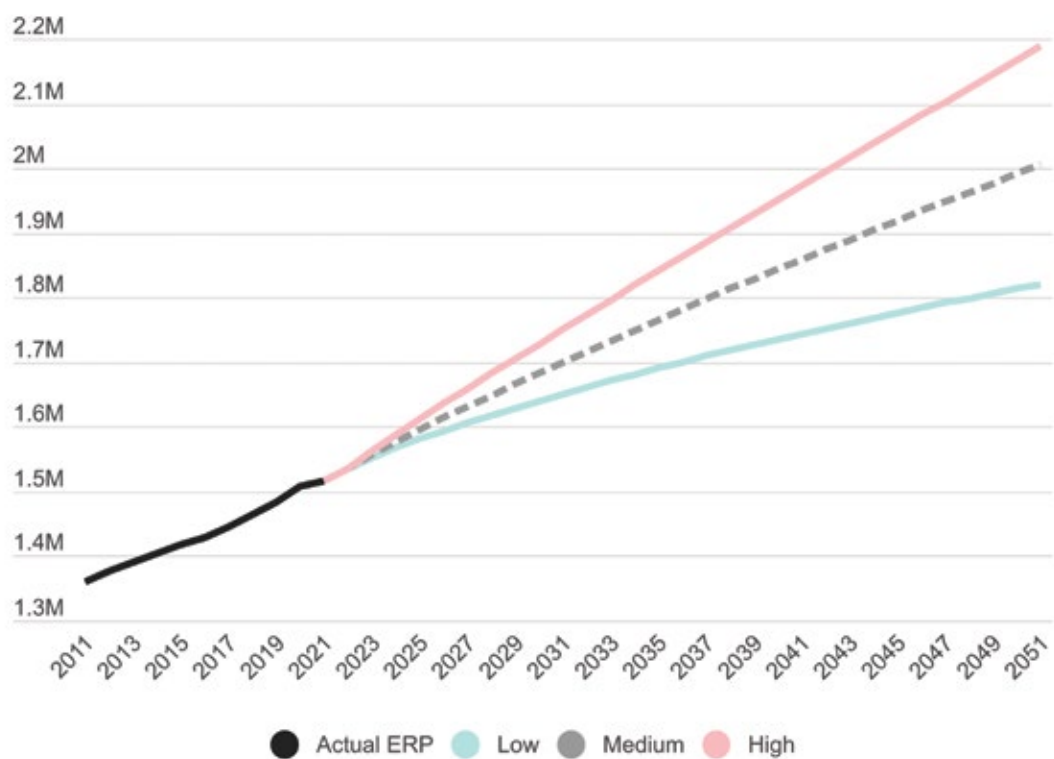
The proportion of the Australian population that is aged 65 years or over is expected to increase from 16% in 2019–20 to 23% by 2060–61. Consequentially, the ratio of working-age people to non-working-age people is predicted to decline over the next 40 years, decreasing from 4.0 to 2.7 over this period. (CSIRO, 2022, p. 21)

For metropolitan Adelaide, population growth is largely driven by housing supply and employment opportunities. The Department for Housing and Urban Development have made population projections for metropolitan Adelaide based on current Estimated Resident Population (ERP) and factoring in low, medium and high growth scenarios.

- › In 2021 the population of metropolitan Adelaide was 1.52 million and accounted for 84% of the total population of South Australia. By 2051 this share is projected to increase to around 86%.
- › For the medium projection, the population increases by 489,900 to 2.01 million by 2051. The annual growth rate peaks in 2021–31 at 1.22% and then declines to around 0.8% in 2041–51.
- › For the high projection, the population increases by 672,400 to 2.19 million by 2051. The annual growth rate peaks in 2021–31 at 1.55% and then declines to around 1.1% in 2041–51.
- › For the low projection, the population increases by 304,500 to 1.82 million by 2051. The annual growth rate peaks in 2021–2031 at 0.89% before decreasing to 0.44% in 2041–51. (PlanSA, 2024)

This is represented in the following graph.

POPULATION PROJECTIONS FOR METROPOLITAN ADELAIDE BASED ON CURRENT ESTIMATED RESIDENT POPULATION (ERP)

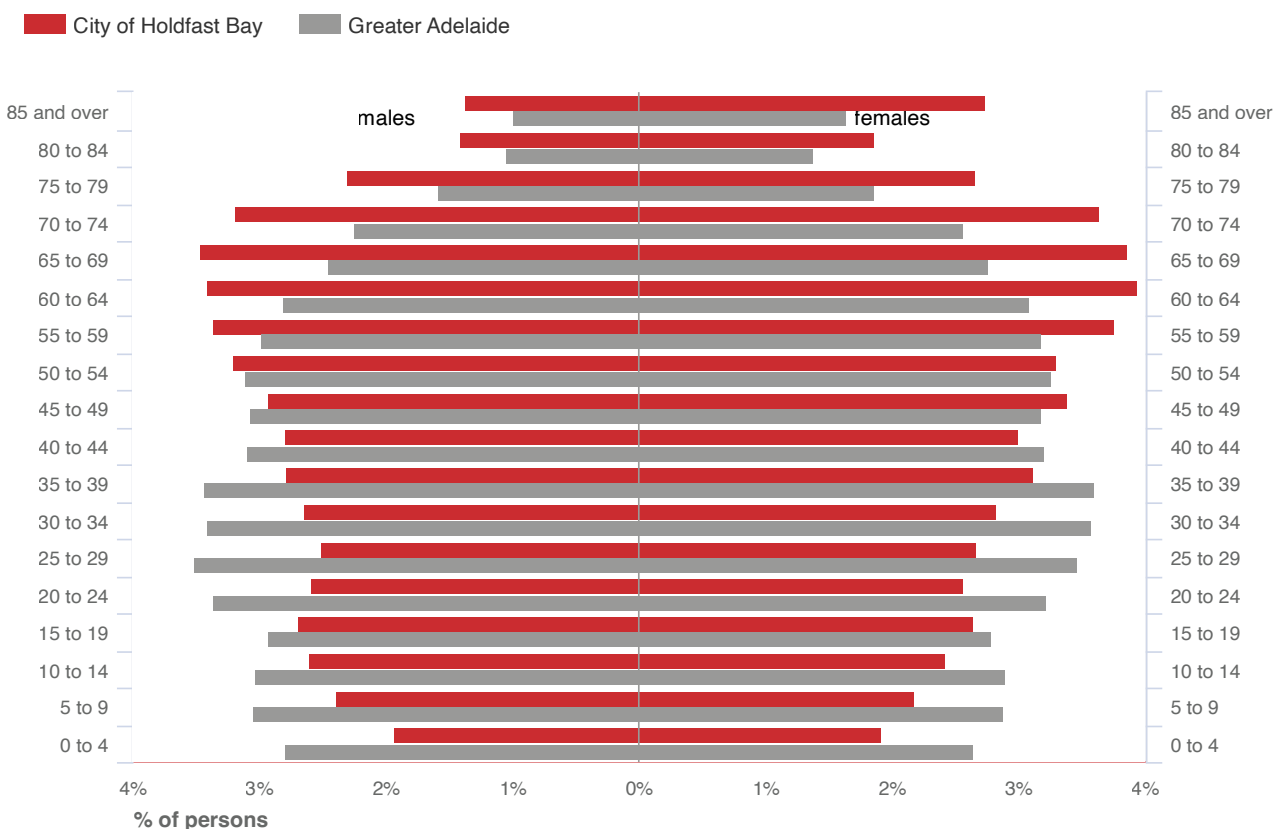


Significant Influences

Demographic Shifts, the Local Context – Impacts for City of Holdfast Bay

The City of Holdfast Bay has an older population when compared to the rest of Adelaide. In 2021 the median age in Holdfast Bay was 48 years compared to 46 years in 2016. In 2021, the largest age group in the City of Holdfast Bay was 60 to 64 year olds. The group that changed the most since 2016 was 70 to 74 year olds, increasing by 804 people.

The age - sex profile is shown in the graphic below when Holdfast Bay is compared to the Greater Adelaide region (idcommunity, 2024).



Holdfast Bay also has a significant 'turnover' of population. The total number of people usually resident in Holdfast Bay less than five years before Census Night 2021 was 23,179, or 64.15% of the total resident population. This means that some 35% of the resident population in Holdfast Bay in 2021 were living in another Council area in 2016.

Fracturing World

The world is fracturing and becoming multi-nodal as more nation states are competing for influence, with the rest of the world aligning around them and some states acting as destabilisers. Countries are increasingly turning their focus inwards, prioritising their national resilience and further localisation.

(PWC, 2022, p. 16)

While this may seem distant from Holdfast Bay, recent developments such as the emergence of the AUKUS agreement and growing conflicts in the Middle East are impacting on daily life. This sets the scene for localised concerns and is the backdrop to ASIO raising the terror threat level to 'probable' in Australia. ASIO has cited the conflict in Gaza as having significantly driven an increase in the threat of a terror incident in Australia.

Global conditions also impact on national economies and the capacity for influence and/or response to these conditions. 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 cost of living is having an impact in the global and local conditions and may have a fracturing effect. The cost of living for many households and organisations is at a worrying level.

Global economic instability is having an increasing impact. 'The global economy is volatile and unpredictable. The 2020s have already seen a global pandemic, global inflation and the threat of a global trade war.' (Federal Treasurer, 2025)

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 is 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)

Fracturing World, the Local Context – Impacts for City of Holdfast Bay

The local dimension of this fracturing world is influenced by global economic uncertainties that may well impact in our state and city.

Worldwide economic conditions will impact on Australia although they may be tempered by domestic arrangements. Noting that "as a small open economy, Australia is also exposed to the risk

Significant Influences

of an increase in global trade restrictions” (OECD, 2024, p. 103). Despite this, it is hoped that improving domestic conditions may have the effect of lessening concerns about a fracturing Australia. In Australia, Gross Domestic Product (GDP) growth “is projected to pick up to 1.9% in 2025 and 2.5% in 2026. The unemployment rate, which has risen but remains low, is projected to flatten out just above current levels.” (OECD, 2024, p. 103)

Research has noted that “financial pressures continue to be a strong drag on social cohesion. People experiencing financial hardships are much less likely to trust in government, institutions and other people in society, feel a substantially weaker sense of national pride and belonging, a greater sense of social isolation and are more likely to have negative views on migrants and multiculturalism.” (Scanlon Foundation Research Institute, 2024, p. 9)

It is acknowledged that “national and global challenges put pressure on social cohesion but also demonstrate its importance in supporting personal and social wellbeing and connections when it is most needed.” (Scanlon Foundation Research Institute, 2024, p. 11)

Local Government has a vital role to play in promoting social cohesion and wellbeing. The City of Holdfast Bay has a focus on community wellbeing which is a feature of its Strategic Plan *Our Holdfast 2050+*.

Social Instability

Massive pressure – resulting from social and economic polarisation, disruption, demographic change, and eroding trust – leads to greater social unrest.

(PWC, 2022, p. 20)

Social instability is largely a consequence of many of the mega-trends already described.

In response, Governments at all levels are seeking to reinforce social cohesion and its effect on wellbeing. For the first time the Australian Government has developed a framework for ‘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 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)

Social Instability, the Local Context – Impacts for City of Holdfast Bay

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.

The 2025–26 Operating Environment

Economic Conditions

There has been significant improvement in the domestic economic conditions in Australia and South Australia over the past 12 months.

The general economic environment in South Australia is encouraging. Many national indicators show that South Australia is performing well. After leading the rankings on the past three occasions, South Australia is now second in CommSec's State and Territory Economic Performance Report. In this report, it was noted that in 'the September quarter 2024, economic activity in South Australia was 8.4% above its long-term average level of output.' (CommSec, 2025)

There is an expectation that the South Australian economy 'will grow by 1% in 2024-25. It is further expected that there will be stronger growth at about 2.25% in each of 2025-26 and 2026-27'. (South Australian Centre for Economic Studies, 2024, p. vii)

The annual Consumer Price Index (CPI) in Adelaide as of December 2024 was 2.5% after falling 0.1% between September and December 2024. This compares to national annual CPI which was 2.4% and rose 0.2% between September and December 2024. (Australian Bureau of Statistics, 2025)

With inflation easing, the Reserve Bank relaxed interest rates at its February 2025 meeting. This was the first cut since 2020 and follows on from 13 rate rises between May 2022 and November 2023. Some economists anticipate further rate reductions in 2025, although this may be tempered by volatile global economic conditions.

In this environment, the business outlook is strong. Business confidence in South Australia is the second highest in the nation and the highest of any mainland State. (Roy Morgan, 2025) This is within

a supportive environment with the Business Council of Australia finding that 'South Australia has the best regulatory and tax settings for doing business in Australia'. This means that 'in comparative terms today the state provides the best environment in which to do business'. (Business Council of Australia, 2024, p. 3)

Against this, cost of living remains a concern for many households. Household consumption remains weak having declined recently despite 'strong population growth, the Stage three tax cuts and increased government assistance payments'. (South Australian Centre for Economic Studies, 2024, p. vi)

There is some expectation that cost of living pressures will ease as interest rate cuts take effect, inflation tempers and household incomes increase. For Australian households, "gross income rose by 6% in current terms though the year to the September quarter 2024." Wage growth has remained relatively high over the past two years. This was largely due to a 5% rise in labour costs, which was supported by the Federal Government's Stage three tax cuts. (South Australian Centre for Economic Studies, 2024; Adelaide Economic Development Agency, 2024) This meant that, in real terms, "household gross disposable income grew by about 2.25% through the year to the September quarter 2024". (South Australian Centre for Economic Studies, 2024, p. 4)

The Greater Adelaide Regional Plan

Greater Adelaide's population is expected to be 1.5 million in 2023–24, representing 78% of South Australia's population. Population growth in Adelaide is forecast to decrease to 1.5% in 2023–24 and 1.1% in 2024–25, slowing to 0.8% by 2034–35. Adelaide's population is projected to be 1.6 million in 2034–35. (Centre for Population, 2024, p. 55)

In response to this expected increase and other factors the State Government has released its *Greater Adelaide Regional Plan* (GARP). This Plan sits alongside the 20 Year State Infrastructure and Transport Plan. Together these plans outline where growth will be accommodated and how the accompanying infrastructure will be developed.

The GARP provides for more growth in outer metropolitan Adelaide. In general, the GARP aims to have infill development close to activity centres. This may impact the level of infill development in the City of Holdfast Bay, with medium-scale development being preferred. Council made a submission on the Draft Greater Adelaide Regional Plan, which detailed preferred areas for development. This was largely adopted in the final GARP.

Importantly, the GARP identifies areas in the urban fringe for significant new development. This takes some of the pressure off established areas, like the City of Holdfast Bay, to accommodate intensive development.

Areas of heritage or character protection have also been identified. Again, this aligns with Council's submission and provides good guidance for future assessments.

Local Government Financial Sustainability

Addressing financial sustainability is vital for the City of Holdfast Bay. There are legislative and regulatory responsibilities in this area and high community expectations to manage rate income in the best possible way. There are three key indicators of financial sustainability in the Australian local government sector:

- › The operating surplus ratio: This is a measure of councils' financial health. A positive ratio indicates that the council generates more revenue than operational expenditure. A negative ratio indicates that operational expenditure exceeds revenue.
- › The net financial liabilities ratio: A measure of the proportion of councils' general income that would be required to pay all financial liabilities.
- › The asset renewal funding ratio: A measure of whether assets are being renewed and replaced in an optimal way, as identified in council's Asset Management Plans. (SGS Economics and Planning, 2024; Essential Services Commission of South Australia, 2022)

Local government financial sustainability is affected by many factors outside the control of council. They include:

- › impacts of extreme weather events, natural disasters and other external environmental factors that impact directly on council services and divert resources from other necessary council services
- › expansion of the roles and requirements placed on councils by Federal and State Governments, increasing their costs without commensurate revenue to support them, and

The 2024–25 Operating Environment

- › cost pressures faced by councils that exceed CPI, such as increases in the cost of building and maintaining infrastructure. (Local Government Association of South Australia, 2024; House of Representatives Standing Committee on Regional Development, Infrastructure and Transport, 2025)

The Essential Services Commission of South Australia (ESCOSA) has an oversight role in assessing the financial sustainability of local government in this state. It operates a Local Government Advice Scheme (the scheme) that provides detailed advice to councils about their strategic management plans and involves auditing of Councils' financial planning and service delivery. It is intended that "the scheme will benefit ratepayers by supporting councils' decision-making processes, affording ratepayers increased transparency and greater confidence that council operations are being undertaken on a long-term financially sustainable basis". (Essential Services Commission of South Australia, 2022, p. 4)

In 2025–26, the City of Holdfast Bay will take part in the scheme. This will provide a picture of how council "proposes to manage its ongoing financial and service sustainability" by assessing:

- › **Program stability:** This relates to the provision of reliable quality services over time, and requires a stable and consistent set of actions, from the perspective of day-to-day operations and infrastructure management.
- › **Rate stability:** This relates to charging ratepayers reasonably to fund the services, underpinned by the program of works noted previously (program stability). Rates should be stable, noting that stable does not mean fixed but rather the absence of large or unplanned year-on-year variances.
- › **Intergenerational equity:** This relates to fairly sharing services and the associated cost between current and future ratepayers. It requires adopting sound long-term financial management principles, particularly in relation to the balance between debt and cash in financing service delivery." (Essential Services Commission of South Australia, 2022, pp. 2-3)

As a coastal council, the City of Holdfast Bay is very aware that climate change is likely to have a greater impact than some other suburban councils. Extreme weather events cause 'extensive damage to physical infrastructure (roads, coastal structures, and public buildings) leading to costly and extensive repairs disrupting other services'. This impacts on council's ability to deliver projects and services in financially sustainable ways. (House of Representatives Standing Committee on Regional Development, Infrastructure and Transport, 2025, pp. 19 - 20)

A recent parliamentary enquiry noted that many coastal councils 'do not have the financial capacity to meet adaptation challenges.' (House of Representatives Standing Committee on Regional Development, Infrastructure and Transport, 2025, p. 19) The City of Holdfast Bay already assesses such impacts but will need to be vigilant to ensure the best, financially sustainable management of this risk.

Council is committed to ensuring the City of Holdfast Bay remains financially sustainable. This is crucial for ensuring that we continue to provide essential services while also planning for future needs. The following commitments have been made to assist in achieving this objective:

- › a budgeted operating surplus each year
- › ensure sufficient funding is allocated for the renewal of community assets as detailed in council's Asset Management Plans

The 2024–25 Operating Environment

- › unbudgeted expenditure, when required, is covered by deferring discretionary spending or identifying savings from other areas within council's operations.

The management of debt is also a key component of future financial sustainability. Through the Long Term Financial Plan, council has committed to the principle of intergenerational equity and is implementing a debt management strategy. This aims to cap current debt levels, which are projected to peak in 2025–26, before decreasing over the next 10 years.

Aged Care Reform

The Federal Government Aged Care Reform Agenda, including the enactment of the new Federal Aged Care Act on 1 July 2025, will continue to be implemented by Alwyndor throughout 2025–26. The reform is an integral part of our strategic and business planning for all Residential and Support at Home services as well as our corporate service systems and delivery. We will continue to advocate for our residents and clients together with our peak body and sector partners as these changes are implemented.

In residential care Alwyndor's focus will be on the continued provision of quality care, ensuring we maintain minutes of care and nursing as mandated by the Aged Care Quality and Safety Commission (ACQSC). We will enable great lifestyle choices and create the very best food and dining experience for our residents. We have established a Nutrition Committee to support this work. We will also develop a palliative care suite to provide the best possible end-of-life care choices.

Support at Home reform continues from 1 July 2025. We will continue to explore our services and options for our Support at Home clients, which will continue

to include short-term restorative care and end-of-life care, a suite of allied health and nursing care as well as domestic, gardening and maintenance services. This will include continued specialised staff training.

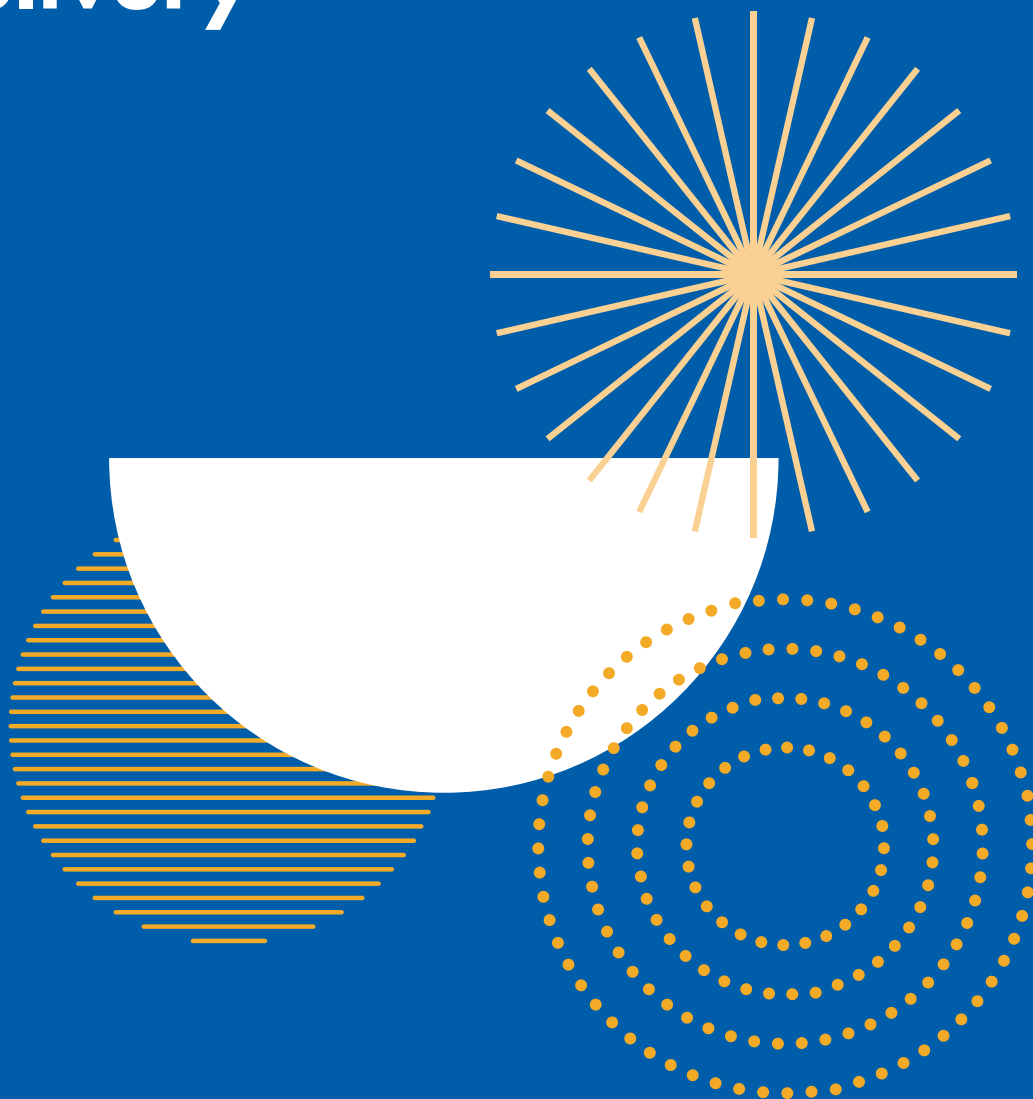
After a successful trial of the AlayaCare Client Portal, which enables clients and their families and advocates to see their weekly support schedule details, we are now rolling out to all of our client base. Over 400 clients have taken up the service so far.

We have also reviewed our rostering operations and processes to streamline client service provision.

Our Residential and Community Advisory Groups are well-established and will continue to offer valuable feedback on our services throughout 2025–26. The Quality Care Advisory Group will assist in ensuring our services across the entire business are of the best possible standard and meet all mandated requirements. The groups provide regular reports to the Executive as well as the Alwyndor Management Committee.

We remain dedicated to addressing the Government's Reform agenda as part of our commitment to delivering care and services for older individuals in our communities, enabling them to live according to their preferences and providing support for current and future clients. Alwyndor continues to be a proud preferred provider of these services within the City of Holdfast Bay and surrounding areas.

Achievements, Projects and Service Delivery



Alwyndor

Alwyndor and the City of Holdfast Bay

Alwyndor, began as a convalescent and rest home for returning servicemen. The Dorothy Cheater Trust was established and binds the Council (as Trustees) to the ongoing provision of aged care and services in perpetuity. Alwyndor is widely regarded as an important part of the City of Holdfast Bay as it continues to thrive and provide services to the city's residents and communities in surrounding areas.

Achievements

In 2024–25, Alwyndor's achievements and initiatives included:

- › continued expansion of Therapy and Wellness service offerings at the Holdfast Bay Community Centre, including the establishment of the ZEN Room where meditation, hand therapy and other activities are held
- › continued involvement of our residents in the continuous improvement of their dining experience by choosing menus through taste testings and through regular surveys which consistently score a satisfaction rating of more than 95%. Our Catering Manager was nationally recognised, winning prestigious Industry Awards
- › ongoing focus on resident wellbeing through the development and implementation of a Reablement program, including the establishment of a dedicated gym and exercise space and classes
- › expansion of Support at Home services and now supporting more than 650 clients
- › expansion of home gardening and maintenance services and now providing services to more than 3,000 clients in the City of Holdfast Bay and surrounding areas
- › welcomed 140 new staff and introduced a leadership development program and a micro-learning training program
- › curated and hosted SALA event 'Sculptures in the Gardens' for the second year; artists were invited to display sculptural works in our beautiful gardens. Two art exhibitions were held in conjunction with this event, which featured works created by residents and children as part of an intergenerational project. The exhibitions were very popular with our residents and clients along with the broader community.

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:

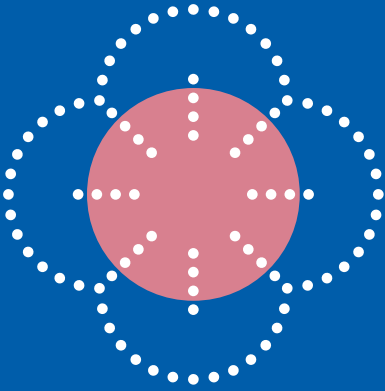
- › Commonwealth Home Support Program
- › Home Care Packages (Federal Government funding)
- › Department of Veterans Affairs
- › Private health refunds and private client payments
- › Medicare (via GP referral for service packages)
- › National Disability Insurance Scheme.

At Dunrobin Road in Hove, Alwyndor provides 144 residential care beds for permanent, respite and transitional care. There is a café, hairdresser and gym, and dental services. A day respite service is provided Monday to Friday each week.

Alwyndor offers a range of Therapy and Wellness services, including physiotherapy, occupational therapy, podiatry, and speech pathology, which can be accessed at Alwyndor or home and an extensive range of group wellness programs to assist clients in maintaining independence and wellbeing.

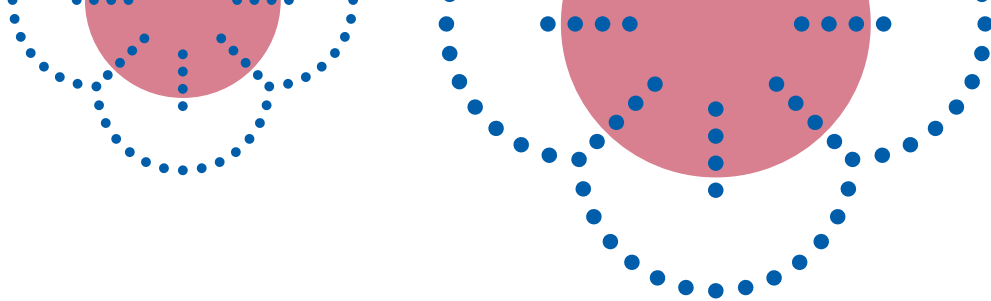
In 2025–26, Alwyndor will continue to promote and enable independence, active health and wellbeing for older people in the City of Holdfast Bay and surrounding areas.





Wellbeing

In 2025–26, Council will allocate \$9 million to good health and economic success in an environment and a community that supports wellbeing.



Objectives: 2020–2030

Measures

Design, build and manage public places that actively facilitate positive interaction and provide access to all people.

All project plans and policies address universal design and social inclusion.

Support 'ageing in place' through direct service provision and partnerships with community organisations and businesses.

- › Successful delivery of programs and collaborations with external organisations
- › Increase in number of older people supported to stay in their homes.

Promote active citizenship where all people are encouraged to be heard and contribute to decision-making in their community, especially those who are normally excluded.

The range of people of different ages and backgrounds having their voices heard in council and community organisation decision-making increases year after year.

Advocate for small businesses to be able to operate in mixed-use neighbourhoods to increase local employment opportunities, improve local access to goods and services, and reduce transport distances.

- › The number of small businesses that operate in mixed-use areas increases
- › All residents live within a 10–15 minute walk to shops and services.

Increase the range of people who take part in lifelong learning and benefit from council-run community hubs (Libraries and Community Centres) by targeting those who normally don't or can't access them.

The number and range of people of different ages, abilities and backgrounds who access Council facilities, programs and services increases.

Enhance the capacity and capability for community-run, openly accessible hubs (such as sport, recreation and community facilities) to promote healthy lifestyles, positive community connection and a sense of belonging for people of all backgrounds and abilities.

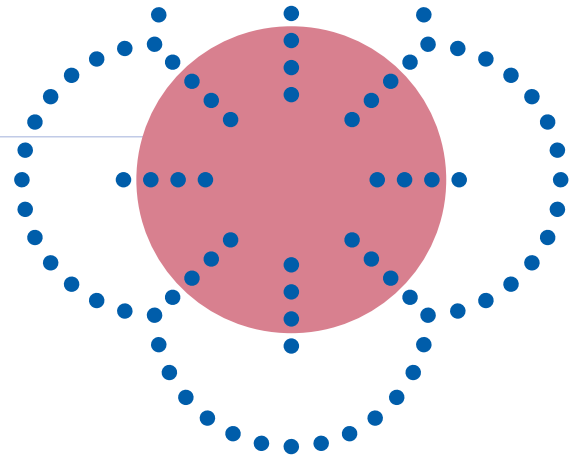
The number and range of people from different backgrounds and abilities who access community-run facilities increases.

Expand impacts through community partnerships to grow the number and variety of programs and services that improve general well-being and reduce preventable health issues.

- › Increases in reported well-being and reductions in health issues as per State health data
- › The number of improvements made in private enterprises for better public health outcomes.

Local arts and culture are celebrated and supported, while barriers to participation (such as costs, infrastructure, access to audiences, etc.) are lowered, to encourage typically excluded people to participate.

The range and number of council and community-run arts and cultural activities and events that are assessed as being fully accessible increases year on year.



2024–25 Achievements

In 2024–25, we delivered projects support wellbeing. Some of these include:

Seacliff Plaza Amenities Block

This project saw the replacement of the existing public toilets at the Seacliff Foreshore. The new amenities block now sits at the same level as the footpath. It features seven toilets, including an accessible toilet, two ambulant toilets, three all-gender toilets, and a family toilet with a baby change table.

Along with the outdoor hand-washing station, outdoor showers and landscaping, footpaths around the building are continuously widened to improve accessibility for everyone in the community.

The beach access ramp for vehicles is also operational, along with a Disability Discrimination Act-compliant ramp for pedestrians.

Brighton Tennis Club Lights

This project involved the replacement of old light poles and the installation of new luminaires. This addresses the much-needed renewal of the existing assets and provides much better lighting for the tennis players.

Wattle Reserve – Multi-use court upgrade

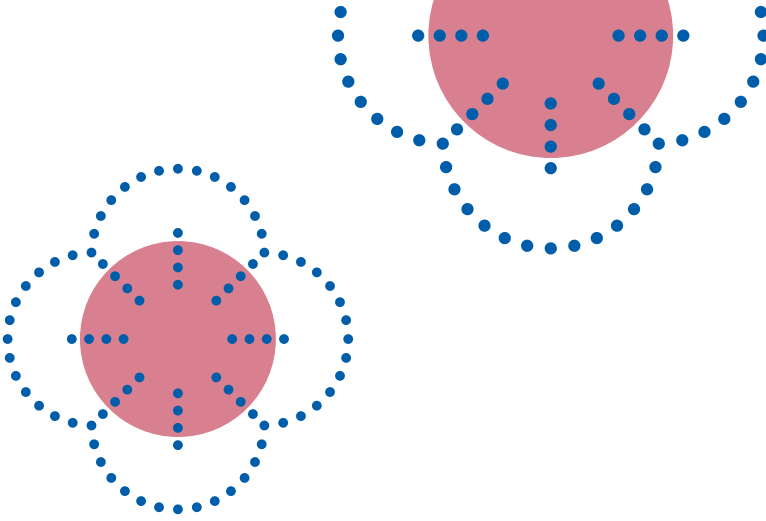
This project included the installation of a new pickle ball court along with resurfacing of the old half-court tennis court. Pickle ball is a recreation activity that is quickly growing in popularity. Incorporating this into this project allows for even more use of this very popular reserve.

Lookout Decking – Kingston Park Cliff Face

The Kingston Park lookout is a must-see for any visitor. On top of the cliff overlooking Tjilbruke Spring and the Kingston pines, the lookout offers spectacular views of the Holdfast Bay coastline.

Sutherland Reserve Playground Renewal

This project involved the renewal of play equipment. This enhances a very popular reserve for local residents and visitors alike.



2025–26 New Projects

Bowker Oval disability access pathway – \$40,000

This project seeks to address an issue where some members of the community may be excluded from using the space as there is no way for a person living with a disability or mobility issues to access the Community Garden, BBQ and picnic table or the play space. Current access is limited and includes traversing the grass or using a concrete spoon drain that is non-compliant.

The project will create a Disability Discrimination Act (DDA) compliant pathway from both the North and South car-park so that the community, particularly people living with a disability or mobility issues, can access these community facilities.

Cemetery upgrades – \$256,000

The project includes path improvements and tree planting along with new and refreshed garden beds. It will preserve North Brighton and St Jude's cemeteries' historical importance while improving their usability and appearance for the broader community. Additional works will require funding in future Council budgets.

It will improve the overall tidiness and amenity of these spaces. It will increase tree canopy, update internal roads, improve landscaping and increase seating. It will also improve signage, particularly around heritage areas such as the Mawson grave at St Jude's.

Wellbeing

2025–26 Service Delivery: \$8.77 million (excluding Alwyndor)

Development Services – \$1.40 million

Council's development assessment, development advice and building compliance services work to recognise opportunities while protecting the character and amenity of our suburbs. In 2024-25 (up to 25 March 2025), we have processed 714 development applications and approved 212 new dwellings with a construction value of \$106.2 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. The grants aim to assist 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 – \$2.89 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.

Community Wellbeing – \$1.03 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.

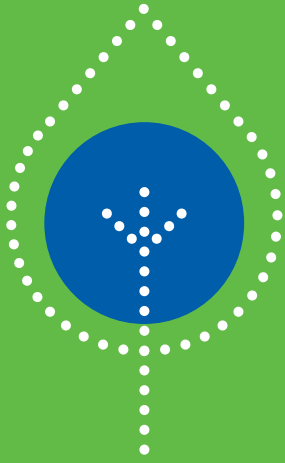
Community Safety – \$2.79 million

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 – \$0.66 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

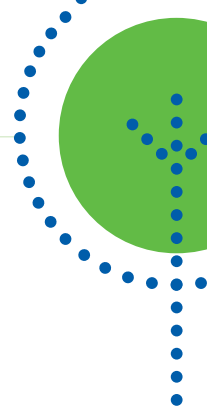
In 2025–26, council will allocate \$19 million to developing a city, economy and community that is resilient and sustainable.



Objectives: 2020–2030

Measures

Become a carbon-neutral organisation by 2030.	Council's direct emissions are reduced every year and emissions of suppliers are influenced to be reduced.
Increase walking and cycling across the city through better infrastructure (paths, lock-up areas etc) and incentives.	Establish a baseline of cycling use and walking to create a target.
Increase shady pathways and nature by reclaiming parts of road reserves through better design.	<ul style="list-style-type: none">› Increase the percentage of tree canopy coverage of council roads› The number of street trees planted per year.
Reduce traffic by improving safe access to public and community transport.	<ul style="list-style-type: none">› The percentage of car trips by residents decreases› The use of public and community transport increases.
Support walkability to parks and beaches by providing good open spaces.	<ul style="list-style-type: none">› Residents live within a 10-15-minute walk to reserves, parks and/or beach› Improvement in council's Walkscore walkability rating.
Support built heritage protection and enhancement while promoting quality infill development.	<ul style="list-style-type: none">› Number of new properties listed on various heritage registers› Increases in the number and diversity of dwellings created through the consolidation and adaptive reuse of existing buildings and sites.
Increase levels of biodiversity through initiatives including Water Sensitive Urban Design in public spaces and encouraging the use of Kaurua knowledge.	<ul style="list-style-type: none">› Increase the average biodiversity score from 12.8 in 2018 to 14 in 2025 and 16 in 2030› Areas of biodiversity and Water Sensitive Urban Design increase each year.
Decrease the level of household and business waste that goes to landfill.	<ul style="list-style-type: none">› Increase the use of FOGO for residents› Increase in the percentage of kerbside waste that is recycled or composted to 75% by 2030› Increase in the number of circular economy businesses.
Create vibrant precincts that contribute to economic success and social vitality and provide unique experiences for locals and visitors alike.	<ul style="list-style-type: none">› Business confidence increases in these precincts› Positive community perception of precincts increases.
Maximise use of open space (including coastal areas) for all, while protecting environmental habitats and ensuring landscapes are adaptive to climate change.	<ul style="list-style-type: none">› The number of people from different backgrounds who use open spaces increases› Measures for environmental protection and climate change adaptation are to be developed.



Sustainability

2024–25 Achievements

In 2024–25, council delivered projects and services that supported economic, environmental and community sustainability.

Activities included:

Holdfast Bay Bowling and Croquet Club lighting

This project involved the replacement of old light poles and the installation of new energy-efficient LED luminaires. This enhances a very well used multi-purpose facility.

Somerton Tennis Club renewal

This project included the replacement of old lighting with energy-efficient LED luminaires along with new fencing and the re-surfacing of the courts. This renewal has given new life to this facility and been warmly welcomed by its users.

Wheatland Street Pocket Park

There is a small piece of land on the corner of Wheatland Street and Kauri Parade at Seacliff, which was covered in part by shrubs and in part by dolomite. This project includes the creation of a small park to increase greening as a feature of the area.

The Former Buffalo Site

Since the removal of the HMS Buffalo, extensive works have been completed to improve access and connectivity to the playspace, kiosk, car park and pedestrian loop. This has reinvigorated and repurposed the space for the community to enjoy.

2025–26 New Projects

Patawalonga Frontage irrigation upgrade – \$500,000 (carried forward from 2024–25)

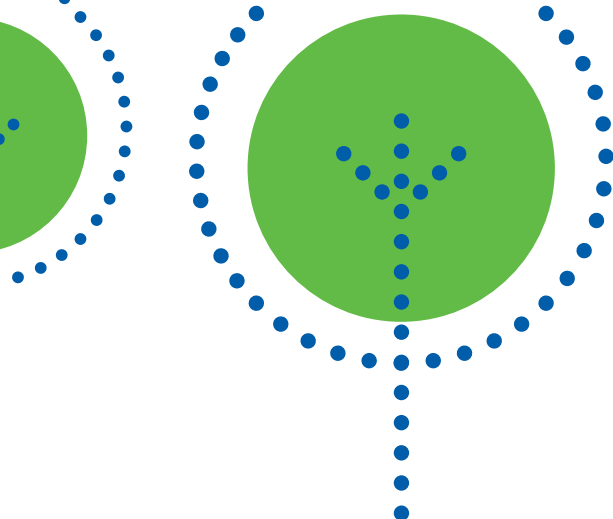
The current irrigation mainline that delivers A-Class water to the coastal reserves in Glenelg is an ageing infrastructure that is approximately 20–25 years old. This project will create an irrigation system that is fit-for-purpose, cost-effective and environmentally sustainable. The outcome will be a new, resilient and sustainable irrigation system designed for the future, operating on recycled water with mains back up in strategic locations.

Adelphi Terrace – pedestrian crossings – \$120,000

This project will improve pedestrian safety when crossing the road and improve bus stop disability access. It includes the installation of two mid-road pedestrian refuges and an upgrade to bus stop 19 on Adelphi Terrace Glenelg North. Pedestrian refuge islands typically provide a traffic calming effect, as vehicles must deviate around the islands, further enhancing community safety.

This project includes two crossing locations:

- › South Location – Between St Annes Terrace and King Street pedestrian crossing with refuge
- › island; ensuring western bus stop is compliant and remains within parking lane; includes connection to Patawalonga shared use path; location determined based on physical parameters
- › North Location – Patawilya Reserve pedestrian crossing with refuge island connection to Patawalonga shared use path. Removal of existing crossing point at MacFarlane Street.



Jetty Road, Brighton traffic improvements – design and consultation – \$50,000

This project will investigate and consult the community to develop design options to improve the street.

This will allow residents, traders and visitors to help define the desired future character of the street. It will also provide the chance to design for improved accessibility and connection to the coastline.

Jetty Road, Brighton is due for road renewal and kerb repairs in the next two years. This project will identify the extent of any improvements through investigation, design, and community consultation. Improvements may include safety, intersections, pedestrian crossings, disability access and parking to coordinate with renewal works.

This will deliver a plan that can be used to attract grant funding and guide future council budget allocations for the planned improvements.

Paringa Primary active transport stage two – \$50,000

This project will enable children to travel safely to and from school. It includes the replacement of paths and improvements to kerb-ramps to lift these to current standards. This project includes the replacement of further existing pathway and kerb-ramp infrastructure to current standards, including relocation where required to promote safe access for path users.

Sustainability

2025–26 Service Delivery: \$18.3 million

Public Realm and Urban Design – \$0.51 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:

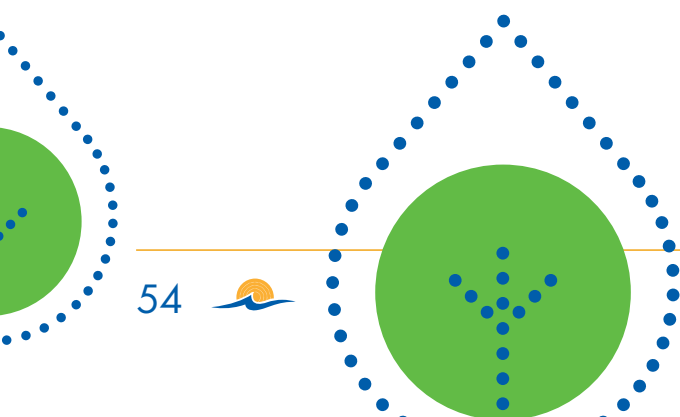
- › sports and recreation facility planning and activation
- › playspace renewals and redevelopments including planning and consultation
- › urban design projects such as main street master planning and project delivery
- › securing grant funding for major projects through State and Federal Government grant programs
- › sport and recreation club development.

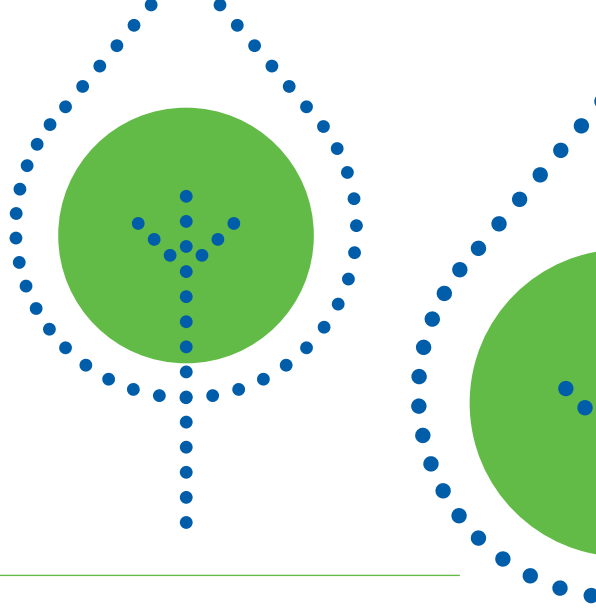
Environmental Services – \$1.56 million

Council is pursuing an Environment Strategy (2020–25), a detailed road-map of initiatives, which will guide our decision making throughout 2025 and lay the foundation for future work. 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 and Depot – \$9.1 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 – \$0.72 million

Council partners with SA Power Networks (SAPN) to deliver street lighting for our community. Over the past three years, council has replaced 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 council's greenhouse gas emissions by approximately 517 tonnes a year.

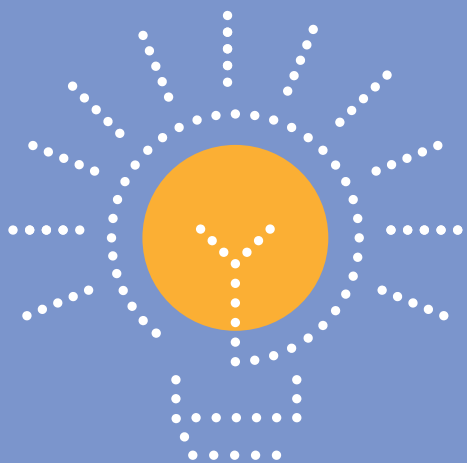
The removed old streetlights will be recycled responsibly to prevent heavy metals (i.e. mercury) and other hazardous substances entering landfill.

Engineering and Traffic – \$1.73 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 stormwater management plan. Our team monitors and assesses and treats the evolving traffic management issues in our city.

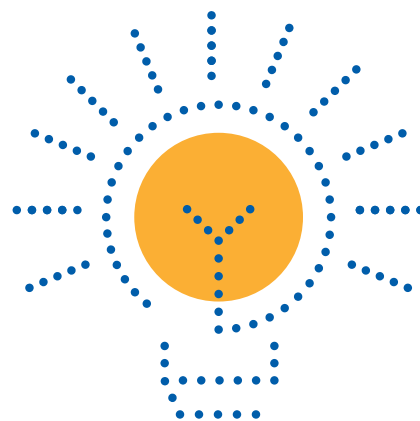
Waste Management – \$4.7 million

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 2025–2026, council will allocate \$19.9 million to developing a thriving economy and community that values life-long education, research, creativity and entrepreneurialism.



Objectives: 2020–2030

Measures

Create an environment (raise the profile of the city and precincts) that is attractive for startup, entrepreneurial and home-based businesses.

The number of startup and home-based businesses increases.

Improve the community's digital access and literacy through facilities and programs in council's libraries and community centres.

The number of people who take part in digital programs increases year after year.

Partner with schools to build innovator/entrepreneur programs for young people.

Program participation rates trend upwards.

Partner to facilitate the provision of technological infrastructure to support creative, innovative and entrepreneurial activity.

The number of creative and technology-related businesses in the city increases.

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.

Collaborate with others to assist local businesses to access resources, develop knowledge and improve capability in emerging digital and online technologies.

The number of local businesses that are supported in accessing avenues for emerging technologies.

Stimulate creative, arts and cultural talent, skills and opportunities in distinctive places and precincts for community connection, jobs, business and tourism.

- › The number of local arts/creative businesses and jobs increases (Heritage, Creative and Performing Arts category)
- › Increase the number of people and organisations participating in council's arts and culture programs.

Enhance online and digital methods for customer experience when utilising council services.

Customer satisfaction with council interactions improves.

Innovation

2024–25 Achievements

In 2024–25, council delivered projects and services that supported innovation at council and in the community. Activities included:

Wayfinding at Kingston Park

This signage indicates the key attractions within the precinct, being the Holiday Park, Nest Kiosk and Tjilbruke Spring.

Technology and Innovation Projects – Various Technology Improvements

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

2025–26 New Projects

Fairy Lights Jetty Road, Brighton \$73,280

To beautify Jetty Road Brighton and attract visitors and residents, temporary fairy lights have been on trial for several months. This project will make this more permanent through the installation of underground electrical infrastructure and the purchase of the street tree fairy lights. This project seeks to continue the beautification of the area with lighting that can be themed to times of the year. In this way, it is intended to promote tourism and visitor attraction. The project covers the installation of supporting electrical infrastructure and the purchase of commercial-grade fairy lights in street trees along parts of Jetty Road, Brighton.

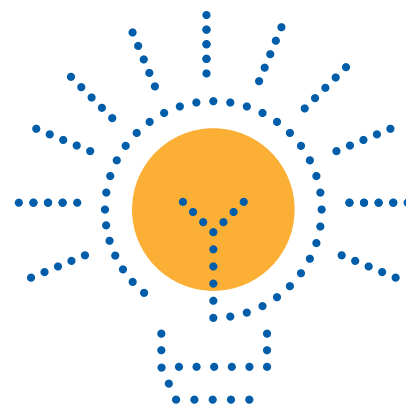
2025–26 Service Delivery: \$19.8 million

Library Services – \$2.01 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 2025–26, we will continue to deliver events, programs, services and activities through our two branches at Brighton and Glenelg.

City Activation – \$3.39 million

City Activation promotes Holdfast Bay as Adelaide's premier seaside tourism destination with the goal of increasing visitation and economic impact, enhancing social and community benefits, civic pride, and the reputation of the area as a great place to live, work and play.



This goal is underpinned by key directions within Council's Economic Action Plan, Tourism Recovery Plan, Arts and Culture Strategy and Events Strategy.

Council will continue to cultivate a thriving, sustainable and resilient economy that supports community wellbeing by nurturing opportunities for learning, creativity, innovation, and entrepreneurialism by:

- › planning, implementing, and supporting a sustainable program of events that increases economic activity, community pride and participation and adds to the cultural fabric of Holdfast Bay
- › preserving and stabilising the Holdfast Bay history collection while developing opportunities to make it more accessible to the community
- › securing investment and regional and state collaboration that increases the desirability of Holdfast Bay as a destination for visitors, innovative industries, viable local businesses, creative and innovative events
- › build safer, stronger, and more resilient communities through meaningful arts and culture encounters, activities and events for all people
- › contributing to the development and promotion of the Glenelg precinct as a vibrant destination 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 – \$4.6 million

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

- › Customer experience
- › Strategy and governance
- › People and culture
- › Risk management
- › Work health and safety
- › Elected Member and CEO support
- › Records management.

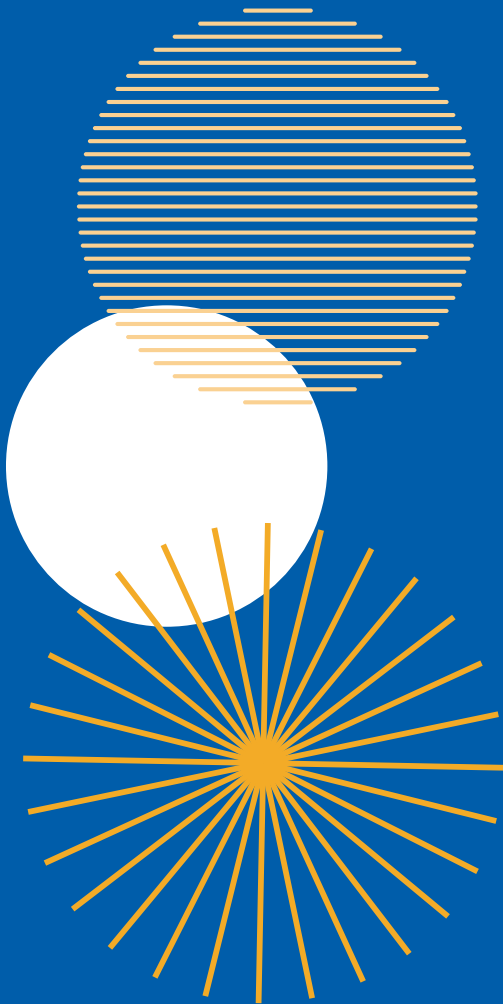
Financial Services – \$5.27 million

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 – \$4.11 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.

ARISE

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

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

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

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

Finance

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

Assets

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

People

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

Systems and Processes

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

Service Delivery

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

Funding Our City

Operating Result

In 2025–26, council is proposing an extensive program of services and projects. To achieve this, we expect to raise \$62.3 million in operating income and spend \$61.3 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 2025–26, 80% of the revenue to fund municipal operations will come from rates.

The municipal operating surplus for 2025–26 is projected to be \$1,012,760. For 2025–26, Alwyndor is projected to have an operating surplus of \$435,236. The consolidated surplus for 2025–26 is budgeted to be \$1,447,996.

Our Financial Statements

We have included a summary of our projected financial statements for the 2025–26 financial year in this document. The consolidated financial statements incorporate our municipal operations and Alwyndor – a self-funded component of our service delivery.

A net sum of \$48 million (excluding the Landscape Levy) will be raised from rates in 2025–26.

Council owns infrastructure and assets (such as roads, drains, footpaths and buildings) with a current value of approximately \$394 million (excluding land). These assets deteriorate over time through wear and tear and must be replaced or renewed at appropriate intervals to prolong their useful lives and continue delivering services to the community. We are mindful of the impact on ratepayers and committed to developing options that ease the rate burden by increasing other revenue sources.

Financial Management

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

The Holdfast Bay community has high service expectations due in part to its coastal proximity and tourism focus. The 2025–26 Annual Business Plan forecasts a projected borrowing requirement of \$23 million to fund the proposed program of capital works and projects. We believe it is prudent to borrow to renew and replace infrastructure and assets for the community's benefit. As outlined in our Long-Term Financial Plan and Asset Management Plans, council aims to deliver high service levels at low overall life-cycle cost. Running down the value of assets or not replacing them is short-sighted and can lead to a lack of community and business confidence and increased expenditure in future years.

Council's risk management framework and Audit and Risk Committee provide strategic and operational risk management guidance. This is done holistically, having regard for all aspects of financial and risk management.

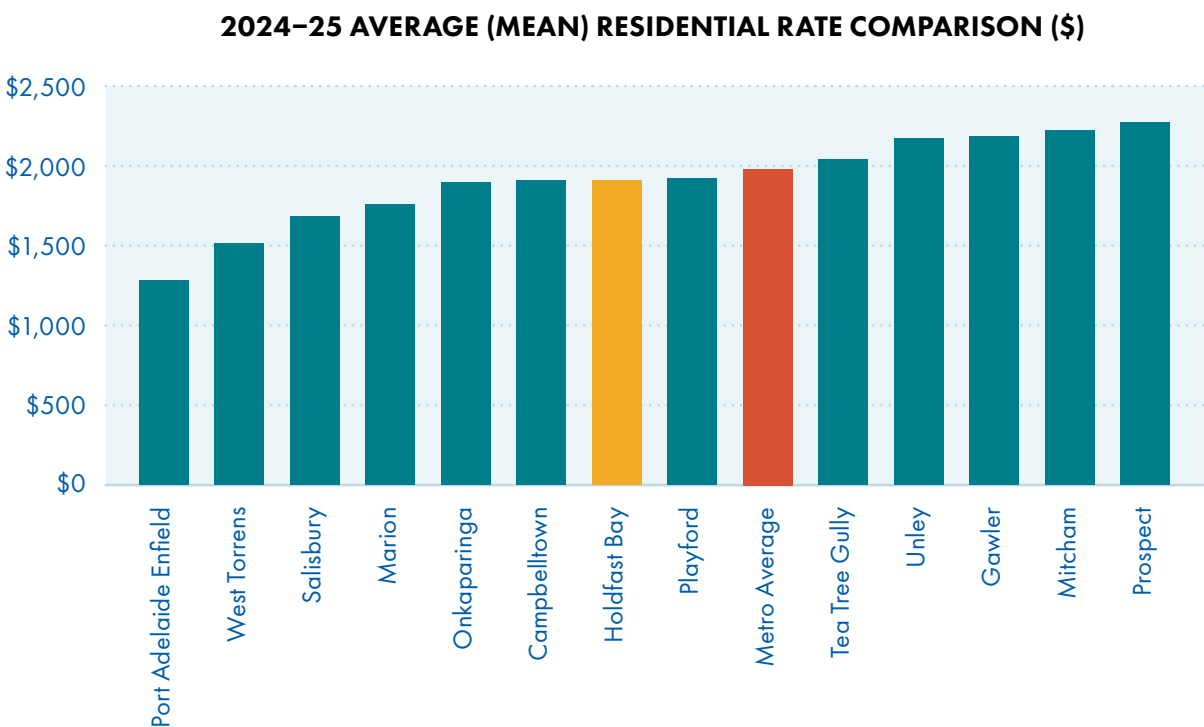
Guided by our Long-Term Financial Plan, our financial management takes a long-term view that ensures we maintain a sustainable financial and asset management position.

Rate Comparisons

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

The charts on the following pages show a comparison of the average residential rate for Adelaide metropolitan councils for 2024–25.

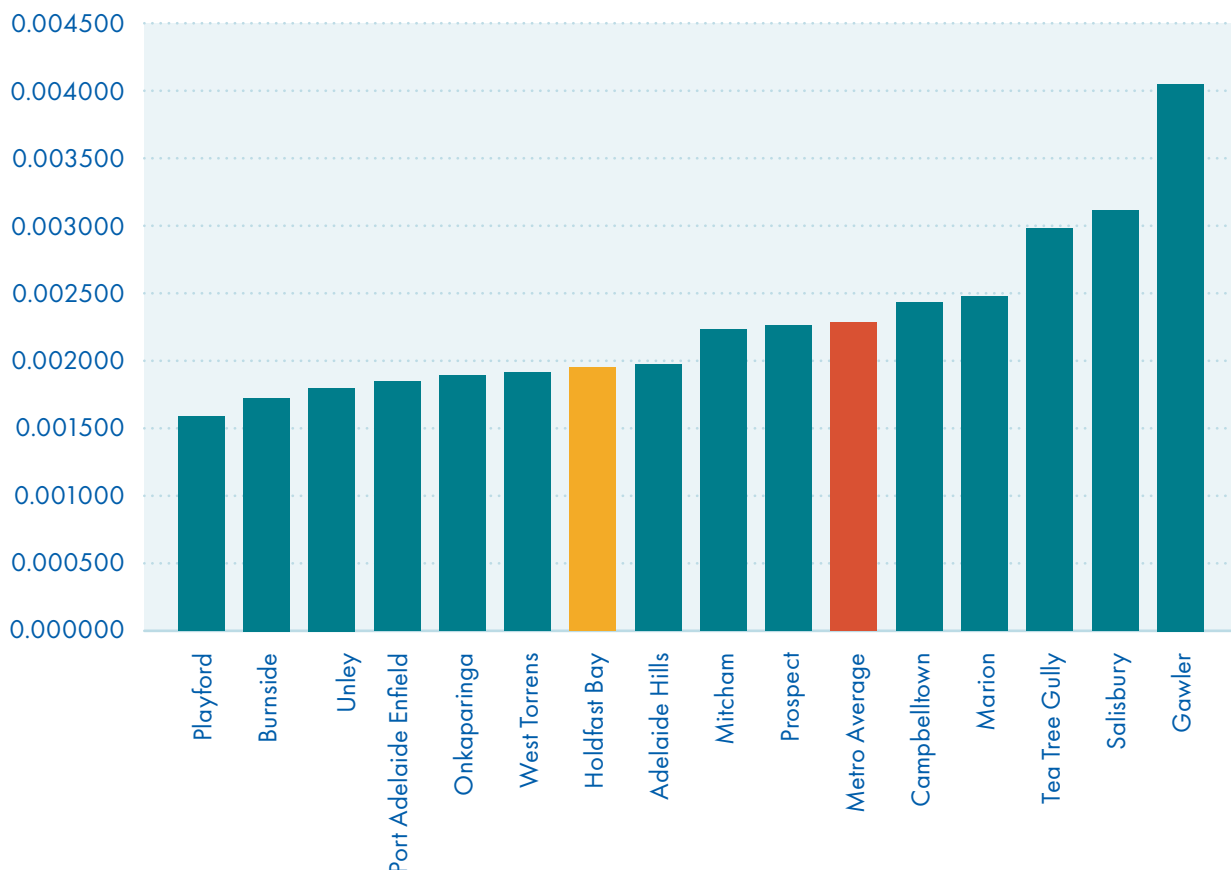
The chart below shows the average (mean) residential rate for the City of Holdfast Bay in 2024–25 was \$1,922.



Funding Our City

This represented a rate of 0.001951 cents in the dollar. This residential rate compares favourably to other South Australian councils.

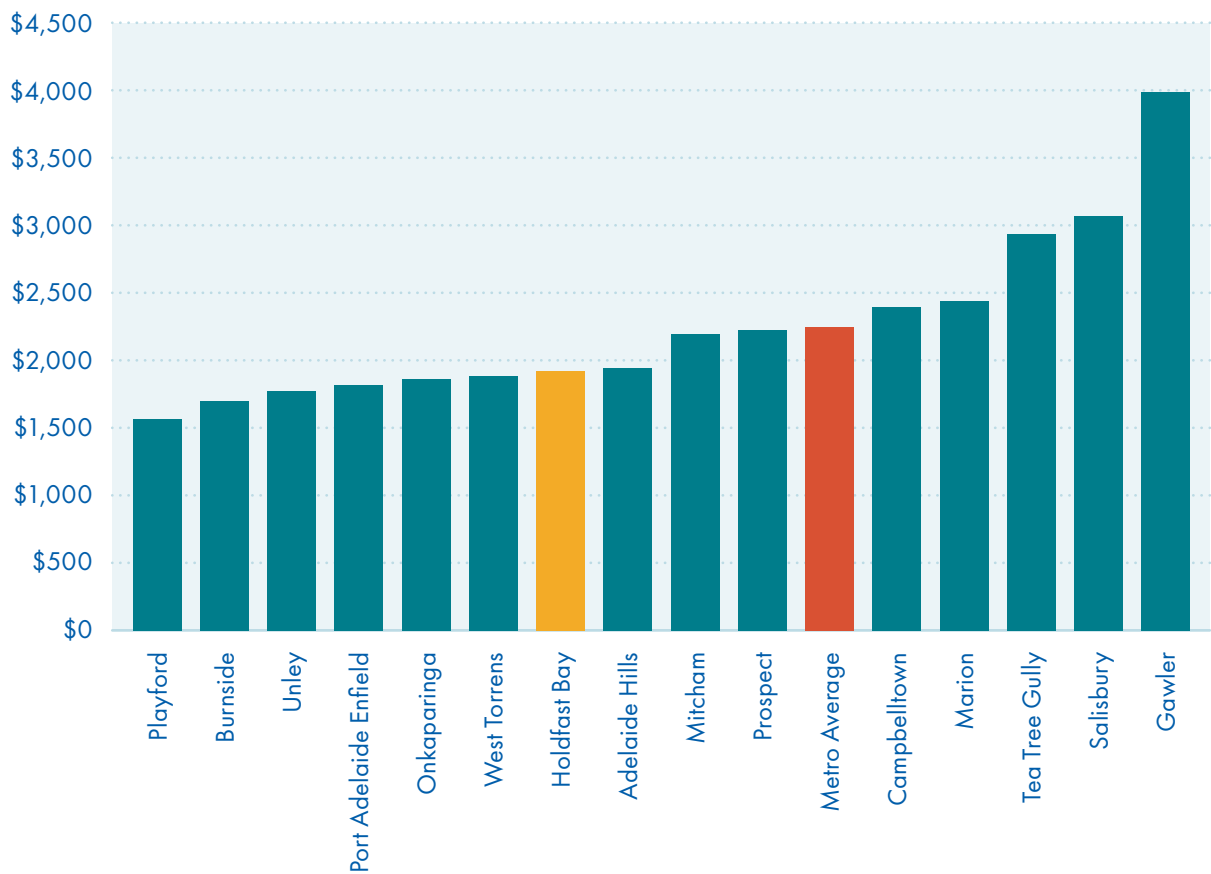
2024-25 COMPARISON RATE IN THE DOLLAR – RESIDENTIAL



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 0.00195 cents, the rates payable will be \$975.00.

In 2024–25 the average (mean) residential property valuation in the City of Holdfast Bay was \$985,437. The following table compares rates if a property in other council areas had this valuation.

**2024–25 COMPARISON OF RATES ON
HOLDFAST BAY MEDIAN RESIDENTIAL VALUATION (\$985,437)**



Funding Our City

For 2025–26 the proposed revenue from general rates is \$47,407,206 compared to \$44,746,091 for 2024–25. This is a 5.9% change in total proposed revenue from general rates compared to the previous year. This comprises the increase in rates plus new development.

A statement on expected rate revenue is provided on page 79.

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 2024-25 residential property value, the rate increase for the average (mean) residential premises will be approximately \$95 or \$23.75 per quarter. This is \$1.83 per week.

Rating Policy

Section 147 of the *Local Government Act 1999* provides council with the power to rate all land within the City of Holdfast Bay – except for land specifically exempted, such as Crown land and land occupied by council. We continually review our rating policy to ensure that it is fair and equitable. Our current rating policy, adopted in June 2024, is available at the Brighton Civic Centre and can be downloaded at holdfast.sa.gov.au.

Land Valuation Method

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

Residential Rates

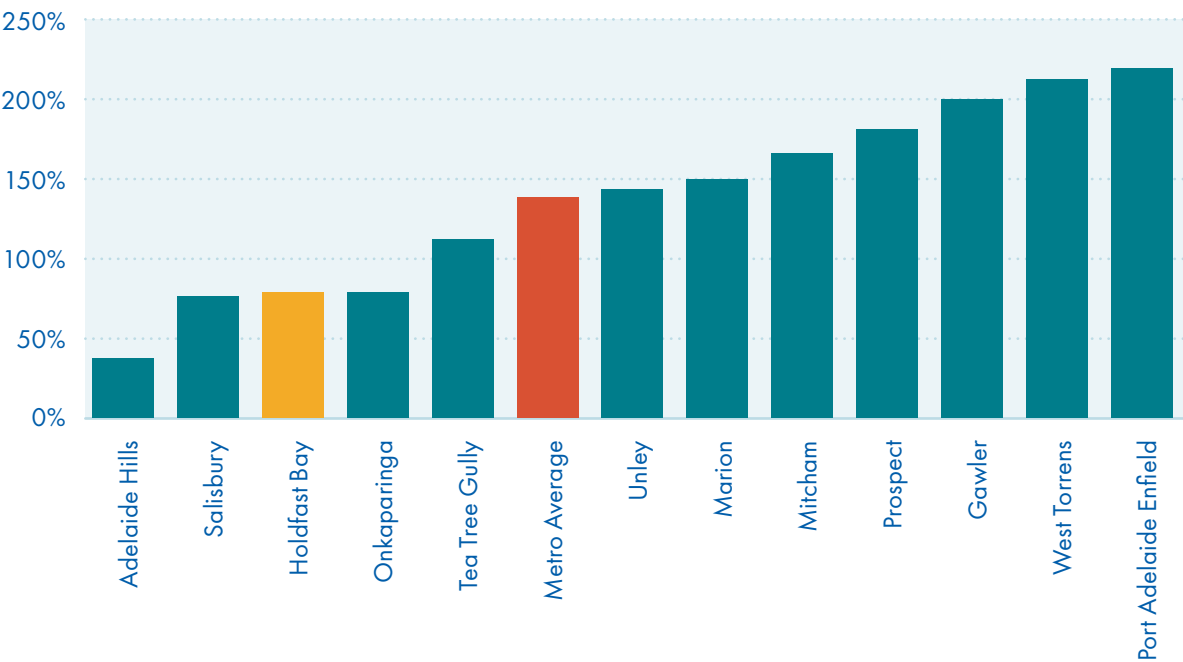
The residential rate for 2025–26 has yet to be determined. Our Draft 2025–26 Annual Business Plan and financial statements are based on a rate revenue increase of 4.95%, excluding new building construction and separate rates.

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 2024–25 a differential premium of 63.6% above the residential rate was applied, equating to 12% of total rate revenue (\$5.6 million) being paid by this sector. This premium compares favourably with the 2023–24 metropolitan average of 112%, as shown in the graph below.

2024–25 METROPOLITAN DIFFERENTIAL RATE PREMIUM COMPARISON
(APPLIED TO COMMERCIAL & VACANT LAND)



Funding Our City

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 \$724,790 in 2025–26, representing an increase of 2.5% on the rate levied in 2024–25.
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. The Patawalonga Marina Separate Rate for 2025–26 is expected to raise \$88,660.

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 2025–26 the Landscape Levy for properties in the City of Holdfast Bay will increase by \$18,000 to \$1.55 million.

Rebates

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

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

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

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

Minimum rate

We impose a minimum amount payable by way of rates. In 2024–25 this rate was set at \$1,234. The minimum rate for 2025-26 has not been set at this time.

Rate relief

Support is available for people having trouble 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 2024–25, Council determined that residential ratepayers could apply for a reduction in their rates where they could demonstrate an increase in their annual rate bill above 10%. This will continue into 2025–26. Council offers a range of hardship provisions. Visit holdfast.sa.gov.au or contact us on 8229 9999 to find out more.

Financial Targets

1. To achieve an operating ratio of 0–10% 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 2025–26, Council will raise \$48 million in rate revenue (including separate rates but excluding the Landscape Levy), and this will yield an operating surplus ratio of 1.6%. Currently, our operating ratio measure over the five years from 2019–2020 to 2023–2024 is 3.3%. 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 2025–26, 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 2025–26, the

net financial liabilities ratio is forecast to increase from 90% to 111% (excluding Alwyndor). The ratio is expected to decline in subsequent years as our fixed-term debt is reduced.

An additional, and arguably more relevant, indicator of council's ability to manage and service debt is its interest cover ratio which is measured by calculating our net financial interest as a percentage of the overall operating revenue. Council has set a ceiling of 5% for this ratio. A ratio of 5% indicates that, for every \$100 of revenue, \$5 is spent on net interest payments. In 2025–26, our interest cover ratio is forecast to be 4.1% (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 2025–26 this is forecast to be 105%.

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, every quarter 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 project 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**
- **Rate Revenue**
- **Alwyndor**



CITY OF HOLDFAST BAY
BUDGETED FUNDING STATEMENT - MUNICIPAL FUNDS

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
44,604,000	Rates - General	46,812,000
-	Rates - New Development	446,000
707,115	Rates - Jetty Road Glenelg	724,790
86,400	Rates - Patawalonga Marina	88,660
1,535,968	Rates - Regional Landscape Levy	1,553,773
2,979,077	Statutory Charges	3,577,759
3,937,787	User Charges	4,161,636
2,183,563	Operating Grants & Subsidies	2,744,906
72,000	Investment Income	72,000
734,264	Reimbursements	775,484
871,925	Other	1,172,833
146,000	Net Equity Gain - Joint Ventures	181,800
<u>57,858,099</u>	Operating Revenue	<u>62,311,641</u>
21,635,095	Employee Costs	23,048,459
22,506,379	Materials, contracts and other expenses	23,554,422
1,752,948	Finance Charges	2,596,000
11,685,000	Depreciation	12,897,000
(1,074,000)	Less full cost attribution - % admin costs capitalised	(1,122,000)
160,000	New Initiatives - Operating	325,000
<u>56,665,422</u>	Less Operating Expenditure	<u>61,298,881</u>
<u>1,192,677</u>	= Operating Surplus/(Deficit)	<u>1,012,760</u>
11,685,000	Depreciation	12,897,000
145,671	Other non-cash provisions	122,995
<u>11,830,671</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>13,019,995</u>
<u>13,023,348</u>	= Funds Generated from Operating Activities	<u>14,032,755</u>
-	Capital (External Contributions)	10,000,000
26,000	Proceeds from disposal of assets	469,931
<u>26,000</u>	Plus funds sourced from Capital Activities	<u>10,469,931</u>
(8,463,070)	Capital Expenditure-Asset Renewal and Replacement	(12,291,383)
(1,074,000)	Capital Expenditure-Full Cost Attribution	(1,122,000)
(12,412,648)	New Initiatives - Capital (Gross Expenditure)	(31,609,280)
<u>(21,949,718)</u>	Less total capital expenditure	<u>(45,022,663)</u>
21,120	Plus: Repayments of loan principal by sporting groups	20,621
<u>21,120</u>	Plus/(less) funds provided (used) by Investing Activities	<u>20,621</u>
<u>(8,879,250)</u>	= FUNDING SURPLUS/(REQUIREMENT)	<u>(20,499,356)</u>
	Funded by:	
(10,908,611)	Less: Proceeds from new borrowings	(23,301,356)
2,029,361	Plus: Principal repayments of borrowings	2,802,000
<u>(8,879,250)</u>		<u>(20,499,356)</u>

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$	REVENUES	\$
44,604,000	Rates - General	46,812,000
-	Rates - New Development	446,000
707,115	Rates - Jetty Road Glenelg	724,790
86,400	Rates - Patawalonga Marina	88,660
1,535,968	Rates - Regional Landscape Levy	1,553,773
2,979,077	Statutory Charges	3,577,759
3,937,787	User Charges	4,161,636
2,183,563	Operating Grants & Subsidies	2,744,906
72,000	Investment Income	72,000
734,264	Reimbursements	775,484
871,925	Other	1,172,833
146,000	Net Equity Gain - Joint Ventures	181,800
<u>57,858,099</u>	TOTAL REVENUES	<u>62,311,641</u>
	EXPENSES	
21,635,095	Employee Costs	23,048,459
22,506,379	Materials, contracts and other expenses	23,554,422
1,752,948	Finance Charges	2,596,000
11,685,000	Depreciation	12,897,000
(1,074,000)	Less full cost attribution	(1,122,000)
160,000	New Initiatives - Operating	325,000
<u>56,665,422</u>	TOTAL EXPENSES	<u>61,298,881</u>
<u>1,192,677</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>1,012,760</u>
-	Amounts specifically for new or upgraded assets	10,000,000
<u>1,192,677</u>	NET SURPLUS/(DEFICIT)	<u>11,012,760</u>

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
-	Cash and cash equivalents	-
1,872,899	Trade and Other Receivables	2,392,528
<u>1,872,899</u>	TOTAL CURRENT ASSETS	<u>2,392,528</u>
	NON-CURRENT ASSETS	
584,000	Financial Assets	634,272
4,488,000	Equity accounted investments-Council businesses	4,963,800
904,833,406	Land, Infrastructure, Property, Plant & Equipment	993,157,335
<u>909,905,406</u>	TOTAL NON-CURRENT ASSETS	<u>998,755,407</u>
<u>911,778,305</u>	TOTAL ASSETS	<u>1,001,147,935</u>
	CURRENT LIABILITIES	
9,458,854	Trade and Other Payables	6,035,801
2,539,201	Borrowings	3,546,427
3,958,273	Short-term Provisions	4,429,620
<u>15,956,328</u>	TOTAL CURRENT LIABILITIES	<u>14,011,848</u>
	NON-CURRENT LIABILITIES	
37,977,844	Long-term Borrowings	57,811,135
364,727	Long-term Provisions	362,846
<u>38,342,571</u>	TOTAL NON-CURRENT LIABILITIES	<u>58,173,981</u>
<u>54,298,899</u>	TOTAL LIABILITIES	<u>72,185,829</u>
<u>857,479,406</u>	NET ASSETS	<u>928,962,107</u>
	EQUITY	
186,910,000	Accumulated Surplus	201,626,197
670,569,405	Asset Revaluation Reserve	727,335,910
<u>857,479,405</u>	TOTAL EQUITY	<u>928,962,107</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
185,717,323	Balance at beginning of period	190,613,437
1,192,677	Net Surplus/(Deficit)	11,012,760
<u>186,910,000</u>	Balance at end of period	<u>201,626,197</u>
670,569,405	ASSET REVALUATION RESERVE	727,335,910
<u>670,569,405</u>	TOTAL RESERVES CLOSING BALANCE	<u>727,335,910</u>
<u>857,479,405</u>	TOTAL EQUITY	<u>928,962,107</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
57,712,099	Operating Receipts	62,129,841
	<u>Payments</u>	
(42,935,803)	Operating payments to suppliers and employees	(45,501,086)
(1,752,948)	Finance Payments	(2,596,000)
<u>13,023,348</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>14,032,755</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
-	Grants specifically for new or upgraded assets	10,000,000
26,000	Sale of replaced assets	469,931
21,120	Repayments of loans (principal) by community groups	20,621
	<u>Payments</u>	
(9,537,070)	Expenditure on renewal/replacement of assets	(12,852,383)
(12,412,648)	Expenditure on new/upgraded assets	(32,170,280)
<u>(21,902,598)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(34,532,111)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
10,908,611	Proceeds from Borrowings - External	23,301,356
	<u>Payments</u>	
(2,029,361)	Repayments of Borrowings - External	(2,802,000)
<u>8,879,250</u>	NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>20,499,356</u>
-	NET INCREASE (DECREASE) IN CASH HELD	-
-	CASH AND CASH EQUIVALENTS AT BEGINNING OF	-
-	REPORTING PERIOD	-
-	CASH AND CASH EQUIVALENTS AT END OF	-
-	REPORTING PERIOD	-

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2026

1,192,677	SURPLUS FROM INCOME STATEMENT	11,012,760
	NON-CASH ITEMS IN INCOME STATEMENT	
11,685,000	Depreciation	12,897,000
145,671	Movements in provisions	122,995
<u>11,830,671</u>	TOTAL NON-CASH ITEMS	<u>13,019,995</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(21,949,718)	Capital Expenditure	(45,022,663)
(2,029,361)	Loan Repayments - External	(2,802,000)
10,908,611	Proceeds from Borrowings - External	23,301,356
21,120	Repayments of loans (principal) by community groups	20,621
26,000	Proceeds from Disposal of Assets	469,931
<u>(13,023,348)</u>	TOTAL CASH ITEMS	<u>(24,032,755)</u>
-	NET INCREASE/(DECREASE)	-
-	IN CASH AND CASH EQUIVALENTS	-

CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
57,858,099	Operating Revenues	62,311,641
(56,665,422)	less Operating Expenses	(61,298,881)
1,192,677	Operating Surplus/(Deficit) before Capital Amounts	1,012,760
	Less net outlays on Existing Assets	
(9,537,070)	Capital Expenditure on renewal & replacement of existing assets	(12,852,383)
11,685,000	Less Depreciation	12,897,000
26,000	Less Proceeds from Sale of Replaced Assets	469,931
2,173,930		514,548
	Less outlays on New and Upgraded Assets	
(12,412,648)	Capital Expenditure on new & upgraded assets	(32,170,280)
-	Less amounts received for new & upgraded assets	10,000,000
(12,412,648)		(22,170,280)
11,431,395	Net lending/(borrowing) for financial year	(20,642,972)

BUDGETED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$1,192,677		\$1,012,760
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
2.1%		1.6%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$51,842,000		\$69,159,029
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
90%		111%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
2.9%		4.1%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
114%		105%

Statement on Expected Rate Revenue

Expected Rates Revenue				
	2024/25 (as adopted)	2025/26 (estimated)	Change	Comments
General Rates Revenue				
General Rates (existing properties)		\$47,600,054 (a)		2025-26 General Rates have increased by 5.95%. This comprises the General Rate increase of 4.95%, growth of 0.7% (as defined in the Local Government (Financial Management) Regulations 2011) and additional rate revenue from other development activity of 0.3%.
General Rates (new properties)		\$446,000 (b)		
General Rates (GROSS)	\$45,354,852	\$48,046,054 (c)		
Less: Mandatory Rebates	(\$608,761)	(\$638,895) (d)		
General Rates (NET)	\$44,746,091	\$47,407,159 (e)	5.9%	
(e)=(c)+(d)				
Other Rates (inc. service charges)				
Regional Landscape Levy	\$1,535,968	\$1,553,773 (f)		The Regional Landscape Levy is a State tax, it is not retained by council.
JRMC Separate Rate	\$707,115	\$724,790 (g)		A special rate only applied to properties within the Jetty Rd, Glenelg precinct to promote business and trade.
Patawalonga Marina Rate	\$86,400	\$88,660 (h)		A special rate only applied to marina berths for the maintenance of the Patawalonga lock.
	\$47,075,574	\$49,774,382		
Less: Discretionary Rebates	(\$211,239)	(\$222,105) (i)		
Expected Total Rates Revenue	\$45,328,367	\$47,998,504 (j)	5.9%	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
(j)=(e)+(g)+(h)+(i)				
Estimated growth in number of rateable properties				
Number of rateable properties	21,166	21,315 (k)	0.7%	The net increase in rateable properties compared to the previous year is 149. 'Growth' as defined under Regulation 6(2), accounts for 0.7% of the increase in General Rates to be collected.
	<i>Actual</i>	<i>Estimate</i>		
'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.				
Estimated average General Rates per rateable property				
Average per rateable property	\$2,143	\$2,254 (l)	5.2%	The estimated average is based on the total of all rateable properties and is therefore not necessarily indicative of either the rate or change in rates that individual ratepayers will experience.
(l)=(c)/(k)				
Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).				
The total General Rates paid by all rateable properties will equal the amount adopted in the budget.				
Notes				
(d) Councils are required under the Local Government Act to provide a rebate to qualifying properties under a number of categories:				
Health Services - 100 per cent Religious purposes - 100 per cent Royal Zoological Society of SA - 100 per cent				
Community Services - 75 per cent Public Cemeteries - 100 per cent Educational purposes - 75 per cent				
The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).				
(e) Presented as required by the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(1)(ea)				
Please Note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from <u>individual</u> rateable properties (ie. individual rates will not necessarily change by this figure).				
(f) Councils are required under the <i>Landscape South Australia Act 2019</i> to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.				
(i) A council may grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).				
(j) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.				
(k) 'Growth' as defined in the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(2)				

Statement on Expected Rate Revenue

Expected Rates Revenue

	Total expected revenue			No. of rateable properties		Average per rateable property			Cents in the \$	
	2024/25	2025/26	Change	2024/25	2025/26	2024/25	2025/26	Change	2025/26	
<u>Land Use (General Rates - GROSS)</u>										
Residential	\$38,973,064	\$41,450,750	6%	19,317	19,471	\$2,018	\$2,129	(p)	\$111	0.00183036
Commercial - Shop	\$2,164,865	\$2,249,395	4%	605	609	\$3,578	\$3,694	(p)	\$115	0.00306111
Commercial - Office	\$422,663	\$440,785	4%	159	160	\$2,658	\$2,755	(p)	\$97	0.00306111
Commercial - Other	\$2,338,021	\$2,397,672	3%	536	529	\$4,362	\$4,532	(p)	\$170	0.00306111
Industry - Light	\$143,018	\$140,802	-2%	55	55	\$2,600	\$2,560	(p)	-\$40	0.00306111
Industry - Other	\$136,774	\$130,732	-4%	35	35	\$3,908	\$3,735	(p)	-\$173	0.00306111
Vacant Land	\$350,509	\$406,151	16%	140	137	\$2,504	\$2,965	(p)	\$461	0.00306111
Other	\$825,938	\$829,767	0%	319	319	\$2,589	\$2,601	(p)	\$12	0.00183036
Total Land Use	\$45,354,852	\$48,046,054	5.9%	21,166	21,315	\$2,143	\$2,254	(p)	\$111	

Minimum Rate

	No. of properties to which rate will apply		Rate		
	2025/26	% of total rateable properties	2024/25	2025/26	Change
Minimum Rate	5,504	25.8%	\$1,234	\$1,295	(r) \$61

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

Adopted valuation method

Capital Value/Site Value/Annual Value

Council has the option of adopting one of two valuation methodologies to assess the properties in its area for rating purposes:

Capital Value – the value of the land and all improvements on the land; or

Annual Value – a valuation of the rental potential of the property.

Council has decided to continue to use Capital Value as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(r) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.



CITY OF HOLDFAST BAY
BUDGETED FUNDING STATEMENT - ALWYNDOR FUNDS

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
27,968,260	User Charges	30,359,672
19,949,332	Operating Grants & Subsidies	22,912,147
1,122,000	Investment Income	1,437,277
-	Reimbursements	-
116,784	Other	66,680
<u>49,156,376</u>	Operating Revenue	<u>54,775,775</u>
34,924,596	Employee Costs - Salaries & Wages	38,851,912
11,802,775	Materials, contracts and other expenses	13,528,342
104,400	Finance Charges	133,193
1,747,517	Depreciation	1,827,092
<u>48,579,288</u>	Less Operating Expenditure	<u>54,340,539</u>
<u>577,088</u>	= Operating Surplus/(Deficit)	<u>435,236</u>
1,747,517	Depreciation	1,827,092
639,535	Other non-cash provisions	1,101,624
<u>2,387,052</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>2,928,716</u>
<u>2,964,140</u>	= Funds Generated from Operating Activities	<u>3,363,952</u>
(1,733,000)	Capital Expenditure-Asset Renewal and Replacement	(1,630,596)
<u>(1,733,000)</u>	Less total capital expenditure	<u>(1,630,596)</u>
<u>1,231,140</u>	= FUNDING SURPLUS	<u>1,733,356</u>
Funded by:		
1,231,140	Increase/(Decrease) in cash and cash equivalents	1,733,356
<u>1,231,140</u>		<u>1,733,356</u>

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
27,968,260	REVENUES User Charges	30,359,672
19,949,332	Operating Grants & Subsidies	22,912,147
1,122,000	Investment Income	1,437,277
-	Reimbursements	-
116,784	Other	66,680
<u>49,156,376</u>	TOTAL REVENUES	<u>54,775,775</u>
34,924,596	EXPENSES Employee Costs	38,851,912
11,802,775	Materials, contracts and other expenses	13,528,342
104,400	Finance Charges	133,193
1,747,517	Depreciation	1,827,092
<u>48,579,288</u>	TOTAL EXPENSES	<u>54,340,539</u>
<u>577,088</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>435,236</u>
<u>577,088</u>	NET SURPLUS/(DEFICIT)	<u>435,236</u>

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
4,396,635	Cash and cash equivalents	5,542,445
4,440,985	Trade and Other Receivables	3,118,623
<u>8,837,620</u>	TOTAL CURRENT ASSETS	<u>8,661,068</u>
	NON-CURRENT ASSETS	
13,593,509	Financial Assets	20,167,764
42,777,316	Land, Infrastructure, Property, Plant & Equipment	39,647,321
<u>56,370,825</u>	TOTAL NON-CURRENT ASSETS	<u>59,815,085</u>
<u>65,208,445</u>	TOTAL ASSETS	<u>68,476,153</u>
	CURRENT LIABILITIES	
35,800,948	Trade and Other Payables	38,651,094
3,730,000	Short-term Provisions	4,358,873
<u>39,530,948</u>	TOTAL CURRENT LIABILITIES	<u>43,009,967</u>
	NON-CURRENT LIABILITIES	
700,594	Long-term Provisions	717,922
<u>700,594</u>	TOTAL NON-CURRENT LIABILITIES	<u>717,922</u>
<u>40,231,542</u>	TOTAL LIABILITIES	<u>43,727,889</u>
<u>24,976,903</u>	NET ASSETS	<u>24,748,264</u>
	EQUITY	
6,139,260	Accumulated Surplus	5,910,621
12,423,289	Asset Revaluation Reserve	12,423,289
6,414,354	Other Reserves	6,414,354
<u>24,976,903</u>	TOTAL EQUITY	<u>24,748,264</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
5,562,172	Balance at beginning of period	5,475,385
577,088	Net Surplus/(Deficit)	435,236
<u>6,139,260</u>	Balance at end of period	<u>5,910,621</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>24,976,903</u>	TOTAL EQUITY	<u>24,748,264</u>



CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
48,135,492	Operating Receipts	53,658,755
-	<u>Payments</u>	-
(45,040,196)	Operating payments to suppliers and employees	(51,278,630)
(131,156)	Finance Payments	(73,431)
<u>2,964,140</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>2,306,694</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
-	Net Purchase of Investment Securities	-
	<u>Payments</u>	
(1,220,378)	Expenditure on renewal/replacement of assets	(1,247,856)
(512,622)	Expenditure on new/upgraded assets	(382,740)
<u>(1,733,000)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(1,630,596)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
-	Proceeds from Aged Care Facility Deposits	-
-	NET CASH PROVIDED BY FINANCING ACTIVITIES	-
1,231,140	NET INCREASE (DECREASE) IN CASH HELD	676,098
3,165,495	CASH AND CASH EQUIVALENTS AT BEGINNING OF	
	REPORTING PERIOD	4,866,347
<u>4,396,635</u>	CASH AND CASH EQUIVALENTS AT END OF	
	REPORTING PERIOD	<u>5,542,445</u>

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2026

577,088	SURPLUS/(DEFICIT) FROM INCOME STATEMENT	435,236
	NON-CASH ITEMS IN INCOME STATEMENT	
1,747,517	Depreciation	1,827,092
639,535	Increase (decrease) in provisions - nett	1,101,624
<u>2,387,052</u>	TOTAL NON-CASH ITEMS	<u>2,928,716</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(1,733,000)	Capital Expenditure	(1,630,596)
-	- Loan Repayments - External	-
-	- Proceeds from Aged Care Facility Deposits	-
-	- Net Purchase of Investment Securities	-
<u>(1,733,000)</u>	TOTAL CASH ITEMS	<u>(1,630,596)</u>
	NET INCREASE/(DECREASE)	
<u>1,231,140</u>	IN CASH AND CASH EQUIVALENTS	<u>1,733,356</u>

CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
49,156,376	Operating Revenues	54,775,775
(48,579,288)	less Operating Expenses	(54,340,539)
577,088	Operating Surplus/(Deficit) before Capital Amounts	435,236
Less net outlays on Existing Assets		
1,220,378	Capital Expenditure on renewal & replacement of existing assets	1,247,856
(1,747,517)	Less Depreciation	(1,827,092)
(527,139)		(579,236)
Less outlays on New and Upgraded Assets		
512,622	Capital Expenditure on new & upgraded assets	382,740
591,605	Net lending/(borrowing) for financial year	631,732

BUDGETED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS		
\$577,088		\$435,236
OPERATING SURPLUS RATIO		
	(Operating surplus/(deficit) before capital amounts as % of general revenue)	
1.2%		0.8%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)		
\$17,800,413		\$14,899,057
NET FINANCIAL LIABILITIES RATIO		
	(Total liabilities less financial assets as % of total operating revenue)	
36%		27%
INTEREST COVER RATIO		
	(Net interest expense as % of total operating revenue less investment income)	
0.2%		0.2%
ASSET SUSTAINABILITY RATIO		
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
70%		68%

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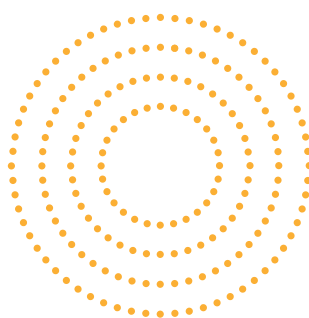
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Brighton, SA 5048

Post
PO Box 19
Brighton, SA 5048

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mail@holdfast.sa.gov.au

holdfast.sa.gov.au

Attachment 2

Long Term Financial Plan

2025–26 to
2034–35



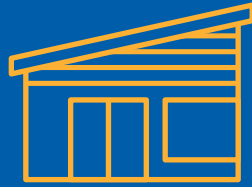
A Day in the Life

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

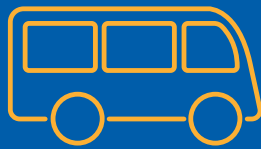
Nearly
1,508
items are
borrowed from
our libraries at
Glenelg and Brighton



More than
322
people attend our
four Community
Centres



511
people visit the
libraries



30 trips on the
Community Wellbeing bus

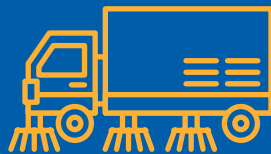


60
separate
cleaning services
are conducted at
council buildings



Each of our
31 public toilet
facilities are
cleaned – with
some cleaned 5
times per day

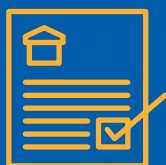
Our two Jetty
Roads at Glenelg
and Brighton are
serviced by street
sweepers



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

Contents

The Long Term Financial Plan and its purpose	4
CEO Statement on Financial Sustainability	6
Financial Principles	8
Assumptions	14
Long-Term Financial Position	18
Key Financial Indicators	24
Financial Statements	29



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 2025–26 to 2034–35. 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.

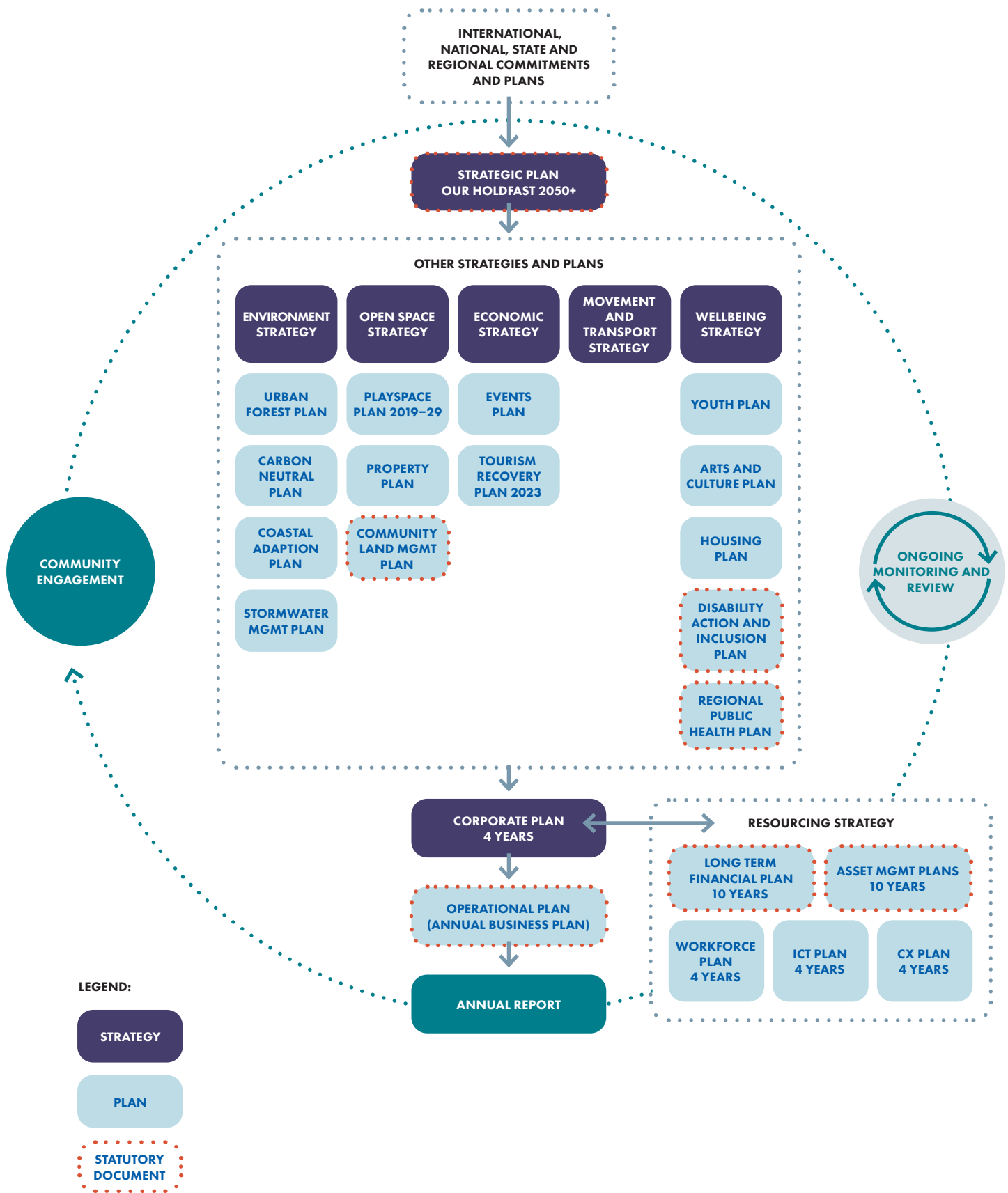
We look forward to delivering on this plan for our community.

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 2024 at \$889 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 2025–26 to 2034–35*, 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 operations while keeping rate increases in line with Adelaide CPI.

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

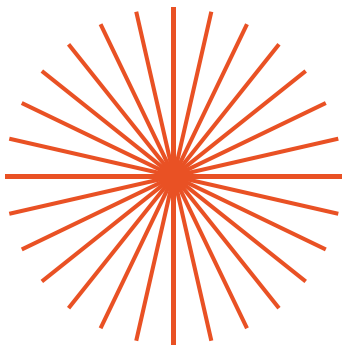
Over the last year we have heard that some community members do not support the funding model to deliver the Transforming Jetty Road Glenelg project and are uncomfortable with the level of debt. The Long Term Financial Plan demonstrates the plan for how the debt will be paid down over the next 10-year period.

We would also like to acknowledge that we will improve our transparency to the community on Council expenditure and provide additional opportunities for everyone in our community to engage and identify what services and projects are most important to them.

A measure of the sustainability of our debt level is the Net Financial Liabilities Ratio. This indicator measures the significance of what is owed compared to the annual revenue generated. This proposed plan shows the Net Financial Liabilities Ratio peaks in 2025–26 at 111%, reducing to 50% by 2034–35.

The initial increase is due to investing in key new infrastructure, but with an average ratio of 84% over the life of the plan, this is within the Local Government Association's recommended range of 0% to 100%.

Given the high level of planned borrowings, it is crucial that, alongside the existing debt reduction plan, debt levels are closely monitored. To support this, Council now includes debt reporting as part



of its monthly, publicly available finance reports. Additionally, this plan provides detail on how total borrowings will reduce over the next 10 years (page 21).

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
- › Unplanned expenditure arising from unforeseen events or reactive maintenance needed to preserve Council assets.

Due to these risks, 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. Additionally, this plan now includes a dedicated section outlining Council's ongoing funding plan for existing and new expenditure (page 12).

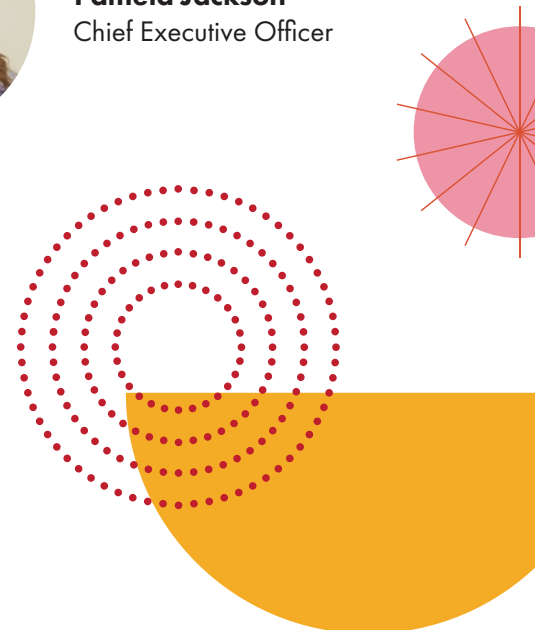
Over the life of this plan, it is projected that we will not only maintain a strong financial position but will meet all our financial targets.

In addition to Council's internal mechanisms for monitoring ongoing financial sustainability, several external bodies also review our financial position. These include an Audit & Risk Committee with independent members, the external auditing firm Dean Newbery, and Galpins, which conducts audits of our internal controls.

Further to this, the Essential Services Commission of South Australia (ESCOSA) now plays a key role in providing independent, risk-based advice to all councils on a four-year cycle. This mandated scheme is designed to support councils in making informed long-term financial and investment decisions that benefit ratepayers. We look forward to ESCOSA's upcoming review of the City of Holdfast Bay in 2025–26 and will report on their findings and recommendations once the review is complete.



Pamela Jackson
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

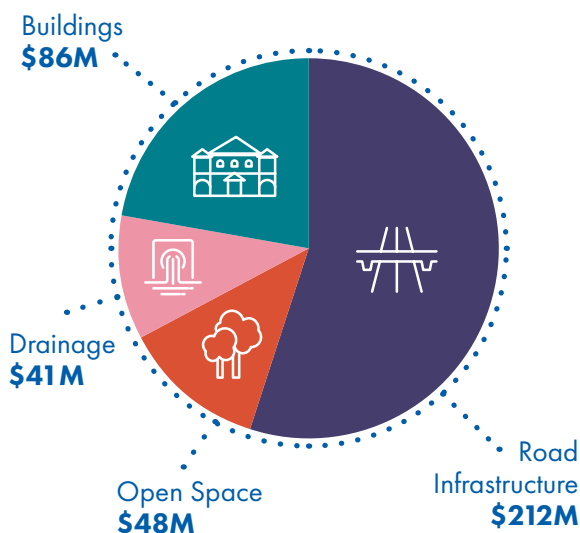
As specified in its Annual Business Plan, Council aims to minimise rate increase spikes to provide a degree of predictability for ratepayers.



Annual Business Plan Commitment:
“We aim to provide our community with a reasonable degree of predictability for rates. 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.



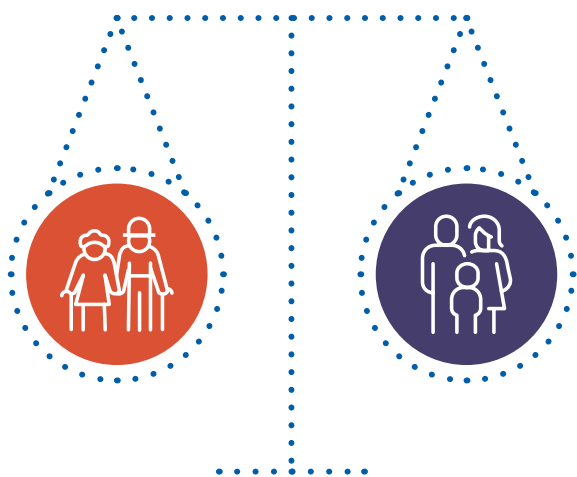
Asset Management Plans:
“The objective of asset management is to ensure the City of Holdfast Bay’s assets are managed in the most cost-effective and sustainable way, so we can continue to deliver valuable services for our community now and into the future”

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.



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.





Council debt can:

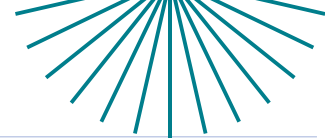
- › **be crucial to the timely delivery of key community infrastructure projects**
- › **enable Council to deliver infrastructure earlier than otherwise would have been possible**
- › **spread the costs among future generations who will enjoy the benefit of the investments**
- › **avoid asking today's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

Debt should only be used when there is a clear and viable plan for repayment. However, even when the repayment of planned borrowings is secured, it remains crucial to closely monitor that debt. Effective debt management is a cornerstone of future financial sustainability and a key element of the Long-Term Financial Plan. Therefore, the Council is committed to a debt management strategy that aims to cap current debt levels, which are projected to peak at \$61.4 million in 2025-26, before gradually reducing over the following decade.

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
 Rates	Increase amount of rates revenue raised	<ul style="list-style-type: none"> › Community expectation on acceptable rate increases
 Grants	Secure additional grant funding	<ul style="list-style-type: none"> › Council commit to co-funding projects they would not have otherwise undertaken › Additional ongoing costs that are not covered by funding
 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



Financial Principles

Funding Plan

Council is committed to ensuring financial sustainability and intergenerational equity in funding its services and infrastructure. To maintain financial sustainability, it is crucial that ongoing income covers the cost of services and commitments.

The financial principles outlined previously emphasise that to achieve one objective often requires making trade-offs, where achieving one goal may require making compromises in other areas. So, to ensure the Council is well-positioned to meet future demands, it is prudent to establish clear and sustainable funding strategies for all types of expenditure.

In this regard, the Council commits to funding its expenditures through the following approaches:

Recurrent Operating Services

Recurrent operating services are funded solely through recurrent operating income, ensuring that borrowing does not create future liabilities without delivering corresponding benefits to ratepayers. The Council funds these services primarily through rates and is responsible for managing expenditures and keeping any increases in service costs at or below CPI. Any new services or increases in service levels are decisions made by the Council in response to community needs or feedback, and these are costed and funded through recurrent revenue at the time of implementation.

Operating Projects

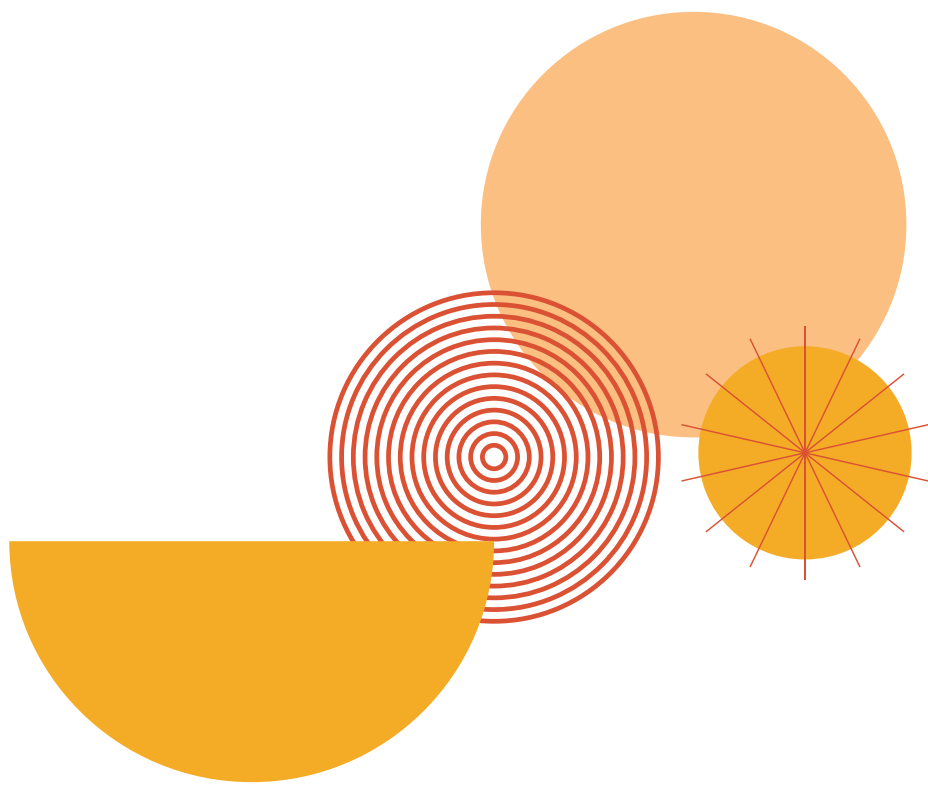
One-off or short-term operating projects are funded through operating income sources. Borrowing is typically not used for these projects to avoid placing a financial burden on future generations without providing them direct benefits from the projects delivered.

Capital Expenditure – New

New infrastructure and upgrades to existing infrastructure are initially funded through borrowings for the capital investment costs, while ongoing operating income sources cover recurrent service costs such as maintenance, operations, interest, and depreciation. Alternatively, proceeds from the sale of surplus assets may be used to fund initial capital investment. For each new or upgraded infrastructure project, a recurrent operating income source is required to cover ongoing operational costs throughout the asset's lifespan. This approach ensures intergenerational equity, avoiding the burden of funding future-benefitting projects on today's ratepayers.

Capital Expenditure – Renewal

The funding of infrastructure and asset renewal requirements is managed through recurrent operating income sources, ensuring that services provided by assets are maintained over time and intergenerational equity is upheld. As capital needs can fluctuate year to year, temporary borrowings may be used and repaid to manage these fluctuations in cash flow.



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.

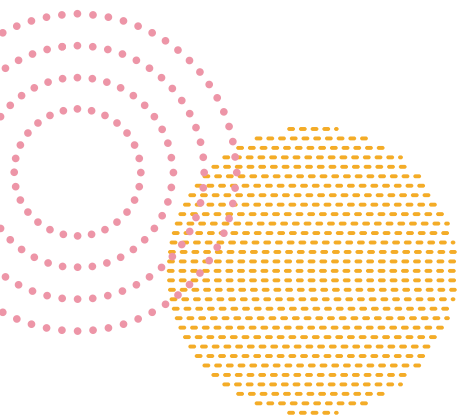
Key Assumptions

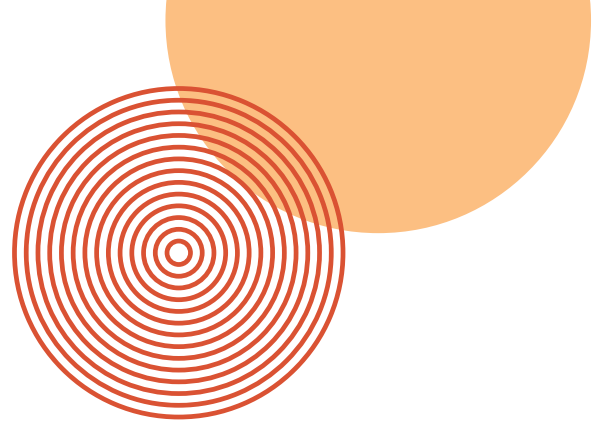
Inflation: To estimate the future rate at which prices for goods and services will rise, various economic forecasts have been sourced:

- › The December 2024 Consumer Price Index (CPI) for Adelaide formed the basis of the 2025–26 forecast as this index specifically measures price changes within South Australia where most of Council's expenditure occurs.
- › From 2026–27 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 mostly an historical measure with long-term forecast data not 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 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 5.70% and reducing to an average of 5.35% 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 through 2025.

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 2025 to 2035.

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 average annual allowance of 3.4% 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 \$500,000 for new operational projects and \$500,000 for new capital projects has been provided for. Operational projects have been increased annually in line with forecast inflation.

Transformation of Jetty Road project:

The 2025–26 Draft Annual Business Plan provides detail on the multi-year, \$40 million Transforming Jetty Road project, construction of which has already begun. Council has secured \$10 million of funding from the Australian Government, however, the remaining \$30 million is funded through borrowings. The associated costs have been included within the plan with an allowance to fund this made 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.

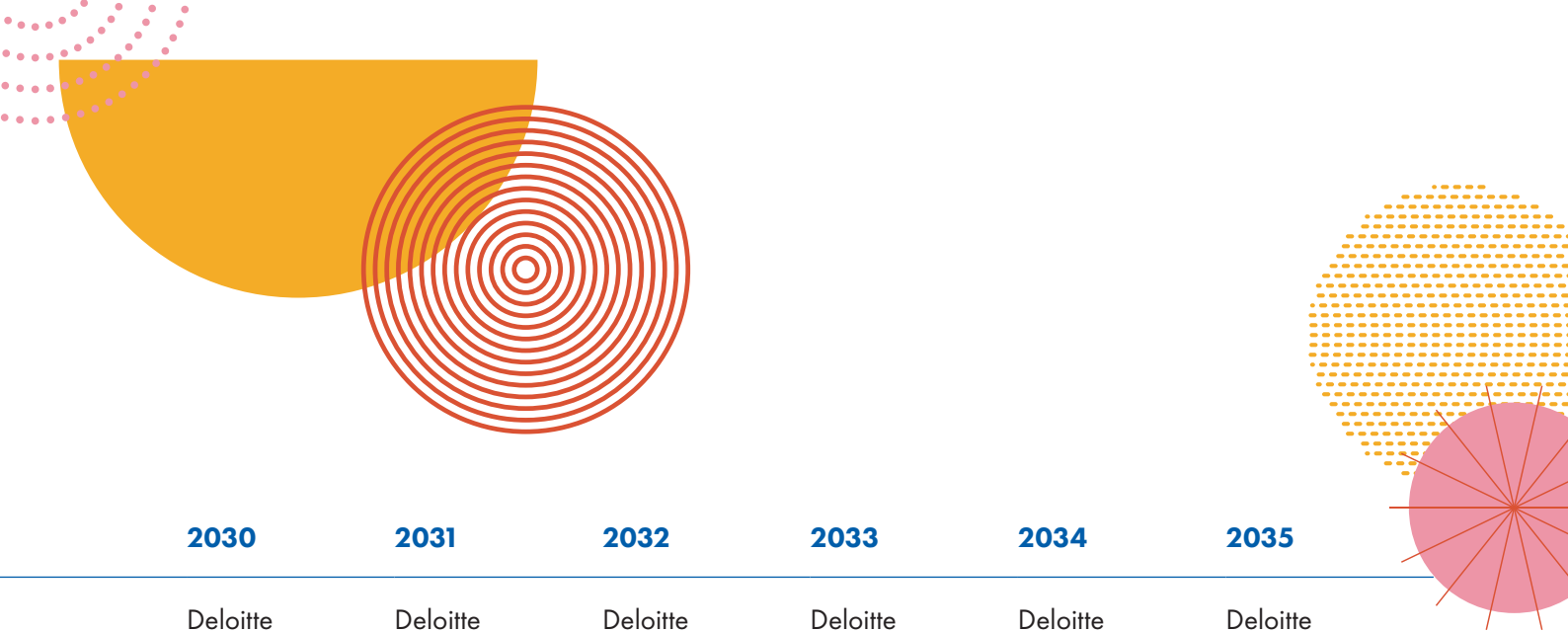
Assumptions

Key Economic Drivers

	Driver	2026	2027	2028	2029
Rate revenue – existing properties	Inflation	CPI 2.5%	Deloitte 3.1%	Deloitte 2.5%	Deloitte 2.5%
Rate Revenue – Transformation of Jetty Rd funding	Cost of borrowing	2.3%	2.3%	-	-
Rate Revenue – delivery of new capital projects	Cost of borrowing	0.15%	-	-	-
Rate revenue – new development	Historic growth data	VG 1.0%	VG 0.8%	VG 0.8%	VG 0.8%
Other revenue	Inflation	CPI 2.5%	Deloitte 3.1%	Deloitte 2.5%	Deloitte 2.5%
Employee costs	EA / Inflation	EA 4.5%	Deloitte 3.1%	Deloitte 2.5%	Deloitte 2.5%
Depreciation	Prior revaluations	Actual 10.4%	Average 3.4%	Average 3.4%	Average 3.4%
Loan Interest Rate (15 year – fixed rate)	Fixed Rate – Interest Only	LGFA 5.7%	LGFA 4.7%	LGFA 4.8%	LGFA 4.9%
Other expenditure	Inflation	CPI 2.5%	Deloitte 3.1%	Deloitte 2.5%	Deloitte 2.5%

GLOSSARY

CPI:	Consumer Price Index Adelaide (December 2024)
Deloitte:	Deloitte Access Economics (forecast)
EA:	Enterprise Agreement
LGFA:	Local Government Finance Authority
VG:	Office of the Valuer General (SA)



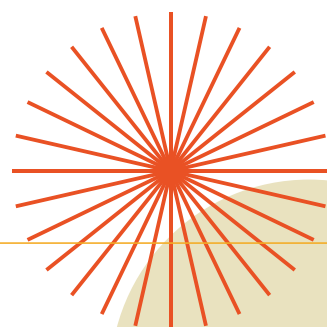
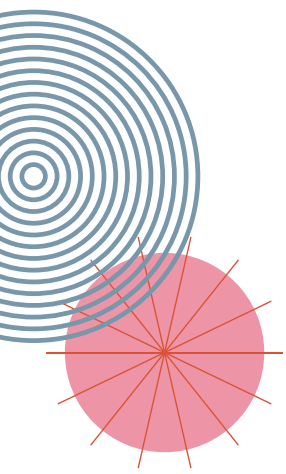
2030	2031	2032	2033	2034	2035
Deloitte 2.4%	Deloitte 2.3%	Deloitte 2.3%	Deloitte 2.4%	Deloitte 2.5%	Deloitte 2.5%
-	-	-	-	-	-
-	-	-	-	-	-
VG 0.8%	VG 0.8%	VG 0.8%	VG 0.8%	VG 0.8%	VG 0.8%
Deloitte 2.4%	Deloitte 2.3%	Deloitte 2.3%	Deloitte 2.4%	Deloitte 2.5%	Deloitte 2.5%
Deloitte 2.4%	Deloitte 2.3%	Deloitte 2.3%	Deloitte 2.4%	Deloitte 2.5%	Deloitte 2.5%
Average 3.4%	Average 3.4%	Average 3.4%	Average 3.4%	Average 3.4%	Average 3.4%
LGFA 5.3%	LGFA 5.7%	LGFA 5.7%	LGFA 5.7%	LGFA 5.7%	LGFA 5.7%
Deloitte 2.4%	Deloitte 2.3%	Deloitte 2.3%	Deloitte 2.4%	Deloitte 2.5%	Deloitte 2.5%

Long-Term Financial Position

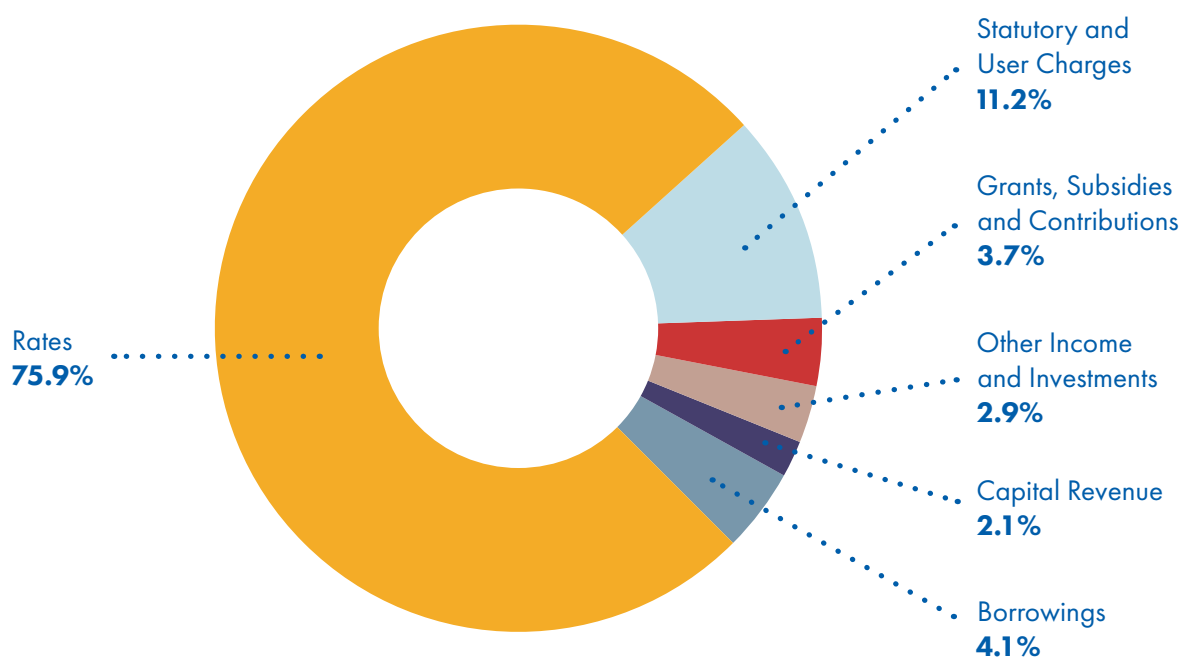
The current 10-year projection indicates a degree of financial capacity to respond to unexpected events, and undertake major new initiatives, without adversely affecting the continued provision of services to the community. The plan has been set against economic uncertainty but will be reviewed every 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.

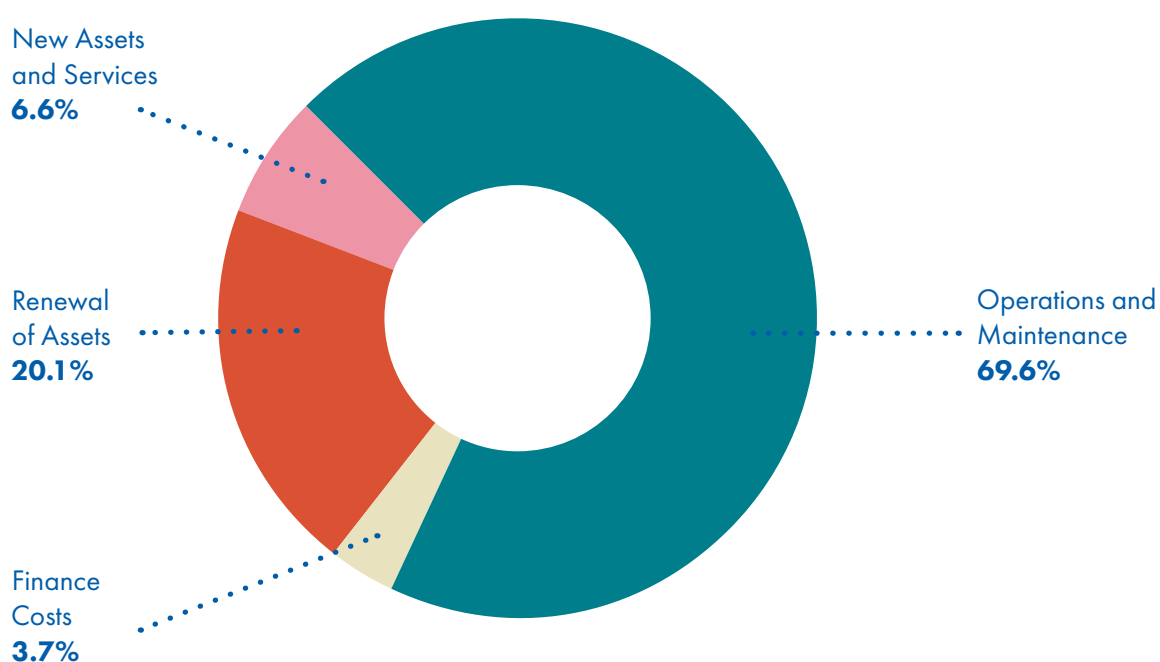
Consideration has also been given to the economic drivers that will influence the future cost of providing the infrastructure, facilities and services for the period 2025–26 to 2034–35. The values disclosed in this plan represent estimated future prices and costs.



**OVER THE 10-YEAR PLAN, TOTAL REVENUE
OF \$777 MILLION WILL BE SOURCED FROM:**



**OVER THE 10-YEAR PLAN, TOTAL EXPENDITURE
OF \$735 MILLION WILL FUND:**



Long-Term Financial Position

Operational Result

Operating surpluses are forecast in every year, ranging from \$350,000 to \$5 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 (81%) 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 \$196 million over the 10-year period, split between asset renewal of \$148 million and new capital projects of \$43 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 multi-million project which commenced in 2024–25 will transform Jetty Road, Glenelg. 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.

In 2025–26, work will be finalised on the City Zone, and new works will commence in the Transition and Coastal zones. The timing of the project has been brought forward to align with the temporary closure of tram services by the Department of Infrastructure and Transport thereby minimising disruption in the precinct. The project will be funded with \$10 million secured from the Australian Government and \$30 million from Council over three years. Council is still seeking State Government funding.

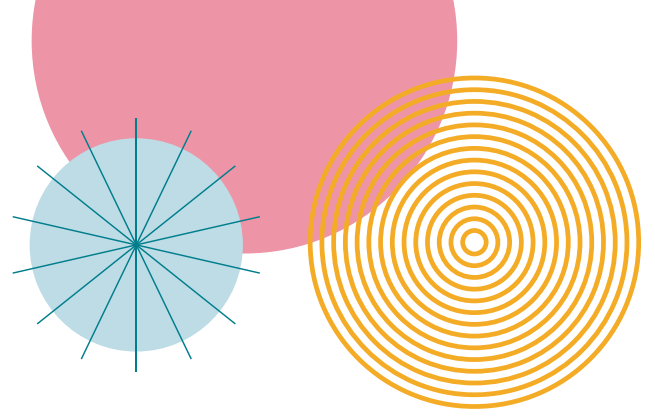
Stormwater Upgrades

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*.

New Capital Projects

Other new capital works have been kept to a minimum, with resources focussed on Council's asset renewal program (\$148 million), the transformation of Jetty Road (\$30 million), and stormwater upgrades (\$2 million).

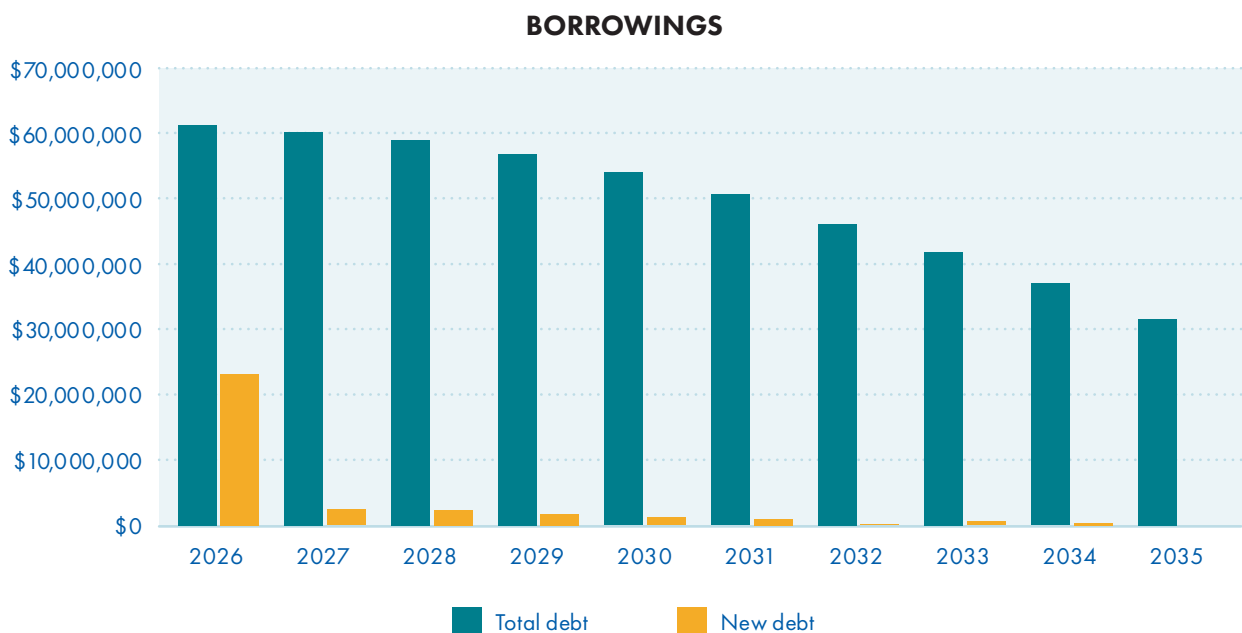
Six new capital projects have been proposed for inclusion in the 2025–26 budget. These projects will be open for community consultation and feedback as part of the Council's Draft Annual Business Plan. The Draft Long-Term Financial Plan includes the financial costs for each project, but these figures may be adjusted following the consultation process and once Council determines which projects to prioritise.



New Borrowings

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.

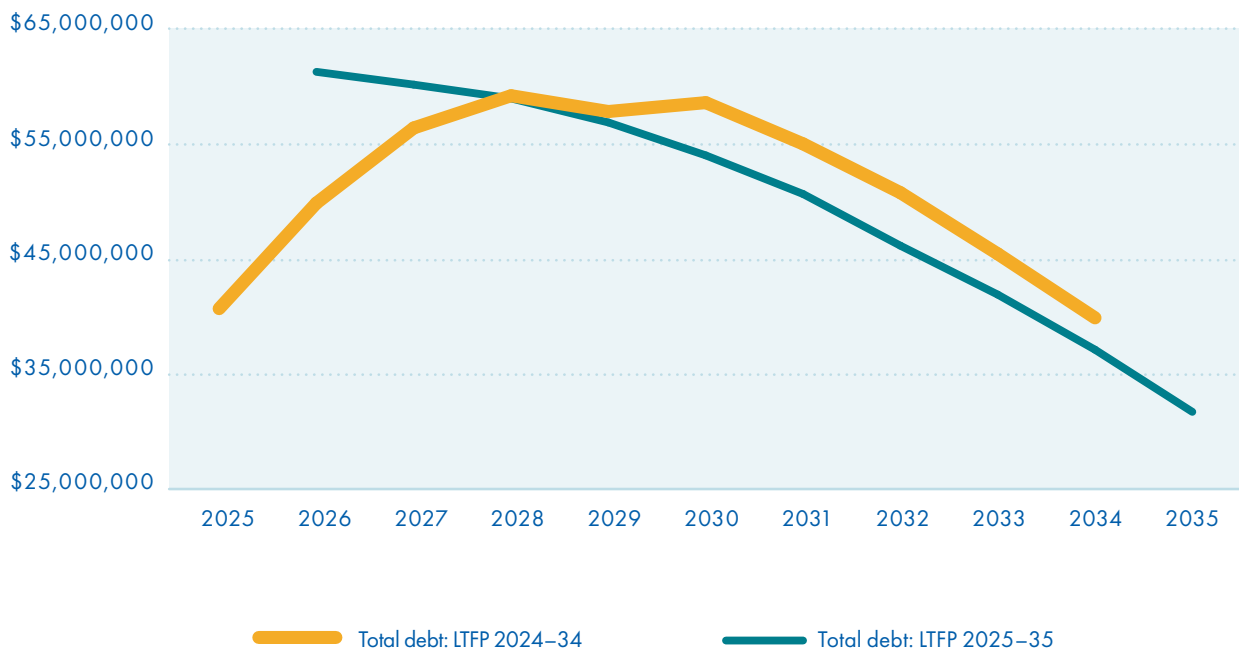
It is anticipated that new borrowings totalling \$32 million will be required to fund much of the \$43 million new and upgraded construction program. However, over the life of the plan, debt remains contained and within Council's set limits.

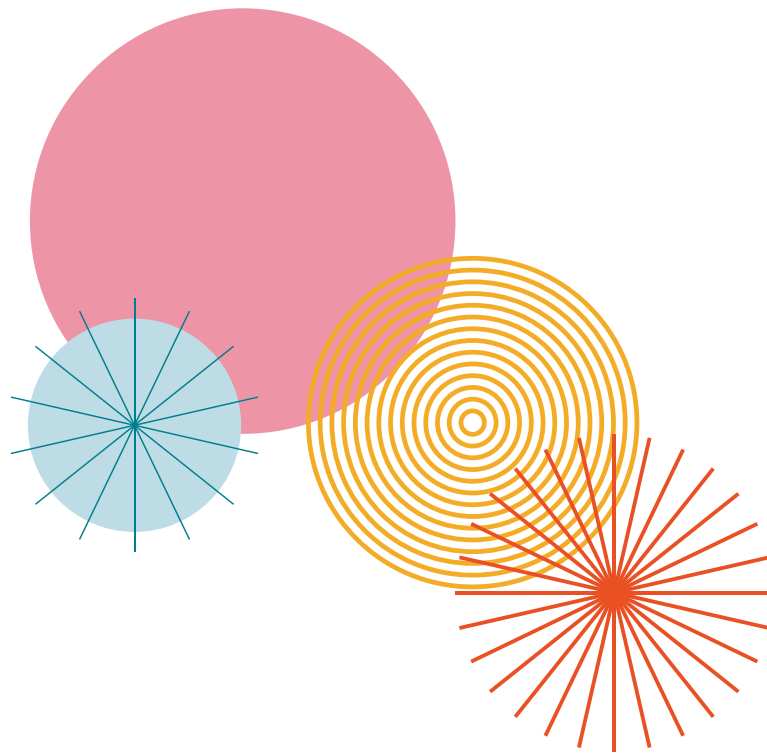


Long-Term Financial Position

The timing of when new debt will be incurred has shifted from last year's Long Term Financial Plan (2024–2034) due to the accelerated completion of the Transformation of Jetty Road project. However, across the duration of both plans no additional debt will be incurred. The following graph illustrates that total debt will now peak earlier and be repaid more quickly.

COMPARISON OF BORROWINGS BETWEEN LONG TERM FINANCIAL PLANS

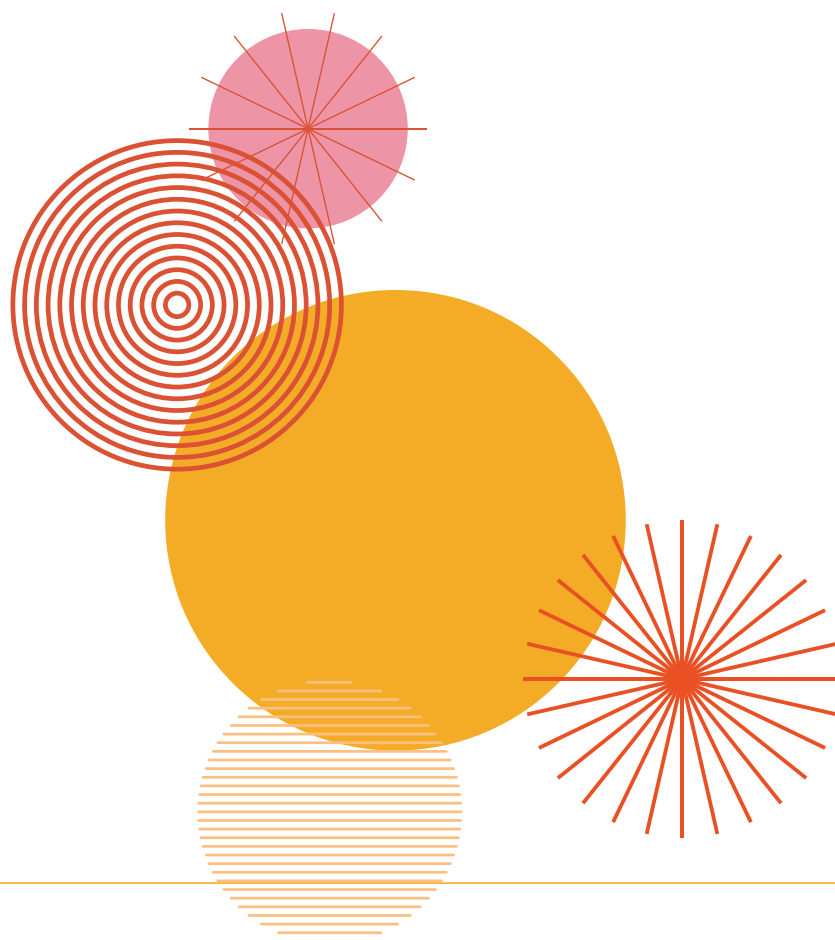




Key Financial Indicators

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.

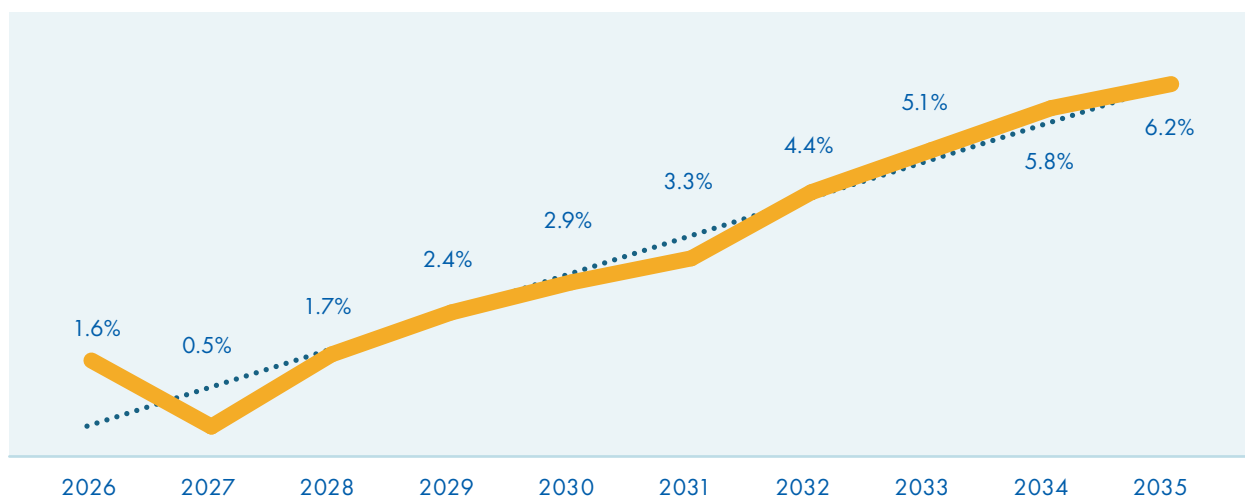
Council target

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 represents what is owed to others less money held, invested or owed to Council, expressed as a percentage of total revenue. Liabilities include borrowings, employee leave entitlements and other amounts payable.

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

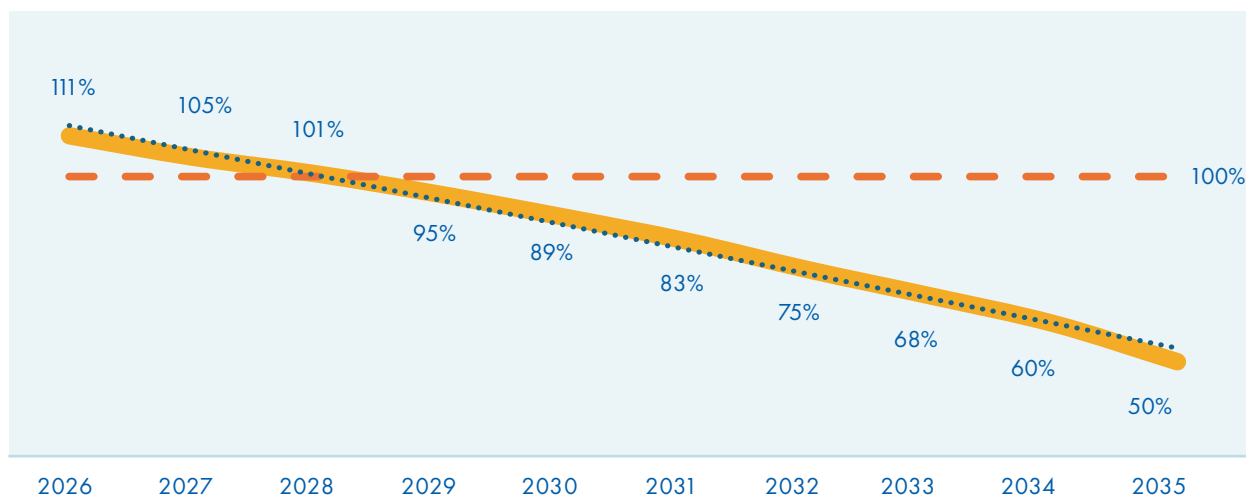
No greater than 100%.

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 84%. However, it is forecast to exceed its target of 100% from 2026 to 2028 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.

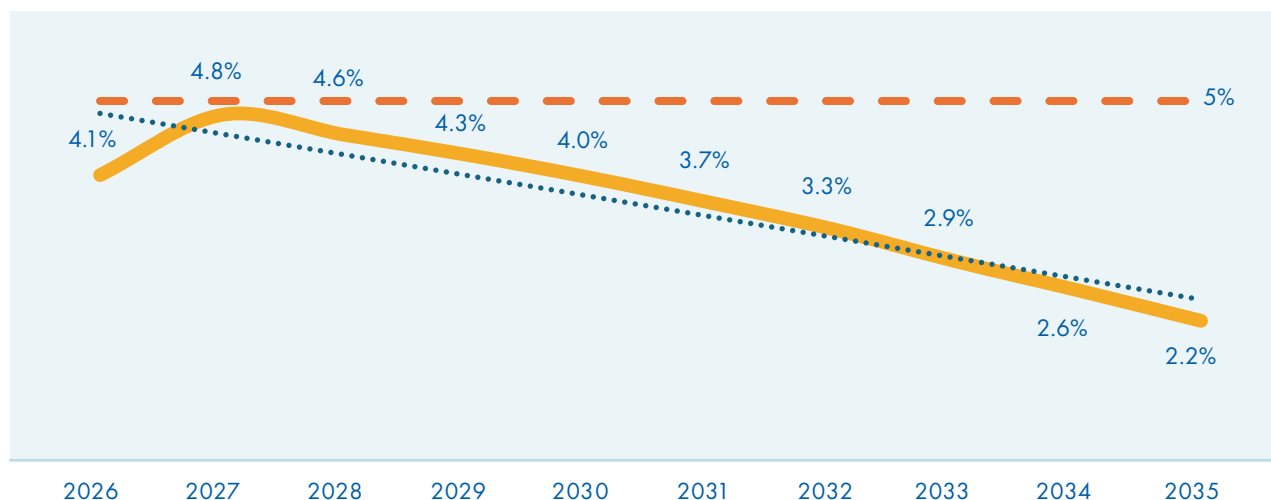
Council target

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 significantly 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

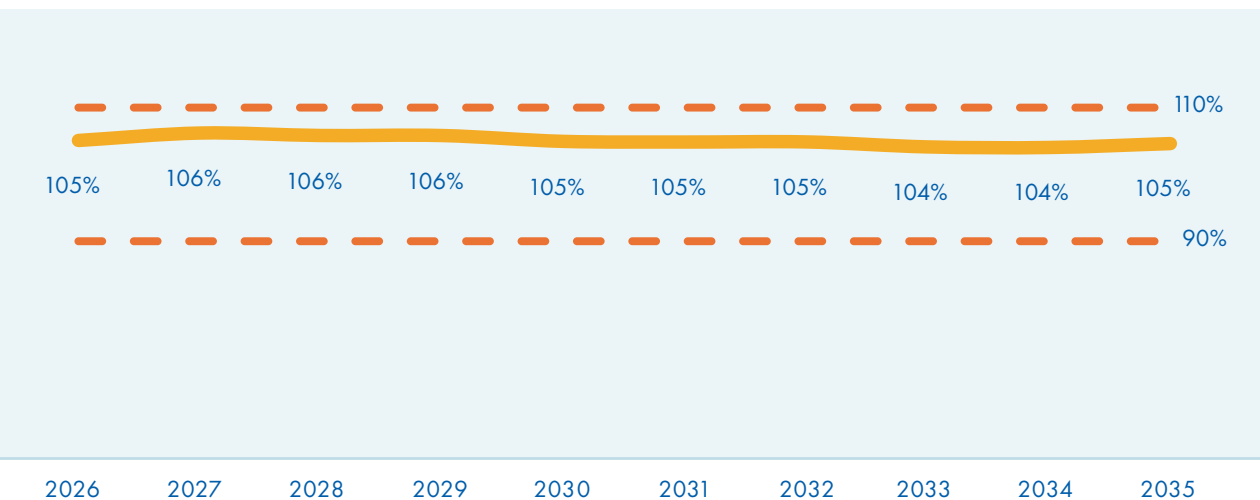
Between 90% and 110%.

Current projection

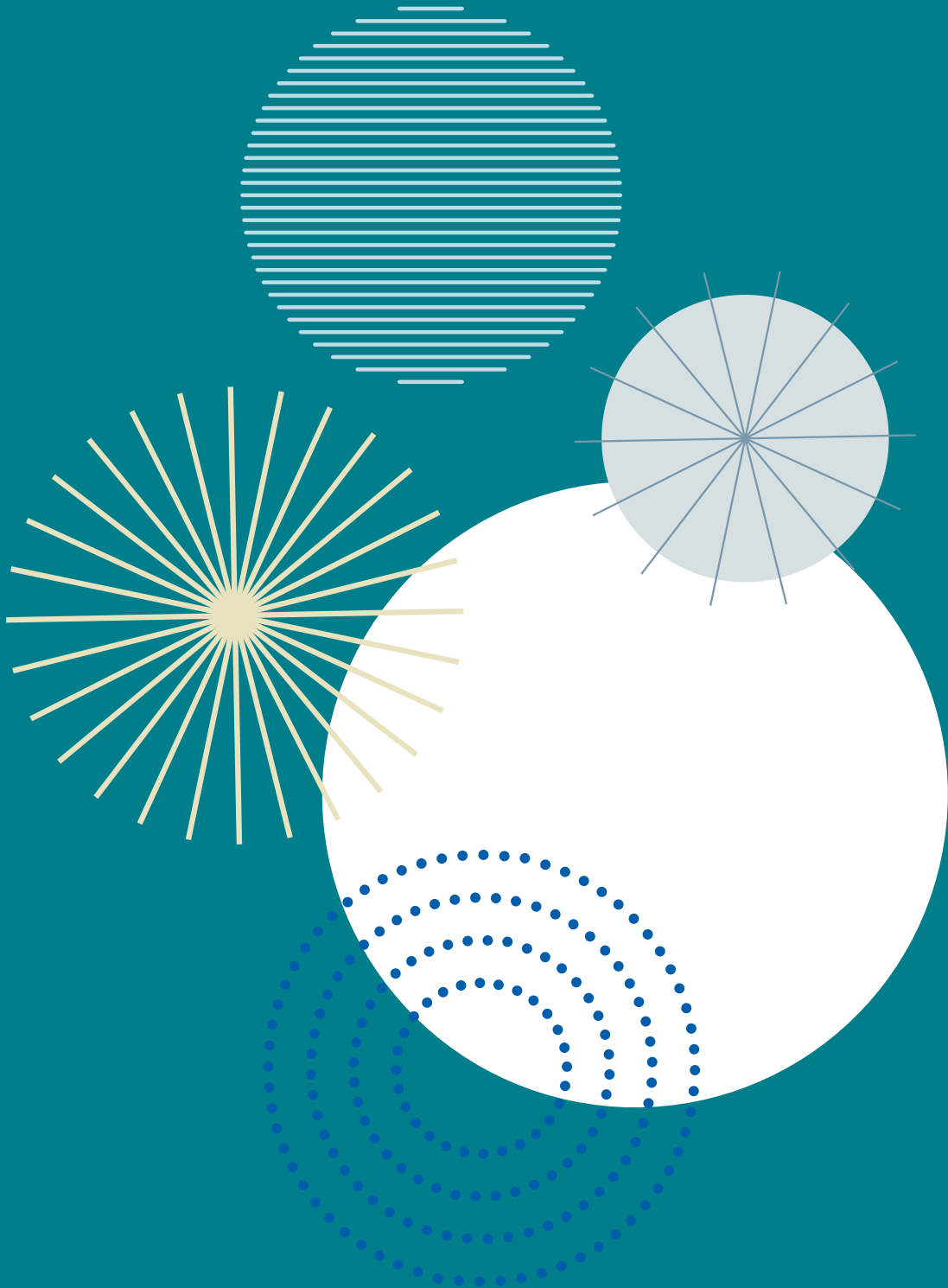
Forecast capital renewal expenditure has been taken directly from Council’s Asset Management Plans (2025–35) thus ensuring sufficient funding for a 100% renewal ratio in all years. This illustrates Council’s intention to replace assets at the optimum time, ensuring that sustainability is maintained.

Grant funding from the Federal Roads to Recovery Program for local road maintenance has also been incorporated into the Long Term Financial Plan. This is in addition to Council’s own scheduled works as required by the terms of the grant. As a result, the Asset Renewal Funding Ratio averages 105%.

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 2035
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND

	Audited 2023/24	Current Year 2024/25	2025/26
	\$	\$	\$
Income			
Rates	43,546,000	46,933,483	49,625,223
Statutory Charges	3,781,000	3,644,341	3,577,759
User Charges	4,183,000	3,934,047	4,161,636
Grants, Subsidies and Contributions - operating	2,074,000	2,542,546	2,744,906
Investment Income	86,000	72,000	72,000
Reimbursements	780,000	787,315	775,484
Other Income	1,287,000	921,516	1,172,833
Net gain - equity accounted Council businesses	385,000	146,000	181,800
Total Income	56,122,000	58,981,248	62,311,641
Expenses			
Employee Costs	20,347,000	20,936,820	21,926,459
Materials, Contracts & Other Expenses	22,884,000	23,596,003	23,879,422
Depreciation, Amortisation & Impairment	11,330,000	11,685,000	12,897,000
Finance Costs	621,000	1,752,948	2,596,000
Net loss - Equity Accounted Council Businesses	-	-	-
Total Expenses	55,182,000	57,970,771	61,298,881
Operating Surplus / (Deficit)	940,000	1,010,477	1,012,760
Asset Disposal & Fair Value Adjustments	(1,375,000)	-	-
Amounts Received Specifically for New or Upgraded Assets	2,001,000	4,532,960	10,000,000
Net Surplus / (Deficit)	1,566,000	5,543,437	11,012,760
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	27,135,000	39,036,910	-
Total Other Comprehensive Income	27,135,000	39,036,910	-
Total Comprehensive Income	28,701,000	44,580,347	11,012,760

Projected Years								
2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
\$	\$	\$	\$	\$	\$	\$	\$	\$
52,654,738	54,400,528	56,204,305	58,011,795	59,819,511	61,683,671	63,667,722	65,779,377	67,961,190
3,688,670	3,780,887	3,875,409	3,968,419	4,059,693	4,153,066	4,252,740	4,359,059	4,468,035
4,290,647	4,397,913	4,507,861	4,616,050	4,722,219	4,830,830	4,946,770	5,070,439	5,197,200
2,736,750	2,824,744	2,876,720	2,838,378	2,888,568	2,939,911	2,994,720	3,053,183	3,113,107
74,880	77,052	79,287	81,586	83,952	86,387	88,892	91,470	94,123
799,524	819,512	840,000	860,160	879,944	900,183	921,787	944,832	968,453
1,209,191	1,239,421	1,270,407	1,300,897	1,330,818	1,361,427	1,394,101	1,428,954	1,464,678
149,000	152,000	155,000	158,000	161,000	164,000	164,000	164,000	164,000
65,603,400	67,692,057	69,808,989	71,835,285	73,945,705	76,119,475	78,430,732	80,891,314	83,430,786
22,606,180	23,171,333	23,750,618	24,320,634	24,880,008	25,452,249	26,063,104	26,714,681	27,382,548
25,325,985	25,716,535	26,361,948	27,037,134	27,885,569	28,258,342	28,939,043	29,705,018	30,699,146
14,088,465	14,518,249	14,963,680	15,435,962	15,936,637	16,466,994	17,028,452	17,622,663	18,252,156
3,231,683	3,160,180	3,080,064	2,960,540	2,806,969	2,629,961	2,389,299	2,162,450	1,905,440
-	-	-	-	-	-	-	-	-
65,252,313	66,566,297	68,156,310	69,754,270	71,509,183	72,807,546	74,419,899	76,204,813	78,239,290
351,087	1,125,760	1,652,679	2,081,015	2,436,522	3,311,929	4,010,833	4,686,501	5,191,496
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
351,087	1,125,760	1,652,679	2,081,015	2,436,522	3,311,929	4,010,833	4,686,501	5,191,496
15,345,468	16,061,752	16,781,896	17,529,103	18,291,986	19,077,975	19,885,484	20,740,306	21,620,824
15,345,468	16,061,752	16,781,896	17,529,103	18,291,986	19,077,975	19,885,484	20,740,306	21,620,824
15,696,555	17,187,512	18,434,575	19,610,118	20,728,508	22,389,904	23,896,317	25,426,808	26,812,320

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF FINANCIAL POSITION - GENERAL FUND

	Audited 2023/24 \$	Current Year 2024/25 \$	2025/26 \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	159,000	-	-
Trade & Other Receivables	4,384,000	2,055,778	2,392,528
Total Current Assets	4,543,000	2,055,778	2,392,528
Non-Current Assets			
Financial Assets	129,000	654,259	634,272
Equity Accounted Investments in Council Businesses	4,636,000	4,782,000	4,963,800
Infrastructure, Property, Plant & Equipment	889,189,000	957,466,603	989,122,335
Other Non-Current Assets	4,035,000	4,035,000	4,035,000
Total Non-Current Assets	897,989,000	966,937,862	998,755,407
TOTAL ASSETS	902,532,000	968,993,640	1,001,147,935
LIABILITIES			
Current Liabilities			
Trade & Other Payables	9,190,000	5,931,020	6,035,801
Borrowings	4,577,000	2,402,002	3,546,427
Provisions	3,945,000	4,147,902	4,429,620
Total Current Liabilities	17,712,000	12,480,923	14,011,848
Non-Current Liabilities			
Borrowings	11,200,000	38,223,601	57,811,135
Provisions	251,000	339,769	362,846
Total Non-Current Liabilities	11,451,000	38,563,370	58,173,981
TOTAL LIABILITIES	29,163,000	51,044,293	72,185,829
Net Assets	873,369,000	917,949,347	928,962,107
EQUITY			
Accumulated Surplus	185,070,000	190,613,437	201,626,197
Asset Revaluation Reserves	688,299,000	727,335,910	727,335,910
Available for Sale Financial Assets	-	-	-
Other Reserves	-	-	-
Total Equity	873,369,000	917,949,347	928,962,107

2026/27	2027/28	2028/29	Projected Years					
			2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
\$	\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-	2,180,029
2,016,870	2,063,492	2,122,448	2,177,670	2,240,261	2,287,783	2,343,721	2,410,635	2,483,537
2,016,870	2,063,492	2,122,448	2,177,670	2,240,261	2,287,783	2,343,721	2,410,635	4,663,566
615,017	602,763	589,743	575,910	561,213	552,764	551,172	550,339	550,339
5,112,800	5,264,800	5,419,800	5,577,800	5,738,800	5,902,800	6,066,800	6,230,800	6,394,800
1,004,574,008	1,020,747,842	1,037,318,339	1,054,303,468	1,071,938,992	1,089,995,433	1,109,859,769	1,130,723,387	1,150,352,814
4,035,000	4,035,000	4,035,000	4,035,000	4,035,000	4,035,000	4,035,000	4,035,000	4,035,000
1,014,336,825	1,030,650,405	1,047,362,882	1,064,492,178	1,082,274,005	1,100,485,997	1,120,512,741	1,141,539,526	1,161,332,953
1,016,353,695	1,032,713,897	1,049,485,330	1,066,669,849	1,084,514,266	1,102,773,780	1,122,856,462	1,143,950,161	1,165,996,519
6,399,198	6,509,299	6,677,616	6,852,659	7,066,754	7,174,216	7,352,664	7,551,957	7,803,588
3,508,815	3,798,033	4,072,344	4,336,273	4,602,275	4,843,997	5,119,684	5,398,232	5,370,715
4,720,072	5,017,786	5,322,942	5,635,423	5,955,091	6,282,111	6,616,980	6,960,220	7,312,041
14,628,085	15,325,117	16,072,902	16,824,354	17,624,119	18,300,324	19,089,328	19,910,409	20,486,344
56,680,310	55,131,582	52,695,658	49,493,011	45,782,969	40,949,586	36,319,517	31,137,211	25,766,496
386,638	411,024	436,021	461,617	487,802	514,590	542,020	570,136	598,955
57,066,948	55,542,607	53,131,679	49,954,628	46,270,772	41,464,176	36,861,537	31,707,347	26,365,451
71,695,033	70,867,723	69,204,581	66,778,982	63,894,891	59,764,500	55,950,865	51,617,757	46,851,795
944,658,662	961,846,174	980,280,749	999,890,867	1,020,619,375	1,043,009,280	1,066,905,597	1,092,332,404	1,119,144,724
201,977,283	203,103,043	204,755,723	206,836,737	209,273,259	212,585,189	216,596,022	221,282,523	226,474,020
742,681,378	758,743,131	775,525,026	793,054,130	811,346,116	830,424,091	850,309,575	871,049,881	892,670,705
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
944,658,662	961,846,174	980,280,749	999,890,867	1,020,619,375	1,043,009,280	1,066,905,597	1,092,332,404	1,119,144,724

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care) 10 Year Financial Plan for the Years ending 30 June 2035 STATEMENT OF CASH FLOWS - GENERAL FUND

	Audited 2023/24 \$	Current Year 2024/25 \$	2025/26 \$
Cash Flows from Operating Activities			
Receipts:			
Rates Receipts	43,378,000	46,875,914	49,608,975
Statutory Charges	3,820,000	4,023,136	3,580,884
User Charges	4,539,000	4,357,703	4,150,956
Grants, Subsidies and Contributions (operating purpose)	1,168,000	2,724,822	2,735,410
Investment Receipts	86,000	81,610	72,000
Reimbursements	789,000	870,091	775,871
Other	3,682,000	925,245	1,183,411
Payments:			
Payments to Employees	(19,824,000)	(20,760,985)	(21,619,675)
Payments for Materials, Contracts & Other Expenses	(25,759,000)	(23,093,207)	(23,820,989)
Finance Payments	(621,000)	(1,752,948)	(2,596,000)
Net Cash provided (or used in) Operating Activities	11,258,000	14,251,379	14,070,841
Cash Flows from Investing Activities			
Receipts:			
Amounts Received Specifically for New/Upgraded Assets	2,001,000	1,145,592	9,729,311
Grants utilised for capital purposes	917,000	-	-
Sale of Replaced Assets	461,000	26,000	469,931
Repayments of Loans by Community Groups	165,000	521,120	20,621
Payments:			
Expenditure on Renewal/Replacement of Assets	(8,499,000)	(13,919,867)	(12,852,383)
Expenditure on New/Upgraded Assets	(8,397,000)	(27,031,826)	(32,170,280)
Net Cash provided (or used in) Investing Activities	(13,352,000)	(39,258,981)	(34,802,800)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings	3,500,000	29,426,060	23,133,961
Payments:			
Repayments of Borrowings	(1,100,000)	(4,565,457)	(2,402,002)
Repayment of Principal Portion of Lease Liabilities	(12,000)	(12,000)	-
Net Cash Flow provided (used in) Financing Activities	2,388,000	24,848,602	20,731,959
Net Increase/(Decrease) in Cash & Cash Equivalents	294,000	(159,000)	-
plus: Cash & Cash Equivalents - beginning of year	(135,000)	159,000	-
Cash & Cash Equivalents - end of the year	159,000	-	-
Cash & Cash Equivalents - end of the year	159,000	-	-
Investments - end of the year	-	-	-
Cash, Cash Equivalents & Investments - end of the year	159,000	-	-

2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
			2029/30	2030/31				
\$	\$	\$	\$	\$	\$	\$	\$	\$
52,636,451	54,389,990	56,193,417	58,000,884	59,808,599	61,672,418	63,655,746	65,766,630	67,948,020
3,683,465	3,776,559	3,870,973	3,964,054	4,055,410	4,148,684	4,248,063	4,354,070	4,462,921
4,284,593	4,392,879	4,502,701	4,610,973	4,717,237	4,825,733	4,941,329	5,064,636	5,191,251
2,737,133	2,820,615	2,874,281	2,840,177	2,886,213	2,937,502	2,992,148	3,050,439	3,110,295
74,786	76,981	79,214	81,511	83,875	86,307	88,810	91,386	94,036
798,738	818,859	839,331	859,501	879,298	899,522	921,081	944,079	967,681
1,182,821	1,238,993	1,269,968	1,300,465	1,330,394	1,360,994	1,393,639	1,428,461	1,464,172
(22,290,567)	(22,848,095)	(23,419,299)	(23,981,409)	(24,533,029)	(25,097,289)	(25,699,575)	(26,342,013)	(27,000,563)
(25,027,746)	(25,636,015)	(26,228,883)	(26,897,931)	(27,710,647)	(28,181,487)	(28,798,703)	(29,547,097)	(30,494,186)
(3,231,683)	(3,160,180)	(3,080,064)	(2,960,540)	(2,806,969)	(2,629,961)	(2,389,299)	(2,162,450)	(1,905,440)
14,847,990	15,870,586	16,901,640	17,817,686	18,710,381	20,022,424	21,353,239	22,648,140	23,838,188
495,130	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
672,123	636,855	558,165	709,218	602,652	420,872	1,163,339	778,116	388,317
19,987	19,255	12,254	13,020	13,833	14,697	8,449	1,592	833
(12,788,402)	(14,174,335)	(14,202,774)	(14,478,950)	(14,746,258)	(14,715,123)	(17,003,806)	(17,340,582)	(15,448,480)
(2,078,391)	(1,092,851)	(1,107,672)	(1,122,256)	(1,136,568)	(1,151,209)	(1,166,838)	(1,183,509)	(1,200,597)
(13,679,553)	(14,611,076)	(14,740,027)	(14,878,968)	(15,266,341)	(15,430,763)	(16,998,856)	(17,744,383)	(16,259,927)
2,377,990	2,249,305	1,636,420	1,133,626	892,233	10,614	489,615	215,927	-
(3,546,427)	(3,508,815)	(3,798,033)	(4,072,344)	(4,336,273)	(4,602,275)	(4,843,997)	(5,119,684)	(5,398,232)
-	-	-	-	-	-	-	-	-
(1,168,437)	(1,259,510)	(2,161,613)	(2,938,718)	(3,444,040)	(4,591,661)	(4,354,382)	(4,903,758)	(5,398,232)
-	-	-	-	-	-	-	-	2,180,029
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	2,180,029
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	2,180,029
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	2,180,029

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF CHANGES IN EQUITY - GENERAL FUND

	Audited 2023/24 \$	Current Year 2024/25 \$	2025/26 \$
Opening Balance	844,668,000	873,369,000	917,949,347
Net Surplus / (Deficit) for Year	1,566,000	5,543,437	11,012,760
Other Comprehensive Income			
- Gain (Loss) on Revaluation of I,PP&E	27,135,000	39,036,910	-
Other Comprehensive Income	27,135,000	39,036,910	-
Total Comprehensive Income	28,701,000	44,580,347	11,012,760
Equity - Balance at end of the reporting period	873,369,000	917,949,347	928,962,107

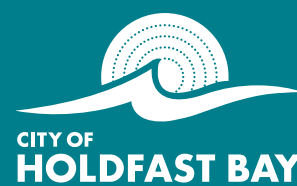
2026/27	2027/28	2028/29	Projected Years					
			2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
\$	\$	\$	\$	\$	\$	\$	\$	\$
928,962,107	944,658,662	961,846,174	980,280,749	999,890,867	1,020,619,375	1,043,009,280	1,066,905,597	1,092,332,404
351,087	1,125,760	1,652,679	2,081,015	2,436,522	3,311,929	4,010,833	4,686,501	5,191,496
15,345,468	16,061,752	16,781,896	17,529,103	18,291,986	19,077,975	19,885,484	20,740,306	21,620,824
15,345,468	16,061,752	16,781,896	17,529,103	18,291,986	19,077,975	19,885,484	20,740,306	21,620,824
15,696,555	17,187,512	18,434,575	19,610,118	20,728,508	22,389,904	23,896,317	25,426,808	26,812,320
944,658,662	961,846,174	980,280,749	999,890,867	1,020,619,375	1,043,009,280	1,066,905,597	1,092,332,404	1,119,144,724

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2035
UNIFORM PRESENTATION OF FINANCES - GENERAL FUND

	Audited 2023/24 \$	Current Year 2024/25 \$	2025/26 \$
Income			
Rates	43,546,000	46,933,483	49,625,223
Statutory Charges	3,781,000	3,644,341	3,577,759
User Charges	4,183,000	3,934,047	4,161,636
Grants, Subsidies and Contributions - operating	1,157,000	2,542,546	2,744,906
Grants, Subsidies and Contributions - capital	917,000	-	-
Investment Income	86,000	72,000	72,000
Reimbursements	780,000	787,315	775,484
Other Income	1,287,000	921,516	1,172,833
Net gain - equity accounted Council businesses	385,000	146,000	181,800
Total Income	56,122,000	58,981,248	62,311,641
Expenses			
Employee Costs	20,347,000	20,936,820	21,926,459
Materials, Contracts & Other Expenses	22,884,000	23,596,003	23,879,422
Depreciation, Amortisation & Impairment	11,330,000	11,685,000	12,897,000
Finance Costs	621,000	1,752,948	2,596,000
Total Expenses	55,182,000	57,970,771	61,298,881
Operating Surplus / (Deficit)	940,000	1,010,477	1,012,760
Less: Grants, subsidies and contributions – Capital	(917,000)	-	-
Adjusted Operating Surplus / (Deficit)	23,000	1,010,477	1,012,760
Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,499,000)	(13,919,867)	(12,852,383)
Finance Lease payments for Right of Use Assets	-	(12,000)	-
add back Depreciation, Amortisation and Impairment	11,330,000	11,685,000	12,897,000
add back Grants, subsidies and contributions – Capital Renewal	643,000	-	-
add back Proceeds from Sale of Replaced Assets	461,000	26,000	469,931
Total Net Outlays on Existing Assets	3,935,000	(2,220,867)	514,548
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(8,397,000)	(27,031,826)	(32,170,280)
add back Grants, subsidies and contributions – Capital New/Upgraded	274,000	-	-
add back Amounts Received Specifically for New and Upgraded Assets	2,001,000	1,145,592	9,729,311
Total Net Outlays on New and Upgraded Assets	(6,122,000)	(25,886,234)	(22,440,969)
Annual Net Impact to Financing Activities (surplus / (deficit))	(2,164,000)	(27,096,625)	(20,913,661)

2026/27	2027/28	2028/29	Projected Years					
			2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
\$	\$	\$	\$	\$	\$	\$	\$	\$
52,654,738	54,400,528	56,204,305	58,011,795	59,819,511	61,683,671	63,667,722	65,779,377	67,961,190
3,688,670	3,780,887	3,875,409	3,968,419	4,059,693	4,153,066	4,252,740	4,359,059	4,468,035
4,290,647	4,397,913	4,507,861	4,616,050	4,722,219	4,830,830	4,946,770	5,070,439	5,197,200
2,736,750	2,824,744	2,876,720	2,838,378	2,888,568	2,939,911	2,994,720	3,053,183	3,113,107
-	-	-	-	-	-	-	-	-
74,880	77,052	79,287	81,586	83,952	86,387	88,892	91,470	94,123
799,524	819,512	840,000	860,160	879,944	900,183	921,787	944,832	968,453
1,209,191	1,239,421	1,270,407	1,300,897	1,330,818	1,361,427	1,394,101	1,428,954	1,464,678
149,000	152,000	155,000	158,000	161,000	164,000	164,000	164,000	164,000
65,603,400	67,692,057	69,808,989	71,835,285	73,945,705	76,119,475	78,430,732	80,891,314	83,430,786
22,606,180	23,171,333	23,750,618	24,320,634	24,880,008	25,452,249	26,063,104	26,714,681	27,382,548
25,325,985	25,716,535	26,361,948	27,037,134	27,885,569	28,258,342	28,939,043	29,705,018	30,699,146
14,088,465	14,518,249	14,963,680	15,435,962	15,936,637	16,466,994	17,028,452	17,622,663	18,252,156
3,231,683	3,160,180	3,080,064	2,960,540	2,806,969	2,629,961	2,389,299	2,162,450	1,905,440
65,252,313	66,566,297	68,156,310	69,754,270	71,509,183	72,807,546	74,419,899	76,204,813	78,239,290
351,087	1,125,760	1,652,679	2,081,015	2,436,522	3,311,929	4,010,833	4,686,501	5,191,496
-	-	-	-	-	-	-	-	-
351,087	1,125,760	1,652,679	2,081,015	2,436,522	3,311,929	4,010,833	4,686,501	5,191,496
(12,788,402)	(14,174,335)	(14,202,774)	(14,478,950)	(14,746,258)	(14,715,123)	(17,003,806)	(17,340,582)	(15,448,480)
-	-	-	-	-	-	-	-	-
14,088,465	14,518,249	14,963,680	15,435,962	15,936,637	16,466,994	17,028,452	17,622,663	18,252,156
-	-	-	-	-	-	-	-	-
672,123	636,855	558,165	709,218	602,652	420,872	1,163,339	778,116	388,317
1,972,186	980,769	1,319,071	1,666,230	1,793,031	2,172,743	1,187,985	1,060,197	3,191,993
(2,078,391)	(1,092,851)	(1,107,672)	(1,122,256)	(1,136,568)	(1,151,209)	(1,166,838)	(1,183,509)	(1,200,597)
-	-	-	-	-	-	-	-	-
495,130	-	-	-	-	-	-	-	-
(1,583,261)	(1,092,851)	(1,107,672)	(1,122,256)	(1,136,568)	(1,151,209)	(1,166,838)	(1,183,509)	(1,200,597)
740,012	1,013,678	1,864,078	2,624,989	3,092,985	4,333,463	4,031,981	4,563,189	7,182,892



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Item No: 15.3

Subject: 2025-26 BUDGET ADOPTION

Summary

The 2025-26 Budget is presented for adoption following the adoption of the 2025-26 Annual Business Plan.

Recommendation

That in respect of the financial year ended 30 June 2026:

1. The 2025-26 Budget which consists of:

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

be adopted subject to the following amendments:

Any budget changes arising from Council's consideration of the 2025-26 Annual Business Plan be included in the budgeted financial statements and relevant documents.

- 2. Council, in accordance with the 2025-26 Annual Business Plan and budget, approves new loan borrowings of up to \$23.3 million to be negotiated in accordance with Council's treasury policy; and**
 - 3. the Mayor and the Chief Executive Officer be authorised to execute any relevant documentation in relation to new borrowings on behalf of Council and affix the common seal thereto.**
 - 4. that Council notes the 2025-26 Southern Region Waste Resource Authority budget.**
-

Background

This report has been prepared to enable the adoption of the 2025-26 Budget.

Council has undertaken four workshops, and has received and considered several reports in relation to the Budget for 2025-26 including:

27 May 2025	Report No: 149/25, Minutes – Audit and Risk Committee – 14 May 2025
27 May 2025	Report No: 148/25, Draft Long Term Financial Plan 2025-26 to 2034-35
27 May 2025	Report No: 150/25, Draft 2025-26 Annual Business Plan
22 July 2025	Report No: 231/25, Minutes – Audit and Risk Committee – 16 July 2025
22 July 2025	Report No: 230/25, Adoption of 2025-26 Annual Business Plan and Long Term Financial Plan 2025-26 to 2034-35

Report

The Audit and Risk Committee received an updated report on the 2025-26 Annual Business Plan and consultation outcomes at its meeting on 16 July 2025. The Audit and Risk Committee noted that the draft 2025-26 Annual Business Plan and Budget satisfies Council's financial sustainability requirements and aligns with the Long Term Financial Plan and its key financial indicators.

Amendments to 2025-26 Council's municipal draft budget

Since the publication of Council's draft budget, notification has been received that the Southern Region Waste Resource Authority's 2025-26 draft budget forecasts an operating surplus of \$1.212 million.

Council's 15% equity share amounts to \$181,800, compared to the \$146,000 originally forecast. This \$35,800 increase is classified as an equity movement. While it lifts Council's operating surplus, it does not affect the cash position or borrowing requirements.

Final valuation data from the Office of the Valuer-General has now been received to enable the allocation of rates across the City. Since the setting of rates for 2024-25, growth from newly created properties was 0.7% and the development of existing properties was 0.3%. This is a total increase of 1.0% compared to a provision of 0.9% made in the draft budget.

This has resulted in an increase to the budget for Rates – New Development of \$45,000 and has reduced the borrowing requirement for 2025-26 by the same amount, from \$23.346 million to \$23.301 million.

The above variations will increase Council's municipal operating surplus from \$931,960 to \$1,012,760, and the forecast Operating Surplus Ratio improves from 1.5% to 1.6%. All other financial indicators remain unchanged.

Amendments to 2025-26 Alwyndor draft budget

Revisions have also been made to the draft 2025–26 Alwyndor budget as published in the Annual Business Plan. This has resulted in a decrease in the operating surplus from \$651,284 to \$435,236. Therefore, Alwyndor's funding surplus has also reduced from \$2,123,477 to \$1,907,429.

The primary reason for this reduction is the expected increase in professional support costs in ICT and Finance to cover vacancies in key roles.

2025-26 Budget

The amendments detailed above have resulted in a forecast consolidated operating surplus result of \$1,447,996.

Several key financial indicators have been prepared to ensure this budget meets Council's adopted targets:

Measure – Municipal Activities	Target	Budgeted Result	Comments
Operating Result <i>Operating revenue less operating expenditure</i>	≥ 0	\$1,12,760 surplus	Estimated result
Net Financial Liabilities Ratio <i>Total liabilities less financial assets as a percentage of operating revenue</i>	≤ 100%	111%	Increase in ratio due to required new borrowings (\$23m) for 2025-26. It is anticipated that the target of 100% will be exceeded for 3 years.
Interest Cover Ratio <i>Net interest expense as a percentage of operating revenue</i>	≤ 5%	4.1%	Increased due to additional borrowings, but still within range.
Asset Sustainability Ratio <i>Capital expenditure on renewal of existing assets as a percentage of planned Asset Management Plan expenditure</i>	90% to 110%	105%	Grant funding received for local road maintenance (Roads to Recovery program) is in addition to Council's own scheduled works, resulting in a higher ratio.

For Alwyndor activities the financial measures are as follows:

Measure – Alwyndor Activities	Target	Budgeted Result	Comments
Operating Result	≥ 0	\$435,236 surplus	Estimated result
Net Financial Liabilities Ratio	≤ 100%	27%	This ratio includes Aged Care Facility deposits which are recorded as current liabilities.
Interest Cover Ratio	≤ 5%	0.2%	

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

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

Refer Attachment 1

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

Additional budget statements have been prepared for Jetty Road Mainstreet and Southern Region Waste Resource Authority.

Refer Attachments 2 and 3

Budget

This report adopts the 2025-26 budget.

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Treasury Management

Statutory Provisions

Local Government Act 1999, section 123

Local Government (Financial Management) Regulations 2011, Regulation 7

Written By: Manager, Finance

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

CITY OF HOLDFAST BAY
BUDGETED FUNDING STATEMENT - MUNICIPAL FUNDS

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u> \$
44,604,000	Rates - General	46,812,000
-	Rates - New Development	446,000
707,115	Rates - Jetty Road Glenelg	724,790
86,400	Rates - Patawalonga Marina	88,660
1,535,968	Rates - Regional Landscape Levy	1,553,773
2,979,077	Statutory Charges	3,577,759
3,937,787	User Charges	4,161,636
2,183,563	Operating Grants & Subsidies	2,744,906
72,000	Investment Income	72,000
734,264	Reimbursements	775,484
871,925	Other	1,172,833
146,000	Net Equity Gain - Joint Ventures	181,800
<u>57,858,099</u>	Operating Revenue	<u>62,311,641</u>
21,635,095	Employee Costs	23,048,459
22,506,379	Materials, contracts and other expenses	23,554,422
1,752,948	Finance Charges	2,596,000
11,685,000	Depreciation	12,897,000
(1,074,000)	Less full cost attribution - % admin costs capitalised	(1,122,000)
160,000	New Initiatives - Operating	325,000
<u>56,665,422</u>	Less Operating Expenditure	<u>61,298,881</u>
<u>1,192,677</u>	= Operating Surplus/(Deficit)	<u>1,012,760</u>
11,685,000	Depreciation	12,897,000
145,671	Other non-cash provisions	122,995
<u>11,830,671</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>13,019,995</u>
<u>13,023,348</u>	= Funds Generated from Operating Activities	<u>14,032,755</u>
-	Capital (External Contributions)	10,000,000
26,000	Proceeds from disposal of assets	469,931
<u>26,000</u>	Plus funds sourced from Capital Activities	<u>10,469,931</u>
(8,463,070)	Capital Expenditure-Asset Renewal and Replacement	(12,291,383)
(1,074,000)	Capital Expenditure-Full Cost Attribution	(1,122,000)
<u>(12,412,648)</u>	New Initiatives - Capital (Gross Expenditure)	<u>(31,609,280)</u>
<u>(21,949,718)</u>	Less total capital expenditure	<u>(45,022,663)</u>
21,120	Plus: Repayments of loan principal by sporting groups	20,621
<u>21,120</u>	Plus/(less) funds provided (used) by Investing Activities	<u>20,621</u>
<u>(8,879,250)</u>	= FUNDING SURPLUS/(REQUIREMENT)	<u>(20,499,356)</u>
Funded by:		
(10,908,611)	Less: Proceeds from new borrowings	(23,301,356)
2,029,361	Plus: Principal repayments of borrowings	2,802,000
<u>(8,879,250)</u>		<u>(20,499,356)</u>

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$	REVENUES	\$
44,604,000	Rates - General	46,812,000
-	Rates - New Development	446,000
707,115	Rates - Jetty Road Glenelg	724,790
86,400	Rates - Patawalonga Marina	88,660
1,535,968	Rates - Regional Landscape Levy	1,553,773
2,979,077	Statutory Charges	3,577,759
3,937,787	User Charges	4,161,636
2,183,563	Operating Grants & Subsidies	2,744,906
72,000	Investment Income	72,000
734,264	Reimbursements	775,484
871,925	Other	1,172,833
146,000	Net Equity Gain - Joint Ventures	181,800
<u>57,858,099</u>	TOTAL REVENUES	<u>62,311,641</u>
	EXPENSES	
21,635,095	Employee Costs	23,048,459
22,506,379	Materials, contracts and other expenses	23,554,422
1,752,948	Finance Charges	2,596,000
11,685,000	Depreciation	12,897,000
(1,074,000)	Less full cost attribution	(1,122,000)
160,000	New Initiatives - Operating	325,000
<u>56,665,422</u>	TOTAL EXPENSES	<u>61,298,881</u>
<u>1,192,677</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>1,012,760</u>
-	Amounts specifically for new or upgraded assets	10,000,000
<u><u>1,192,677</u></u>	NET SURPLUS/(DEFICIT)	<u><u>11,012,760</u></u>

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
-	Cash and cash equivalents	-
1,872,899	Trade and Other Receivables	2,392,528
<u>1,872,899</u>	TOTAL CURRENT ASSETS	<u>2,392,528</u>
	NON-CURRENT ASSETS	
584,000	Financial Assets	634,272
4,488,000	Equity accounted investments-Council businesses	4,963,800
904,833,406	Land, Infrastructure, Property, Plant & Equipment	993,157,335
<u>909,905,406</u>	TOTAL NON-CURRENT ASSETS	<u>998,755,407</u>
<u>911,778,305</u>	TOTAL ASSETS	<u>1,001,147,935</u>
	CURRENT LIABILITIES	
9,458,854	Trade and Other Payables	6,035,801
2,539,201	Borrowings	3,546,427
3,958,273	Short-term Provisions	4,429,620
<u>15,956,328</u>	TOTAL CURRENT LIABILITIES	<u>14,011,848</u>
	NON-CURRENT LIABILITIES	
37,977,844	Long-term Borrowings	57,811,135
364,727	Long-term Provisions	362,846
<u>38,342,571</u>	TOTAL NON-CURRENT LIABILITIES	<u>58,173,981</u>
<u>54,298,899</u>	TOTAL LIABILITIES	<u>72,185,829</u>
<u>857,479,406</u>	NET ASSETS	<u>928,962,107</u>
	EQUITY	
186,910,000	Accumulated Surplus	201,626,197
670,569,405	Asset Revaluation Reserve	727,335,910
<u>857,479,405</u>	TOTAL EQUITY	<u>928,962,107</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
185,717,323	Balance at beginning of period	190,613,437
1,192,677	Net Surplus/(Deficit)	11,012,760
<u>186,910,000</u>	Balance at end of period	<u>201,626,197</u>
670,569,405	ASSET REVALUATION RESERVE	727,335,910
<u>670,569,405</u>	TOTAL RESERVES CLOSING BALANCE	<u>727,335,910</u>
<u>857,479,405</u>	TOTAL EQUITY	<u>928,962,107</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
57,712,099	Operating Receipts	62,129,841
	<u>Payments</u>	
(42,935,803)	Operating payments to suppliers and employees	(45,501,086)
(1,752,948)	Finance Payments	(2,596,000)
<u>13,023,348</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>14,032,755</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
-	Grants specifically for new or upgraded assets	10,000,000
26,000	Sale of replaced assets	469,931
21,120	Repayments of loans (principal) by community groups	20,621
	<u>Payments</u>	
(9,537,070)	Expenditure on renewal/replacement of assets	(12,852,383)
(12,412,648)	Expenditure on new/upgraded assets	(32,170,280)
<u>(21,902,598)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(34,532,111)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
10,908,611	Proceeds from Borrowings - External	23,301,356
	<u>Payments</u>	
(2,029,361)	Repayments of Borrowings - External	(2,802,000)
<u>8,879,250</u>	NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>20,499,356</u>
-	NET INCREASE (DECREASE) IN CASH HELD	-
-	CASH AND CASH EQUIVALENTS AT BEGINNING OF	-
	REPORTING PERIOD	
-	CASH AND CASH EQUIVALENTS AT END OF	-
	REPORTING PERIOD	

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2026

1,192,677	SURPLUS FROM INCOME STATEMENT	11,012,760
	NON-CASH ITEMS IN INCOME STATEMENT	
11,685,000	Depreciation	12,897,000
145,671	Movements in provisions	122,995
<u>11,830,671</u>	TOTAL NON-CASH ITEMS	<u>13,019,995</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(21,949,718)	Capital Expenditure	(45,022,663)
(2,029,361)	Loan Repayments - External	(2,802,000)
10,908,611	Proceeds from Borrowings - External	23,301,356
21,120	Repayments of loans (principal) by community groups	20,621
26,000	Proceeds from Disposal of Assets	469,931
<u>(13,023,348)</u>	TOTAL CASH ITEMS	<u>(24,032,755)</u>
-	NET INCREASE/(DECREASE)	-
	IN CASH AND CASH EQUIVALENTS	

CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
57,858,099	Operating Revenues	62,311,641
(56,665,422)	less Operating Expenses	(61,298,881)
1,192,677	Operating Surplus/(Deficit) before Capital Amounts	1,012,760
	Less net outlays on Existing Assets	
(9,537,070)	Capital Expenditure on renewal & replacement of existing assets	(12,852,383)
11,685,000	Less Depreciation	12,897,000
26,000	Less Proceeds from Sale of Replaced Assets	469,931
2,173,930		514,548
	Less outlays on New and Upgraded Assets	
(12,412,648)	Capital Expenditure on new & upgraded assets	(32,170,280)
-	Less amounts received for new & upgraded assets	10,000,000
(12,412,648)		(22,170,280)
11,431,395	Net lending/(borrowing) for financial year	(20,642,972)

BUDGETED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$1,192,677		\$1,012,760
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
2.1%		1.6%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$51,842,000		\$69,159,029
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
90%		111%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
2.9%		4.1%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
114%		105%

CITY OF HOLDFAST BAY
BUDGETED FUNDING STATEMENT - ALWYNDOR FUNDS

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
27,968,260	User Charges	30,359,672
19,949,332	Operating Grants & Subsidies	22,912,147
1,122,000	Investment Income	1,437,277
-	Reimbursements	-
116,784	Other	66,680
<u>49,156,376</u>	Operating Revenue	<u>54,775,775</u>
34,924,596	Employee Costs - Salaries & Wages	38,851,912
11,802,775	Materials, contracts and other expenses	13,528,342
104,400	Finance Charges	133,193
1,747,517	Depreciation	1,827,092
<u>48,579,288</u>	Less Operating Expenditure	<u>54,340,539</u>
<u>577,088</u>	= Operating Surplus/(Deficit)	<u>435,236</u>
1,747,517	Depreciation	1,827,092
639,535	Other non-cash provisions	1,101,624
<u>2,387,052</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>2,928,716</u>
<u>2,964,140</u>	= Funds Generated from Operating Activities	<u>3,363,952</u>
(1,733,000)	Capital Expenditure-Asset Renewal and Replacement	(1,630,596)
<u>(1,733,000)</u>	Less total capital expenditure	<u>(1,630,596)</u>
<u>1,231,140</u>	= FUNDING SURPLUS	<u>1,733,356</u>
Funded by:		
1,231,140	Increase/(Decrease) in cash and cash equivalents	1,733,356
<u>1,231,140</u>		<u>1,733,356</u>

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
27,968,260	REVENUES User Charges	30,359,672
19,949,332	Operating Grants & Subsidies	22,912,147
1,122,000	Investment Income	1,437,277
-	Reimbursements	-
116,784	Other	66,680
<u>49,156,376</u>	TOTAL REVENUES	<u>54,775,775</u>
34,924,596	EXPENSES Employee Costs	38,851,912
11,802,775	Materials, contracts and other expenses	13,528,342
104,400	Finance Charges	133,193
1,747,517	Depreciation	1,827,092
<u>48,579,288</u>	TOTAL EXPENSES	<u>54,340,539</u>
577,088	Operating Surplus/(Deficit) - Before Capital Revenue	435,236
<u>577,088</u>	NET SURPLUS/(DEFICIT)	<u>435,236</u>

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
4,396,635	Cash and cash equivalents	5,542,445
4,440,985	Trade and Other Receivables	3,118,623
8,837,620	TOTAL CURRENT ASSETS	8,661,068
	NON-CURRENT ASSETS	
13,593,509	Financial Assets	20,167,764
42,777,316	Land, Infrastructure, Property, Plant & Equipment	39,647,321
56,370,825	TOTAL NON-CURRENT ASSETS	59,815,085
65,208,445	TOTAL ASSETS	68,476,153
	CURRENT LIABILITIES	
35,800,948	Trade and Other Payables	38,651,094
3,730,000	Short-term Provisions	4,358,873
39,530,948	TOTAL CURRENT LIABILITIES	43,009,967
	NON-CURRENT LIABILITIES	
700,594	Long-term Provisions	717,922
700,594	TOTAL NON-CURRENT LIABILITIES	717,922
40,231,542	TOTAL LIABILITIES	43,727,889
24,976,903	NET ASSETS	24,748,264
	EQUITY	
6,139,260	Accumulated Surplus	5,910,621
12,423,289	Asset Revaluation Reserve	12,423,289
6,414,354	Other Reserves	6,414,354
24,976,903	TOTAL EQUITY	24,748,264

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$	ACCUMULATED SURPLUS	\$
5,562,172	Balance at beginning of period	5,475,385
577,088	Net Surplus/(Deficit)	435,236
6,139,260	Balance at end of period	5,910,621
12,423,289	ASSET REVALUATION RESERVE	12,423,289
6,414,354	ALWYNDOR RESERVES	6,414,354
18,837,643	TOTAL RESERVES CLOSING BALANCE	18,837,643
24,976,903	TOTAL EQUITY	24,748,264

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u> \$
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
48,135,492	Operating Receipts	53,658,755
-	<u>Payments</u>	-
(45,040,196)	Operating payments to suppliers and employees	(51,278,630)
(131,156)	Finance Payments	(73,431)
<u>2,964,140</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>2,306,694</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
-	Net Purchase of Investment Securities	-
	<u>Payments</u>	
(1,220,378)	Expenditure on renewal/replacement of assets	(1,247,856)
(512,622)	Expenditure on new/upgraded assets	(382,740)
<u>(1,733,000)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(1,630,596)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
-	Proceeds from Aged Care Facility Deposits	-
-	NET CASH PROVIDED BY FINANCING ACTIVITIES	-
1,231,140	NET INCREASE (DECREASE) IN CASH HELD	676,098
3,165,495	CASH AND CASH EQUIVALENTS AT BEGINNING OF	4,866,347
	REPORTING PERIOD	
<u>4,396,635</u>	CASH AND CASH EQUIVALENTS AT END OF	<u>5,542,445</u>
	REPORTING PERIOD	

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2026

577,088	SURPLUS/(DEFICIT) FROM INCOME STATEMENT	435,236
	NON-CASH ITEMS IN INCOME STATEMENT	
1,747,517	Depreciation	1,827,092
639,535	Increase (decrease) in provisions - nett	1,101,624
<u>2,387,052</u>	TOTAL NON-CASH ITEMS	<u>2,928,716</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(1,733,000)	Capital Expenditure	(1,630,596)
-	Loan Repayments - External	-
-	Proceeds from Aged Care Facility Deposits	-
-	Net Purchase of Investment Securities	-
<u>(1,733,000)</u>	TOTAL CASH ITEMS	<u>(1,630,596)</u>
	NET INCREASE/(DECREASE)	
<u>1,231,140</u>	IN CASH AND CASH EQUIVALENTS	<u>1,733,356</u>

CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
49,156,376	Operating Revenues	54,775,775
(48,579,288)	less Operating Expenses	(54,340,539)
<u>577,088</u>	Operating Surplus/(Deficit) before Capital Amounts	<u>435,236</u>
	Less net outlays on Existing Assets	
1,220,378	Capital Expenditure on renewal & replacement of existing assets	1,247,856
(1,747,517)	Less Depreciation	(1,827,092)
<u>(527,139)</u>		<u>(579,236)</u>
	Less outlays on New and Upgraded Assets	
512,622	Capital Expenditure on new & upgraded assets	382,740
<u>591,605</u>	Net lending/(borrowing) for financial year	<u>631,732</u>

BUDGETED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$577,088		\$435,236
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of general revenue)	
1.2%		0.8%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$17,800,413		\$14,899,057
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
36%		27%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
0.2%		0.2%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
70%		68%

Attachment 2

2025-26 Jetty Road Mainstreet Summary Budget

2024-25 Budget	Revenue	2025-26 Budget
707,115	General Rates Raised	724,790
20,000	Other Income	20,000
727,115		744,790
	Expenses	
230,053	Employee Costs	125,000
45,000	Sponsorships	20,000
10,000	Professional Services	352,000
28,500	Event Management	-
15,000	Signage	-
50,000	Public Relations	-
50,000	Marketing	-
2,500	Food & Drink	5,000
60,000	Publications	-
40,000	Advertisements	-
1,000	Directory Board	-
50,062	Other Expenditure	80,000
-	Public Art Projects	50,000
75,000	Winter Activation	75,000
50,000	Summer Activation	45,000
50,000	Seafood Festival	75,000
(30,000)	Carry Forward Budget	(82,210)
727,115		744,790
-	Net Profit/(Loss)	-

Attachment 3



BUSINESS PLAN & BUDGET FY26

Constituent Council Distribution - June 2025

TABLE OF CONTENTS

1. Business Plan 2025 – 2026
2. Budget Parameters & Assumptions
3. Capital Contributions & Equity Investments – FY26
4. Budgeted Financial Statements – FY26

Business Plan Actions (Draft Strategic Plan – SRWRA Vision 2030)

Strategic Priority 1 Contemporary Services			
	Action	Timing	Measure
1.1	Provide on-site composting service for green waste	April 2026	Vol green waste composted
1.2	Investigate opportunities to maximise diversion of waste from landfill	Ongoing	Diversion of waste from landfill
1.3	Investigate Solar Farm & Battery Storage	September 2025	Investigation undertaken
1.4	Cap landfill cell 5	September 2025	Capping complete
1.5	Plan landfill cells 6 & 7	November 2025	Planning complete
1.6	Improve efficiency & safety in precinct by expanding working area	December 2025	Precinct plan complete
1.7	Investigate opportunities to divert recovered resources into the circular economy	March 2026	Investigation undertaken
1.8	Investigate opportunities to divert plastics from landfill	March 2026	Investigation undertaken
1.9	Investigate productive buffer land to improve economic and social community prosperity	September 2025	Investigation finalised
1.10	Future landfill airspace planned on a rolling 10-year basis	December 2025	Rolling plan complete
Strategic Priority 2 Environmental Stewardship			
	Action	Timing	Measure
2.1	Landfill capping planned & approved	October 2025	Plan approved
2.2	Strategically acquire land to provide a buffer from sensitive receptors	December 2025	Strategy developed
2.3	Monitor and reduce emissions	December 2025 and Ongoing	Emissions baseline established
2.4	Identify opportunities to reduce fuel use on site	February 2026	Opportunities identified
2.5	Identify opportunities to source 100% renewable energy for the site	June 2026	Opportunities identified
2.6	Ground water monitoring and improvement projects	June 2026	Measure established and projects identified
2.7	Identify opportunities to reduce site activity impact on surrounding properties	December 2025	Opportunities identified

Business Plan Actions (Draft Strategic Plan – SRWRA Vision 2030)

Strategic Priority 3 Engagement			
	Action	Timing	Measure
3.1	Proactive communications with Constituent Councils, Customers, Community, Government & Industry	July 2025 and ongoing	Communications plan established
3.2	Regional advocacy on waste policy and government investment	December and ongoing	Advocacy position established
3.3	Responses to government waste related consultations	Ongoing	Reported to Board
3.4	Developing SRWRA's brand within the community as a trusted and well-regarded organisation	October 2025	Updated Communications Strategy
Strategic Priority 4 Good Governance			
	Action	Timing	Measure
4.1	Annual review and update of: Landfill closure and post closure plan. Long Term Financial Plan. Plant Asset Management Plan. Business Continuity Plan	July 2025 and Ongoing	Annual Plan established
4.2	Develop and review a Building and Infrastructure Asset Management Plan	March 2025	Plan developed
4.3	Enhance IT information systems and reporting	June 2026	Plan and Roadmap developed
4.4	Identify opportunities to share services with Constituent Councils and other Waste Authorities	December 2025 and ongoing	Opportunities identified
4.5	Annually review emergency response plans and contingency plans	July 2025 and ongoing	Plans established
4.6	Maintain a Strategic Risk Register regularly reviewed by Audit & Risk Committee and Board	Ongoing	Reporting to Board and Committee as planned
4.7	Develop an Environmental, Social and Governance (ESG) Strategy and reporting framework	December 2026	Framework developed
4.8	Identify opportunities to improve the financial impact for our Constituent Councils and actively report on the benefit we provide	July 2026	Opportunities identified; policy and reporting framework established

Key Parameters:

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

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

- b. All new services or service levels use a zero-based budgeting approach.
- c. The SRWRA annual budget is reviewed on a quarterly basis each financial year in line with the Local Government Financial Management Regulations (2011), with budget reviews including changes and developments within the business and direct market.
- d. The forecast annual movement in the Consumer Price Index (CPI) as at March 2025 is used as a base indexation rate, unless other more relevant data or indices(s) are applicable.

Key Assumptions:

1. Price indices and interest rates

A forecast annual CPI (Adelaide All Groups), as at March 2025 will be utilised to index costs and prices for the 2025/26 budget unless an alternative index is more appropriate (e.g., contracted rates).

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

Forecast interest rates will be assessed based on ANZ and LGFA forecasts for the 2025/26 year.

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

2. Waste Volumes

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

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

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

3. Waste Prices

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

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

When determining gate fees, remaining landfill airspace, waste type and compaction rates and the opportunity to obtain waste material suitable for daily cover and future capping works will be taken into consideration.

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

4. Waste Levy

The State Government reviews the Solid Waste Levy on an annual basis, this levy increased by 4.7% to \$156 per tonne in the 2024 financial year, rising by 3.2% to \$161 per tonne (metro levy) in the 2025 financial year. The solid waste levy for tonnages from regional areas is 50% of the metropolitan levy, being \$80.50 per tonne in the current financial year.

A forecast increase in line with the estimated March 2025 CPI figure will be applied for the FY26 budget, with gazettement of the 2026 levy rate expected in May 2025.

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

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

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

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

5. Joint Venture – Southern Recycling Centre

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

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

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

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

6. Joint Venture – Southern Material Recovery Facility

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

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

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

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

7. Employment Costs

All staff are on individual contracts and any wage increases are based on merit. For budgeting purposes, the forecast Adelaide CPI for the year ending March 2025 will be utilised.

Resource requirements and current resourcing models will be reviewed as part of the budget, including potential (and additional cost) for use of labour hire and temporary staff to meet resourcing requirements.

Percentages for superannuation will be in line with legislative requirements; Workers compensation insurance premiums are in line with the contribution rate calculated by our insurers.

8. Competitive Environment

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

3. Budgeted Capital Contributions & Equity Investments

Capital Budget	Adopted Project Budget	FY25 Carry Forward	New Projects & Existing Project Variations FY26	Total Project Budget	Total Budgeted CAPEX - FY26
	\$	\$	\$	\$	\$
Landfill Access Road Renewal	141,000	141,000	-	141,000	141,000
Site Building Upgrades	161,000	26,372	-	161,000	26,372
Site Power Backup	115,000	20,602	-	115,000	20,602
Site Drainage Works	142,273	114,773	-	142,273	114,773
Solar Installation (Rooftop)	700,000	700,000	-	700,000	700,000
Stage 10 Landfill Liner	4,750,000	1,821,619	-	4,750,000	1,821,619
Organics Composting Facility - Infrastructure			3,300,000	3,300,000	3,300,000
Landfill Cell 5 – Capping			200,000	200,000	200,000
Site Security Fencing			50,000	50,000	50,000
Excavator Replacement (as per PAMP)			350,000	350,000	350,000
Total Capital Budget	6,009,273	2,824,366	3,900,000	9,909,273	6,724,366
Budgeted Equity Investments	SRC - Organics Composting Facility – P & E				1,300,000

Southern Region Waste Resource Authority (SRWRA)

Statement of Comprehensive Income

Original Budget

Financial Year Ending 30 June 2026

	2025	2025	2026	Variance
	Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
	\$'000	\$'000	\$'000	\$'000
Income				
User Charges	14,827	16,295	15,701	(594)
Investment Income	1,041	1,230	1,074	(156)
Other	304	408	307	(101)
Net gain - equity accounted Joint Venture	1,663	1,880	1,905	25
Total Income	17,835	19,813	18,987	(826)
Expenses				
Employee Costs	1,591	1,439	1,403	(36)
Finance Costs	573	573	717	144
Materials, Contracts & Other Expenses	13,446	14,443	13,913	(530)
Depreciation, Amortisation & Impairment	1,249	1,249	1,742	493
Total Expenses	16,859	17,704	17,775	71
Operating Surplus / (Deficit)	976	2,109	1,212	(897)
Asset Disposal & Fair value adjustments	-	161	-	(161)
Net Surplus / (Deficit)	976	2,270	1,212	(1,058)
Other Comprehensive Income				
Changes in revaluation surplus - property, plant & equipment	-	-	-	-
Total Comprehensive Income	976	2,270	1,212	(1,058)

Southern Region Waste Resource Authority (SRWRA)

Statement of Cash Flows

Original Budget

Financial Year Ending 30 June 2026

	2025	2025	2026	Variance
	Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities				
Receipts				
Operating Receipts	15,131	16,703	16,008	(695)
Investment Receipts	1,041	1,230	1,074	(156)
Payments				
Operating Payments to Suppliers and Employees	(15,167)	(16,012)	(15,316)	696
Finance Payments	-	-	-	-
Net Operating Cash Flows	1,005	1,921	1,766	(155)
Cash Flows from Investing Activities				
Receipts				
Sale of replaced assets	-	161	-	(161)
Distributions received for equity accounted Joint Venture	1,623	1,700	-	(1,700)
Payment				
Contributions to equity accounted Joint Ventures	-	-	(1,300)	(1,300)
Expenditure on Renewal/Replacement Assets	(999)	(786)	(400)	386
Expenditure on New/Upgraded Assets	(5,775)	(5,793)	(3,500)	2,293
Net Cash Flows from Investing Activities	(5,151)	(4,718)	(5,200)	(482)
Cash Flows from Financing Activities				
Receipts				
Proceeds from Related Entity Loans	-	-	-	-
Payments				
Payments to Related Entity Loans	-	-	-	-
Net Cash Flows from Financing Activities	-	-	-	-
Net Increase / (Decrease) in Cash Held	(4,146)	(2,797)	(3,434)	(637)
Cash & Cash Equivalents at beginning of period	11,085	12,311	9,514	(2,797)
Cash & Cash Equivalents at end of period	6,939	9,514	6,080	(3,434)

Southern Region Waste Resource Authority (SRWRA)

Statement of Financial Position

Original Budget

Financial Year Ending 30 June 2026

	2025	2025	2026	Variance
	Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
	\$'000	\$'000	\$'000	\$'000
Current Assets				
Cash & Cash Equivalents	6,939	9,514	6,080	(3,434)
Trade & Other Receivables	3,759	2,804	2,804	-
Inventory	-	23	23	-
Loans - Related Parties	400	-	-	-
Total	11,098	12,341	8,907	(3,434)
Non-Current Assets				
Equity Accounted Joint Venture	9,580	9,620	12,825	3,205
Property, Plant & Equipment	29,083	29,235	31,393	2,158
Total	38,663	38,855	44,218	5,363
Total Assets	49,761	51,196	53,125	1,929
Current Liabilities				
Trade & Other Payables	4,153	3,716	3,716	-
Provisions	165	160	165	5
Total	4,318	3,876	3,881	5
Non-Current Liabilities				
Provisions	14,126	14,148	14,860	712
Total	14,126	14,148	14,860	712
Total Liabilities	18,444	18,024	18,741	717
Net Assets	31,317	33,172	34,384	1,212
Equity				
Accumulated Surplus	28,942	30,797	32,009	1,212
Asset Revaluation Reserve	2,375	2,375	2,375	-
Total Equity	31,317	33,172	34,384	1,212

Southern Region Waste Resource Authority (SRWRA)

Statement of Changes in Equity

Original Budget

Financial Year Ending 30 June 2026

	2025	2025	2026	Variance
	Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
	\$'000	\$'000	\$'000	\$'000
Accumulated Surplus				
Balance at beginning of period	27,966	28,527	30,797	2,270
Net Surplus/(Deficit)	976	2,270	1,212	(1,058)
Balance at end of period	28,942	30,797	32,009	1,212
Asset Revaluation Reserve				
Balance at beginning of period	2,375	2,375	2,375	-
Gain on revaluation of assets	-	-	-	-
Balance at end of period	2,375	2,375	2,375	-
Total Equity	31,317	33,172	34,384	1,212

Southern Region Waste Resource Authority (SRWRA)

Uniform Presentation of Finances

Original Budget

Financial Year Ending 30 June 2026

	2025	2025	2026
	Adopted Budget	BR3	Proposed Budget
	\$'000	\$'000	\$'000
Income			
<i>User Charges</i>	14,827	16,295	15,701
<i>Investment Income</i>	1,041	1,230	1,074
<i>Other</i>	304	408	307
<i>Net gain - equity accounted Joint Venture</i>	1,663	1,880	1,905
	17,835	19,813	18,987
Expenses			
<i>Employee Costs</i>	1,591	1,439	1,403
<i>Finance Costs</i>	573	573	717
<i>Materials, Contracts & Other Expenses</i>	13,446	14,443	13,913
<i>Depreciation, Amortisation & Impairment</i>	1,249	1,249	1,742
	16,859	17,704	17,775
Operating Surplus/(Deficit)	976	2,109	1,212
Net Outlays on Existing Assets			
<i>Capital Expenditure on renewal and replacement of Existing Assets</i>	(999)	(786)	(400)
<i>Depreciation, Amortisation, Impairment</i>	1,249	1,249	1,742
<i>Proceeds from Sales of Replaced Assets</i>	-	161	-
	250	624	1,342
Net Outlays on New and Upgraded Assets			
<i>Capital Expenditure on New and Upgraded Assets</i>	(5,775)	(5,793)	(3,500)
<i>Amounts received specifically for New and Upgraded Assets</i>	-	-	-
<i>Proceeds from Sales of Surplus Assets</i>	-	-	-
	(5,775)	(5,793)	(3,500)
Annual Net Impact to Financing Activities (Surplus/(Deficit))	(4,549)	(3,060)	(946)

Item No: 15.4

Subject: 2025-26 RATE DECLARATION

Summary

General, differential, and separate rates have been identified to fund Council's activities, together with the Regional Landscape Levy, as contained within the approved 2025-26 Annual Business Plan. This report seeks Council's approval to formally declare the rates for the 2025-26 financial year.

Recommendation

1. Adoption of Valuations

That the total capital value of land within Council's area of \$24,357,702,800, as provided by the State Valuation Office, be adopted for rating purposes for the 2025-26 financial year.

2. Declaration of Differential General Rates

That having considered section 150 and pursuant to sections 152(1)a), 153(1)(b) and 156(1)(a) of the *Local Government Act 1999*, the Council declares general rates:

- (a) in respect of rateable land with a land use of Commercial-Shop (Category b), Commercial-Office (Category c), Commercial-Other (Category d), Industrial-Light (Category e), Industrial-Other (Category f), and Vacant Land (Category h), a Differential General Rate of 0.306111 cents in the dollar is declared on the capital value of such land;
- (b) in respect of rateable land with a land use of Residential (Category a) and Other Land (Category i) uses, a Differential General Rate of 0.183036 cents in the dollar is declared on the capital value of such land;
- (c) pursuant to section 158 of the *Local Government Act 1999*, a minimum amount payable by way of the General Rate is fixed at \$1,295;
- (d) pursuant to section 153(3) and (4) of the *Local Government Act 1999*, a maximum increase of 10% (of the general rate declared for the same property for the 2024/2025 financial year) is fixed if the general rate charged is on rateable land that is used for residential purposes and constitutes the principal place of residence of a principal ratepayer. Any amount exceeding the 10% increase will be remitted in full on application. The cap on an increase in general rates under this Section will not apply where property values have increased as a result of the following events: new building work and/or development activity greater than \$50,000 in previous two financial years; changes in land use wholly or partially; changes in zoning; the

ownership of the rateable property has changed since 1 July of the previous year; the property is no longer the principal place of residence.

3. Declaration of Separate Rates

Jetty Road Mainstreet

- (a) In exercise of the powers contained in section 154 of the *Local Government Act 1999* and in order to support and improve the activity of promoting and enhancing business viability, profitability and trade, commerce and industry in Jetty Road Glenelg, a Differential Separate Rate of 0.118761 cents in the dollar is declared on the capital value of all rateable land:
- with a frontage to Jetty Road or Moseley Square;
 - within the side streets that intersect with Jetty Road between High Street and Augusta Street;
 - the entire site referred to as the Holdfast Shores 2B Entertainment Centre; and
 - that has a land use of Category b (Commercial – Shop), Category c (Commercial – Office) and Category d (Commercial –Other).

Patawalonga Marina

- (b) (i) In exercise of the powers contained in section 154 of the *Local Government Act 1999* and in order to carry out the activity of the maintenance and upkeep of the Boat Lock in the Patawalonga basin, a Separate Rate of 0.967990 cents in the dollar of the capital value of land, is declared on all rateable land within the Patawalonga basin bounded by the high water mark; and
- (ii) in exercise of the powers contained in section 158(1)(b) of the *Local Government Act 1999* the amount that would otherwise be payable by way of rates in respect of this separate rate is altered by fixing the maximum amount of the separate rate payable for assessments within the area to which this separate rate applies where the capital values of which exceed \$101,034 at \$978.

4. Regional Landscape Levy

In exercise of the powers contained in section 69 of the *Landscape South Australia Act 2019* and section 154 of the *Local Government Act 1999*, in order to reimburse the Council for the amount contributed to the Green Adelaide Board, being \$1,526,773, the Council declares a separate rate of 0.0064949 cents in the dollar of the capital value of all rateable land in the Council area.

5. Payment

That:

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

8 September 2025;
1 December 2025;
2 March 2026; and
1 June 2026.

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

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

6. Council notes the reviewed Rating Policy and approves it be updated to reflect Council's decision on the rates declaration for 2025-26.
-

Background

This report has been prepared to enable the declaration of the 2025-26 rates.

Council has received several reports concerning the budget and the determination of an appropriate rate increase. This report has been prepared to enable the declaration of the 2025-26 rates.

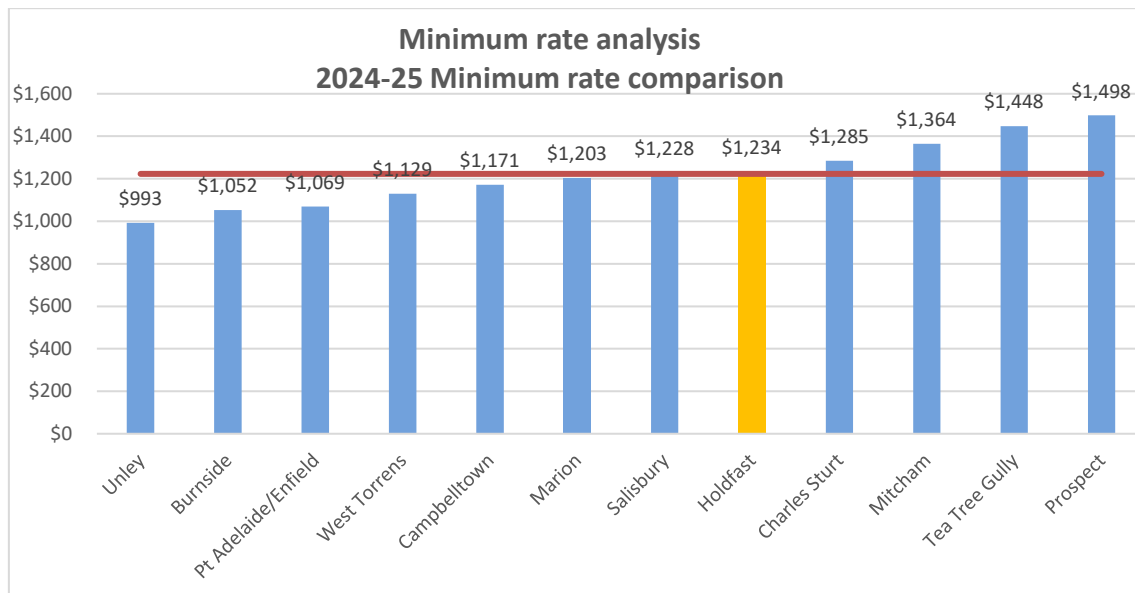
Report

Minimum Rate

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

For 2024-25, the minimum rate was \$1,234 and applied to 26.9% of all rateable properties which includes residential, commercial, industrial, vacant and other type properties.

The average minimum rate for councils in metropolitan Adelaide that applied a minimum rate in 2024-25 was \$1,223. The following chart shows how Holdfast Bay currently compares to other councils.



The 2025-26 budget has provided for a 4.95% overall rate revenue increase exclusive of new development growth. It is recommended that a 4.95% increase be applied to the minimum rate equating to an increase of \$61 to \$1,295. This equates to 5,504 properties or 25.8% of rateable properties that will have the minimum rate levied.

General Rates

The proposed rates are based on the Supplementary Valuation Reports issued by the State Valuation Office, up to and including supplementary report dated 28 June 2025. General rate revenue for 2025-26 will increase by 4.95%, excluding new developments, the State Government Regional Landscape Levy, and allowances for rate capping and rebates.

General rate revenue of \$42,280,480 will be raised through a general rate of 0.183036 cents in the dollar (0.195071 cents in 2024-25) and a minimum rate of \$1,295 (\$1,234 in 2024-25). The increase in rates payable for a median residential rateable property value is \$115. This is based on a median residential property value of \$990,000 (increase of \$120,000 from 2024-25) with the amount payable of \$1,812 (\$1,697 in 2024-25).

Differential General Rates

The *Local Government Act 1999* allows councils to differentiate rates based on land use. Council currently applies a 63.6% higher rate-in-the-dollar for commercial, industrial and vacant land purposes. Vacant land is included in the differential general rate to encourage development. Research with other councils indicates that Holdfast Bay has a comparatively low proportion of commercial and industrial properties.

The overall amount of differential rates generated in 2024-25 was \$5,555,988 representing approximately 12.25% of Council's overall general rates raised. A differential of 67.3% for

2025-26 results in an amount of \$5,765,520 being raised, equating to 12% of the overall rates raised.

The differential general rate in the dollar to be applied to Commercial, Industrial and Vacant Land in 2025-26 is set at 0.306111 cents, (compared with 0.318515 cents in 2024-25).

Valuation Data and Residential Rate Capping

The Valuer-General has performed a review of all valuation data for all properties in SA. The latest property data is based on the property market at 1 January 2025 and effective for the 2025-26 rating year. This has resulted in a significant increase to the overall valuation of properties within City of Holdfast Bay. The total capital value of land within Council's area is \$24,357,702,800 for 2025-26 compared to \$21,541,353,260 for 2024-25.

Council's existing Rating Policy includes a rate cap to provide relief to ratepayers who own residential properties that have been subject to a significant increase in valuation. In 2024-25 ratepayers could apply for a reduction if their annual rates bill increased in excess of 10%. Rate capping is based on the residential rate levied only and excludes any concessions or previous concessions granted, Regional Landscape Levy and separate rates.

It is recommended to leave the cap at the current rate of 10%. It is difficult to forecast the number of ratepayers that could potentially benefit from rate capping as to be eligible several requirements, including the exclusion of building improvements in excess of \$50,000, are taken into account.

Separate Rates

Jetty Road Mainstreet

Details of the recommended 2025-26 budget from the Jetty Road Mainstreet Management Committee have been incorporated into Council's budget comprising a separate rate amounting to \$724,790 (\$707,115 for 2024-25), which equates to 2.5% increase in the separate rate.

The separate rate will be imposed on all rateable land:

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

The valuation of the 382 properties totals \$610,294,442 for which a separate rate of 0.118761 cents in the dollar of Capital Value will return the required amount (compared with 0.121109 cents for 2024-25).

Patawalonga Marina

In addition to general rates being levied against berth owners within the Patawalonga Marina, a separate rate will be levied for the purpose of lock maintenance. This separate rate will be

applied to 170 properties within the high water mark of the Patawalonga basin and generates a nett revenue of \$88,660.

The valuation of the 170 properties totals \$56,999,432 for which a separate rate of 0.967990 cents in the dollar of Capital Value would return the required amount. There are nine properties along Cygnet Court that contribute to the Patawalonga Marina separate rate which include a land component and consequently the total capital value of these properties is substantially more than the capital value of their individual marina berth. To ensure that these properties do not contribute substantially more to the Patawalonga Marina rate than the other berth owners, a maximum rate of \$978 (\$954 in 2024-25), equating to a Capital Value of \$101,034 is proposed.

Regional Landscape Levy

Under Section 69 of the *Landscape South Australia Act 2019*, Council is required to pay a sum of \$1,526,773 (2024-25 \$1,507,968) to the Green Adelaide Board. The total amount to be raised, allowing for a provision for rebates, is \$1,553,773.

A Separate Rate is required to be levied across the total City to recoup \$1,526,773 plus a provision of \$27,000 for applicable rebates. The valuation of such properties amounts to \$23,929,461,498 for which a separate rate of 0.0064949 cents in the dollar of Capital Value would return the required amount.

Council Rates Policy

Relative to many policy documents the Rating Policy is comprehensive as it explains in detail the rating structure and methodology; rate payments and financial hardship; collection of rates in arrears and debt recovery; and both mandatory and discretionary rate rebates.

Specific areas include:

- Rate capping – including a detailed explanation on the conditions where the residential rate cap does not apply.
- Rate declaration – a section encompassing the requirements for the statutory declaring of rates. This section is updated annually to include all relevant rating information set as part of the annual budget.
- Alternative rate payment arrangements – discusses the process and options for negotiating alternate payment arrangements including a reference to Council's Financial Hardship Policy.
- Debt recovery – includes conditions under which debt recovery will be commenced and charges recovered.
- Sale of land – explains the principles, administrative conditions, actions, and sequence of events to be followed before land is sold for unpaid rates.
- Rebates of rates – detail is provided on eligibility for either mandatory or discretionary rebates and the process required.

The revised policy includes the current rate declaration for 2024-25, however, this will be updated once Council has declared the rates for 2025-26.

Refer Attachment 1

Budget

This report declares the amount and distribution of rates as adopted in the 2025-26 budget.

Rate description	Amount (Adopted 2025-26 Budget)
General Rates	\$41,769,000
General Differential Rates	\$5,831,000
New Development/Growth	\$446,000
Patawalonga Lock Rates	\$88,660
Landscape Levy	\$1,553,773
Jetty Road Mainstreet	\$724,790
Fines/Legal Fees	\$149,000
Rate Capping/Valuation Objections	(\$76,000)
Rebates – LG Act and Council	(\$861,000)

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Rating Policy

Statutory Provisions

Local Government Act 1999, section 44 and Chapter 10

Local Government (General) Regulations 1999, Regulation 10

Landscape South Australia Act 2019, section 69

Written By: Rates Specialist

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

Rating

Council Policy

1. Purpose

In South Australia, council rates are a form of property tax levied by Local Government, as the primary source of funding for the many mandatory and discretionary services provided by councils. Rates are administered by each council in line with the *Local Government Act 1999* (the Act). This document sets out the Council's policy for setting and collecting rates from its community.

2. Scope

This Policy applies to all ratepayers within the Council's area.

3. Roles and Responsibilities

Council	To adopt a Council Rating Policy.
Chief Executive Officer	To oversee the consistent application of the Council Rating Policy.
Manager Finance	To oversee the consistent application of the Council Rating Policy.
Rates Specialist Finance Officer – Rates & Payroll	To apply consistent delivery of the Council Rating Policy to ratepayers.

4. Policy Statement

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

General Principles

- 4.1. Rates constitute a system of taxation on the community for Local Government purposes generally based on the value of land which reinforces the equity principle that property value is a relatively good indicator of wealth.
- 4.2. Council's powers to raise rates are contained in sections 123 and 150 of the Act and Regulation 6 of the Local Government (Financial Management) Regulations 2011.
- 4.3. The objective of this policy is to ensure that the amounts of rates levied is equitably applied and collected across the community while collecting a minimum contribution from ratepayers.

- 4.4. Rates are not to be seen as a user pays system as the benefits received by the community can differ over the life cycle of a ratepayer.
- 4.5. In setting its annual rate revenue requirements Council considers its Long Term Financial Plan, its Annual Business Plan and budget considerations, the current economic climate, the consumer price index and the Local Government Price Index.
- 4.6. Consideration is given to the effect of the required rate revenue distribution on differing ratepayers including those with land assessed as residential, commercial, industrial, vacant or other.
- 4.7. Once the annual rate revenue requirements are determined, Council sets a rate in the dollar ensuring that in times of high annual property valuation increases additional rate revenue is not received.

Rating Structure

4.8. Method Used to Value Land

- 4.8.1. Under section 151 of the Act, Council may adopt one of the following valuation methodologies to determine the value of property within the City:
- Capital Value – The value of the land and all of the improvements on the land.
 - Annual Value – a valuation of the rental potential of the property.
- 4.8.2. Council uses the Capital Value as the basis for valuing land as it provides the fairest way to distribute rates across all ratepayers. It is considered that the improved property value is a good indicator of wealth and ratepayers of similar wealth pay similar taxes.

4.9. Adoption of Valuations

- 4.9.1. Council pays for and receives capital valuations on an annual basis from the Valuer-General of South Australia. Council has no role in determining the valuation of any property within the City.
- 4.9.2. If a ratepayer is dissatisfied with the valuation provided, an objection may be made to the Valuer-General. This objection must be made within sixty (60) calendar days after the date of service of the first quarter rates notice containing the valuation to which the objection relates.
- 4.9.3. Contact details and other lodgement requirements and conditions for the Valuer- General are included on the rates notice.

4.10. Method of Rating

- 4.10.1. The Act permits Councils to differentiate rates based on land use. Given differing community service needs and factors affecting land valuations between residential, commercial and industrial land, Council is of the view that a differential general rate is the most equitable way to levy rates.
- 4.10.2. Council applies a differential rate to vacant land in order to encourage land improvement. Vacant land is considered to be improved when a concrete foundational slab is constructed. On application Council will change the land use to residential provided a concrete slab is constructed prior to 31 July each rating year.
- 4.10.3. Council reviews annually the additional percentage to apply to Commercial, Industrial and Vacant Land properties. The assessment is based on the level of services that are required by the business community to ensure continued economic growth and employment.

4.11. Minimum Rate

- 4.11.1. Council imposes a minimum rate in accordance with section 158 of the Act. Council considers it appropriate that all rateable properties make a base level contribution to the cost of general Council services and infrastructure maintenance, renewal and replacement.
- 4.11.2. The amount of the minimum rate is assessed annually and increased after taking into consideration the applicable rate revenue requirements.
- 4.11.3. The Act does not permit the minimum rate to apply to more than 35 per cent of properties. Where two or more adjoining properties are owned and occupied by the same owner one minimum rate is applicable. Section 158(2) of the Act provides direction on which properties are exempt for the minimum rate.

4.12. General Rate Cap (Maximum Rate Increase)

- 4.12.1. Council makes a determination on an annual basis on the maximum rate increase for residential properties to provide relief against large increases or anomalies in valuations. This is provided under section 153 (3) and (4) of the Act.
- 4.12.2. The rate cap applies to the principal place of residence. Applicable ratepayers need to apply for the relief by lodging the appropriate form obtained from Council.
- 4.12.3. The residential rate cap does not apply if any of the following conditions arise:
 - Improvements are made to the property in excess of \$50,000 in the previous two financial years, or
 - Changes in land use, wholly or partially, or
 - Changes in zoning, or
 - The ownership of the rateable property has changed since 1 July of the previous year, or
 - The property is no longer the principal place of residence.
 - Calculation of the residential rate cap for the current financial year excludes any previous residential rate capping granted, rebates/remissions granted and Regional Landscape Levy.
- 4.12.4. Rate capping does not apply to assessments that are not the principal place of residence of the ratepayer. This restricts the ability to apply a rate cap to commercial, industrial and vacant land assessments.
- 4.12.5. Rate relief for commercial, industrial and vacant land assessments is available by a discretionary rebate under section 166(1) (l) of the Act, detailed within this policy under 4.26.

4.13. Separate Rate – Jetty Road Glenelg Mainstreet

- 4.13.1. Under section 154 of the Act, Council imposes a Separate Rate to promote and enhance business viability, profitability and trade commerce and industry, which provides benefits to the Jetty Road, Glenelg District Centre Zone.
- 4.13.2. The separate rate is imposed on all rateable land within the geographical area as described below:
 - With a frontage to Jetty Road Glenelg or Moseley Square.
 - Within the side streets that intersect with Jetty Road Glenelg, between High Street and Augusta Street.
 - The entire site referred to as the Holdfast Shores 2B Entertainment Centre.
 - With a land use category 2 (Commercial – Shop), 3 (Commercial - Office), and 4 (Commercial - Other).
- 4.13.3. The Jetty Road Mainstreet Committee recommends to Council annually the amount to be raised and

projects to be administered.

4.14. Separate Rate – Patawalonga Marina

- 4.14.1. Under section 154 of the Act, Council imposes a Separate Rate to fund the ongoing maintenance and upkeep of the Boat Lock in the Patawalonga basin.
- 4.14.2. The separate rate is applied to those properties that are within the Patawalonga basin bounded by the high water mark and comprises marina berths.
- 4.14.3. An upper limit on the Patawalonga Separate Rate is determined annually to ensure anomalies in valuations are addressed.

4.15. Regional Landscape Levy

- 4.15.1. Council is required under the Landscape South Australia Act 2019 to make a specified contribution to the Green Adelaide Board.
- 4.15.2. The Regional Landscape Levy is a State Government Tax, and the Board determines the projects to be undertaken.
- 4.15.3. Council is an income collector for the Board and does not retain the income or determine how the income is spent.
- 4.15.4. Council collects a fee from the Board for administrative costs of collecting the levy. The amount is determined annually by the Board and is based on a fixed fee and an amount per assessment.
- 4.15.5. Contact details for the Green Adelaide Board are included on Councils rate notice.

4.16. Rate Declaration (to be updated each financial year)

- 4.16.1. Sections 153 and 154 include the requirements for declaring rates. Rates are not to be declared until after Council has adopted its annual business plan and budget for the financial year to which the rate relates.
- 4.16.2. Section 170 requires a notice of declaration of rates to be published within 21 days of the declaration.
- 4.16.3. For the 2024/25 financial year the following rates information is applicable:
 - Net differential general rate revenue \$44,718,400.
 - Total operating revenue budget \$107,014,475.
 - Differential general rate of 0.00195071 rate in the dollar.
 - Additional 63.3% percentage to apply to Commercial, industrial, vacant land properties equating to a differential general rate of 0.00318515 rate in the dollar.
 - Minimum rate \$1,234 affecting 26.9% rateable properties equating to residential capital value of \$632,590 and commercial/industrial/vacant capital value of \$387,423.
 - Maximum rate increase for residential properties (on application) – 10%.
 - Separate Rate – Jetty Road Mainstreet – 0.001211090 rate in the dollar.
 - Separate Rate – Patawalonga Marina – 0.00942999 rate in the dollar.
 - Maximum rate – Patawalonga Marina - \$954.
 - Regional Landscape Levy – 0.0000726300 rate in the dollar.
 - Instalment Due Dates: 2 September 2024; 2 December 2024; 3 March 2025; 2 June 2025.
 - Prescribed interest rate for rates postponed for seniors 7.15% p.a.

- Prescribed interest rate for outstanding rates 9.15% p.a.

Payment of Rates

4.17. Due Dates for Payments

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

4.18. Payment Methods

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

4.19. Alternative Payment Arrangements

- 4.19.1. Any ratepayer who may, or is likely to experience difficulty with meeting standard payment of instalments can contact Council to discuss options for alternative payment arrangements. Such enquiries are treated confidentially.
- 4.19.2. Alternate payment options include weekly, fortnightly and monthly payments provided amounts owing are paid in full by 30 June of that financial year.
- 4.19.3. Unless arrangements are made under Councils financial hardship policy all ratepayers who enter in an arrangement within this section of the policy will continue to have fines and interest charged on the outstanding amount in accordance with section 181 of the Act.
- 4.19.4. Debt recovery action will be suspended whilst the terms and conditions of the arrangement to pay have been met. In the event that the arrangement is not met the total amount becomes payable and is subject to normal debt recovery procedures.

4.20. Financial Hardship

- 4.20.1. Financial hardship is considered when a change in circumstances affects the ability of a ratepayer to pay rates.
- 4.20.2. Council has in place a separate Financial Hardship Policy and Procedure which references legislative provisions and details the objectives, principles, options and processes for dealing with financial hardship. This ensures rate relief assistance is provided in a consistent, equitable, fair, responsive and confidential manner.
- 4.20.3. Ratepayers can apply for rate relief to Council by completing a prescribed form either on-line via Councils website, directly in person or via email, or through a financial counselling service.
- 4.20.4. Council's preference is for the applicant to seek professional financial counselling support to assist them in the process. Council will assist in referring applicants where required.

4.21. Postponement of Rates for Seniors

- 4.21.1. Section 182A (1) of the Act sets out the criteria that applies for a senior ratepayer to be eligible for a postponement of rates.
- 4.21.2. Section 182A(12) defines a senior ratepayer as a person who holds a State Seniors Card issued by the State Government, or who the qualifications to hold such a card and has applied for the card but has yet to be issued with the card.
- 4.21.3. Postponement is available on the principal place of residence and provided no other person, other than a spouse has an interest as the owner of the property. An application must be made on a prescribed form available from Council either in person or via Councils website.
- 4.21.4. The deferred amount is subject to a monthly interest charge as prescribed under section 182A (12) of the Act, with the accrued debt being payable on the disposal or sale of the property. The debt can be paid earlier at the ratepayer's discretion.

4.22. Concessions

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

Collection of Rates in Arrears

4.23. Late Payment of Rates

- 4.23.1. Section 181 (8) of the Act requires Council to impose a penalty of a 2% fine on any rates payment not paid by the instalment or applicable due date.
- 4.23.2. Council will provide ratepayers with a grace period of at least three working days after the due date after which fines are imposed for late payment.
- 4.23.3. At the expiration of each full month from the due date interest is charged at the prescribed percentage as per section 181 (17) of the Act will be added on any balance including interest not paid.
- 4.23.4. Any remission of penalties will be made in accordance with Council approved delegations taking into consideration each case on its merits based on the ratepayer information provided.

4.24. Debt Recovery

- 4.24.1. Council will issue one overdue fines notice for payment of rates when rates are unpaid by the due date. Should rates remain unpaid more than fourteen calendar days after the date of issue of the overdue notice and the amount is greater than half the residential minimum rate of the applicable financial year, Council may refer the debt to a debt collection agency for collection.
- 4.24.2. The debt collection agency will charge collection fees to Council which it will pass on to the relevant property. All fees and court costs incurred are recoverable from the ratepayer.
- 4.24.3. Payments received in respect of overdue rates will be applied in accordance with section 183 of the Act as follows:
 - 1. Costs awarded to or recoverable by Council in any court proceedings undertaken to recover rates.

2. Interest.
3. Fines.
4. Rates, in the order the liability arose.

4.25. Sale of Land for Non-Payment of Rates

- 4.25.1. Under section 184 of the Act Council has the power to sell property where rates have been in arrears for three years or more.
- 4.25.2. Council will not enforce this action where unusual or extraordinary circumstances exist, including deceased estates and situations of abnormal hardship for which the hardship provisions apply.
- 4.25.3. Council recognises the severe impact that such action would have on a property owner and accordingly this action is generally considered as a last resort. Council will be informed by a confidential Council report of actions in this regard once rates have been in arrears for three years.
- 4.25.4. This action will only be instigated after a series of steps have been taken:
 - Where rates outstanding have been in arrears for two years a written notice will be issued to the ratepayer encouraging a suitable payment plan to eliminate outstanding rates. The ratepayer will also be advised of the Council powers in accordance with section 184 of the Act.
 - If rates are in arrears for three years, a further notice will be issued advising of Council's option to sell the land. The owner will be notified of:
 - the period for which the rates have been outstanding
 - details of outstanding amounts
 - Council's option to sell the land if a twelve month payment plan to pay the rates in full is not entered into.
 - If rates remain in arrears for four or more years written notice will be issued to the ratepayer and any other interested parties advising that action to recover overdue rates will be commenced in accordance with section 184.
 - The ratepayer will be required to pay all amounts in arrears, legal and other costs incurred by Council.
 - Throughout the process the ratepayer will continue to receive quarterly rate notices and incur fines and interest on any rates balance that remains unpaid.
 - Normal recovery action will be suspended whilst the terms and conditions of any agreed payment plan are met.

4.26. Rebates of Rates

Mandatory Rebates

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

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

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

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

Discretionary Rebate of Rates

- 4.26.2. Council may grant a discretionary rebate in any of the cases as set out in section 166 of the Act.
- 4.26.3. Person or bodies seeking a discretionary rebate are required to submit an application on a prescribed form.
- 4.26.4. New applications will be received and assessed annually for the upcoming financial year and will be received up to 30 April of each year. The applicant will be advised in writing of the outcome prior to 30 June each year.
- 4.26.5. Council has delegated authority to the General Manager Strategy and Corporate, Manager Finance and Rates Specialist to make decisions in respect of discretionary rebates unless referral to Council is otherwise required.
- 4.26.6. The delegated officers will assess each application in a fair and reasonable manner having regard to the following criteria approach:
- The application is considered on its individual merits.
 - The nature and extent of Council services provided in respect to the land for which the rebate is sought in comparison to similar services provided elsewhere in its area.
 - The community need that is being met by activities carried out on the land for which the rebate is sought.
 - The extent to which activities carried out on the land provides assistance or relief to disadvantaged persons.
 - Any other matter considered relevant by Council.
- 4.26.7. The delegated officers will review discretionary rebates every four years.
- 4.26.8. Section 166(1) (l) of the Act deals with discretionary rebates to provide relief when substantial changes occur in the rates payable by a ratepayer due to the follow occurrences:
- Redistribution of rates arising from changes in the rating structure.
 - A change to the basis on which the land is valued including rapid valuation changes or anomalies.

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

5. Definitions

Key term or acronym	Definition
Act	Refers to <i>Local Government Act 1999</i> .
Ratepayer	A person or entity whose name appears in the assessment record as the owner or occupier of a rateable property.
Rating	The overall process of raising revenue by way of levying rates and charges.
Capital Value	The valuation methodology used in determining the value of land, as defined in the <i>Valuation of Land Act 1971</i> , being the amount a piece of land might be expected to realise upon sale, including all buildings and improvements.
Rate in the Dollar	The multiplying factor applied to the assessed property value to determine the amount of rates. It is determined annually by dividing the total amount of rate revenue required by the total value of the relevant rateable properties.
General Rate	The rate in the dollar that applies to a rateable property in the calculation of the

	rate payable by the ratepayer for the services provided by Council.
Differential General Rate	The rate in the dollar that applies to a category or categories of land use that is different to the rate applicable to the other land use categories.
Residential Rate Cap	The maximum increase in the general rate set by Council charged on residential rateable land that is the principal place of residence of a principal ratepayer in accordance with section 153 of the Act.
Separate Rate	The rate in the dollar applied to a certain number of rateable properties for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or intended to be, of particular benefit to the land, or occupiers of the land. It is an additional valuation based charge that is for a specified purpose.
Postponed Rates	Rates postponed under section 182 or 182A of the Act.
Rebates	The amount that a rate may be reduced in accordance with Chapter 10, Division 5 of the Act.
Remissions	Reductions in the amount payable granted in accordance with section 182 of the Act.
Seniors	A person who holds a South Australian State Seniors Card.
LGPI	Local Government Price Index (LGPI) which represents the movement of prices associated with the goods and services consumed by Local Government in South Australia.

6. Administration Use Only

Reference Number:	Document Set ID: 4907682
Strategic Alignment:	Our Holdfast 2050+
Strategic Risk:	The City of Holdfast Bay has a LOW appetite for short-term financial risk that adversely impacts financial cash flow
Responsible Officer(s):	Manager Finance Rates Specialist Finance Officer – Rates & Payroll
First Issued / Approved:	22/06/2023
Minutes Date and Council Resolution Number:	C250624/7797
Last Reviewed:	25/06/2024
Next Review Date:	25/06/2025
Applicable Legislation:	<i>Local Government Act 1999</i> – sections 159–166
Related Policies:	Council Financial Hardship Policy Organisational Financial Hardship Procedure
Other Reference Documents:	

Item No: 15.5

Subject: **NEW LICENCE – SOUTHERN DISTRICT JUNIOR SOCCER ASSOCIATION
AND COASTAL DISTRICT LITTLE ATHLETICS CENTRE**

Summary

Council currently leases Bowker Oval from the Minister for Education for a period of 20 years expiring 30 June 2038. Southern District Junior Soccer Association Incorporated and Coastal District Little Athletics Centre Incorporated currently holds a five-year licence over Bowker Oval, which expired on 30 June 2024. This report seeks Council's endorsement to grant a new lease for a period of five years, with a right of renewal for a further five years.

Recommendation

- 1. That Council enters into a Licence with Southern District Junior Soccer Association and Coastal Little Athletics Centre Incorporated over a portion of land comprised in Certificate of Title Volume 5983 Folio 171 and Volume 5737 Folio 272 known as Bowker Oval, for a period of five years commencing 1 July 2024, with a further right of renewal for five years, and otherwise on the same terms and conditions, as outlined 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 Licence.**
-

Background

The land that is now known as Bowker Oval passed in ownership to the Minister for Education from James A Hopkins in the 1960s. Until this time the site had been used for agricultural purposes, with the Hopkins family land holdings within the area largely comprising vineyards. It is believed that the land was endowed to the state government following the death of James' mother, for the purposes of junior sport and recreation, though this has been unconfirmed.

Southern Districts Junior Soccer Association Incorporated and Coastal Districts Little Athletics Centre Incorporated (the Clubs) have been longstanding co-tenants of Bowker Oval, occupying the site since before the establishment of Holdfast Council.

At its meeting held on 25 June 2019, Council resolved to enter into a licence with the Clubs to occupy a portion of Bowker Oval for their exclusive use over a five-year period commencing 1 July 2019 (Resolution No. 250619/1523). With the licence having expired on 30 June 2024 and there being no further right of renewal, Administration has been working with the Club since August 2024 on a new five plus five year agreement.

Report

Site Usage

Bowker Oval has traditionally been classified as a community reserve with year-round high usage.

Southern District Junior Soccer Association Incorporated utilise the venue in winter months facilitating soccer competitions and carnivals for over 40 primary schools in the region. 200 junior school soccer teams access the oval and facilities on a weekly basis, hosting approximately 2,000 players. These numbers increase to over 600 players and officials for an additional eight regular season carnivals.

In Summer Coastal District Little Athletics Centre Incorporated operates with 140 junior athletes and supports training from 50 senior athletes throughout the week. The oval also hosts training and competition from community cricket, soccer and football.

The licence provisions require both Clubs to jointly co-ordinate the use of the site by other permitted users in relation to junior sport. These users include Coastal Districts Athletics and Community Club Incorporated, primary and secondary schools, Glenelg Football Club, Glenelg Cricket Club, Brighton Cricket Club and SAPSASA.

In accordance with these provisions, neighbouring primary schools utilise the venue for school sports days, PE Programs and other school-based activities while SAPSSA and School Sport SA access the oval for pathway programs. Glenelg Football Club, Glenelg Cricket Club and Brighton Cricket Club regularly access the site to support junior training and programming.

Licence Terms

Administration has prepared the Licence largely on the same terms and conditions, as summarised in the table below. A copy of the agreement, which has already been signed by both Clubs, is provided as Attachment 1 to this report.

Refer Attachment 1

Lessor:	Minister for Education
Licensor:	City of Holdfast Bay
Licensees:	Southern District Junior Soccer Association Incorporated Coastal Districts Little Athletics Centre Incorporated
Site:	Bowker Oval Reserve
Licensed Area:	Clubroom excluding public toilet block (exclusive use) Oval excluding car park, community garden, water tank, courts and playground (non-exclusive use)
Permitted Use:	Organising, promoting and playing junior sports for the community and servicing the youth of Holdfast Bay.
Times of Use:	1 April to 30 September – Soccer 1 October to 31 March – Little Athletics
Excluded Times:	Weekdays: 8am – 5pm Saturdays during school terms: 9am – 12:30pm (excluding northern soccer pitch)
Term of Licence:	5 years

Renewal:	5 years
Commencement:	1 July 2024
Expiry:	30 June 2029
Annual Licence Fee:	\$394.13 plus GST per annum
Licence Fee Review:	CPI (Adelaide – All Groups) on the anniversary of the commencement including upon renewal
Outgoings:	Building Insurance Electricity (Lights only)

Calculation of Rent

In calculating the rent, the commencing rate of \$394.13 per annum reflects a CPI increase on what was payable in the final year of the previous agreement. This approach was adopted after having considered of the following:

Oval Maintenance Charge

An oval maintenance fee is not payable due to it being maintained at reserve level. The leasing policy, which adopts a rate per sqm of 30 cents, is only applicable to ovals such as Brighton and Glenelg, which are maintained to a significantly higher standard.

Non-Exclusive Use

The majority of the licenced area is open space, with a total site area of roughly 28,000m². The estimated total number of hours both clubs occupy the oval each year represents less than 10% of the time it is otherwise available to the public or other user groups. The clubroom in comparison, which is the only space it has exclusive use over, equates to roughly 200m² excluding the public toilets.

High Site Value

Adopting a market rent of 2.5% of the \$13,550,000 capital value as at 1 July 2024, as required under the policy, proves problematic due to the overwhelming majority of this being tied to the site value, with the clubroom offering very little amenity and value.

Consistency

Increasing the licence fee by CPI is consistent with the approach adopted for the North Brighton Community Garden licence at the same site, and endorsed by Council in 2024 (Resolution No. C270224/7686). This is important to note given the recently commissioned Leasing Management Audit Report identified a lack of consistency in rental determination at identical locations.

Recovery of Outgoings

Given the above complexities it is prudent to also highlight the limitations on quantifying and recovering outgoings at the site. The following summarises existing and future practices, as well as the ongoing constraints:

Electricity

Power usage at the site covers multiple facilities on the one meter. This includes consumption relating to the light towers, running the water pump to irrigate the oval, the public toilets, and the clubhouse which is mainly used for storage and running the game day canteen.

Charges have not been passed on to date, however council administration are in the process of having a submeter installed to measure the consumption associated with the light towers, being the largest portion of consumption by the clubs at this site. Due to the complexities around how the clubroom and toilet block are wired, it is difficult to separate this consumption and accurately measure it. Consequently, these costs will not be passed on.

Water

The overwhelming majority of the water consumption at this site is associated with maintaining the oval (at reserve level), the community garden, public toilets and drinking fountain. Only a marginal amount of water consumption would be derived from the clubroom kitchen, and again there is difficulty in separately metering this service from the toilets. For this reason, water consumption has not and will not be quantified and passed on to the Club.

Lease Compliance

As part of due diligence checks to ensure essential lease terms are being met, both Clubs were not considered to be in breach. Unlike other Council leases and licences, the existing agreement does not include a provision for governance documents to be provided. As a gesture of good faith, and in recognition of the requirements included in the new agreement, both Clubs have provided a suite of documents. A summary is provided as Attachment 2 of this report.

Refer Attachment 2

The terms of the headlease require us to seek consent from the Minister before granting any sublease. Having provided a copy of the draft sublease to the Department for Education, ministerial consent is provided at Attachment 3 of this report.

Refer Attachment 3

Although Council does not own the site, it is listed on our Community Land Register as a sporting reserve. Due to the high community usage, and meeting key objectives of the Community Land Management Plan, it is recommended that Council endorse this Licence.

Budget

Revenue from this Licence is factored into Council's Draft 2025-26 Annual Business Plan. Rent has continued to be increased by CPI throughout the term of their holding over period, with current charges reflecting the figure within the licence. Electricity recovering for the lights will begin being passed on in 2025-26.

Life Cycle Costs

The replacement of failed sports field lighting infrastructure, identified as a safety priority following an independent assessment of oval lighting infrastructure in 2023, is scheduled for

2025–26. The project, costed at \$114,000, involves the replacement of two light poles. Council is funding 100% of the project costs. Although funding was allocated in the 2024–25 budget, it has been carried forward due to delays in the delivery of the poles.

Over the last five years Council has had an average annual operational spend for this site of \$61,922 covering the following areas:

Turf management and maintenance	\$18,194
Electricity	\$9,500
Water	\$13,000
Facility repairs and maintenance	\$8,545
Civil maintenance	\$5,472
Public toilet cleaning	\$7,211
Building insurance	Recovered from Licensees

Council does not pay any rent to the state government under the terms of the headlease.

The Licensee is responsible for line marking the oval and globe replacement.

Strategic Plan

Vision – creating a welcoming and healthy place for everyone

Council Policy

Sporting and Community Leasing Policy

Statutory Provisions

Local Government Act 1999, section 202

Written By: Property Manager

General Manager: Assets and Delivery, Ms C Hughes

Attachment 1

Licence Agreement

Bowker Oval, North Brighton

City of Holdfast Bay

Southern District Junior Soccer Association Incorporated & Coastal Districts Little Athletics Centre Incorporated

Norman Waterhouse Lawyers Pty Ltd ACN 621 909 395

Level 11, 431 King William Street, Adelaide SA 5000
GPO Box 639, Adelaide SA 5001
www.normans.com.au

T +61 8 8210 1200

Item 1 Premises	Portion of the land comprised in Certificates of Title Volume 5983 Folio 171 and Volume 5737 Folio 272 as delineated in red on the plan attached as Annexure A.
Item 2 Land	Whole of the land contained in Certificates of Title Volume 5983 Folio 171 and Volume 5737 Folio 272 known as 61 Bowker Street North Brighton SA 5048.
Item 3 Term	Five (5) years commencing on 1 July 2024 (Commencement Date) and expiring at midnight on 30 June 2029.
Item 4 Renewal Term	One (1) term of five (5) years from 1 July 2029 to 30 June 2034.
Item 5 Licence Fee	\$394.13 per annum (exclusive of GST) subject to review.
Item 6 Licence Fee Payment Date(s)	On the Commencement Date and each anniversary of the Commencement Date, or as otherwise directed by the Council.
Item 7 Licence Fee Review Dates	<p>Date: 1 July</p> <p>Years: 2025, 2026, 2027, 2028 and, if this licence is renewed, 2029,2030, 2031, 2032 and 2033.</p>
Item 8 Times of Use	<p>(1) The Southern District Junior Soccer Association Incorporated has exclusive use of the Premises during the soccer season from 1 April to 30 September in each year during the Term, except for those times set out in clause (3) below.</p> <p>(2) The Coastal Districts Little Athletics Centre Incorporated has exclusive use of the Premises during the period from 1 October to 31 March in each year during the Term, except for those times set out in clause (3) below.</p> <p>(3) The Premises are excluded from use:</p> <ul style="list-style-type: none"> • between the hours of 8:00am and 5:00pm during week days; • between the hours of 9:00am and 12:30pm on Saturdays during school terms (other than the northern soccer pitch area which will be available to Southern Districts Junior Soccer Associated Incorporated for school sport use); • during such other times as the Premises may be used

for school sporting and related purposes by agreement between the Licensor and the Minister for Education, Training and Skills,

which times may be varied by written agreement between the parties.

Item 9

Permitted Use

Organising, promoting and playing of junior sports for the community and servicing the youth of Holdfast Bay.

Item 10

Public risk insurance

\$20,000,000.00

Item 11

Outgoings

Building insurance, water usage and other utilities supplied to the Premises.

Item 12

Special Conditions

1. The Licensee will jointly co-ordinate the use of the Premises by any other permitted users (who will use the Premises as sublicensees, subject to the conditions of this licence) in relation to junior sport, the users being, and limited to:
 - Coastal Districts Athletics and Community Club Incorporated
 - Department for Education
 - Glenelg Football Club (Auskick, under age competitors)
 - Glenelg Cricket Club – Juniors
 - Brighton Cricket Club – Juniors
 - SAPSASA
 - Other users as requested by the Council with prior advice
 - Any other sporting organisation on special request/requirements
 - As requested by the Council in relation to other organisations.
2. The Licensee acknowledges that this licence is subject to the continuation of the Headlease. In the event that the Headlease is terminated, the Council will use its best endeavours to find alternative accommodation for the Licensee. Further, the Council undertakes to provide as much forewarning as possible to the Licensee under such circumstances.

3. Any queries or complaints regarding the usage of the Premises will be directed, in the first instance, according to the following schedule:

4. **Playing Surfaces**

The Licensee:

- 4.1 may line mark the oval as necessary for purposes associated with the sporting activities conducted by each of the Licensee associations, subject however to additional condition 8.
 - 4.2 must not cause, suffer or permit the application of any chemical that might result in the poisoning of the grass surface, unless the application of any such chemical is undertaken with the express, prior written permission of the Council;
 - 4.3 acknowledges that the Licensee's compliance with this special condition is an essential term of this licence, and any breach of this special condition will entitle the Council to immediately terminate this licence.
5. The Licensee must leave the Premises and the Land in a clean and tidy state at the end of each day.

DATE

PARTIES

City of Holdfast Bay of PO Box 19, Brighton SA 5048 (**Licensor**)

Southern District Junior Soccer Association Incorporated of PO Box 649 Brighton SA 5048 and **Coastal Districts Little Athletics Centre Incorporated** of PO Box 281 Brighton SA 5048 (**Licensee**)

BACKGROUND

- A. The Council leases the Land from the Minister for Education under registered lease no. 13082885 for the term commencing on 1 July 2018 and expiring on 30 June 2038 (**Headlease**).
- B. The Licensee uses the Premises for the Permitted Use under a licence agreement which expired on 30 June 2024.
- C. The Licensee has requested a new licence to use the Premises for the Permitted Use during the Times of Use.
- D. The Council has agreed to grant the Licensee a licence to use the Premises in accordance with the terms and conditions set out in this agreement.

AGREED TERMS

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this agreement:

Act means the *Retail and Commercial Leases Act 1995* (SA).

Agreed Consideration means the Licence Fee, Outgoings and all other consideration (whether in money or otherwise) to be paid or provided by the Licensee for any supply or use of the Premises and any goods, services or other things provided by the Council under this licence (other than tax payable under clause 20).

Buildings means the interior and exterior of all present and future improvements on the Land and includes all Building Services and Common Areas and all other conveniences, services, amenities and appurtenances of in or to the Buildings.

Building Services includes all services (including gas, electricity, water, sewerage, lifts, escalators, communications, fire control, air-conditioning, plumbing and telephone and all plant, equipment, pipes, wires and cables in connection with them) to or of the Buildings or any premises in or on the Land supplied by any authority, the Council or any person the Council authorises.

Business Day means a day that is not a Saturday, Sunday or public holiday in South Australia.

Commencement Date means the commencement date described in Item 3 of the Schedule.

Common Areas means all areas of the Land which are not leased and which are for common use by tenants and licensees of the Land or Buildings and their invitees and customers and also members of the general public including driveways, car parks, walkways, washrooms, toilets and stairways.

Council means the party described as 'Council' in this licence and where the context permits includes the employees, contractors, agents and other invitees of the Council.

Council's Equipment means all fixtures and fittings, plant, equipment, services, chattels and other goods installed or situated in or on the Premises and available for use by the Licensee.

Default Rate means 2% per annum above the Local Government Finance Authority Cash Advance Debenture Rate (and if there is more than one rate then the higher of those rates) and if there is no such rate then means 10%.

GST has the meaning given to that term in the GST Legislation.

GST Legislation means the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) and any ancillary or similar legislation.

GST Rate means 10% or the rate of GST imposed from time to time under the GST Legislation.

Initial Term means the initial term of this licence as specified in Item 3 of the Schedule.

Institute means the South Australian Division of the Australian Property Institute.

Land means the land described in Item 2 of the Schedule and includes any part of the Land.

Legislation includes any relevant Act of Parliament (whether State or Federal) and any regulation or by-law including by-laws issued by any local government body or authority.

Licence Fee means the fee stated in Item 5 of the Schedule.

Licence Fee Payment Date means the date(s) referred to in Item 6 of the Schedule.

Licence Fee Review Dates means the dates referred to in Item 7 of the Schedule.

Licensee means the party described as 'Licensee' in this licence and where the context permits includes the members, employees, contractors, agents, customers and other invitees of the Licensee.

Licensee's Equipment means any and all fixtures and fittings and other equipment installed in or brought on to or kept in the Premises by the Licensee.

Licensee's Share means the proportion the lettable area of the Premises bears from time to time to the total lettable area of the Land as measured in accordance with the method of measurement recommended for such Premises by the Institute's guidelines current as at the Commencement Date or such other Institute method of measurement as the Council notifies the Licensee.

Outgoings means the outgoings described in Item 11 of the Schedule.

Payment Date means the Commencement Date and the first day of each month during the Term.

Permitted Use means the use described in Item 9 of the Schedule.

Premises means the premises described in Item 1 of the Schedule including all present and future improvements thereon (excluding the Licensee's Equipment) and the Council's Equipment.

Renewal Term means the renewal term described in Item 4 of the Schedule.

Schedule means the schedule to this agreement.

Special Conditions means the special conditions set out in Item 12 of the Schedule.

Statutory Authorities means any government or authorities created by or under any relevant Legislation.

Statutory Requirements means all relevant Legislation and all lawful conditions, requirements, notices and directives issued or applicable under any such Legislation or by any Statutory Authorities.

Term means the term of this licence commencing on the Commencement Date for the period described in Item 3 of the Schedule and any period during which the Licensee holds over or remains in occupation of the Premises.

Times of Use means the times set out in Item 8 of the Schedule.

Valuer means a qualified valuer appointed to make a determination under this licence:

- (a) who is appointed by agreement of the Council and the Licensee or, failing agreement within 14 days of either notifying the other of the requirement for such appointment, at the request of either the Council or the Licensee, by the President or acting President of the Institute;
- (b) who has practised as a valuer with a minimum of five years relevant experience; and
- (c) who acts as an expert and not as an arbitrator.

Yearly Amounts means the aggregate of the Licence Fee, Outgoings and any other moneys payable by the Licensee during the Term.

1.2 Interpretation

In this agreement, unless the context otherwise requires:

- 1.2.1 capitalised words are defined under clause 1.1;
- 1.2.2 headings do not affect interpretation;
- 1.2.3 singular includes plural and plural includes singular;
- 1.2.4 words of one gender include any gender;
- 1.2.5 a reference to a party includes its executors, administrators, successors and permitted assigns;
- 1.2.6 a reference to a person includes a partnership, corporation, association, government body and any other entity;
- 1.2.7 a reference to this agreement includes any schedules and annexures to this agreement;
- 1.2.8 an agreement, representation, warranty or indemnity by two or more parties (including where two or more persons are included in the same defined term) binds them jointly and severally;
- 1.2.9 an agreement, representation, warranty or indemnity in favour of two or more parties (including where two or more persons are included in the same defined term) is for the benefit of them jointly and severally;
- 1.2.10 a reference to a document includes that document as varied, novated or replaced from time to time;
- 1.2.11 a reference to legislation includes any amendment to it, any legislation substituted for it, and any subordinate legislation made under it;
- 1.2.12 a provision is not construed against a party only because that party drafted it;
- 1.2.13 an unenforceable provision or part of a provision may be severed, and the remainder of this agreement continues in force, unless this would materially change the intended effect of this agreement;
- 1.2.14 the meaning of general words is not limited by specific examples introduced by 'including', 'for example' or similar expressions;
- 1.2.15 an expression defined in the *Corporations Act 2001* (Cth) has the meaning given by the Act at the date of this agreement.
- 1.2.16 the covenants and powers implied in leases by virtue of sections 124 and 125 of the *Real Property Act 1886* apply and are implied in this licence unless they are expressly or impliedly excluded or modified.

1.3 Retail and Commercial Leases Act

You acknowledge and agree that this licence has been entered into on the basis that the Act does not apply to this Lease by virtue of section 4(2)(g) of the

Act and Regulation 4(1) of the Retail and Commercial Leases Regulations 2010(SA).

1.4 **Background**

The Background forms part of this agreement and is correct.

2. **GRANT OF LICENCE**

2.1 The Council grants and the Licensee accepts a licence of the Premises for the Term and during the Times of Use as set out in this licence.

2.2 The rights conferred by this licence rest in contract only and do not confer on the Licensee any tenancy, estate or interest in the Premises or the Land. The rights of the Licensee under this licence are those of a licensee only.

3. **LICENCE FEE**

You must pay the Licence Fee on the Licence Fee Payment Dates and in the manner directed by the Council.

4. **LICENCE FEE REVIEWS**

The Licence Fee will be reviewed on each Licence Fee Review Date in accordance with the following:

4.1 **CPI review**

The Licence Fee on and from the Licence Fee Review Date is calculated as follows:

$$R_2 = R_1 \times \frac{\text{CurrentCPI}}{\text{PreviousCPI}}$$

Where:

R_2 is the Licence Fee after the Licence Fee Review Date; and

R_1 is the Licence Fee immediately before the Licence Fee Review Date (disregarding any abatements incentives or reductions).

4.2 **Change to CPI index**

If the CPI is no longer published, either party may ask the President of the Institute to nominate an index which reflects the rate of price change in the area and group for the CPI and "CPI" then means that index. The parties must each pay one half of the President's costs for nominating an index.

4.3 **Licence Fee pending Determination**

4.3.1 The Licence Fee may be reviewed at any time for a Licence Fee Review Date even if the review is instituted after that Licence Fee Review Date.

4.3.2 If the Licence Fee to apply on and from a Licence Fee Review Date has not been agreed on or determined by that Licence Fee Review Date, the Licensee must continue to pay instalments of the Licence

Fee at the rate that applied before the relevant Licence Fee Review Date until the Licence Fee is determined.

4.4 Adjustment once Licence Fee determined

Once the Licence Fee to apply on and from a Licence Fee Review Date is determined, the Licensee will pay any shortfall and the Council will allow any adjustment for overpayment at the next date on which the Licence Fee is due for payment.

4.5 Other review

Nothing in this Licence prevents the Council and the Licensee negotiating and agreeing on a Licence Fee to apply from a Licence Fee Review Date without following this clause 4.

4.6 No decrease in Licence Fee

Subject to the Act, notwithstanding anything else in this Licence, the Licence Fee will not decrease on a Licence Fee Review Date.

5. OUTGOINGS AND UTILITIES

5.1 Liability for Outgoings

5.1.1 The Licensee must pay or reimburse the Council all Outgoings paid or payable by the Council in respect of the Premises.

5.1.2 The Outgoings must be adjusted between the Council and the Licensee as at the Commencement Date and the end or termination date of this licence.

5.2 Licensee's Share

5.2.1 If any of the Outgoings are not separately assessed or charged in respect of the Premises, then the Licensee must pay the Licensee's Share of any such Outgoings assessed or charged in respect of the Land.

5.3 Power and other utilities

5.3.1 The Licensee must pay, when due, all costs for the use of telephone, light and other facilities and the consumption of electricity, gas, and any and all other services and utilities supplied to or used from the Premises.

5.3.2 If there is no separate meter for a service or utility used on or from the Premises and if the Council so requires, then the Licensee must install the meter at its own cost.

5.3.3 Without limiting this subclause, the Licensee must comply with the *Electricity (General) Regulations 2012 (SA)* and any other applicable electricity laws.

6. USE OF PREMISES

6.1 Permitted Use

The Licensee may use the Premises only for the Permitted Use and must not use or allow the Premises to be used for any other use without the Council's consent.

6.2 Licensee's operations

6.2.1 The Licensee must supply and install (as required and at its own cost) any goods or equipment it requires to use the Premises for the Permitted Use.

6.2.2 The Licensee must operate from the Premises with due diligence and efficiency in a proper and businesslike manner.

6.2.3 The Licensee must strive to maximise the benefits to the community from its operations from the Premises.

6.3 Offensive activities

The Licensee must:

6.3.1 not carry on any offensive or dangerous activities on or from the Premises;

6.3.2 not create a nuisance or disturbance for the Council or for the owners or occupiers of any adjoining property; and

6.3.3 ensure at all times that activities conducted on or from the Premises do not discredit the Council.

6.4 Use of facilities

6.4.1 The Licensee must ensure that the Building Services are used carefully and responsibly and in accordance with any directions given by the Council from time to time.

6.4.2 The Licensee must repair or correct any damage or malfunction which results from any misuse or abuse of the Building Services by the Licensee.

6.5 Statutory Requirements

The Licensee must comply with all Statutory Requirements (including the *Work Health and Safety Act 2012(SA)*) relating to:

6.5.1 the Licensee's use and occupation of the Premises;

6.5.2 the Permitted Use.

6.6 WHS

Without limiting clause 6.5, the Licensee must comply with all policies and procedures of the Council notified to it, and all directions of the Council, relating to work health and safety matters at the Premises.

6.7 No alcohol or gaming

6.7.1 The Licensee must not:

- (a) serve, sell or provide to persons; or
- (b) consume or allow persons to consume;
alcoholic beverages on the Premises without the Council's consent.

6.7.2 The Licensee must not apply for a gaming machines licence under the *Gaming Machines Act 1992*(SA) in respect of the Premises without the consent of the Council.

6.8 Signs

6.8.1 The Licensee must not place any sign or advertisement on the outside or inside (if they can be seen from outside) of the Premises, except a sign or advertisement which:

- (a) is approved by the Council; and
- (b) complies with any relevant Statutory Requirements.

6.8.2 The Licensee must immediately remove any sign that it has erected in or around the Premises that the Council considers (in its absolute discretion) is offensive or otherwise inappropriate.

6.9 Dangerous equipment and installations

The Licensee may only install or use within the Premises equipment and facilities which are reasonably necessary for and normally used in connection with the Permitted Use and must not install or bring onto the Premises:

- 6.9.1 any electrical, gas powered or other machinery or equipment that may pose a danger, risk or hazard;
- 6.9.2 any chemicals or other dangerous substances that may pose a danger, risk or hazard; or
- 6.9.3 any heavy equipment or items that may damage the Premises or Buildings.

6.10 Fire precautions

The Licensee must comply with all Statutory Requirements relating to fire safety and procedures including any structural works or modifications or other building works which are required as a consequence of the Licensee's use of the Premises.

6.11 Notice of defect

The Licensee must:

- 6.11.1 give the Council prompt notice of any circumstance or event which the Lessee should reasonably be aware might cause danger, risk or

hazard to the Premises or the Buildings or to any person in the Premises or the Buildings; and

- 6.11.2 if required by the Council, promptly rectify any defect or want of repair to make the Premises safe from any danger, risk or hazard.

6.12 Security

The Licensee must ensure that all Buildings and areas of the Premises that are capable of being locked are locked and secured after use.

6.13 Common Areas access

Subject to the terms of this licence, the Licensee is entitled to reasonable access and use of the Common Areas in common with all other tenants and licensees of the Land and members of the general public.

6.14 No warranty

The Council makes no warranty or representation regarding the suitability of the Premises (structural or otherwise) for the Permitted Use or any other purpose.

7. INSURANCE

7.1 Licensee must insure

The Licensee must keep current during the Term:

- 7.1.1 public risk insurance for at least the amount in Item 10 of the Schedule (or any other amount the Council reasonably requires) for each claim;
- 7.1.2 plate glass insurance;
- 7.1.3 all insurance in respect of the Licensee's Equipment for its full replacement value; and
- 7.1.4 other insurances required by any Statutory Requirement or which the Council reasonably requires.

7.2 Requirements for policies

Each policy must:

- 7.2.1 be with an insurer and on terms reasonably approved by the Council;
- 7.2.2 be in the name of the Licensee and note the interest of the Council and any other person the Council requires;
- 7.2.3 note the indemnities given by the Licensee in favour of the Council pursuant to this licence;
- 7.2.4 cover events occurring during the policy's currency regardless of when claims are made; and
- 7.2.5 note that despite any similar policies of the Council, the Licensee's policies will be primary policies.

7.3 Evidence of insurance

The Licensee must give the Council certificates evidencing the currency of each policy. During the Term the Licensee must:

- 7.3.1 pay each premium before it is due for payment;
- 7.3.2 give the Council certificates of currency each year when the policies are renewed and at other times the Council requests;
- 7.3.3 not vary, allow to lapse or cancel any insurance policy without the Council's consent;
- 7.3.4 notify the Council immediately if a policy is cancelled or if an event occurs which could prejudice or give rise to a claim under a policy.

7.4 Insurance affected

- 7.4.1 The Licensee must not do anything which may:
 - (a) prejudice any insurance of the Premises or the Buildings; or
 - (b) increase the premium for that insurance.
- 7.4.2 If the Licensee does anything (with or without the Council's consent) that increases the premium of any insurance the Council has in connection with the Premises or the Buildings, the Licensee must on demand pay the amount of that increase to the Council.

7.5 Building Insurance

The Council will, at its cost, maintain building insurance for the Premises in the amount and on such terms as the Council considers is appropriate.

8. REPAIR AND MAINTENANCE

8.1 Repair and maintenance

- 8.1.1 The Licensee must manage the Premises and complete minor repairs during the Term, including (without limitation):

- (a) Clean gutters, downpipes and stormwater drains, keeping them free of debris at all times
 - (b) Unblock drains, repair damage caused to external pipes, water sewer and gas piping
 - (c) Full responsibility of hot water system.
 - (d) General cleaning of clubrooms and rubbish removal
 - (e) Clean windows, replace damaged windows or glazing
 - (f) Floodlight, security light and internal light globe replacement.
 - (g) Key replacement, adjustments and repairs to doors, door coverings, locking mechanisms, hinges and other associated hardware. Replace damaged doors and locks
 - (h) Wash and clean walls and painted surfaces periodically, repair and touch up as required, remove graffiti
 - (i) Keep access and egress areas clear and free from debris
 - (j) Full responsibility for solar panels and signs, if applicable, obtaining Licensor's consent prior to installation
- 8.1.2 The Council will maintain the Premises and provide major repairs and upgrades (not caused or contributed to by the Licensee) during the Term, including (without limitation):
- (a) Provision of plumbing to a safe and non-hazardous standard
 - (b) Provision of major electrical wiring to a safe and non-hazardous standard
 - (c) Provision of light towers to a safe and non-hazardous standard
 - (d) Provision of adequate and appropriate litter bins for community use
 - (e) Mowing and watering of grass playing surfaces.
- 8.1.3 The Licensee must promptly report to the Council any defects or items requiring repair within the Premises upon such defects or items being brought to the attention of the Licensee.
- 8.1.4 The Licensee must maintain the clubrooms within the Premises to the extent required by the Maintenance Schedule in Annexure B.
- 8.1.5 The Licensee must keep and maintain the Licensee's Equipment in good and safe repair.
- 8.1.6 The Council will maintain the playing surface within the Premises to the standard advised by the Council to the Licensee from time to time.
- 8.1.7 If the Licensee requires the playing surface within the Premises to be maintained to a higher standard than it is maintained by the Council

then all additional maintenance will be subject to the Council's approval and at the Licensee's cost.

- 8.1.8 The Licensee must repair and maintain in good and safe condition all scoreboards, kiosks and ticket boxes within the Premises.
- 8.1.9 If the Council so requires, the Licensee must promptly repair any damage to the Buildings or the Land caused or contributed to by the act, omission, negligence or default of the Licensee or any of its invitees.

8.2 Maintain and replace

The Licensee must maintain items in or attached to the Premises, and, if damaged or worn, repair them or replace them with items of quality similar to those in use at the Commencement Date, or, if previously replaced with the Council's approval, when last replaced.

8.3 Maintenance and Repairs Table

Without limiting clause 8.1.1 but subject to clauses 8.1.6 – 8.1.8, the Licensee must undertake those maintenance and repairs that are identified as being the Licensee's responsibility in the Maintenance Schedule in Annexure B to this licence (where applicable).

8.4 Painting

The Licensee must paint all internal parts of the Buildings (except buildings located in Common Areas) prior to the expiry of each term of this licence to the following specification:

- 8.4.1 clean and repair all surfaces to be redecorated; and
- 8.4.2 paint (with at least two coats) or wallpaper, stain, varnish or polish each surface to be redecorated according to the previous treatment of that surface.

8.5 Alterations by Licensee

- 8.5.1 The Licensee must not carry out any alterations or additions to the Premises without the Council's consent.
- 8.5.2 The Licensee must provide full details of the proposed alterations and additions to the Council.
- 8.5.3 The Council may impose any conditions it considers necessary if it gives its approval, including requiring the Licensee to obtain the Council's consent to any agreements that the Licensee enters into in relation to the alterations or additions.
- 8.5.4 The Licensee must carry out any approved alterations and additions:
 - (a) in a proper and workmanlike manner;
 - (b) in accordance with the conditions imposed by the Council and with the approvals made by Council in its capacity as lessor under this licence;

- (c) in accordance with all Statutory Requirements; and
- (d) in a way to minimise disturbance to others.

8.5.5 Unless otherwise agreed in writing between the parties, all alterations and additions to the Land or the Premises made pursuant to this clause become the property of the Council.

8.5.6 The Licensee must pay all of the Council's costs (including consultant's costs and legal costs) as a result of the Licensee's alterations and additions.

8.6 Cleaning and removal of rubbish

8.6.1 The Licensee must keep the Premises clean and tidy.

8.6.2 Without limiting clause 8.6.1, the Licensee must continually collect and remove from the Premises all litter and rubbish that may accumulate during the Times of Use.

9. ASSIGNMENT, SUBLETTING AND CHARGING

9.1 Assignment

The Licensee may, subject to the Act, only assign its interest in this licence if:

- 9.1.1 the proposed assignee does not change the Permitted Use;
- 9.1.2 the proposed assignee is able to meet the financial obligations under this licence; and
- 9.1.3 the Licensee has complied with the Council's procedural requirements for obtaining the Council's consent.

9.2 Sublicensing

Except as provided for in the Special Conditions, the Licensee must not sublicense any part of the Premises without the Council's consent.

9.3 Hiring out Premises

The Licensee must not hire out or otherwise part with possession of the Premises without the Council's consent.

9.4 Costs

The Licensee must pay all costs reasonably incurred by the Council (including the costs of any consultant or any legal fees) in relation to any dealing with the Premises, including in considering whether or not to grant consent under this clause 9.

10. LICENSEE'S OPERATIONS FROM THE PREMISES

10.1 Professional conduct

10.1.1 The Licensee must use and manage other users of the Premises in a professional and competent manner and in accordance with good commercial practices. Without limitation, the Licensee must:

- (a) ensure that there are appropriately skilled, trained and qualified personnel and such other resources as may be necessary from time to time for the proper and efficient operation and management of the Premises in accordance with this licence; and
- (b) ensure that all persons on the Premises conduct themselves in an orderly and polite manner.

10.1.2 The Licensee must actively promote all programs and activities conducted from the Premises to the public and otherwise in accordance with any directions of the Council.

10.2 Child protection and safety

10.2.1 Definitions

In this clause 10.2:

Child Protection Laws means all laws in force in the State of South Australia that:

- (a) relate to the protection of children and young people; and/or
- (b) regulate organisations that engage in Child Related Work and persons who Work With Children;

including (but not limited to) the CYPS Act, the CSPP Act and all Regulations made under those Acts.

Child Related Work has the meaning given to it in section 6 of the CSPP Act;

CSPP Act means the *Child Safety (Prohibited Persons) Act 2016*(SA) and includes the *Child Safety (Prohibited Persons) Regulations 2019* (SA) made under that Act;

CYPS Act means the *Children and Young People (Safety) Act 2017*(SA);

Work With Children has the meaning given to it in section 6 of the CSPP Act.

10.2.2 The Council agrees with the statement in section 5(a) of the CYPS Act that it is the duty of every person in the State of South Australia to safeguard and promote the outcomes in section 4(2) of that Act and expects its lessees and licensees to also promote these outcomes.

10.2.3 The Licensee must:

- (a) comply with all Child Protection Laws (as applicable); and
- (b) ensure that all licensees and other persons that the Licensee permits to use the Premises comply with all Child Protection Laws (as applicable);
- (c) comply with all applicable policies, procedures and other documents prepared by the Council pursuant to any Child Protection Laws;
- (d) provide all assistance requested of the Licensee by the Council for the purposes of the Council complying with its obligations under any Child Protection Laws; and
- (e) immediately provide the Council with all information and copies of documents reasonably requested by the Council for the purpose of the Council satisfying itself that the Licensee has complied with its obligations under this clause 10.2.3.

10.2.4 If the Licensee breaches any of its obligations under this clause 10.2 the Council may terminate this licence with immediate effect by written notice to the Licensee (without prejudice to any of the Council's other rights under this licence resulting from the breach).

10.3 **No agency**

10.3.1 The Licensee must not act as, or represent that it is, an agent for the Council in any of the Licensee's operations at or in respect of the Premises.

10.3.2 Without limiting clause 10.3.1, the Licensee must not use any improvements, goods or equipment at the Premises for raising finance.

11. **LICENSEE GOVERNANCE**

11.1 On the Commencement Date, or as soon as reasonably practicable after the Commencement Date, the Licensee must provide to the Council a copy of the Licensee's constitution and any other documents that regulate its governance and operations.

11.2 The Licensee must provide to the Council any information in relation to the Licensee's use and occupation of the Premises and finances reasonably required by the Council.

12. **FINANCIAL AND OTHER REPORTING**

12.1 The Licensee must provide to the Council (attention to the Recreation & Sport Planning Lead), on or immediately prior to each anniversary of the Commencement Date, a report which includes:

12.1.1 a copy of the audited financial statements of the Licensee (excluding turnover details) for the preceding Financial Year prepared in accordance with usual accounting practices; and

12.1.2 details of all community programs delivered by the Licensee during the preceding Financial Year.

- 12.2 The Licensee must also provide to the Council any further information in relation to the Licensee's use and occupation of the Premises and finances (excluding turnover) reasonably requested by the Council from time to time.

13. COUNCIL'S OBLIGATIONS AND RIGHTS

13.1 Quiet enjoyment

Subject to the Council's rights and to the Licensee complying with the Licensee's obligations under this licence, the Licensee may occupy the Premises during the Times of Use during the Term without interference from the Council.

13.2 Right to enter

The Council may (except in an emergency when no notice is required) enter the Premises after giving the Licensee reasonable notice:

- 13.2.1 to see the state of repair of the Premises;
- 13.2.2 to verify the Licensee's compliance with the requirements of this licence;
- 13.2.3 to do repairs to the Premises or the Buildings or other works which cannot reasonably be done unless the Council enters the Premises;
- 13.2.4 to do anything the Council must or may do under this licence or must do under any Legislation or to satisfy the requirements of any Statutory Authority;
- 13.2.5 to show prospective licensees through the Premises; and
- 13.2.6 to show prospective purchasers through the Premises.

13.3 Emergencies

In an emergency the Council may:

- 13.3.1 close the Premises or Buildings;
- 13.3.2 prevent the Licensee from entering the Premises or Buildings; and/or
- 13.3.3 prevent the Licensee from entering and using the Common Areas.

13.4 Works and restrictions

13.4.1 The Council may:

- (a) install, use, maintain, repair, alter, and interrupt Building Services;
- (b) carry out works on the Buildings (including extensions, renovations and refurbishment);
- (c) carry out works on the Premises, including but not limited to landscaping work;

- (d) close (temporarily or permanently) and restrict access to the Common Areas.

13.4.2 The Council must (except in an emergency) take reasonable steps to minimise interference with the Licensee's use and occupation of the Premises.

13.5 **Right to rectify**

The Council may at the Licensee's cost do anything which the Licensee should have done under this licence but which the Licensee has not done or which the Council reasonably considers the Licensee has not done properly.

13.6 **Naming Rights**

The Council reserves to itself all naming rights to the Premises and all Buildings.

13.7 **Right to Licence to other parties**

The Council reserves the right to licence the Premises to other parties outside of the Times of Use.

13.8 **Rules, directions and by-laws**

13.8.1 The Council may adopt rules for the management and use of the Premises (**Rules**).

13.8.2 The Licensee must comply with and cause to be complied with all Rules in force from time to time.

13.8.3 The Licensee must also comply with and cause to be complied with all Council directions and by-laws regarding the Premises or the Permitted Use.

14. **DAMAGE OR DESTRUCTION**

14.1 **Termination for destruction or damage**

14.1.1 If the Premises are destroyed or are damaged so that they are unfit for the Licensee's use then, within three months after the damage or destruction occurs, the Council must give the Licensee either:

- (a) a notice terminating this licence (on a date at least one month after the Council gives notice); or
- (b) a notice advising the Licensee that the Council intends to repair the Premises and/or the Buildings so that the Premises are accessible and the Licensee can occupy and use the Premises (**Intention to Repair Notice**).

14.1.2 If the Council gives an Intention to Repair Notice but does not carry out the repairs within a reasonable time, the Licensee may give notice to the Council that the Licensee intends to end this licence if the Council does not make the Premises accessible and fit for use and occupation by the Licensee within a reasonable time (having regard to the nature of the required work) (**Intention to Terminate Notice**).

- 14.1.3 If the Council does not give a notice under this subclause or does not take the action specified in the Intention to Terminate Notice, the Licensee may end this licence by giving the Council not less than one month's notice.

14.2 Reduction or abatement of Licence Fee

- 14.2.1 While the Premises are unfit or inaccessible, the Yearly Amounts are reduced unless:
- (a) the Premises are unfit or inaccessible; or
 - (b) an insurer refuses to pay a claim;
- as a result of a deliberate or negligent act or omission of the Licensee.
- 14.2.2 The level of the reduction (if any) depends on the nature and extent of the damage.
- 14.2.3 If the level of the reduction (if any) cannot be agreed it must be determined by a Valuer.

15. REDEVELOPMENT, ASSET RATIONALISATION AND DEMOLITION

If as part of any redevelopment, asset rationalisation or other project conducted by the Council that includes the Land (**Redevelopment**), or for any other reason, the Council wishes to demolish or acquire vacant possession of the Premises or any part of the Premises, then the Council may:

- 15.1 terminate this licence subject to the following provisions:
- 15.1.1 the Council must provide the Licensee with details of the proposed Redevelopment sufficient to indicate a genuine proposal to carry out that Redevelopment within a reasonably practicable time after this licence is to be terminated;
 - 15.1.2 at any time after providing the Licensee with those details, the Council may give the Licensee a written notice of termination of this licence (**Termination Notice**) specifying the date on which this licence is to come to an end being a date not less than six months after the Termination Notice is given. Unless terminated earlier by the Licensee under clause 15.1.3, this licence comes to an end at midnight on the day specified in the Termination Notice;
 - 15.1.3 at any time after receiving a Termination Notice, the Licensee may terminate this licence by giving not less than seven days' written notice to the Council; and
 - 15.1.4 when either party terminates this licence under this clause, the rights and obligations of the Council and the Licensee under this licence (except with regard to an existing breach) come to an end; rights with regard to an existing breach continue; or
- 15.2 require the Licensee, upon reasonable notice, to vacate the Premises and to occupy an alternative site owned by the Council subject to the following conditions:

- 15.2.1 the Council must provide the Licensee with details of the proposed Redevelopment sufficient to indicate a genuine proposal to carry out that Redevelopment within a reasonably practicable time after this licence is to be terminated;
- 15.2.2 the Council may at any time after providing the Licensee with those details, give the Licensee a written notice of termination of this licence (**Relocation Notice**) specifying the date on which the Licensee must relocate being a date not less than six months after the Relocation Notice is given;
- 15.2.3 the Licensee must relocate to the alternative site on the date stipulated in the Relocation Notice and must give to the Council all assistance and cooperation necessary to give effect to this clause and to the relocation including the execution of any documents or instruments which the Council reasonably requires;
- 15.2.4 the alternative site must, in the reasonable opinion of the Council, be of comparable quality and utility to the Premises;
- 15.2.5 any reasonable costs incurred in relocating the Licensee must be borne by the Council; and
- 15.2.6 the Licensee's occupation of the alternative site is on the terms in this licence (changed as necessary); or
- 15.3 negotiate with the Licensee as to the financial and maintenance contribution which is required from the Licensee in order for the Council to reconsider undertaking the Redevelopment. The Council may, at any reasonable time during these negotiations exercise any of its other rights under this clause.

16. **RENEWAL**

- 16.1 Provided that the Licensee is not in default of this agreement, the Licensee has the right to renew this licence for the Renewal Term.
- 16.2 If the Licensee wishes to exercise its right of renewal under clause 16.1 the Licensee must serve a written notice on the Council not less than 6 months and not more than 12 months prior to the expiry of the current term stating it requires a renewal of this licence.

17. **RIGHTS AND OBLIGATIONS ON EXPIRY**

17.1 **Expiry**

This licence comes to an end at midnight on the last day of the Term unless it is terminated earlier by the Council or the Licensee under this licence.

17.2 **Handover of possession**

- 17.2.1 Before this licence comes to an end, the Licensee must:
 - (a) remove all of the Licensee's Equipment and repair any damage caused by such removal;

- (b) if required by the Council, remove and reinstate any alterations or additions made to the Premises by the Licensee; and
- (c) complete any repairs which the Licensee is obliged to carry out under this licence.

17.2.2 When this licence comes to an end the Licensee must:

- (a) hand over vacant possession of the Premises in good repair and condition consistent with the requirements of this licence; and
- (b) hand over to the Council all keys and other security devices for the Premises which the Licensee has in its possession or control.

17.2.3 The Licensee is not relieved of its obligation to comply with this subclause, or to compensate the Council for failure to do so, because the Council accepts or takes possession of the Premises.

17.3 **Abandoned goods**

If, when this licence comes to an end, the Licensee leaves any goods or equipment at the Premises, then the Council may deal with and dispose of those goods in accordance with the Act.

17.4 **Holding over**

If, with the Council's consent, the Licensee continues to occupy the Premises after the end of this licence, the Licensee does so under a monthly tenancy which:

- 17.4.1 either party may terminate on one month's notice given at any time; and
- 17.4.2 is on the same terms as this licence.

18. **BREACH**

18.1 **Payment obligations**

18.1.1 The Licensee must make payments due under this licence:

- (a) without demand (unless otherwise provided);
- (b) without set-off, counter-claim, withholding or deduction;
- (c) to the Council or as the Council directs; and
- (d) by direct debit or other means directed by the Council.

18.1.2 If a Payment Date does not exist, the Licensee must make any payment due on that Payment Date on demand.

18.2 **Set off**

The Council may, by notice to the Licensee, set off any amount due by the Licensee to the Council under this licence or otherwise against any amount due by the Council to the Licensee under this licence.

18.3 **Council's rights on breach**

18.3.1 The Council may come onto the Premises and remedy a breach of this licence without notice:

- (a) in an emergency; or
- (b) if the Licensee breaches any provision of this licence and fails to remedy the breach within 14 days after receiving notice requiring it to do so.

18.3.2 The Licensee must pay or reimburse the Council on demand for all costs of remedying the breach.

18.4 **Breach and re-entry**

If:

- 18.4.1 the Licensee fails to pay a sum of money when due and fails to remedy that failure within seven days after receiving notice requiring it to do so;
- 18.4.2 the Licensee breaches any other provision of this licence and fails to remedy the breach within 14 days after receiving notice requiring it to do so;
- 18.4.3 the Licensee ceases to be able to pay its debts as they become due;
- 18.4.4 any step is taken by a mortgagee to take possession or dispose of the whole or any part of the Licensee's assets, operations or business;
- 18.4.5 any step is taken to enter into any arrangement between the Licensee and its creditors;
- 18.4.6 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 Licensee's assets or business;
- 18.4.7 the Licensee is deregistered or dissolved or any step is taken by any person towards that;
- 18.4.8 execution is levied against the Licensee and not discharged within 14 days; or
- 18.4.9 the Premises are unoccupied for one month or more without the Council's consent;

then despite any other clause of this licence, the Council:

18.4.10 may re-enter and repossess the Premises, without prejudice to its other rights; and

18.4.11 is discharged from any claim by or obligation to the Licensee under this licence.

18.5 Rights of Council not limited

A power or right of the Council under this licence or at law resulting from a breach or repudiation of this licence by the Licensee, or the exercise of such power or right, does not limit the Council's powers or rights.

18.6 Repudiation and damages

18.6.1 The following provisions are essential terms of this licence:

- (a) the provisions about use of the Premises;
- (b) the obligation to pay Outgoings;
- (c) the provisions about additions and alterations to the Premises; and
- (d) the restriction on assignment, sub-letting and licensing; and
- (e) the Special Conditions.

18.6.2 The Council does not waive the essential nature of an essential term by accepting late payment of the Licence Fee or other money or by failing to exercise its rights or by delay in doing so.

18.6.3 Any breach of an essential term by the Licensee is a repudiation of this licence. The Council may at any time accept that repudiation, rescinding this licence.

18.6.4 If:

- (a) the Council terminates this licence because of a breach of an essential term by the Licensee; or
- (b) the Licensee repudiates this licence and the Council accepts that repudiation, rescinding this licence;

the Licensee must pay compensation to the Council including the Licence Fee and other money which the Council would otherwise have received under this licence for the balance of the Initial Term and any Renewal Term. The Council must take reasonable steps to mitigate its losses and to endeavour to license the Premises at a reasonable licence fee and on reasonable terms.

18.7 Interest on overdue amounts

The Licensee must pay to the Council interest on any overdue 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.

18.8 Landlord and Tenant Act

A notice under section 10 of the *Landlord and Tenant Act 1936* (SA) must allow 14 days for the Licensee to remedy a breach of this licence if it is capable of remedy and to make reasonable compensation in money to the satisfaction of the Council. No period of notice is required in respect of non-payment of the Licence Fee.

19. INDEMNITY AND RELEASE

19.1 Risk

The Licensee occupies and uses the Premises at the Licensee's risk.

19.2 Indemnity

The Licensee is liable for and must indemnify the Council against all actions, liabilities, penalties, claims or demands for any loss, damage, injury or death incurred or suffered directly or indirectly including in connection with:

- 19.2.1 any act or omission of the Licensee;
- 19.2.2 the overflow or leakage of water or any other harmful agent into or from the Premises;
- 19.2.3 any fire on or from the Premises;
- 19.2.4 loss or damage to property or injury or death to any person caused by the Licensee, the use of the Premises by the Licensee or otherwise relating to the Premises;
- 19.2.5 a breach of this licence by the Licensee; or
- 19.2.6 the Licensee's use or occupation of the Premises.

19.3 Release

The Licensee releases the Council from all actions, liabilities, penalties, claims or demands for any damage, loss, injury or death occurring in the Premises or the Buildings except to the extent that they are caused by the Council's negligence.

19.4 Indemnities are independent

Each indemnity is independent from the Licensee's other obligations and continues during this licence and after this licence ends.

19.5 Council's liability

Despite anything else in this licence, the Council is not liable (except to the extent of any negligence of the Council) for any loss or damage, and the Licensee has no right to terminate this licence or reduce payments under this licence, for any:

- 19.5.1 interruption to or defect or malfunction in any Building Services;

- 19.5.2 water being upon or coming through any roof, skylight or vent of the Buildings; or
- 19.5.3 acts or negligence of other occupants of the Buildings, adjacent buildings or premises or the public.

20. **GOODS AND SERVICES TAX**

- 20.1 If the Council is liable to pay GST in connection with a supply under this licence then:
 - 20.1.1 the Agreed Consideration for that supply is exclusive of GST;
 - 20.1.2 the Council may increase the Agreed Consideration or the relevant part of the Agreed Consideration by the GST Rate; and
 - 20.1.3 the Licensee must pay the increased Agreed Consideration on the due date for payment by the Licensee of the Agreed Consideration.
- 20.2 Where the Agreed Consideration is increased under this clause, the Council must, on or before the date on which the Agreed Consideration is payable, issue a tax invoice to the Licensee.
- 20.3 If the Licensee breaches this clause and as a result the Council becomes liable for penalties or interest for late payment of GST, then the Licensee must pay the Council on demand an amount equal to the penalties and interest.

21. **RESUMPTION**

- 21.1 The Council may terminate this licence by giving at least three months' written notice to the Licensee if the Council receives notice of resumption or acquisition of the Premises or the Land (or any part of the Land affecting the Premises) from or by any Statutory Authority governmental or semi-governmental body.
- 21.2 Termination of this licence under this clause releases each party from further liability under this licence, but does not affect a party's rights or liabilities for a prior breach.

22. **MISCELLANEOUS**

22.1 **Approvals and consents**

- 22.1.1 Unless otherwise provided, the Council may in its discretion give (conditionally or unconditionally) or withhold any approval or consent under this licence.
- 22.1.2 A reference in this licence to the Council's consent is to be read a reference to the Council's prior written consent.

22.2 **Entire agreement**

This licence:

- 22.2.1 constitutes the entire agreement between the parties about the Premises;

22.2.2 supersedes any prior understanding, agreement, condition, warranty, indemnity or representation about the Premises.

22.3 **Waiver**

If the Council accepts or waives any breach by the Licensee, that acceptance or waiver cannot be taken as an acceptance or waiver of any future breach of the same obligation or of any other obligation under this licence.

22.4 **Exercise of power**

22.4.1 The failure, delay, relaxation or indulgence by a party in exercising a power or right under this licence is not a waiver of that power or right.

22.4.2 An exercise of a power or right under this licence does not preclude a further exercise of it or the exercise of another right or power.

22.5 **Special Conditions**

The Licensee must, where applicable, comply with the Special Conditions and in the event of any inconsistency between the Special Conditions and the remaining provisions of this licence, the Special Conditions shall prevail to the extent of that inconsistency.

23. **NOTICE**

23.1 A notice, demand, consent, approval or communication under this licence (**Notice**) must be in writing, in English and signed by a person authorised by the sender.

23.2 Without excluding any other method, Notice is sufficiently given:

23.2.1 to the Licensee, if left at the Premises, or if the Licensee has vacated the Premises, if posted by pre-paid post to the last known address of the Licensee;

23.2.2 to the Council, if posted by pre-paid post to the Council at its principal place of business in South Australia (which is taken to be the address stated in this licence unless the Licensee is or ought reasonably be aware that that is not the Council's principal place of business at the relevant time).

23.3 Notice given by pre-paid post is deemed to have been given three Business Days after posting.

23.4 If two or more people comprise a party, notice to one is effective Notice to all.

24. **COSTS**

24.1 Each party must pay its own costs and expenses in relation to the negotiation, preparation and execution of this licence.

24.2 On request, the Licensee must pay or reimburse to the Council:

24.2.1 all stamp duty (if any) payable on this licence; and

- 24.2.2 all legal and other costs incurred by the Council in consequence of any actual or threatened breach by the Licensee under this licence or in exercising or enforcing (or attempting to do so) any rights or remedies of the Council under this licence or at law or otherwise arising in consequence of any actual or threatened breach by the Licensee.

EXECUTED as an agreement

The common seal of City of Holdfast Bay was affixed in the presence of:

.....
Signature of Mayor

.....
Signature of Chief Executive Officer
(Please delete as applicable)

.....
Name of Mayor (print)

.....
Name of Chief Executive Officer (print)

The common seal of Southern District Junior Soccer Association Incorporated was affixed pursuant to the Associations Incorporations Act 1985 in the presence of:

.....
Chairperson/ Vice-Chairperson
(Please delete as applicable)

.....
Signature of Committee/Board Member
(Please delete as applicable)

.....
PATRICK R. CERMAK
Name (print)

.....
Alan Silke
Name (print)

The common seal of Coastal Districts Little Athletics Centre Incorporated was affixed pursuant to the Associations Incorporations Act 1985 in the presence of:

.....
Chairperson/ Vice-Chairperson
(Please delete as applicable)

.....
Signature of Committee/Board Member
(Please delete as applicable)

.....
LUKE BOTTERELL
Name (print)

.....
DIANNE CAMILVERI
Name (print)

Annexure A Plan of Premises



Excluded areas – Water tank and toilet block (marked in yellow)

Annexure B Maintenance Schedule

This schedule outlines the particular responsibilities of Licensor and the Licensee, where applicable, and must be read in conjunction with relevant provisions within this licence. For the avoidance of doubt this schedule will prevail.

1. Building External

Item	Licensee	Licensor
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 Licensor's capital works programme and budget priorities).
Windows	<ul style="list-style-type: none">• Clean glazing• Replace damaged windows, panels or glazing• 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 Licensor'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 balustrades, treads, risers and landings	<ul style="list-style-type: none">• Nil responsibility

Paint finishes	<ul style="list-style-type: none"> • Touch up where damaged. Repaint as required 	<ul style="list-style-type: none"> • Nil responsibility
Retaining Walls	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Not applicable
Signs	<ul style="list-style-type: none"> • Maintain and replace (observing Licensor'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 Licensor's reserves
General Cleaning	<ul style="list-style-type: none"> • Full responsibility 	<ul style="list-style-type: none"> • Nil responsibility

Building Internal

Item	Licensee	Licensor
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 Licensee 	<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 Licensee to do so (at the cost of the Licensee)
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"> Full responsibility 	<ul style="list-style-type: none"> Nil responsibility
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 Licensor)	<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 Licensor's capital works programme and budget priorities unless urgent or a safety hazard)
Air conditioning units/thermostats, ducting etc (installed by the Licensee)	<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 Licensee 	<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 Licensee 	<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 Licensee to do so (at the cost of the Licensee)
Carpets	<ul style="list-style-type: none"> • Clean - remove all stains • Repair/replace to appropriate finish 	<ul style="list-style-type: none"> • Nil responsibility
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

External Surfaces

Item	Licensee	Licensor
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">• Not applicable	<ul style="list-style-type: none">• Not applicable
Carpark Linemarking	<ul style="list-style-type: none">• Not applicable	<ul style="list-style-type: none">• Not applicable
Garden areas	<ul style="list-style-type: none">• Keep clean and unobstructed	<ul style="list-style-type: none">• Nil responsibility.
Storage shed	<ul style="list-style-type: none">• Maintain and repair in good repair and watertight condition	<ul style="list-style-type: none">• Nil responsibility
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

Attachment 2

LEASE RENEWAL CHECKLIST
JUNE 2025
COASTAL DISTRICTS LITTLE ATHLETICS & SOUTHERN DISTRICTS SOCCER CLUB

ITEM	LEASE REQUIREMENT	ACTION	OUTCOME
Payments	Rent and other charges to be paid on time.	Confirm no arrears.	Payments up to date.
Constitution	<i>Not documented within current licence.</i>	Confirm copy is on file and is current.	Athletics – On file. Soccer – On file.
By-Laws/Rules	<i>Not documented within current licence.</i>	Confirm copy is on file and is current.	Included in Constitution
AGM Minutes	<i>Not documented within current licence.</i>	Confirm copy on file.	Athletics – On file. Soccer – On file.
Annual Report and Audited Financials	<i>Not documented within current licence.</i>	Confirm copy on file.	Athletics – Profit & Loss provided (unaudited) Soccer – Financial report provided (unaudited)
Current Financial Year Budget	<i>Not documented within current licence.</i>	Confirm copy on file.	Not provided
Public Liability Insurance	Certificate of Currency showing minimum \$20mil noting COHB as interested party.	Confirm CoC is on file and has not expired.	Athletics – On file. Soccer – On file.
Contents and Plate Glass Insurance	Certificate of Currency for full replacement value.	Confirm CoC is on file and has not expired.	Not provided

Attachment 3



4 July 2025

Capital Programs and Asset
Services

Level 2

8 Milner Street
Hindmarsh SA 5007

GPO Box 1152
Adelaide SA 5001
DX 541

Tel 8226 7043
Fax 8231 5351

Dear Kristina,

www.education.sa.gov.au

I refer to the City of Holdfast Bay's (**Council**) request to the Minister for Education, Training and Skills (**Minister**) for consent to sublease portion of land in Certificate of Title Volume 5737 Folio 272 , Volume 5797 Folio 140 and Volume 5983 Folio 171 and located at 61 Bowker Street North Brighton SA 5048 and more particularly the land that is subject to lease dated 14 December 2018 between the City of Holdfast Bay and the Minister for Education, Training and Skills (**Lease**).

This letter confirms the Minister's consent to the sublease of the premises as defined in the Lease (**Premises**) by Council to Southern Districts Junior Soccer Association and Coastal Districts Little Athletics Centre, **subject** to the terms and conditions outlined below.

This consent is conditional upon the following:

- Southern Districts Junior Soccer Association and Coastal Districts Little Athletics Centre complying to all terms and conditions of the Lease, except as specifically modified by the sublease.
- Council remains liable to the Minister for complying with the terms of the lease including the payment of rent (if any) and all monies payable under the headlease, and adhering to the terms of the Lease, notwithstanding the provisions of the sublease.
- Neither the sublease or this consent shall release or discharge the Council from any liability under the Lease.
- Council will be liable in relation to any damage caused to the Premises by the sublessee (Southern Districts Junior Soccer Association and Coastal Districts Little Athletics Centre).
- The term of the sublease does not exceed the term of the Lease.
- Council will ensure that Southern Districts Junior Soccer Association and Coastal Districts Little Athletics Centre will obtain and maintain insurances for the Premises.
- Council will be liable to the sub-lessee and ensure the headlease is not breached.
- If the headlease is terminated for any reason or on the expiry date of the Lease, the sublease will automatically terminate and expire as the case may be.
- A clause that the sublessee will ensure that it does not breach and does not cause the lessee to breach the terms of the headlease.
- That the sublease is at all times subject to the head lease between the Council and the Minister.
- Any further subletting or assignment of the lease requires the Minister's prior written consent.

Please ensure that Southern Districts Junior Soccer Association and Coastal Districts Little Athletics Centre is made aware of all terms and conditions of both the sublease and the Lease.

Regards,

A handwritten signature in black ink, appearing to be 'Suresh Loganathan', with a stylized flourish at the end.

Suresh Loganathan
Leasing and Property Project Manager

Item No: 15.6**Subject:** LICENCE EXTENSION – SEACLIFF TENNIS CLUB AND SEACLIFF
UNITING NETBALL CLUB

Summary

The Uniting Church in Australia Property Trust (S.A.) currently holds a five-year licence with Seacliff Tennis Club Incorporated, where Seacliff Uniting Netball Club operates over winter months. The area occupied covers two courts at the Kauri Community and Sports Centre, as well as a small amount of storage space within the building. The licence expired on 4 August 2022 and provided a right of renewal for a further five years. Following the finalisation of Seacliff Tennis Club's lease renewal, this report seeks Council's endorsement for an extension through to 4 August 2027.

Recommendation

1. **That Council approves Seacliff Tennis Club Incorporated granting The Uniting Church in Australia Property Trust (S.A.) an Extension of Licence over a portion of land comprised in Certificate of Title Volume 6184 Folio 142 for a further term of five years commencing 5 August 2022 and expiring on 4 August 2027 and otherwise on the same terms and conditions, as outlined in the document provided as Attachment 1 to this report; and**
 2. **That the Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to this Extension of Licence.**
-

Background

Seacliff Uniting Netball Club, sponsored by the Seacliff Uniting Church, and governed by its parent body The Uniting Church in Australia Property Trust (S.A.), previously occupied the courts at 16B Kauri Parade Seacliff. The Club was displaced following the sale of the site in 2016, the proceeds of which helped fund the redevelopment of the Kauri Community and Sports Centre.

Following the practical completion of Kauri Community and Sports Centre in 2017, negotiations were undertaken with Seacliff Tennis Club for the purpose of entering into a new lease agreement. Council resolved to enter into a lease with Seacliff Tennis Club for a five-year period (Resolution No. C121217/1002).

Under the terms of the Lease, Seacliff Tennis Club were required to offer the Uniting Church a licence to occupy courts 11 and 12 from 1 May through to 30 September annually. At its meeting held on 24 September 2019, Council resolved to approve such a licence between both Clubs for a term of five years commencing 5 August 2017 (Resolution No. C240919/1616).

Following the expiration of Seacliff Tennis Club's lease, Council resolved to grant a five-year renewal on the same terms and conditions on 27 May 2025 (Resolution No. C270525/8059). As the club now has tenure through to 4 August 2027, the committee acting for Seacliff Uniting Netball Club have requested we finalise their renewal.

Report

Seacliff Uniting Netball Club, which participates in the South Australian Uniting Church Netball Association, was established more than 50 years ago. The Club emphasises providing a fun and competitive sporting environment, while also fostering friendships and community involvement. They currently have three teams participating in the winter competition, and three teams participated in the previous summer season.

Due to no longer accepting Sports Vouchers, which subsidise fees for children up to Year 9, their membership base is predominately seniors with some upper age juniors. Due to the low level of participation relative to surrounding clubs, their viability long term remains somewhat uncertain. Despite this, they do see a need for the space for the remaining two years and are requesting endorsement of the extension. As Council has already granted the five plus five year licence, seeking Council's approval for this extension is merely a formality.

Council Administration has arranged for an Extension of Licence to be prepared to allow for the existing Licence to be extended for a further five-year period, expiring on 4 August 2027 (as required under the terms of the renewal clause). A summary of the terms and conditions are as follows:

Lessor:	City of Holdfast Bay
Licensor:	Seacliff Tennis Club Incorporated
Licensee:	The Uniting Church in Australia Property Trust (S.A.)
Site:	Kauri Community & Sports Centre
Licensed Area:	Courts 11 and 12, ground floor storeroom
Permitted Use:	Netball practice, scheduled games and associated purposes and/or for such other lawful use the Lessor and Licensor consents to.
Times of Use:	1 May to 30 September
Term of Licence:	5 years
Renewal:	Nil
Commencement:	5 August 2022
Expiry:	4 August 2027
Annual Licence Fee:	\$240 plus GST per annum payable to Seacliff Tennis
Licence Fee Review:	CPI (Adelaide – All Groups) on the anniversary of the commencement
Outgoings:	Contribution to Seacliff Tennis Club's expenses: Electricity usage for court lights - \$625 in FY25 Maintenance fund for globes - \$320 in FY25 Court cleaning - \$110 in FY25

The draft Extension of Licence is provided as Attachment 1 to this report. Being essentially a sublicense, both Clubs have been instructed to execute the documents after Council's endorsement.

Refer Attachment 1

Budget

Revenue from this licence flows through to Seacliff Tennis Club rather than Council. It is therefore not factored into the 2025-26 Annual Business Plan.

Legal fees for Norman Waterhouse to prepare the licence are estimated to cost \$400 plus GST. Due to the licence originally being at the request of Council, and having benefited financially from the sale of the former site at 16B Kauri Parade Seacliff, Council will wear the cost of these legal fees.

Life Cycle Costs

Renewal of the acrylic seal on the tennis/netball courts is currently scheduled for 2025-26. Council is 100% liable for the two courts used by Seacliff Uniting Church Netball Club. Based on recent works of this nature we estimate this will cost \$40,000. Council's portion of the project cost is covered in the 2025-26 Annual Business Plan.

Strategic Plan

Vision – creating a welcoming and healthy place for everyone

Council Policy

Sporting and Community Leasing Policy

Statutory Provisions

Local Government Act 1999, section 202

Written By: Property Manager

General Manager: Assets and Delivery, Ms C Hughes

Attachment 1

Extension of Licence Agreement

Seacliff Tennis Club Incorporated

The Uniting Church in Australia Property Trust (S.A.) ABN 25 068 897 781

City of Holdfast Bay

Norman Waterhouse Lawyers Pty Ltd ACN 621 909 395

Level 11, 431 King William Street, Adelaide SA 5000
GPO Box 639, Adelaide SA 5001
www.normans.com.au

T +61 8 8210 1200

DATE

PARTIES

Seacliff Tennis Club Incorporated (ABN 76 482 586 529) of Lipson Avenue Seacliff SA 5049
(**Licensor**)

The Uniting Church in Australia Property Trust (S.A.) (ABN 25 068 897 781) of c/- 5-1 Wheatland Street Seacliff SA 5049 (**Licensee**)

City of Holdfast Bay of PO Box 19 Brighton SA 5048 (**Council**)

BACKGROUND

- A. The Licensor has granted the Licence over the Premises to the Licensee.
- B. The Licensee has requested the Licensor to grant to the Licensee an extension of the Licence for the Renewed Term.
- C. The Licensor has agreed to grant the Licensee an extension of the Licence for the Renewed Term on the terms set out in this agreement.
- D. The Council consents to the extension of the Licence as set out in this agreement.

AGREED TERMS

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this agreement:

Effective Date means the date described in Item 1 of the Schedule.

Licence means the Memorandum of Licence described in Item 2 of the Schedule.

Premises means the premises described in Item 3 of the Schedule.

Renewed Term means the term described in Item 4 of the Schedule.

1.2 Interpretation

In this agreement, unless the context otherwise requires:

- 1.2.1 headings do not affect interpretation;
- 1.2.2 singular includes plural and plural includes singular;
- 1.2.3 words of one gender include any gender;
- 1.2.4 a reference to a party includes its executors, administrators, successors and permitted assigns;
- 1.2.5 a reference to a person includes a partnership, corporation, association, government body and any other entity;

- 1.2.6 a reference to this agreement includes any schedules to this agreement;
- 1.2.7 a reference to a document is a reference to that document as varied, novated or replaced from time to time;
- 1.2.8 an agreement, representation, warranty or indemnity by two or more parties (including where two or more persons are included in the same defined term) binds them jointly and severally;
- 1.2.9 an agreement, representation, warranty or indemnity in favour of two or more parties (including where two or more persons are included in the same defined term) is for the benefit of them jointly and severally;
- 1.2.10 a provision is not construed against a party only because that party drafted it;
- 1.2.11 an unenforceable provision or part of a provision may be severed, and the remainder of this agreement continues in force, unless this would materially change the intended effect of this agreement;
- 1.2.12 the meaning of general words is not limited by specific examples introduced by 'including', 'for example' or similar expressions.

1.3 **Background**

The Background forms part of this agreement and is correct.

2. **EXTENSION OF LICENCE**

- 2.1 The Licence is hereby extended for the Renewed Term upon the same terms and conditions as are expressed or implied in the Licence.
- 2.2 The licence fee payable by the Licensee on and from the Effective Date is \$240.00 per annum (exclusive of GST) (subject to review).

3. **CONSENT OF COUNCIL**

The Council, in its capacity as the lessor the Premises, hereby consents to the extension of the Licence for the Renewed Term on the terms set out in this agreement.

4. **MISCELLANEOUS**

4.1 **Assignment**

A party must not assign or otherwise deal with this agreement or any right under it without the written consent of the other party (which consent must not be unreasonably withheld or delayed).

4.2 **Further acts**

Each party must do all things necessary to give full effect to this agreement and the transactions contemplated by this agreement.

4.3 **Governing law**

- 4.3.1 This agreement is governed by the law in South Australia.
- 4.3.2 The parties irrevocably submit to the exclusive jurisdiction of the courts in South Australia.

5. **COSTS**

- 5.1 The Council will pay the costs of and incidental to the preparation of this agreement.
- 5.2 The Licensor and the Licensee are responsible for any costs they each incur in relation to the negotiation and execution of this agreement or their rights and obligations under this agreement.

Schedule

Item 1

Effective Date

5 August 2022

Item 2

Licence

Licence Agreement between the Licensor and the Licensee (undated) commencing on 5 August 2017 and expiring on 4 August 2022 together with one right(s) of renewal of 5 years.

Item 3

Premises

Portion of the land comprised in Certificate of Title Volume 6184 Folio 142 and marked on the plan attached to the Licence

Item 4

Renewed Term

A term of 5 years commencing on 5 August 2022 and expiring on 4 August 2027

EXECUTED as an agreement

The common seal of Seacliff Tennis Club Incorporated was affixed in the presence of:

.....
Chairperson/ Vice-Chairperson
(Please delete as applicable)

.....
Signature of Committee/Board Member
(Please delete as applicable)

.....
Name (print)

.....
Name (print)

The common seal of The Uniting Church in Australia Property Trust (S.A.) was affixed in the presence of:

.....
Chairperson/ Vice-Chairperson
(Please delete as applicable)

.....
Signature of Committee/Board Member
(Please delete as applicable)

.....
Name (print)

.....
Name (print)

The common seal of City of Holdfast Bay was affixed in the presence of:

.....
Signature of Mayor

.....
Signature of Chief Executive Officer

.....
Name of Mayor (print)

.....
Name of Chief Executive Officer (print)

Signed for City of Holdfast Bay by its authorised delegate in the presence of:

.....
Signature of witness

.....
Signature of authorised delegate

.....
Name of witness (print)

.....
Name of authorised delegate (print)

.....
Position of authorised delegate

Item No: 15.7

Subject: E-SCOOTERS AND PERSONAL MOBILITY DEVICES

Summary

The state government will be introducing regulations to allow riders over the age of 16 to legally ride e-scooters and other personal mobility devices (PMDs) on public roads, footpaths, bike paths, and many bike lanes from Sunday 13 July 2025.

Penalties including fines and loss of demerit points will apply and be enforceable by South Australia Police (SAPOL) for anyone caught speeding, failing to wear an approved helmet, or riding under the influence.

This report summarises the changes for PMDs and impact on Council and recommends that Council direct Administration to request a prohibition of these devices on the footpath on both sides of Jetty Road Glenelg, between Brighton Road and Colley Terrace.

Recommendation

That Council:

1. **directs Administration to apply to the Department for Infrastructure and Transport to prohibit Wheeled Recreational Devices from the footpaths on both sides of Jetty Road, Glenelg, in accordance with the Department's Operational Instruction 2.12, noting that this would include non-electric Wheeled Recreational Devices;**
 2. **requests that Administration write to the Minister for Police to request enforcement of the new regulations and existing shared path road rules for users of the Coast Park Path within the City of Holdfast Bay, to mitigate the risk of increased conflict from increased use of Personal Mobility Devices; and**
 3. **directs Administration to maintain a register of reported incidents, concerns, and improvements regarding the use of e-scooters over the following months and provide formal feedback to the Minister for Transport during the 12-month monitoring period.**
-

Background

The state government will be introducing regulations to allow riders over the age of 16 to legally ride e-scooters and other personal mobility devices (PMDs) on public roads, footpaths, bike paths, and many bike lanes from Sunday 13 July 2025.

The Minister for Infrastructure and Transport has provided a media release titled *Street legal: e-scooters can be driven on SA roads from July*.

Refer Attachment 1

Further information can be sourced from the Department for Infrastructure and Transport (DIT) My License website <https://mylicence.sa.gov.au/roadrules/personal-mobility-devices>.

A legal PMD is a device which:

- has at least one wheel
- is designed for one person
- is propelled by an electric motor
- is 45kg or less
- can stop using brakes, gears or motor control
- has no sharp protrusions
- meets electrical safety standards
- is no more than 125cm long, 70cm wide and 135cm high.

Examples of devices that could be PMDs include e-scooters, e-skateboards and e-solo-wheels.

Key changes include:

- PMDs will be legal to use in South Australia from Sunday 13 July 2025
- all riders must follow the rules to keep everyone safe, including aged 16 years or over, always wearing a helmet, never riding while under the influence of alcohol or drugs
- failure to do so could result in fines and loss of demerit points
- it is against the law to ride a PMD on public land if it doesn't meet South Australian device requirements.

You can legally ride a PMD:

- on footpaths, shared paths, beaches and road crossings - maximum speed of 10km/h
- on separated footpaths, bicycle paths or bicycle lanes (physically separated from other traffic) - maximum speed of 25km/h
- on bike lanes (where the maximum road speed limit is no greater than 50km/h) - maximum speed of 25km/h
- to the left on any road where there is no bike lane (where the maximum speed limit is no greater than 50km/h) - maximum speed of 25km/h.

This will include key areas such as the Coast Path and main streets such as Jetty Road, Glenelg.

PMD use will be monitored for 12-months and have a regulation review by the State Government to ensure devices are being used safely on shared spaces like footpaths, shared paths and roads.

The draft Movement and Transport Plan addresses PMD's through the *Alternative Transport Options* focus area. The plan outlines that council will facilitate access to a variety of connected transport options to meet current and future needs of the community. The road hierarchy will provide guidance on the appropriate routes for each form of transport, with a future action to deliver a walking and cycling plan to further consider PMDs within the network. Future facilitation of these devices will be informed by the outcomes of the 12-month state government review.

History of e-scooters in Holdfast

Between 2019 and 2020, the City of Holdfast Bay had involvement in trials of hired e-scooters which were undertaken within a number of Adelaide Councils including the City of Charles Sturt, the City of West Torrens, the City of Port Adelaide-Enfield.

While the new legislation is in relation to legal use of privately owned PMD's, rather than commercial activities, a summary of these motions and outcomes is provided in this report for context.

Below is a brief chronology of previous Motions considered by Council regarding the trial of commercial hired e-scooters within the City of Holdfast Bay:

24 September 2019: Council carried and endorsed administration to continue to work with the Western Alliance of Councils to develop a 6-month trial of commercial e-scooter use (Motion C240919/1619).

That Council:

1. *endorse administration to continue to work with the Western Alliance of Councils to progress the tender documents and processes development for the 6-month trial, commencing November 2019; and*
2. *endorse the Request for Tender document for 'E-Scooter mobility services' for release to the market and the tender process to be managed by the Local Government Association (LGA).*

December 2019: Following a review of the above decision, Council affirmed the resolution C240919/1619 be upheld with no further action required in relation to Council's decision (Motion C101219/1711).

That Council:

1. *receive and notes the report;*
2. *affirms that Council Resolution C240919/1619 be upheld with no further action required in relation to the Council's decision*

10 March 2020: A report was presented outlining the outcomes of discussions with the Department of Planning, Transport and Infrastructure and the tender process undertaken by the LGA and the Western Alliance of Councils, where the motion that council endorse the six (6) month trial of the e scooters was Lost.

That Council endorse the 6 month trial of the e-scooters, to begin 13 March 2020.

11 March 2020: The Chief Executive Officer received a request from four elected members to bring back to a Special Meeting of Council) for consideration, where the motion (SC110320/1762) was carried.

That Council endorse the six (6) month trial of the e-scooters, to begin 13 March 2020.

The trail following motion (SC110320/1762) was only in operation for 10 days prior to being suspended during the COVID-19 pandemic.

14 July 2020: A report was provided to Council to recommence a 6-month trial of e-scooters, between 4 September 2020 and 7 February 2021, as the previous trial period was only in operation for 10 days prior to being suspended during the COVID-19 pandemic. Motion C140720/1959 was Lost.

That Council endorse the 6-month trial of the e-scooters, from 4 September 2020 to 7 February and 2021 to include a review to be undertaken at 3 months.

2 December 2024: Administration formed part of the stakeholder roundtable discussions comprising of Local Government representatives, SA Police, Road Safety advocates, and other industry and community representatives for the development of the e-scooters and other personal mobility devices new legislation. Detailed feedback was provided during this process regarding concerns from pedestrians, particularly elderly or mobility-impaired, regarding interactions with electric personal transporters.

Report

As a result of these changes Council will likely see an increase in the use of these devices on our path and road network, which may result in an increase in enquiries relating to these changes.

The PMD rules are outlined on the My Licence website. Enforcement of these is delegated to South Australia Police (SAPOL), as such council is not a delegated authority to enforce or penalise riders for breaking these road rules, such as speeding.

As a new legal mode of transport on our road networks it will be incorporated into future planning following the outcome of the 12-month regulation review by the State Government. It is important to note that relatively compact mobility devices such as e-scooters can reduce the need for vehicles as transport, both by replacing motor vehicles for short trips and by facilitating last-mile access to destinations from areas where parking can be more easily obtained. This can result in decreased congestion on the road network, a decrease in carbon-emissions through reduced vehicle use as well as ease demand for parking in direct proximity to destinations.

In relation to use of public footpaths by these devices, the City of Holdfast Bay receives numerous concerns and complaints from community members in relation to shared paths, particularly the Coast Park path. Between 2019 and 2025, 176 individual complaints and concerns have been recorded within the City of Holdfast Bay, the vast majority in relation to the Coast Park and conflict between users.

Administration has sought and received advice regarding Council's ability to regulate PMD's including e-scooters. These devices are not defined as a 'vehicle' under the *Road Traffic Act 1961*, which prevents roads and paths being closed to PMD's under Section 32 of that Act. Instead, they would be considered as a "Wheeled Recreational Device" as defined in the *Road Traffic (Miscellaneous) Regulations 2014*, and are subject to these Regulations, including areas in which they are prohibited from use.

Currently Administration is engaged in a review of existing bylaws, which will be reported to Council separately to this report. The Local Government Land By-law 2019 manages and regulates access and use of Local Government land other than roads, and certain public places. It has been identified that the definition of “Wheeled Recreational Device” used in this By-law draws from the *Road Traffic Act 1961*, instead of the *Road Traffic (Miscellaneous) Regulations 2014*, and the interpretation is that this definition would not include e-scooters.

The process for prohibiting e-scooters from specific roads or areas via regulatory signage or regulation is provided through the Regulations via the Department for Infrastructure and Transport’s Operational Instruction 2.12 - Wheeled Recreational Devices. The process allows for use of wheeled recreational devices to be prohibited on portions of road or footpath under 500m in length through the installation of signage, or for sections greater than 500m in length, by proclamation by the Minister for Transport. This prohibition is interpreted to include electric devices; however, it cannot selectively apply to only electric devices.

The above prohibition is assessed by the Department for Infrastructure and Transport upon application, with a supporting Traffic Impact Statement (TIS) required to be provided by Council’s traffic engineering practitioner to support the application.

Consideration has been given to requesting for prohibition of wheeled-recreational devices in several road environments where concerns have previously been identified. Principally the footpaths along Jetty Road Glenelg, and the Coast Park pathway within the City of Holdfast Bay.

Jetty Road Glenelg

Concerns regarding different uses of the pathways along Jetty Road Glenelg stem from conflict between users. Jetty Road Glenelg is an area of high pedestrian intensity, with many competing demands on available public space. Prohibition of Wheeled Recreational Devices, including e-scooters, from the footpaths, is considered viable. Administration notes that under the PMD rules created by the recent legislation, e-scooters and other wheeled devices would be permitted to use the traffic lanes on Jetty Road, up to a maximum speed of 25 km/h.

Coast Park path

The coast park path was designed and constructed through collaboration with the state government, to create a 70km continuous shared path along the coast of metropolitan Adelaide. The path is extremely popular with both residents and visitors alike and is well patronised by pedestrians and a wide range of other users.

The mixed use is a source of conflict, and the City of Holdfast Bay receives numerous concerns and queries from the community regarding user behaviour. Administration has included an investigation into improvements to the Esplanade and Coast Park Path to improve function and safety for users as a key action within the draft Movement and Transport Plan.

It is considered that a likely increase in e-scooter usage resulting from the new legislation could result in an increase in reported conflicts.

The mechanism identified through the *Road Traffic (Miscellaneous) Regulations 2014* to prohibit e-scooter use is unable to distinguish between electric devices and more conventional scooters, skateboards and other wheeled devices. As the Coast Park path was jointly funded by the state government as a shared environment, distinguishable from the Jetty Road Glenelg footpaths, a prohibition is not considered appropriate or justifiable within the parameters of Operational Instruction 2.12.

The State Government is scheduled to conduct a review of the new legislation after 12 months. In alignment with this, council will monitor the impact of the legislation on pedestrian pathways in high-traffic areas through community feedback over a 12-month period, concluding in July 2026. During this monitoring period, Administration will provide feedback to the office of the Minister for Transport and will present a report back to Council detailing the observed effects and any recommended actions, including feedback from scooter users.

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

Our Holdfast 2050+ Strategic Plan

Wellbeing Outcome: Technology is used to enable independence, improve convenience, support health and sustainability.

Sustainability Outcome: Multi-faceted, green, mixed-use neighbourhoods are connected through a range of healthy modes of transport

Council Policy

Not applicable

Statutory Provisions

Road Traffic Act 1961

Statutes Amendment (Personal Mobility Devices) Act 2024

Road Traffic (Road Rules—Ancillary and Miscellaneous Provisions) Regulations 2014

Written By: Traffic and Transport Lead

General Manager: Assets and Delivery, Ms C Hughes

Attachment 1

Tom Koutsantonis MP
Minister for Infrastructure and Transport

26 June 2025

Street legal: e-scooters can be driven on SA roads from July

South Australians will be able to legally ride e-scooters and other personal mobility devices on public roads and paths from next month.

The State Government has finalised the regulations that will allow riders over the age of 16 to ride on footpaths, bike paths, and many bike lanes and roads from Sunday, 13 July.

Legal personal mobility devices may include e-scooters, e-skateboards and e-solo-wheels that meet the regulated specifications.

Much like bicycles, riders will be required to wear a helmet and use a flashing light when riding at night or in low light. They will not need a licence and there will be no requirement for the device to be registered.

Riders of all devices will need to travel at no more than 10km/h on footpaths, beaches, and shared paths.

Only e-scooters will be permitted on roads where the maximum speed limit is 60km/h, but must ride in the bike lane and travel at a speed no greater than 25km/h.

All other devices, including e-skateboards and e-solo-wheels, will be permitted on roads where the speed limit is 50km/h or less, and must travel at a speed no greater than 25km/h.

It will be an offence to ride while under the influence of alcohol or drugs, and riders must not carry a passenger or hold a mobile phone when riding. For devices with handlebars, mounting a phone to the handlebars is allowed for GPS navigation or as a speedometer.

Penalties will apply for anyone caught speeding or riding under the influence, including fines and potential loss of demerit points.

Initially, e-scooters and other personal mobility devices will not be permitted on Adelaide Metro trains, trams and buses.

The regulations were informed by a number of e-scooter trials, followed by consultation with key stakeholders and leading industry experts.

E-scooter hire companies can keep operating under business permits, with local councils to be responsible for the parking and storing of devices.

A widespread public education campaign will roll out in the lead-up to 13 July, ensuring all South Australians are aware of the new rules and their road safety obligations.

The State Government will review the operation of the new rules in July 2026 to ensure the regulatory regime is fit-for-purpose, safe and enforceable.

For more information visit the [My Licence website](#).

Quotes attributable to Tom Koutsantonis

From 13 July, all South Australians with their own e-scooter or other personal mobility device will be legally allowed to ride on many public roads and paths.

E-scooters and other personal mobility devices have soared in popularity right across the world in recent years, including here in South Australia.

They help to reduce our carbon footprint while being cost-effective and an efficient way to travel short to medium commutes. I am pleased we have been able to update our road laws to reflect this, after South Australians made it very clear through our extensive consultation process that this is what they wanted.

These regulations will ensure all riders can enjoy the sustainability and mobility benefits, safely and for many years to come.

I recognise the importance of public transport access for personal mobility devices as a first and last mile solution and we will continue to work on the best way to keep both riders and public transport passengers safe on our network.

While there is widespread enthusiasm for the uptake of e-scooters in our transport mix, we understand there are also concerns about their use. This is why we have taken the time to ensure the right balance in these regulations.

We will also be reviewing the regulations in 12 months' time to be confident they remain fit for purpose for all road and footpath users.

Quotes attributable to RAA Senior Manager Safety and Infrastructure Charles Mountain

E-scooters are a great first- and last-mile solution that can help to take pressure of the state's road network.

The new safety regulations and their enforcement, in particular speed limits, will be critical to ensure the safety of riders and other road users isn't compromised.

Their introduction also needs to come with a strong education campaign to raise awareness and prioritise safety for all road and footpath users.

As the state's peak motoring body, RAA welcomed the opportunity to be involved with the development of the regulations on behalf of our more than 830,000 members.

RAA will monitor the introduction of these devices on SA roads, and will continue to engage with the State Government to ensure they are being managed appropriately.