

# 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**

27 May 2025 at 7:00pm



**Pamela Jackson**  
Chief Executive Officer



## 1. Opening

*The Mayor will declare the meeting open at 7.00pm.*

## 2. Kurna Acknowledgement

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

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

## 3. Service to Country Acknowledgement

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

## 4. Prayer

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

## 5. Apologies

5.1 Apologies received

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 13 May 2025 be taken as read and confirmed.**

## 9. Public Presentations

9.1 **Petitions - Nil**

9.2 **Presentations - Nil**

9.3 **Deputations – Nil**



## 10. Questions by Members

10.1 Without Notice

10.2 On Notice - Nil

## 11. Member's Activity Reports – Nil

## 12. Motions on Notice - Nil

## 13. Adjourned Matters - Nil

## 14. Reports of Management Committees and Subsidiaries

14.1 Minutes – Alwyndor Management Committee – 27 March 2025 (Report No: 140/25)

14.2 Information Report – Southern Region Waste Resource Authority Board Meeting – 28 April 2025 (Report No: 146/25)

14.3 Minutes – Jetty Road Mainstreet Committee – 7 May 2025 (Report No: 134/25)

14.4 Minutes – Audit and Risk Committee – 14 May 2025 (Report No: 149/25)

14.5 Minutes – Executive Committee – 20 May 2025 (Report No: 155/25)

## 15. Reports by Officers

15.1 Items in Brief (Report No: 144/25)

15.2 Monthly Financial Report – as at 30 April 2025 (Report No: 152/25)

15.3 2025-26 Draft Annual Business Plan - Consultation (Report No: 150/25)

15.4 Long Term Financial Plan 2025-26 to 2034-35 Consultation (Report No: 148/25)

15.5 Southern Region Waste Resource Authority Business Plan and Budget 2025-26 (Report No: 147/25)

15.6 Seacliff Tennis Club Lease Renewal (Report No: 142/25)

15.7 Heritage Advisory Committee (Report No: 151/25)

15.8 Reappointments to the Alwyndor Management Committee (Report No: 139/25)

15.9 Executive Committee – Terms of Reference (Report No: 156/25)

15.10 Request for Reduction of Hoarding Fees (Report No: 153/25)

## 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 Event Activation – January 2026 (Report No: 143/25)**

**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:**

- g. matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty.**

**19. Closure**



**Pamela Jackson**  
Chief Executive Officer



**Item No:** 14.1

**Subject:** MINUTES - ALWYNDOR MANAGEMENT COMMITTEE – 27 MARCH 2025

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## Summary

The minutes of the Alwyndor Management Committee meeting held on 27 March 2025 are provided for information.

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## Recommendation

1. That Council notes the minutes of the Alwyndor Management Committee meeting held on 27 March 2025.

### RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Attachment 2 to Report No: 140/25 Minutes - Alwyndor Management Committee –27 March 2025 in confidence under section 90(2) and (3) (b) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of the Act orders that Attachment 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.
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## Background

This report is presented following the Alwyndor Management Committee Meetings.

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

## Report

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

*Refer Attachments 1 and 2*

## Budget

Not applicable

## Life Cycle Costs

Not applicable

## Strategic Plan

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

## Council Policy

Alwyndor Management Committee Terms of Reference

## Statutory Provisions

*Local Government Act 1999*, section 41

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**Written By:** General Manager, Alwyndor

**General Manager:** Alwyndor, Ms B Davidson-Park

# Attachment 1

## **CITY OF HOLDFAST BAY**

**Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held in the Boardroom Alwyndor 52 Dunrobin Road Hove on Thursday 27 March 2025 at 6.30pm.**

### **PRESENT**

#### **Elected Members**

Councillor Susan Lonie  
Councillor Robert Snewin

#### **Independent Members**

Mr Kim Cheater- Chair  
Ms Joanne Cottle  
Mr John O'Connor  
Prof Judy Searle  
Prof Lorraine Sheppard

#### **Staff**

Chief Executive Officer – Ms Pamela Jackson  
General Manager Alwyndor – Ms Beth Davidson-Park  
Executive Manager, Community Connections – Ms Molly Salt  
Chief Financial Officer– Mr Rafa Mirzaev  
Executive Manager, People and Culture - Ms Lisa Hall  
Interim Executive Manager ICT - Mr Brad Vowles  
Executive Assistant – Ms Bronwyn Taylor  
Senior Manager Support at Home - Mr John Ainsworth

### **1. OPENING**

The Chairperson declared the meeting opened at 6.30pm.

### **2. KAURNA ACKNOWLEDGEMENT**

With the opening of the meeting the Chair stated:

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

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

The Chair welcomed Mr John Ainsworth, Senior Manager Support at Home and Mr Brad Vowles interim Executive Manager ICT.

**3. APOLOGIES**

- 3.1 For Absence - none
- 3.2 Leave of Absence - none

**4. DECLARATION OF INTEREST**

Committee members were reminded to declare any interest before each item.  
*Attachment 1 Register of Interests*

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

**That the Public and Confidential minutes of the Alwyndor Management Committee held on 13 February 2025 be taken as read and confirmed.**

Moved by Cr Susan Lonie, Seconded by Prof Judy Searle

**Carried**

**6. REVIEW OF ACTION ITEMS**

**6.1 Action Items**  
Noted

**6.2 Annual Work Plan**  
Noted

**7. GENERAL MANAGER REPORT****7.1 General Manager Report (Report No: 04/25)****7.1.1 Acknowledgement of the passing of Ms Trudy Sutton**

All have been moved by the recent passing of Trudy. Alwyndor was represented at her funeral by Ms Molly Salt, Ms Natasha Stone, Ms Lisa Hall and Prof Judy Searle. The General Manager will contact the Sutton family at a suitable time to discuss the subject of a memorial or other permanent recognition of Trudy at Alwyndor.

**7.1.2 Reappointment of Ms Joanne Cottle to the AMC**

It was noted that at its meeting held on 25 March 2025 Council  
*'Approved the reappointment of Ms Joanne Cottle to AMC for a 2<sup>nd</sup> term until 31 March 2028.'*  
Members offered their congratulations.

**7.1.1 Revised Workplan**

The Workplan had been revised to include the Quarterly Report and that the QCAG meetings have been aligned to suit.

**Motion:**

**That the Alwyndor Management Committee:**

- 1. Note the passing of Ms Trudy Sutton and support a memorial or other permanent recognition at Alwyndor.**
- 2. Note that at its meeting of 25 March 2025, Council approved the reappointment of Ms Joanne Cottle to AMC for a 2<sup>nd</sup> term until 31 March 2028.**
- 3. Approve the revised 2025 Workplan.**

Moved by Mr John O'Connor, Seconded by Prof Lorraine Sheppard

**Carried**

## **8. CONFIDENTIAL REPORTS**

### **8.1 General Manager Report – Confidential (Report No 05/25)**

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

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No: 05/25 in confidence.**
- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 05/25 on the following grounds:**

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.**

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

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

Moved by Cr Robert Snewin, Seconded by Ms Joanne Cottle

**Carried**

**Motion:**

**That the Alwyndor Management Committee:**

**RETAIN IN CONFIDENCE - Section 91(7) Order**

3. That having considered Agenda Item 8.1 General Managers Report – Confidential (Report No: 05/25) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 12 months and that this order be reviewed every 12 months.

Moved by Ms Joanne Cottle, Seconded by Cr Susan Lonie

**Carried**

**8.2 Finance Report – Confidential (Report No: 06/25)**

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

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No 06/25 in confidence.
- 2 That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 06/25 on the following grounds:

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

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

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

Moved by Cr Susan Lonie, Seconded by Ms Joanne Cottle

**Carried**

**Motion:**

**That the Alwyndor Management Committee:**

**RETAIN IN CONFIDENCE - Section 91(7) Order**

1. That having considered Agenda Item 8.3 Financial Report (Report No 06/25) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Report, Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved by Cr Susan Lonie, Seconded by Mr John O'Connor

**Carried**

**9. Other Business**

Ms Jo Cottle has requested Leave of Absence from 6 April to 25 May 2025.

**Motion**

**That the request for Leave of Absence of Jo Cottle from 6 April to 25 May 2025 be granted.**

Moved by Cr Susan Lonie, Seconded by Cr Robert Snewin

**Carried**

**10. DATE AND TIME OF NEXT MEETING**

The next meeting of the Alwyndor Management Committee will be held on **Wednesday 23 April 2025** in the Boardroom Alwyndor, 52 Dunrobin Road, Hove or via Audio-visual telecommunications (to be advised).

**CLOSURE**

The meeting closed at 8.30pm.

**CONFIRMED 23 April 2025**



**CHAIRPERSON**



**Item No:** 14.2

**Subject:** **INFORMATION REPORT – SOUTHERN REGION WASTE RESOURCE  
AUTHORITY BOARD MEETING – 28 APRIL 2025**

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## Summary

The Information Report of the Southern Region Waste Resource Authority Board meeting held 28 April 2025 is provided for information.

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## Recommendation

**That Council notes the Information Report of the Southern Region Waste Resource Authority Board meeting held 28 April 2025.**

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## Background

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

In accordance with Section 4.5.2 of the SRWRA Charter – 2025 , there shall be at least six ordinary meetings of the Board held in each financial year.

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

## Report

In accordance with the above, the Information Report from the Board Meeting held on 28 April 2025 is provided for Members' information.

*Refer Attachment 1*

## Budget

Not applicable

## Life Cycle Costs

Not applicable

## Strategic Plan

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

**Council Policy**

Not applicable

**Statutory Provisions**

Not applicable

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**Written By:** Manager Finance

**Chief Executive Officer:** Ms P Jackson

# Attachment 1

## Constituent Council Information Report – Public

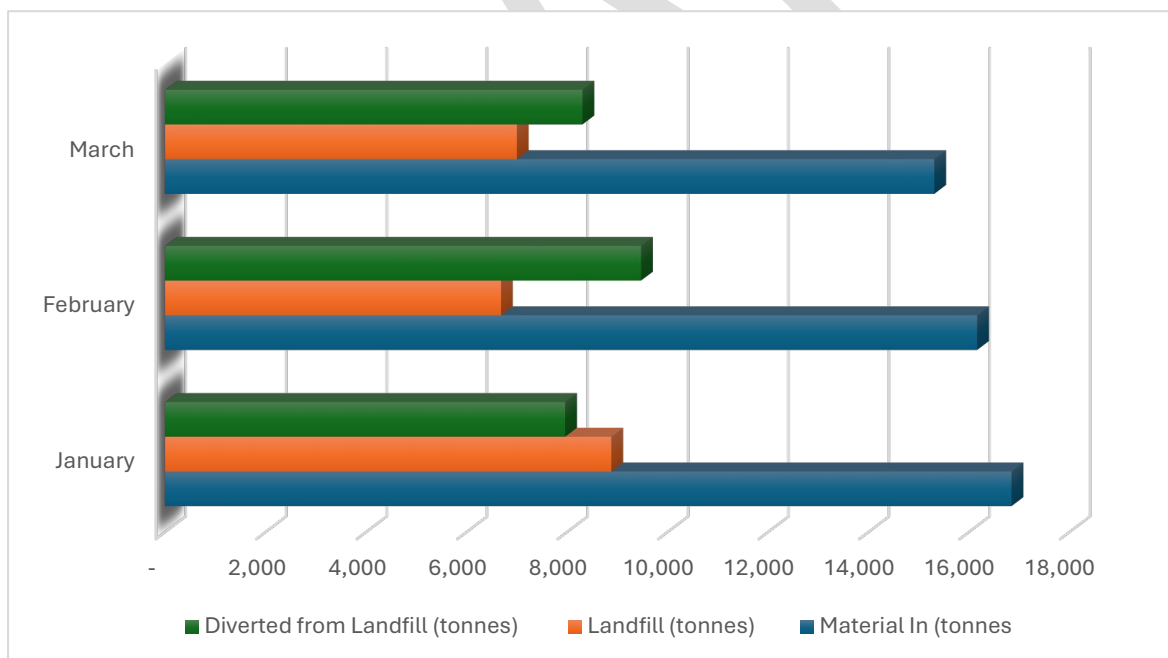
**Board Meeting:** 28 April 2025

**Report By:** Acting Chief Executive Officer

*In accordance with Section 4.5.11 of the Southern Region Waste Resource Authority Regional Subsidiary Charter 2025, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils (Cities of Onkaparinga, Marion, and Holdfast Bay).*

SRWRA STATISTICS			
Month	Total Tonnes Received	Tonnes to Landfill	Diversion Rate (%)
JANUARY	16,851	8,885	48
FEBRUARY	16,166	6,689	59
MARCH	15,314	7,004	54

Tonnage data reflects all incoming waste material to SRWRA, including landfill volumes. An increase in diversion rates was observed in February and March 2025 due to higher operational uptime.



### FIRE & INCIDENT REPORTING

# Constituent Council Information Report – Public

	Incidents Reported	Incidents Reported with Injury
2024	75	5
2025 (YTD)	18	1

WHS incidents remained constant when compared to March 2024. With the very low injury numbers per hours worked, SRWRA has not identified any current/key target areas for injury reduction. During 2025 SRWRA will maintain focus on fostering a pro-active reporting culture.

2025 (YTD)	Fires	Hot Spots
Landfill	0	4

Landfill fire incidents remained constant when compared to March 2024. Emergency Preparedness (including landfill fire incidents) remains an area of focus and will continue to be monitored on an ongoing basis as a separate sub-set of the incident data in the monthly WHS Performance Reports.

Report Name	Report Summary
<b>Draft Annual Business Plan &amp; Budget FY26</b>	The draft Business Plan and Budget for FY26 was presented to the Board, feedback from Board members will be incorporated, with the budget and business plan then circulated to constituent councils for comment. The documents are scheduled for formal adoption by the Board at the 23 June 2025 meeting.
<b>Budget Review 3 – FY25</b>	SRWRA undertakes quarterly budget reviews in line with legislation, with budget review 3 (quarter ending March 2025) forecasting a net surplus result of \$2.27M, a minor increase from \$2.17M as at Budget Review 2.
<b>Audit &amp; Risk Committee Membership</b>	SRWRA's Audit & Risk Committee is made up of four members, with the term of the City of Onkaparinga Independent Member (Tim O'Loughlin) due to expire; the Board reappointed Tim for a further three-year term.
<b>Chief Executive Officers Report</b>	The SRWRA Board is reviewing proposals received from recruitment consultants to undertake the recruitment process for a new Chief Executive Officer and has appointed a selection panel to assist with the recruitment process.
<b>Risk Management Report</b>	SRWRA provides quarterly risk management reporting to the Audit & Risk Committee and Board, this includes regular reviews of the SRWRA risk register and identification of new and emerging risks.  SRWRA has procured technology to improve out of hours monitoring of the landfill for areas of heat and potential ignition.

**Item No:** 14.3

**Subject:** MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 7 MAY 2025

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## Summary

The Minutes of the Jetty Road Mainstreet Committee meeting held 7 May 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.

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## Recommendation

**That Council notes the minutes of the Jetty Road Mainstreet Committee of 7 May 2025.**

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## Background

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

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 7 April 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

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**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 7 May 2025 at 6.00pm**

### **ELECTED MEMBERS PRESENT**

Councillor R Abley  
Councillor A Kane

### **COMMITTEE REPRESENTATIVES PRESENT**

Attitudes Boutique, Ms G Martin  
Beach Burrito, Mr A Warren  
The Colley Hotel, Ms K Bailey  
Cibo Espresso, Mr T Beatrice  
RD Jones Group, Mr R Shipway  
Theodorakakos Property Group, Mr J Theodorakakos  
Peter Shearer Menswear, Mr M Gilligan  
Independent Member, Ms S Mills (via virtual connection)

### **STAFF IN ATTENDANCE**

General Manager, Community and Business, Ms M Lock  
Manager, City Activation, Ms N Reynolds  
Business Development Partner, Ms V Miller

**1. OPENING**

The Chair, Ms G Martin declared the meeting open at 6.12pm.

**2. KAURNA ACKNOWLEDGEMENT**

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

*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. APOLOGIES**

3.1 Apologies Received: Mr S Smith, Ms B Millard, Mr A Fotopoulos

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 9 April 2025 to be taken as read and confirmed.**

Moved Councillor Abley, Seconded T Beatrice

**Carried**

**6. QUESTIONS BY MEMBERS**

6.1 **Without Notice:** Nil

6.2 **With Notice:** Nil

7. PRESENTATIONS: Nil

8. REPORTS/ITEMS OF BUSINESS:

8.1 Monthly Finance Report (Report No: 117/25)

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

**Motion**

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

Moved Councillor Abley, Seconded A Warren

**Carried**

8.2 Events Update (Report No: 114/25)

The Jetty Road Mainstreet Committee (JRM), 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 K Bailey, Seconded T Beatrice

**Carried**

8.3 Marketing Update (Report No: 115/25)

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

**Motion**

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

Moved T Beatrice, Seconded R Shipway

**Carried**

8.4      **Nomination – Transforming Jetty Road Committee**      (Report No: 116/25)

On 28 November 2023, Council approved to initiate of the Jetty Road Masterplan Stage 2 project. This included undertaking the design and construction of the remaining stages of the Jetty Road Masterplan.

**Motion**

**That the Jetty Road Mainstreet Committee appoints Ms S Mills as the nominee for the Transforming Jetty Road Committee.**

Moved A Warren, Seconded Councillor Abley

**Carried**

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

10.     **DATE AND TIME OF NEXT MEETING**

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 4 June 2025 to commence at 6.00pm in the Mayor’s Parlour Glenelg Town Hall.

11.     **CLOSURE**

The meeting closed at 6.24pm.

**CONFIRMED**      4 June 2025

**CHAIR**

**Item No:** 14.4

**Subject:** MINUTES – AUDIT AND RISK COMMITTEE – 14 MAY 2025

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## Summary

The minutes of the meeting of the Audit and Risk Committee held 14 May 2025 are presented to Council for information.

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## Recommendation

That Council notes the minutes of the meeting of the Audit and Risk Committee of 14 May 2025, namely that the Audit and Risk Committee:

1. advises Council it has received and considered a Standing Items Report addressing:
    - Monthly Financial Statements
    - Risk Management and Internal Control
    - External Audit
    - Public Interest Disclosures
    - Economy and Efficiency Audits
    - Audit and Risk Committee Meeting Schedule 2025
  2. notes the Draft Long Term Financial Plan 2025 - 2035 and supports its presentation to Council for community consultation;
  3. notes the Draft 2025-26 Annual Business Plan and supports its presentation to Council for community consultation; and
  4. advises Council that it has received and noted the reports from Private Public Property on the 2024 -25 revaluation of Transport assets.
- 

## 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 14 May 2025 are attached for Members' information.

*Refer Attachment 1*

The Committee received and discussed report on the Draft Long Term Financial Plan 2025 – 2035 and the 2025-26 Draft Annual Business Plan in readiness for the consultation period. Some alterations and additions were suggested for inclusion in the final Annual Business Plan.

The Audit and Risk Committee supports both the Long Term Financial Plan 2025 – 2035 and the 2025-26 draft Annual Business Plan for consultation.

## Budget

Not applicable

## Life Cycle Costs

Not applicable

## Strategic Plan

Not applicable

## Council Policy

Audit and Risk Committee Terms of Reference

## Statutory Provisions

*Local Government Act 1999, sections 41 and 126*

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**Written By:** Executive Assistant, 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 14 May 2025 at 6.00pm**

### **MEMBERS PRESENT**

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

### **GUESTS**

Ms Janna Burnham, Partner, Galpins

### **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 Kurna people as the traditional owners and custodians of this land.

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

**3. APOLOGIES**

3.1 Apologies Received - Nil

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 12 February 2025 be taken as read and confirmed.**

Moved by D Powell, Seconded by C Garrett

**Carried**

**6. ACTION ITEMS**

The Action Items were tabled and discussed.

**Leave of meeting**

The Presiding Member sought leave of the meeting to move Item **8.2 Internal Audit Program Report – May 2025** in the Agenda to be considered after Item 6.

Leave of the meeting was granted.

**8.2 Internal Audit Program Report – May 2025 (Report No: 128/25)**

The risk-based audits scheduled for the Internal Audit Program 2024-25 are on track.

In addition, the 'Audit Recommendations Outstanding Actions Update' is attached in three parts, highlighting those actions that are either completed, in progress or not yet implemented.

**Motion**

**That the Audit and Risk Committee notes this report.**

Moved D Powell, Seconded C Garrett

**Carried**

Ms Burnham left the meeting at 6.39pm.

**7. PRESENTATIONS - Nil**

**8. REPORTS BY OFFICERS**

**8.1 Standing Items – May 2025 (Report No: 122/25)**

The Audit and Risk Committee is provided with a report on standing items at each ordinary meeting.

**Motion**

**That the Audit and Risk Committee advises Council it has received and considered a Standing Items Report addressing:**

- **Monthly Financial Statements**
- **External Audit**
- **Public Interest Disclosures**
- **Economy and Efficiency Audits**
- **Council Recommendations**
- **Audit and Risk committee meeting schedule**

Moved C Garrett, Seconded Cr Shewin

**Carried**

Item 8.2 on the Agenda was considered after Item 6, as per leave of the meeting granted.

**8.3 Risk Report – May 2025 (Report No: 129/25)**

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 C Garrett, Seconded P Davies

**Carried**

**8.4 Draft Long Term Financial Plan 2025 - 2035 (Report No: 125/25)**

The Long Term Financial Plan (LTFP) has been reviewed and updated to include the Draft 2025-26 Annual Business Plan, 2023-24 Audited Financial Statements, and budget updates to 31 December 2024. The projections in the LTFP indicate council remains in a sound financial position.

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

The Draft Long Term Financial Plan 2025-35 is presented for recommendation to Council of its endorsement and release for community engagement.

**Motion**

**That the Audit and Risk Committee notes the Draft Long Term Financial Plan 2025 - 2035 and supports its presentation to Council for community consultation.**

Moved C Garrett, Seconded P Davies

**Carried**

**8.5 2025-26 Draft Annual Business Plan (Report No: 124/25)**

The Draft 2025-26 Annual Business Plan is presented for noting ahead of its release for community engagement. It has been developed having regard to the *Our Holdfast 2050+* Strategic Plan, Asset Management Plans, Long Term Financial Plan and directions provided by Council.

The draft budget has been developed with a general rate increase of 4.95% and satisfies Council's financial sustainability and performance measures.

This year, the 2025-26 Annual Business Plan is due for Council consideration on 22 July, after the close of the 2024-25 financial year. This necessitates a resolution from Council to allow it to continue the 2024-25 Annual Business Plan from 1 – 22 July.

Consultation results on the Draft 2025-26 Annual Business Plan are due for review by Council's Audit and Risk Committee on 16 July 2025.

**Motion**

**That the Audit Committee notes the Draft 2025-26 Annual Business Plan and supports its presentation to Council for community consultation.**

Moved D Powell, Seconded Councillor Snewin

**Carried**

**8.6 2025-25 Financial Year External Audit Interim Report (Report No: 123/25)**

The Auditors Dean Newbery have provided an interim report which highlights areas for improvement for the 2024-25 external audit.

This has been considered by Administration and an action plan has been developed in response to the issues raised.

**Motion**

**That the Audit and Risk Committee:**

- 1. notes the Interim Report – 2024-25 Financial Year External Audit provided by Dean Newbery; and**
- 2. notes the actions proposed to address the Interim Report.**

Moved C Garrett, Seconded P Davies

**Carried**

**8.7 2024-25 Assets Revaluation Update (Report No: 126/25)**

This report updates the Audit and Risk Committee on the outcome of the 2024-25 Asset Revaluation for the Council's Transport assets.

**Motion**

**That the Audit and Risk Committee advises Council that it has received and noted the reports from Private Public Property on the 2024 -25 revaluation of Transport assets.**

Moved C Garrett, Seconded Councillor Snewin

**Carried**

**8.8 New Borrowings 2024-25 (Report No: 133/25)**

Council secured \$25 million in new borrowings from the Local Government Finance Authority, consisting of a \$15 million Cash Advance Debenture (CAD) for flexible, short-term cashflow management, and a \$10 million fixed-term loan over 15 years at 5.39%. These borrowings align with Council's Treasury Management Policy, which promotes a diversified and flexible debt approach.

**Motion**

**That the Audit and Risk Committee notes the update on new borrowings of \$25 million secured with the Local Government Finance Authority.**

Moved C Garrett, Seconded P Davies

**Carried**

**8.9 Cyber Security Penetration Testing (Report No: 127/25)**

The 2025 penetration test, conducted by CyberCX, shows a significant improvement in the City of Holdfast Bay's cybersecurity posture compared to 2022.

**Motion**

**That the Audit and Risk Committee notes this report.**

Moved C Garrett, Seconded P Davies

**Carried**

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

**10. CONFIDENTIAL ITEMS – Nil**

**11. DATE AND TIME OF NEXT MEETING**

The next meeting of the Audit and Risk Committee will be held on Wednesday 16 July 2025 in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton.

**12. CLOSURE**

The Meeting closed at 7.39 pm.

**CONFIRMED 16 July 2025**

**PRESIDING MEMBER**

**Item No:** 14.5

**Subject:** MINUTES – EXECUTIVE COMMITTEE – 20 MAY 2025

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## Summary

The minutes of the meeting of the Executive Committee held 20 May 2025 are presented to Council for information.

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## Recommendation

**That Council notes the minutes of the meeting of the Executive Committee of 20 May 2025.**

---

## Background

Council established an Executive Committee pursuant to section 41 of the *Local Government Act 1999* with responsibility for undertaking the annual performance appraisal of the Chief Executive Officer to:

- recommend to Council the form and process of the Chief Executive Officer's annual performance appraisal;
- undertake the annual performance appraisal; and
- provide a report and to make recommendations to Council on any matters arising from the annual performance appraisal.

The Executive Committee's authority extends to making recommendations to Council and does not have any authority to make decisions in relation to the Chief Executive Officer's employment arrangements.

## Report

The minutes of the meeting of the Executive Committee held on 20 May 2025 are attached for Members' information.

*Refer Attachment 1*

## Budget

There are no budget implications associated with this report.

## Life Cycle Costs

Not applicable

## Strategic Plan

Statutory compliance

## Council Policy

Executive Committee Terms of Reference.

## Statutory Provisions

*Local Government Act 1999, sections 41*

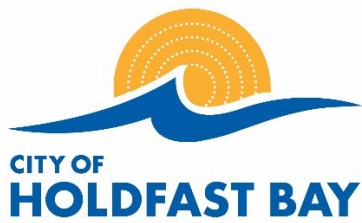
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**Written By:** Executive Assistant to the General Manager, Strategy and Corporate

**General Manager:** Strategy and Corporate

# Attachment 1





**Minutes of the Executive Committee  
Held in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton on  
Tuesday 20 May 2025 at 5.00pm**

**MEMBERS PRESENT**

Mayor A Wilson  
Deputy Mayor J Fleming  
Councillor R Patton – Glenelg Ward  
Councillor R Snewin – Brighton Ward

**INDEPENDENT ADVISOR**

Ms C Molitor

**STAFF IN ATTENDANCE**

General Manager, Strategy and Corporate – S Wachtel

**1. OPENING**

Her Worship the Mayor declared the meeting open at 5.01pm.

**2. KAURNA ACKNOWLEDGEMENT**

With the opening of the meeting Her Worship the Mayor 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 - Councillor J Smedley

3.2 Absent - Councillor S Lonie (Approved Leave of Absence)

**4. DECLARATION OF INTEREST**

Members were reminded to declare their interest before each item.

**5. CONFIRMATION OF MINUTES**

**Motion**

**That the minutes of the Executive Committee held on 18 November 2024, 21 November 2024, 22 November 2024 and 18 March 2025 be taken as read and confirmed.**

Moved by Councillor Fleming, Seconded by Councillor Snewin

**Carried**

**6. REPORTS BY OFFICERS**

**6.1 Executive Committee – Terms of Reference (Report No: 137/25)**

The Executive Committee is a committee established under section 41 of the *Local Government Act 1999* and is charged with the responsibility for undertaking the annual performance appraisal of the Chief Executive Officer.

Following changes to the Local Government Act in 2021, a comprehensive review of the Terms of Reference was undertaken in 2022. Minor changes are recommended at this time.

**Motion**

**The Executive Committee recommends Council endorses the Terms of Reference for the Executive Committee.**

Moved Councillor Patton, Seconded Councillor Fleming

**Carried**

**6.2 Chief Executive Officer Performance Review Process 2024-25 (Report No: 138/25)**

The Executive Committee is charged with the responsibility for undertaking the annual performance review of the Chief Executive Officer (CEO).

This report outlined the process to be used to undertake the 2024-25 review of the CEO.

**Motion**

**That the Executive Committee endorses the 2024-25 CEO Performance Review process and recommends it to Council.**

Moved Councillor Snewin, Seconded Councillor Patton

**Carried**

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

**8. CONFIDENTIAL ITEMS - Nil**

**9. CLOSURE**

The Meeting closed at 5.16pm.

**CONFIRMED      to be confirmed**

**MAYOR**

**Item No:** 15.1

**Subject:** ITEMS IN BRIEF

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## Summary

These items are presented for the information of Members.

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

---

## Recommendation

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

1. **ANZAC Day 2025**
  2. **Libraries SA Firstival Program**
  3. **Correspondence from Minister Szakacs MP, Minister for Local Government**
- 

## Report

### 1. **ANZAC Day 2025**

ANZAC Day dawn services were held on Friday 25 April 2025 at Moseley Square, Glenelg and at the Arch of Remembrance, Brighton. These events were organised by the Glenelg Plympton and Brighton RSL sub-branches respectively, with Administration providing funding and in-kind event support.

At Brighton, approximately 5,000 people attended to pay their respects, and a wreath was placed by Mayor Amanda Wilson. At Glenelg, the service was attended by approximately 4,000 people, and a wreath was placed by Councillor Allison Kane on behalf of the City of Holdfast Bay.

### 2. **Libraries SA Firstival Program**

Firstival is a state-wide program implemented by Public Libraries SA (PLS) that runs from 1- 31 July annually. The aim of Firstival is to introduce those who are non-library users to what a modern public library can offer and encourage them to try something new by attending an event or program.

The City of Holdfast Bay has participated in Firstival each year since its inception in 2023 and has significantly increased its offering of programs and events from two in 2024 to nine in 2025.

All adult and youth programs held in July will be marketed from Monday 2 June in PLS-led state-wide promotions and advertising, as well as internal promotions by our

communications team. Several children and family events, held outside of the school holidays, will also be included in Firstival.

City of Holdfast Bay Libraries Firstival Programs for 2025:

4 July: Toddler Winter Wonderland Disco at Glenelg North Community Centre  
8 July: Tote Bag Painting for Youth at Glenelg Library  
12 July: Helen's Mini World Terrarium Workshop at Holdfast Bay Community Centre  
14 July: What's it like to be a Rideshare Driver? at Brighton Civic Centre  
16 July: Mandala Art for adults at Glenelg Library  
23 July: Selling on Etsy for Beginners at Brighton Civic Centre  
24 July: STEAM Mates: Sci World Ice & Fire Show at Holdfast Bay Community Centre  
31 July: Laughter Yoga at Glenelg North Community Centre  
1-31 July: Children & Youth Story Writing Competition at Brighton and Glenelg Libraries

### **3. Correspondence from Minister Szakacs MP, Minister for Local Government**

On 20 May, Mayor Wilson received correspondence from Minister Szakacs, commending the City of Holdfast Bay and State Government for their efforts to provide access to Glenelg beach for people with disability and mobility issues. In particular, the support of council volunteers was acknowledged.

The letter is in response to a letter sent to Premier Malinauskas from a member of the community.

*Refer Attachment 1*

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**Written By:** Executive Officer

**Chief Executive Officer:** Ms P Jackson

# Attachment 1

**Hon Joe Szakacs MP**



**Government  
of South Australia**

**Minister for Trade and  
Investment**

**Minister for Local  
Government**

**Minister for Veterans'  
Affairs**

GPO Box 1533  
ADELAIDE SA 5000


T: (08) 7133 2070

E: [minister.szakacs@sa.gov.au](mailto:minister.szakacs@sa.gov.au)

LG25/00222  
PREM – fb475918

Mayor Amanda Wilson  
City of Holdfast Bay  
PO Box 19  
BRIGHTON SA 5048

By email: [awilson@holdfast.sa.gov.au](mailto:awilson@holdfast.sa.gov.au)

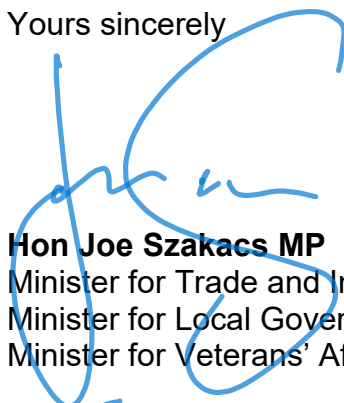
Dear Mayor Wilson 

I write regarding correspondence that the Premier of South Australia, the Hon Peter Malinauskas MP, has received from Mrs Julie Potter regarding the efforts the City of Holdfast Bay (the Council) and the State Government have made to support access to the Glenelg beach for people with disabilities and mobility issues.

I am pleased to report that ensuring such access through the provision of purpose-built paths, contoured mats and accessible facilities means that Mrs Potter can safely walk on the beach, which has provided her with great joy.

I take this opportunity to thank the Council sincerely for its efforts to ensure that its beaches are places for people of all abilities. I would also be most grateful if you could ensure that the Council volunteers who support this work are also advised of both my and Mrs Potter's appreciation for their efforts.

Yours sincerely



**Hon Joe Szakacs MP**  
Minister for Trade and Investment  
Minister for Local Government  
Minister for Veterans' Affairs

18 / 5 / 2025

cc: Hon Peter Malinauskas MP, Premier of South Australia



**Item No:** 15.2**Subject:** MONTHLY FINANCIAL REPORT – AS AT 30 APRIL 2025

## Summary

The financial report for municipal activities to the 30 April 2025 confirms that Council is on target to meet its estimated surplus of \$1,310,763 in 2024-25. Favourable minor variances indicate a positive financial position for the remainder of the year.

## Recommendation

**That Council receives the financial report for Municipal activities for the ten months to 30 April 2025.**

## Background

Applying the principles of good corporate governance, Council is provided with monthly reports detailing its financial performance compared to its budget.

## Report

A summary of Council's financial performance to 30 April 2025 is provided in the following table.

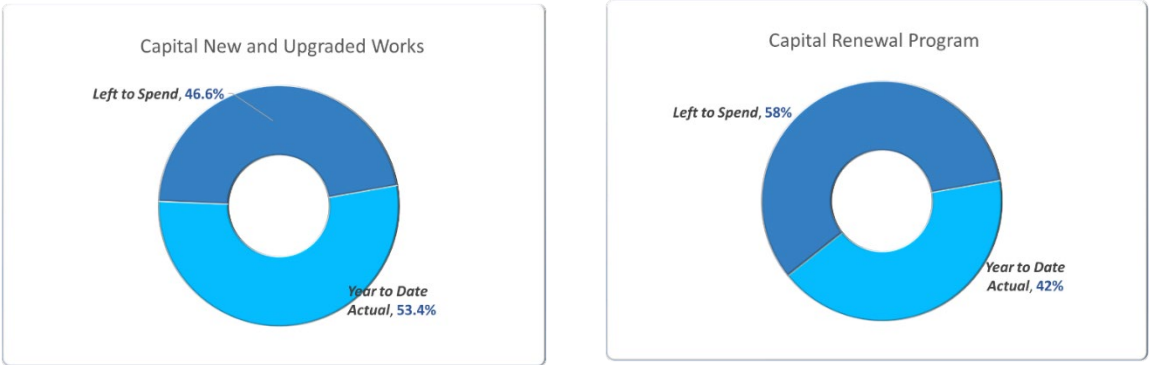
All amounts in \$000	2024-25 Adopted Budget	2024-25 Year to date Budget	2024-25 Year to date Actuals	Variance	
Operating revenue	60,324	58,274	58,704	430	↑
Operating expenditure	(59,014)	(46,623)	(45,908)	715	↑
<b>Result from Operational Activities</b>	<b>1,310</b>	<b>11,651</b>	<b>12,796</b>	<b>1,145</b>	
Capital renewal Program (Net)	(14,596)	(10,603)	(6,005)	4,598	↑
Capital New and Upgraded Works (Net)	(21,020)	(14,950)	(9,873)	5,076	↑
Loan Repayments	(2,029)	(600)	(527)	73	↑
Loans repaid by community clubs	521	518	545	27	↑
<b>Result from Capital Activities</b>	<b>(37,124)</b>	<b>(25,634)</b>	<b>(15,860)</b>	<b>9,774</b>	
Add back non-cash items	9,383	8,137	(2,782)	(10,919)	
<b>Funding (Requirement)/Surplus</b>	<b>(26,431)</b>	<b>(5,846)</b>	<b>(5,846)</b>	<b>-</b>	



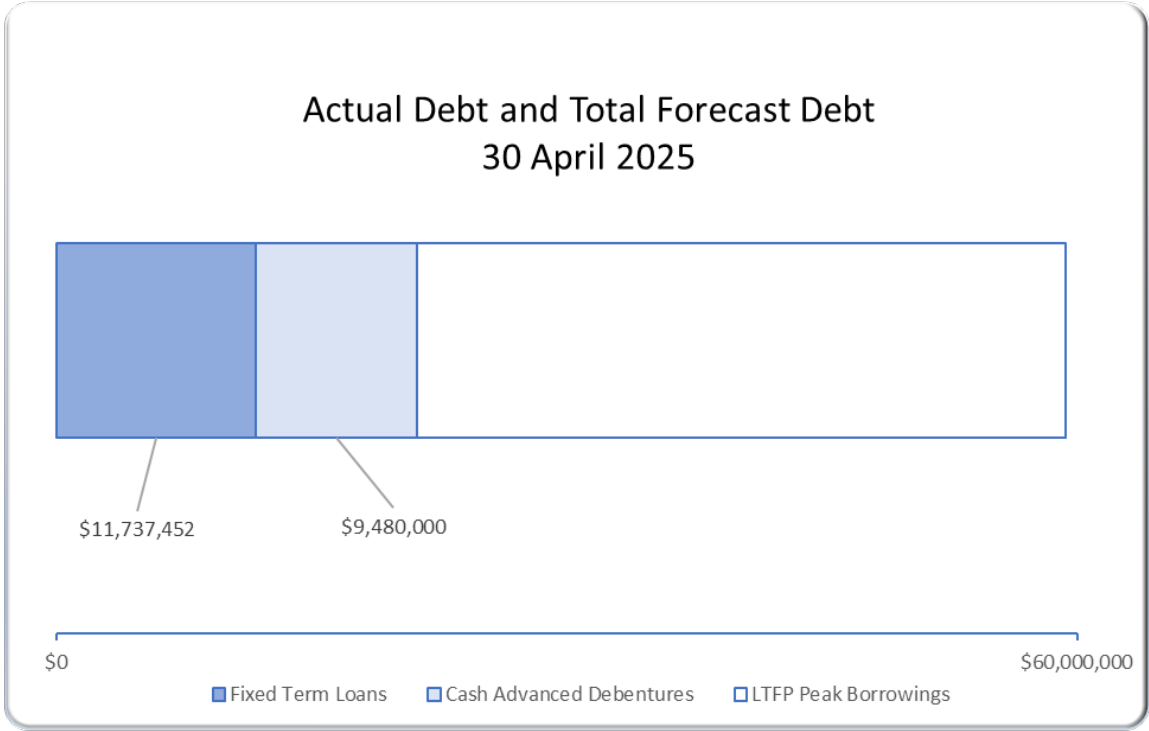
Operational activities are currently ahead of budget with additional revenue raised through car parking related revenue. Similarly, year to date expenditure is lower than budget due to a range of minor favourable variances including savings on employment costs. More detailed explanations of major variances by individual business units are provided in Attachment 1.

See Attachment 1

A detailed progress report on Council’s program of works is provided each quarter, however, in the interim the following graphs represent the percentage of total capital works financially completed by 30 April 2025. The timing of these works has resulted in a positive variance and deferred when new borrowings will be required.



At the date of this report, borrowings, as forecast in the current Long Term Financial Plan, will peak at \$59.316 million in 2027-28. The following graph depicts Council’s current debt position and illustrates this as a proportion of that peak forecast debt.



On 15 May 2025, Council secured a new \$10 million fixed-term loan over 15 years at 5.39% from the Local Government Finance Authority. This will be reflected in next month's financial report for May 2025. Council also secured access to a new \$15 million Cash Advance Debenture (CAD) for flexible, short-term cashflow management. These borrowings align with Council's Treasury Management Policy, which promotes a diversified and flexible debt approach.

## Budget

The content and recommendation of this report indicates the effect on the budget.

## Life Cycle Costs

Not applicable

## Strategic Plan

Statutory compliance

## Council Policy

Not applicable

## Statutory Provisions

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

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**Written By:** Management Accountant Lead

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1



## City of Holdfast Bay Municipal Funds Statement as at April 2025

2024 - 2025 Original Budget \$'000	Year to Date			2024 - 2025 Adopted Forecast \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
245	195	197	(2) Cemeteries	286	
(1,449)	(1,193)	(1,072)	(121) Council Administration	(1,449)	1
(992)	(674)	(630)	(44) Development Services	(995)	
1,795	2,497	2,497	- FAG/R2R Grants	2,804	
(2,106)	(1,846)	(1,807)	(39) Financial Services	(2,086)	
(11,685)	(9,589)	(9,559)	(30) Financial Services-Depreciation	(12,785)	
(292)	-	-	- Financial Services-Employee Leave Provisions	(407)	
(1,743)	(282)	(282)	- Financial Services-Interest on Borrowings	(763)	
146	-	-	- Financial Services-SRWRA	300	
44,718	45,098	45,114	(16) General Rates	44,738	
(3,339)	(3,704)	(3,712)	8 Innovation & Technology	(4,264)	
(735)	(610)	(562)	(48) People & Culture	(802)	
(989)	(764)	(776)	12 Strategy & Governance	(989)	
(1,404)	(910)	(866)	(45) City Activation	(1,358)	
1,461	1,230	1,279	(49) Commercial - Brighton Caravan Park	1,531	
17	34	26	9 Commercial - Partridge House	17	
(631)	(536)	(543)	8 Communications and Engagement	(658)	
(395)	(302)	(310)	8 Community and Business Administration	(384)	
(1,092)	(942)	(878)	(64) Community Events	(1,101)	2
1,132	1,834	2,011	(176) Community Safety	1,772	3
(640)	(483)	(438)	(44) Community Wellbeing	(697)	
(592)	(477)	(480)	3 Customer Service	(592)	
0	41	190	(149) Jetty Road Mainstreet	(88)	4
(1,800)	(1,421)	(1,416)	(6) Library Services	(1,800)	
(361)	(291)	(293)	2 Assets & Delivery Administration	(361)	
591	487	518	(31) Commercial & Club Leases	578	
(1,374)	(1,217)	(1,000)	(217) Engineering & Traffic	(1,589)	5
(846)	(590)	(549)	(41) Environmental Services	(836)	
(9,145)	(7,634)	(7,676)	42 Field Services & Depot	(9,401)	
(2,486)	(1,993)	(1,961)	(32) Property Management	(2,504)	
(504)	(401)	(372)	(29) Public Realm and Urban Design	(487)	
(700)	(505)	(493)	(13) Street Lighting	(687)	
(4,684)	(3,401)	(3,359)	(41) Waste Management	(4,614)	
1,074	-	-	- Less full cost attribution - % admin costs capitalised	983	
<b>1,193</b>	<b>11,651</b>	<b>12,796</b>	<b>(1,145) =Operating Surplus/(Deficit)</b>	<b>1,311</b>	
11,685	9,589	9,559	30 Depreciation	12,785	
146	-	-	- Other Non Cash Items	107	
<b>11,831</b>	<b>9,589</b>	<b>9,559</b>	<b>30 Plus Non Cash Items in Operating Surplus/(Deficit)</b>	<b>12,892</b>	
<b>13,023</b>	<b>21,240</b>	<b>22,355</b>	<b>(1,115) =Funds Generated from Operating Activities</b>	<b>14,202</b>	
-	3,783	3,780	3 Amounts Received for New/Upgraded Assets	4,533	
26	20	154	(135) Proceeds from Disposal of Assets	26	
<b>26</b>	<b>3,802</b>	<b>3,935</b>	<b>(132) Plus Funds Sourced from Capital Activities</b>	<b>4,559</b>	
(9,537)	(10,622)	(6,159)	(4,463) Capital Expenditure on Renewal and Replacement	(14,622)	
(12,413)	(18,733)	(13,654)	(5,079) Capital Expenditure on New and Upgraded Assets	(25,553)	
<b>(21,950)</b>	<b>(29,355)</b>	<b>(19,812)</b>	<b>(9,542) Less Total Capital Expenditure</b>	<b>(40,175)</b>	6
21	518	545	(27) Plus:Repayments of loan principal by sporting groups	521	
<b>21</b>	<b>518</b>	<b>545</b>	<b>(27) Plus/(less) funds provided (used) by Investing Activities</b>	<b>521</b>	
<b>(8,879)</b>	<b>(3,794)</b>	<b>7,022</b>	<b>(10,816) = FUNDING SURPLUS/(REQUIREMENT)</b>	<b>(20,893)</b>	
<b>Funded by</b>					
-	134	134	- Increase/(Decrease) in Cash & Cash Equivalents	-	
-	1,452	12,342	(10,890) Non Cash Changes in Net Current Assets	3,509	
(10,909)	-	-	- Less: Proceeds from new borrowings	(26,431)	
-	(5,980)	(5,980)	- Less: Net Movements from Cash Advance Debentures	-	
2,029	600	527	73 Plus: Principal repayments of borrowings	2,029	
<b>(8,879)</b>	<b>(3,794)</b>	<b>7,022</b>	<b>(10,816) =Funding Application/(Source)</b>	<b>(20,893)</b>	

Note 1 – Council Administration - \$121,000 favourable

Employment cost savings due to temporary vacancies.

Note 2 – Community Events - \$64,000 favourable

Additional revenue from events (\$38,000) and savings on completed events (\$26,000).

Note 3 – Community Safety - \$176,000 favourable

Car parking related revenue higher than forecast.

Note 4 – Jetty Road Mainstreet- \$149,000 favourable

Year to date savings on marketing (\$74,000), employment costs (\$41,000) and event management (\$39,000). Due to separate rate funding arrangements unspent budget will be carried forward as in previous years.

Note 5 – Engineering & Traffic - \$217,000 favourable

Positive variances on three operational projects; Buildings condition audit (\$125,000), Integrated Transport Strategy Priorities (\$50,000) and the Stormwater Management Plan (\$37,500), these projects will be continued in 2025-26 and unspent budget will be carried forward.

Note 6 – Capital Expenditure - \$9,542,000 favourable

There are positive variances on a number of capital projects mainly due to the timing of projects. A review of the capital program was undertaken as part of the March 2025 budget update and a number of major projects are forecast to be incomplete as at 30 June 2025 including the following:

- Brighton Caravan Park - Stage 2 redevelopment
- Kingston Park Stages 4 & 6 - Detailed Design
- Patawalonga Lock - renewal

**Item No:** 15.3

**Subject:** 2025-26 DRAFT ANNUAL BUSINESS PLAN - CONSULTATION

---

## Summary

The 2025-26 Draft Annual Business Plan is presented ahead of its release for community engagement. It has been developed having regard to the Our Holdfast 2050+ Strategic Plan, Asset Management Plans, the Draft Long Term Financial Plan 2025-26 to 2034-35 and directions provided by Council.

The draft budget has been developed with a general rate increase of 4.95% and satisfies Council's financial sustainability and performance measures.

This year, the 2025-26 Annual Business Plan consultation period is from 28 May 2025 concluding on 20 June 2025.

Consultation results on the 2025-26 Draft Annual Business Plan are due for review by Council at a workshop on 1 July 2025 and endorsed at its meeting of 8 July 2025. Council will then consider final adoption of the 2025-26 Annual Business Plan at its meeting on 22 July.

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## Recommendation

**That Council:**

1. **approves, subject to minor alterations and design, the 2025-26 Draft Annual Business Plan contained in Attachment 1 to be released for community consultation;**
  2. **approves the process for community consultation on the 2025-26 Draft Annual Business Plan, as described in this report;**
  3. **notes that in accordance with section 123 of the *Local Government Act 1999*, the 2025-26 Budget and Annual Business Plan of the Council consultation period timing will commence on 28 May and conclude on 20 June 2025.**
- 

## Background

The 2025-26 Draft Annual Business Plan is Council's statement of its intended program of activities and outcomes for the coming financial year. It is developed concurrently with the budget, which outlines proposed revenue sources and resources allocated to implement the Annual Business Plan.

The 2025-26 Draft Annual Business Plan was considered by the Audit and Risk Committee at its meeting of 14 May 2025 and recommended to Council for consideration.

The 2025-26 Draft Annual Business Plan has not been previously considered by Council, although its development has been the subject of workshops with Elected Members.

## Report

### ***Development of the 2025-26 Draft Annual Business Plan and Budget***

The 2025-26 Draft Annual Business Plan is provided to members as Attachment 1.

*Refer Attachment 1*

Consultation results on the 2025-26 Draft Annual Business Plan are due for review by Council at a workshop on 1 July 2025 and at its meeting of 8 July 2025.

The 2025-26 Annual Business Plan and consultation results will also be reviewed by Council's Audit and Risk Committee on 16 July 2025.

### ***Key Parameters***

- Target of an operating surplus.
- 4.95% general rate revenue increase (excluding separate rates and Regional Landscape Levy).
- 0.9% rate revenue increase for new development growth.
- Alwyndor and Jetty Road Mainstreet budgets to be self-funding.

### ***Other considerations***

Depreciation is based on existing asset valuations and has increased by 10% (\$1,212,000). The major asset classes that have increased are office equipment (IT assets) and open spaces.

Fees and charges have been reviewed and assessed in accordance with a user pays principle, taking LGPI into account.

### ***Major Projects***

Work on the Transforming Jetty Road Glenelg project in the City zone is underway, with work to begin in 2025-26 in the Transition and Coast zones (from the Partridge/Gordon Streets intersection to Colley Terrace). This project will elevate the tourism, shopping and entertainment precinct into a modern, safe, vibrant and accessible destination for all who live here and come to visit.

As previously reported, funding for the \$40m Transforming Jetty Road project will require increased borrowings over three years. This will enable the costs of the project to be shared fairly between current and future users. Council has secured \$10 million from the Australian Government to help deliver the project, with the remaining \$30 million to be funded by Council. This necessitates an increase in borrowings, which is taken into account in the 2025-26 Draft Annual Business Plan and the Draft Long Term Financial Plan 2025 - 2035.

The 2025-26 Draft Annual Business Plan shows a substantial increase in expenditure on asset renewals. \$12.29 million has been allocated to renewals compared to \$8.46 million in 2024-25 and \$7.08 million in 2023-24.

There is a limited number of other new projects that have been proposed following the application of the prioritisation framework that assesses all proposals against urgency and impact criteria. Community indicators of support will be sought in the consultation process on these projects:

- Pedestrian crossings to improve safety – Adelphi Terrace (\$120,000)
- Jetty Road, Brighton - Street improvements (consultation and design) (\$50,000)
- Active transport for kids (Stage 2) – Paringa Park Primary School (\$50,000)
- New Disability Discrimination Act-compliant pathways – Bowker Oval (\$40,000)
- Cemetery upgrades – North Brighton and St Jude’s cemeteries (\$256,000)
- Fairy lights – Jetty Road, Brighton (\$73,280)

### ***Commercial Activities***

Brighton Beachfront Holiday Park is budgeting for net earnings of \$1.524 million for the 2025-26 year which is an increase on the \$1.461 million predicted for 2024-25.

### ***Alwyndor draft 2025-26 budget***

The draft Alwyndor budget has been developed and indicates an operating surplus of \$651,284 for 2025-26.

### ***Rate Revenue and Valuations***

The major variable determining the ability to meet the draft budget program of services, works and financial targets is rate revenue. This is budgeted to increase by 4.95% excluding separate rates, development growth (estimated at 0.9%) and the Regional Landscape Levy.

The 4.95% increase in rates comprises 2.5%, which aligns with Adelaide Consumer Price Index (as at December 2024) to fund the full range of services and renewals, 2.3% to fund the Transforming Jetty Road, Glenelg project, and 0.15 % to fund up to six new community projects.

The Differential Rate premium applied to industrial, commercial properties and vacant land will be determined once land valuations are received by the Valuer-General. The premium applied to industrial, commercial properties and vacant land in the 2024-25 financial year was 63%.

The Jetty Road, Glenelg separate rate is budgeted to increase by 2.5% (\$17,675). This funds the operation of the Jetty Road Mainstreet Committee and this is cost neutral.

The Patawalonga Marina separate rate of \$88,660 has been increased by 2.5%. It provides for basic annual maintenance cost and includes a 50% discount to account for the general public’s use of the lock.



***Draft Budget Financial Performance and Position***

The draft budget (excluding Alwyndor) features:

- Operating surplus of \$931,960 for Council's municipal activities;
- Capital expenditure of \$45.02 million comprising \$12.29 million on renewal and replacement of existing assets and \$31.61 million for new and upgraded assets (including \$30m for Transforming Jetty Road, Glenelg) and \$1.12 million for employee costs capitalised;
- Council's current target for the net financial liabilities ratio is 100%. However, it is acceptable to exceed this target 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).

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 target of 5% for this ratio. 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.

***Timing for Adoption of Annual Business Plan and Budget***

Given the extensive consultation for the Transforming Jetty Road Glenelg project, the adoption of the 2025-26 is now scheduled for 22 July. This means that engagement for the 2025-26 Draft Annual Business Plan and the Draft Long Term Financial Plan 2025 - 2035 will be 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.

***Community Engagement***

The Act under the *Statutes Amendment (Local Government Review) Act 2021*, requires the Annual Business Plan to conform with our Community Consultation and Engagement policy. Copies of the 2025-26 Draft Annual Business Plan will be made available at the commencement of a community engagement period, on Wednesday 28 May and concluding on Friday 20 June.

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

The engagement includes similar methodologies to previous years. Feedback must be received by 5 pm, Friday 20 June 2025 via these methods:

- **Online** - [yourholdfast.com/ABP25-26](https://yourholdfast.com/ABP25-26)
- **Email** - [abp@holdfast.sa.gov.au](mailto:abp@holdfast.sa.gov.au)
- **In writing** - Draft Annual Business Plan, PO Box 19, Brighton SA 5048
- **In person**
  - Brighton Civic Centre, 24 Jetty Road, Brighton
  - Glenelg Library, 2 Colley Terrace, Glenelg
  - Brighton Library, 20 Jetty Road, Brighton
- **By phone** - 8229 9999 during office hours
- **Making a deputation** - Make a deputation to Council at its meeting on Tuesday, 10 June 2025.

In addition, this year introduces two new methodologies:

- **Letterbox distribution** - A DRAFT ABP Summary leaflet will be distributed via letterbox drop across all households of Holdfast Bay
- **Drop in sessions at Glenelg North, Hove and Seacliff** - This engagement methodology provides multiple opportunities for stakeholders to meet face to face with staff. Stakeholders can ask questions and seek clarification on matters of interest. They can also contribute feedback directly at these sessions.

Details of how the community may participate in the consultation process or gain copies of the 2025-26 Draft Annual Business Plan will be provided by:

#### *Direct communication*

- Summary 2025-26 Draft Annual Business Plan delivered to 19,000 Holdfast Bay households and businesses
- Project website – [yourholdfast.com/ABP25-26](https://yourholdfast.com/ABP25-26)
- Social media campaign
- Holdfast News e-newsletter
- YourHoldfast database email
- Public notice advertisement – The Advertiser and Council website
- Media release/news on [holdfast.sa.gov.au](https://holdfast.sa.gov.au)
- Media management

#### *Promotions*

- Community digital LED screens
- 5 -10 Bin corflutes
- Corflutes at drop in sessions
- Displays in council libraries, Brighton Civic Centre, and the Holdfast Bay and Glenelg North Community Centres

## **Budget**

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

## Life Cycle Costs

Not applicable

## Strategic Plan

Statutory compliance

## Council Policy

Council Community Consultation and Engagement Policy

## Statutory Provisions

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

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**Written By:** Manager Strategy and Governance

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1

**DRAFT**

# 2025–26 **Annual Business Plan**



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# OUR PLAN FOR OUR PLACE

## Share your view on our Draft 2025–26 Annual Business Plan

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

We welcome your feedback on this draft version, which Council will consider before the 2025–26 Annual Business Plan is finalised in July 2025.

You can access additional copies of the Draft 2025–26 Annual Business Plan from Thursday 29 May at:

- › [yourholdfast.com/ABP25-26](http://yourholdfast.com/ABP25-26)
- › Brighton Civic Centre, 24 Jetty Road, Brighton.

Feedback must be received by 5pm Friday 20 June 2025 to be considered by Council. You can provide comments by:

- › visiting [yourholdfast.com/ABP25-26](http://yourholdfast.com/ABP25-26)
- › writing to: Draft Annual Business Plan, PO Box 19, Brighton SA 5048
- › emailing [abp@holdfast.sa.gov.au](mailto:abp@holdfast.sa.gov.au)
- › telephoning 8229 9999 during office hours
- › making a verbal submission (deputation) to Council at its meeting on Tuesday 10 June 2025 (commences 7pm, Glenelg Town Hall, Moseley Square, Glenelg).  
Please provide notice via [abp@holdfast.sa.gov.au](mailto:abp@holdfast.sa.gov.au), or drop a written notice into the Brighton Civic Centre by 5pm Friday 6 June 2025 if you wish to make a deputation.

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## 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.



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# Mayor's Welcome

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On behalf of the City of Holdfast Bay, I am pleased to present the Draft 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.

Our commitment to infrastructure improvements is a significant feature of this draft plan which is important as Council owns and maintains assets worth more than \$889 million. In 2025–26, we have allocated more than \$12 million for the renewal and improvement of many of these assets.

This includes renewal and improvement work on 18 buildings, including civic facilities, sporting clubs and community centres. These buildings provide spaces for people to join with others in activities that improve their wellbeing and build community spirit. The works include roofing replacement, exterior repairs, lift replacement, air conditioning replacement, disability access improvements, toilet replacement and bathroom repairs.

Our parks and reserves allow people to enjoy the outdoors, take part in casual and organised recreation, or just relax and enjoy fantastic green spaces. 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.

Less noticeable but vitally important is stormwater infrastructure. This 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.

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.

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.

Our roads, footpaths and cycleways are vital for the safe and efficient movement of people and goods. With more 180 kilometres of transport infrastructure across Holdfast Bay, Council will spend \$4.6 million in 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.

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

Juperana stone pavers are now laid 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.

Extensive community consultation on the draft concept designs for the remainder of Jetty Road was conducted in March–April this year, and we received feedback from more than 1000 people through our online survey and written submissions.

Thank you to everyone who took the time to share their feedback with us in what was the biggest response in recent years to a Holdfast Bay consultation.

All the data will soon be considered by Council, and this will shape the work to be undertaken in 2025–26 and 2026–27.

This year, as part of the community consultation process on the draft Annual Business Plan, we are asking for the community to indicate their level of support for six proposed projects that are together worth more than \$589,000.

The six projects are:

- › 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

More details on each of the proposed community projects can be found further on in this draft plan.

We are also asking the community to provide feedback Council's Draft Long Term Financial Plan 2025–26 to 2034–35, which details our approach to financial management.

The Draft Long Term Financial Plan 2025–26 to 2034–35 shows 10 years of projections and demonstrates in detail how Council delivers on its priorities while managing debt over the long term.

Council has a continued commitment to reducing total debt over 10 years. However, I would like to point out an interesting variance in Draft Long Term Financial Plan 2025–26 to 2034–35 that should be considered.

Although total new debt remains the same compared to previous projections, it will peak earlier in 2025–26 and then reduce more quickly. The earlier peak is due to the Transforming Jetty Road Glenelg construction timeline being brought forward.

Council also 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](http://holdfast.sa.gov.au/council-meetings)

Full details of Council's debt position can be found in the Draft Long Term Financial Plan 2025–26 to 2034–35.

To fund Council's full program of works, services, programs and renewals, the provisional rate increase for the 2025–26 financial year is 4.95%.

This equates to about \$95 for the average household.

The proposed 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 up to six community projects previously listed

As the six community projects are new initiatives for this coming financial year, we are seeking the community's level of support for the projects and the 0.15% increase in rates that would be required to fund and deliver them.

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.

Over the last year, we've heard that we need to be more direct in how we share information with the community. We want to ensure that everyone in our community can learn about Council's proposed programs, services and budget, and participate in our planning process. One of the actions we have taken is that a summary of this Draft Annual Business Plan will be delivered to all households across the city to invite our community to provide their feedback and help shape our plan for the year ahead.

We look forward to your feedback.



**Amanda Wilson**  
Mayor  
City of Holdfast Bay

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# Our City

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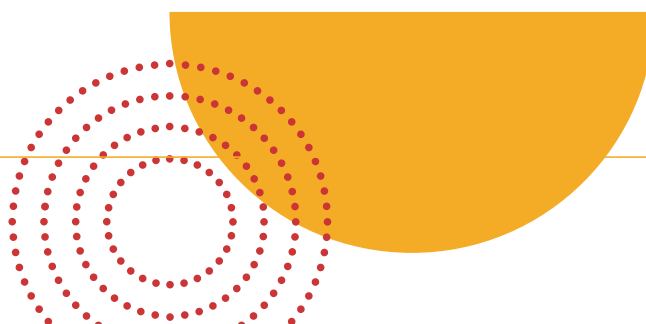
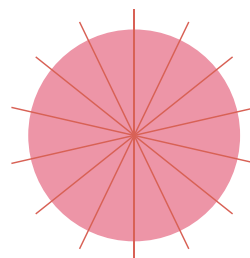
Kaurna people lived sustainably and nurtured the land and waters for some 60,000 years as one of the world's longest living cultures.

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'.

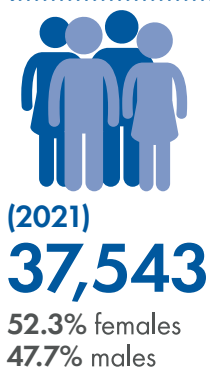
The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. Wituwaringga became the municipality of Brighton in 1858.

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



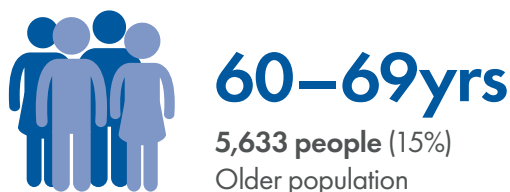
### LOW

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

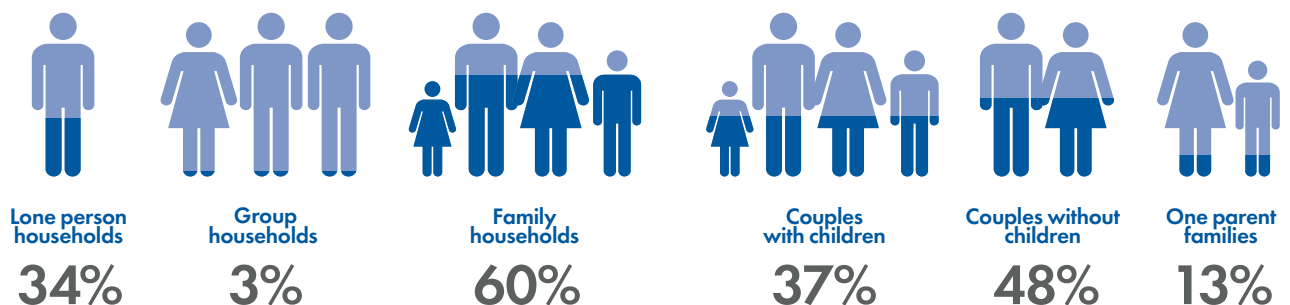
## MEDIAN AGE



## MOST COMMON AGE GROUP



## HOUSEHOLD TYPES



## OF THE 60% FAMILY HOUSEHOLDS

Source: ABS 2021

# A Day in the Life

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

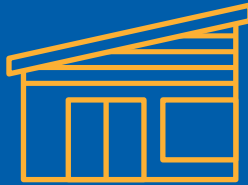
Nearly  
**1,508**

items are borrowed from our libraries at Glenelg and Brighton



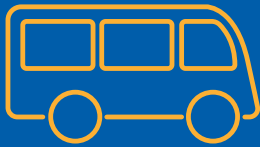
More than  
**322**

people attend our four Community Centres



**511**

people visit the libraries



**30**

trips on the Community Wellbeing bus



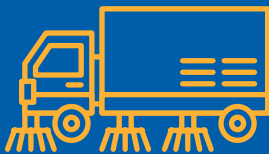
**60**

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



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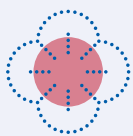
# Our Vision

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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:



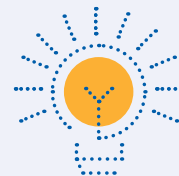
## Wellbeing

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

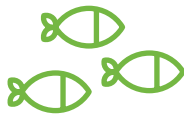


**8.7**

Access to shops, services and open space



## ENVIRONMENT



**8.1**

Maintaining beaches and coastal areas



**8.2**

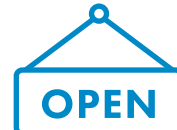
Providing adequate waste management services



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

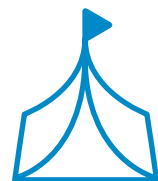


## ECONOMY



**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





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# Community Projects

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## 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.

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# Community Projects

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## **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 and projects to deliver the Stormwater Management Plan, including in Gilbertson Gully, Byre Avenue Somerton Park and High Street South Brighton.

### 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.

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# Financial Overview

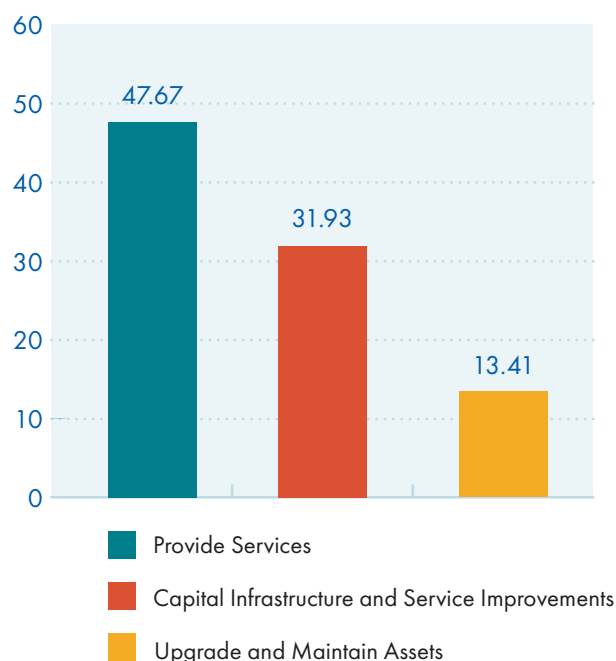
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Projections for the 2025–26 financial year indicate that council will be working with a municipal operating surplus of \$931,960. For the same period, Alwyndor is projected to work with an operating surplus of \$651,284.

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)**



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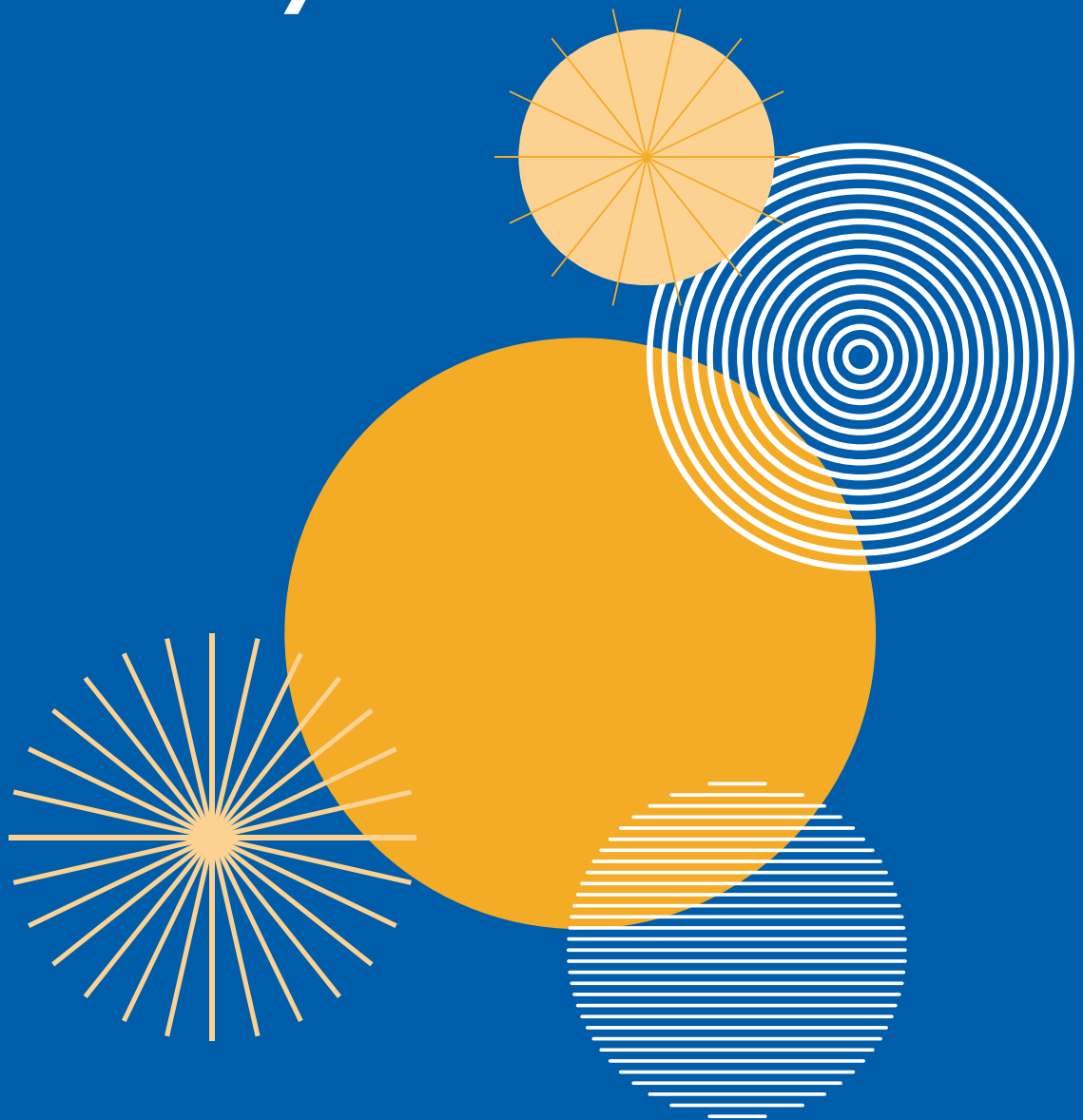
## Debt Management

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](http://holdfast.sa.gov.au/council-meetings).

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# Municipal Financial Summary



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# 2025–26 Municipal Operating Revenue: \$62.22 million

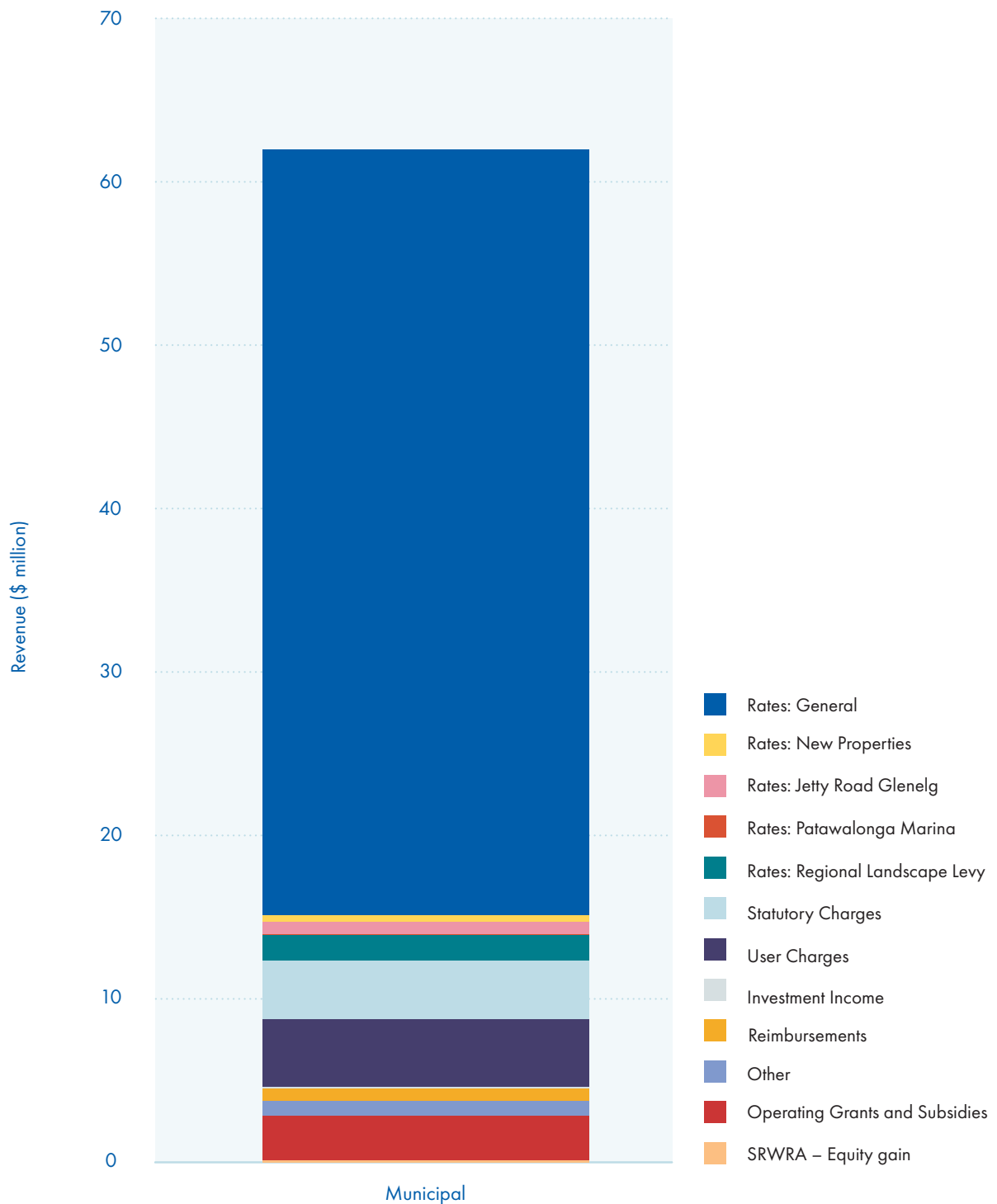
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Council receives \$62.22 million (excluding Alwyndor) to provide services and infrastructure to the community.

Rate Revenue	Million
Rates: General	\$46.81
Rates: New Properties	\$0.40
Rates: Jetty Road Glenelg	\$0.72
Rates: Patawalonga Marina	\$0.09
Rates: Regional Landscape Levy	\$1.55
<b>Total Rate Revenue</b>	<b>\$49.57</b>
<b>Operational Revenue</b>	
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
<b>Total Operational Revenue</b>	<b>\$9.76</b>
<b>External Revenue</b>	
Operating Grants and Subsidies	\$2.74
SRWRA – Equity gain	\$0.15
<b>Total External Revenue</b>	<b>\$2.89</b>
<b>Total Municipal Revenue</b>	<b>\$62.22</b>

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## Municipal Operational Revenue

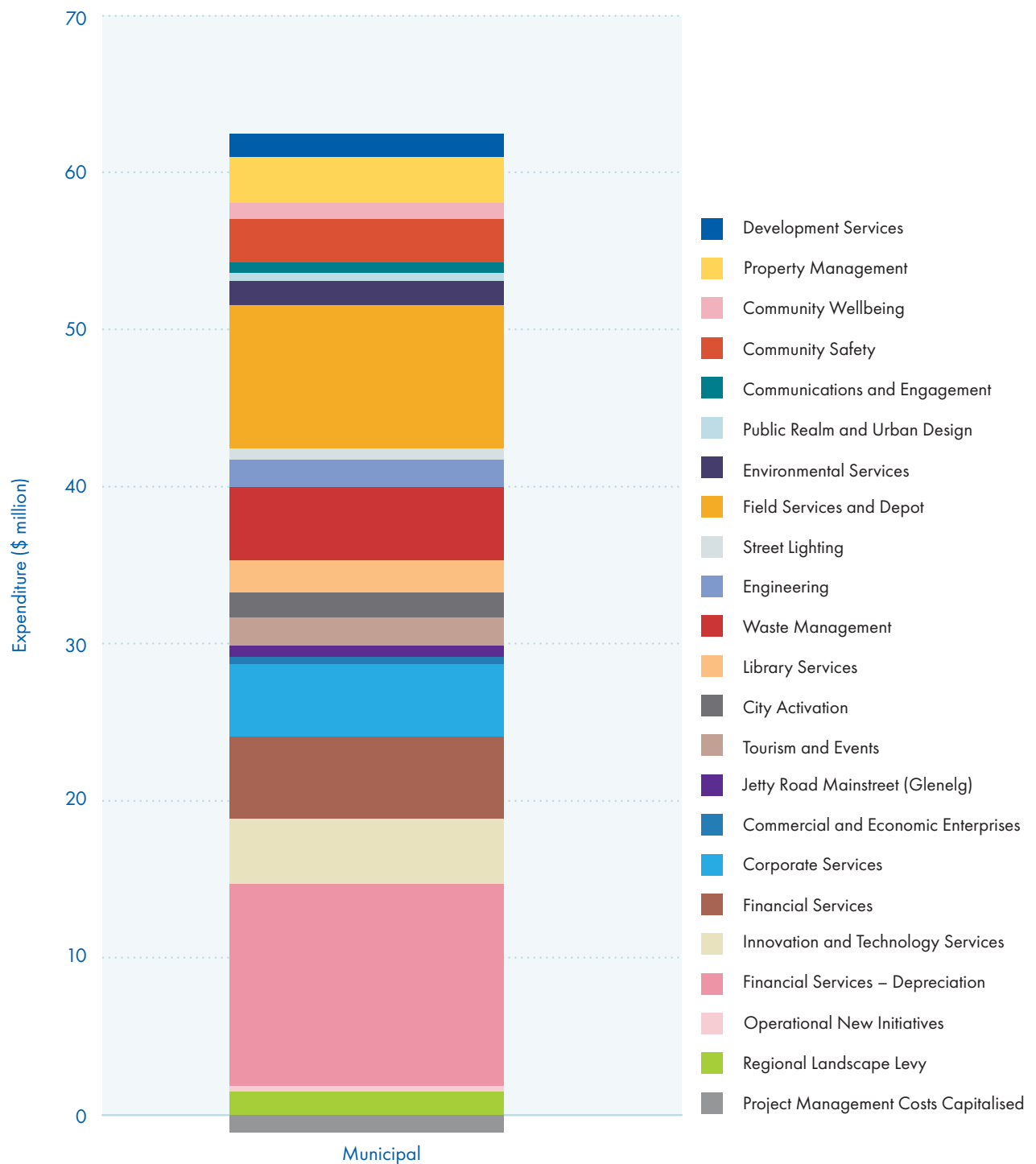


# 2025–26 Municipal Operating Expenditure: \$61.29 million

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
<b>Total Expenditure on Services</b>	<b>\$47.65</b>
<b>Other Operational Expenditure</b>	
Financial Services – Depreciation	\$12.90
Operational New Initiatives	\$0.33
Regional Landscape Levy	\$1.53
Project Management Costs Capitalised	-\$1.12
<b>Total Expenditure on Other Operational</b>	<b>\$13.64</b>
<b>Total Municipal Operational Expenditure</b>	<b>\$61.29</b>



## Municipal Operational Expenditure



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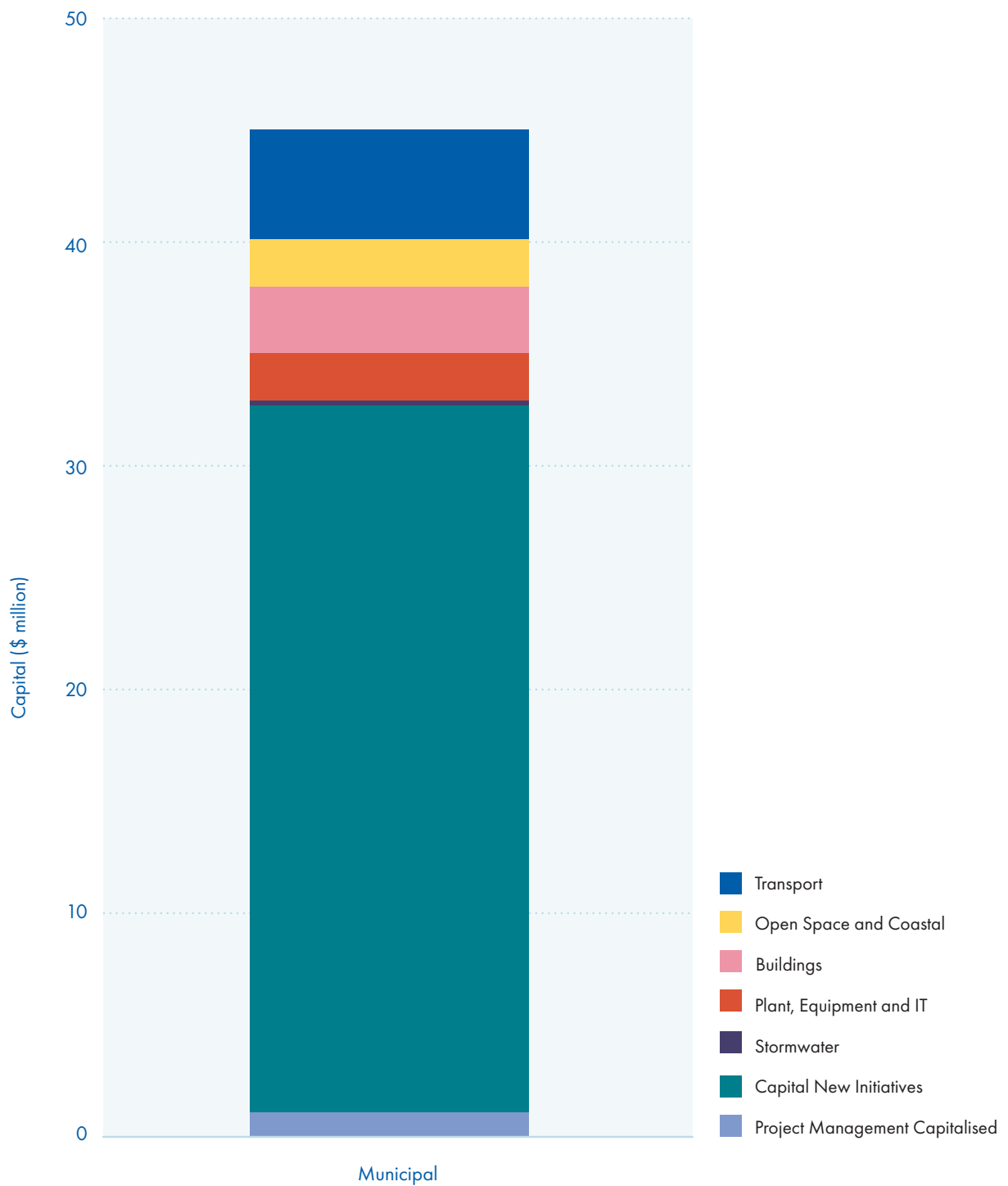
# 2025–26 Municipal Capital Program: \$45.02 million

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

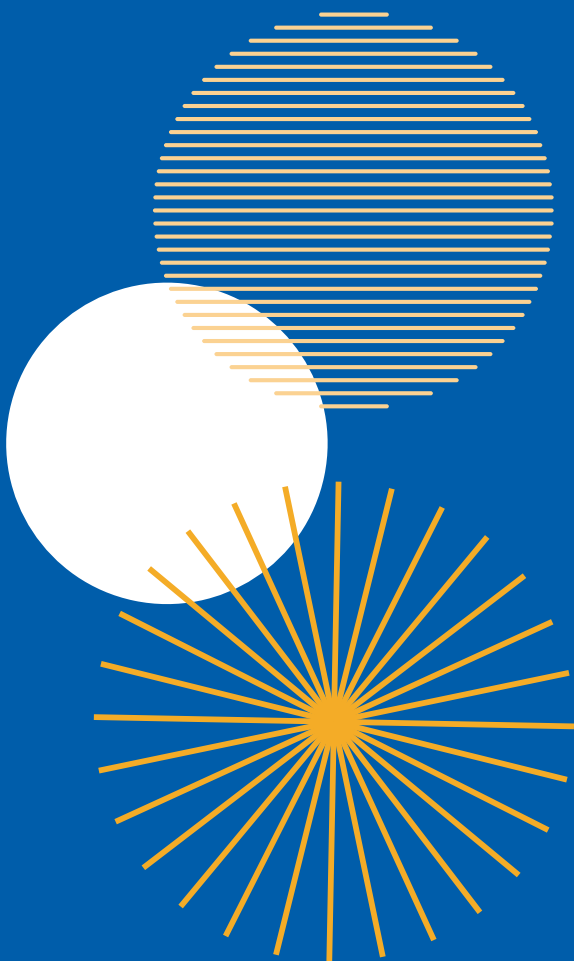
Municipal Capital Program	Million
Transport	\$4.88
Open Space and Coastal	\$2.11
Buildings	\$2.97
Plant, Equipment & IT	\$2.14
Stormwater (a further \$1m provided under New Initiatives)	\$0.19
Capital New Initiatives	\$31.61
Project Management Capitalised	\$1.12
<b>Total Municipal Capital Expenditure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

## Municipal Capital Program



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# 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.

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## 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.

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# Significant Influences

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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.

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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 (MtCO<sub>2</sub>-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).

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# Significant Influences

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## 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)

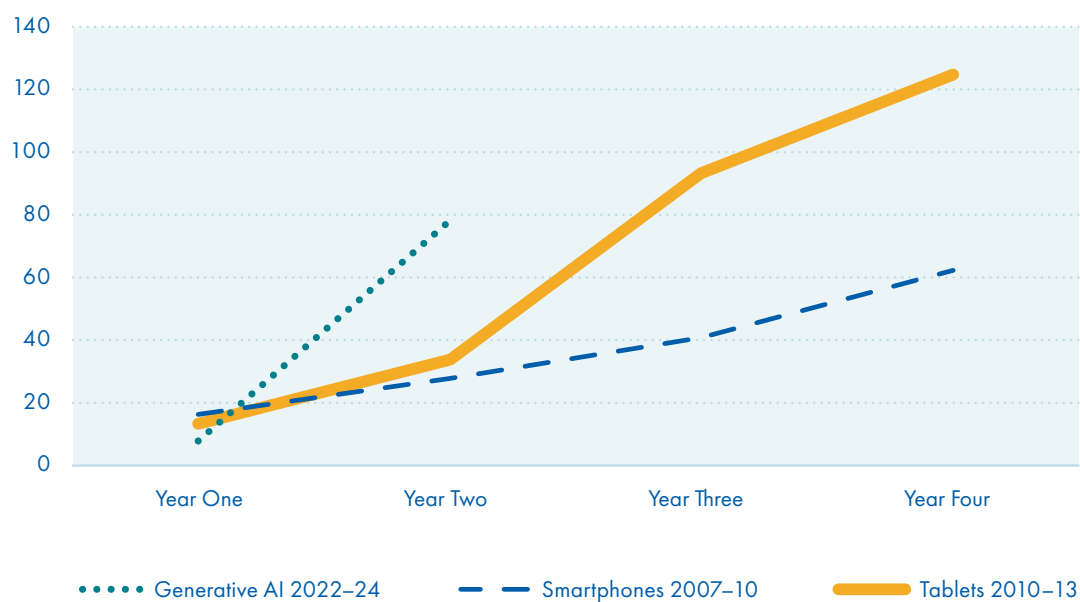
There are concerns being raised that emerging technologies such as AI may create “new opportunities and challenges for cyber security”. (Australian Government, 2023)

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.

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# Significant Influences

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## 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)

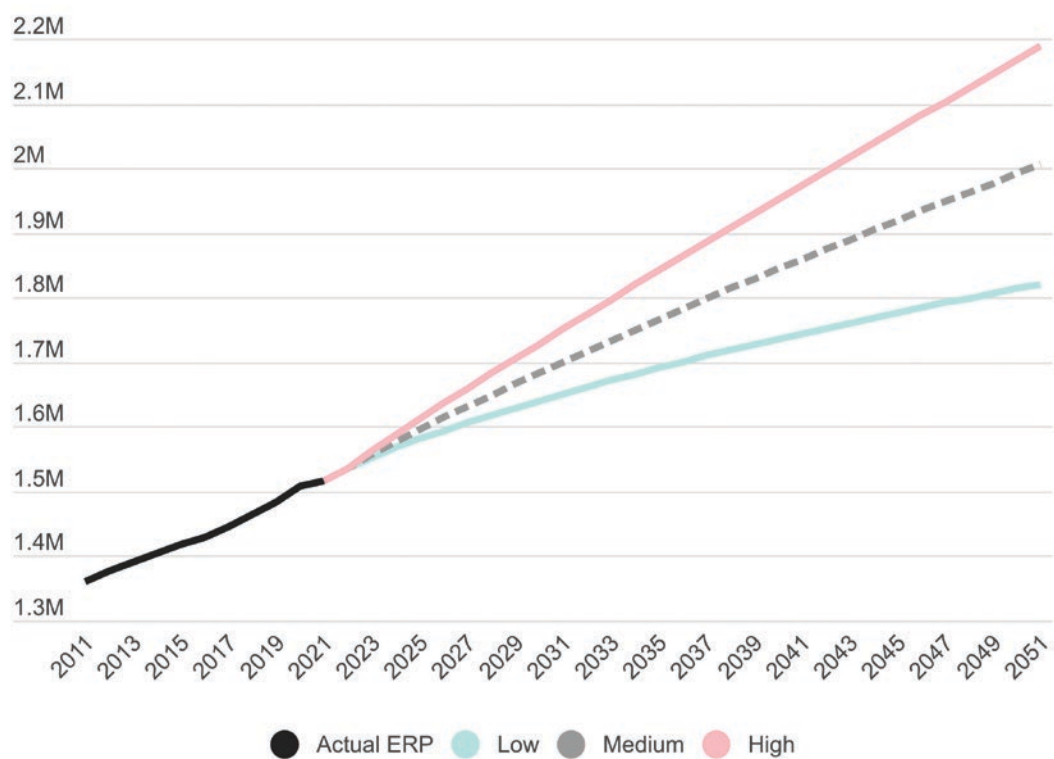
For metropolitan Adelaide, population growth is largely driven by housing supply and employment opportunities. The Department for Housing and Urban Development have made population projections for metropolitan Adelaide based on current Estimated Resident Population (ERP) and factoring in low, medium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

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

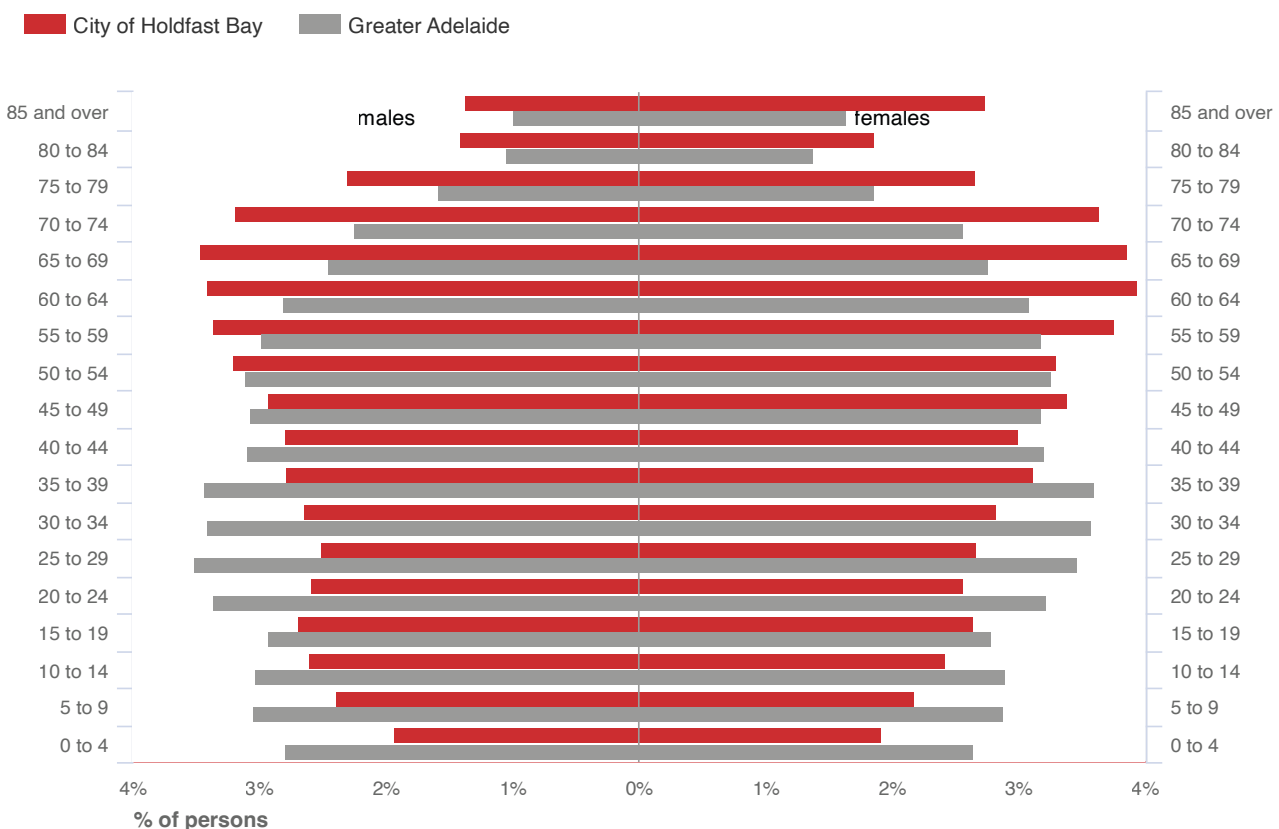


# Significant Influences

## 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.

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## 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

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# Significant Influences

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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

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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.

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# The 2025–26 Operating Environment

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## 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)



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## 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

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# The 2024–25 Operating Environment

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- › 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

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# The 2024–25 Operating Environment

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- › 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.

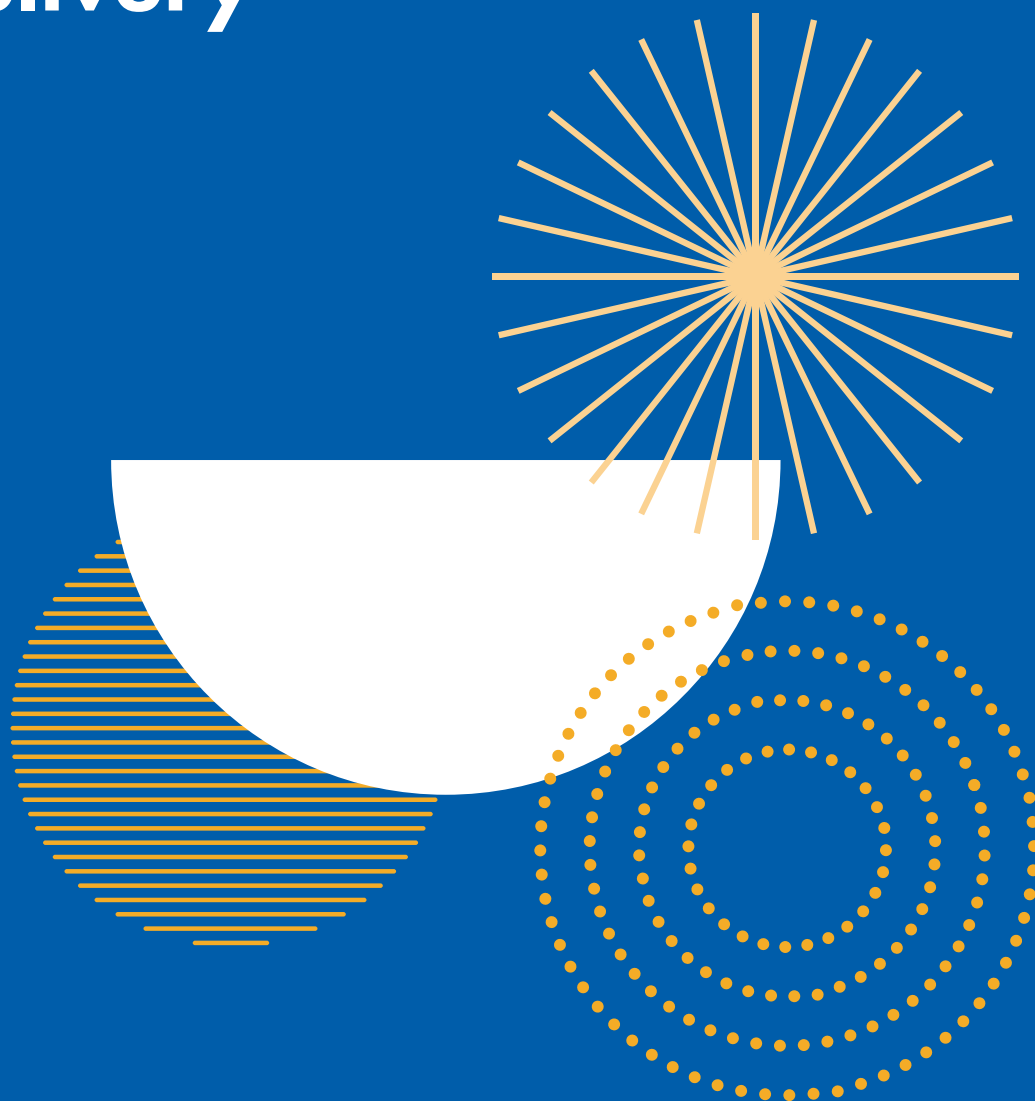
We have also reviewed our rostering operations and processes to streamline client service provision.

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.

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# Achievements, Projects and Service Delivery



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# Alwyndor

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## 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.

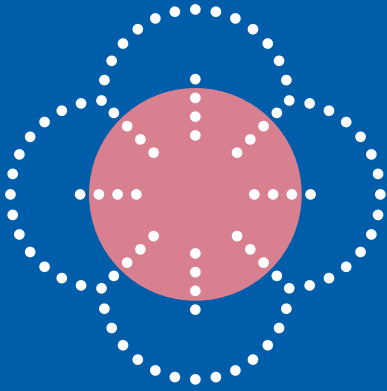
At Dunrobin Road in Hove, Alwyndor provides 144 residential care beds for permanent, respite and transitional care. There is a café, hairdresser and gym, and dental services. A day respite service is provided Monday to Friday each week.

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.





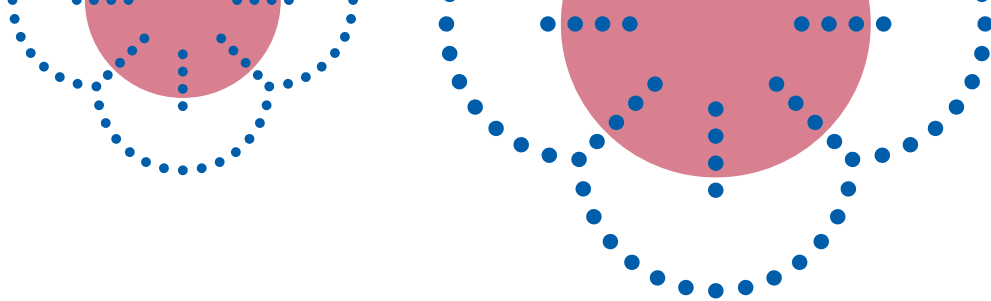


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# Wellbeing

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.

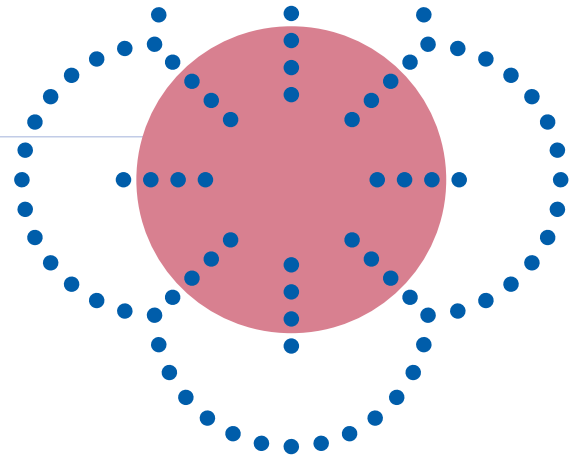
The number and range of people from different backgrounds and abilities who access community-run facilities increases.

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.



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## 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

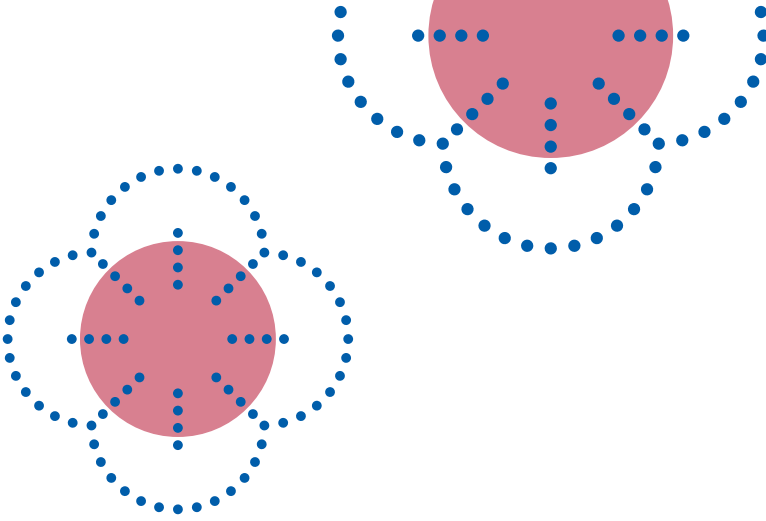
This project included the installation of a new pickle ball court along with resurfacing of the old half-court tennis court. Pickle ball is a recreation activity that is quickly growing in popularity. Incorporating this into this project allows for even more use of this very popular reserve.

### 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.



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## 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.

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# Wellbeing

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## 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.

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### **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](http://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.



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# Sustainability

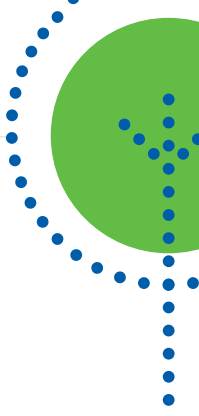
In 2025–26, council will allocate \$19 million to developing a city, economy and community that is resilient and sustainable.



## 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"><li>› Increase the percentage of tree canopy coverage of council roads</li><li>› The number of street trees planted per year.</li></ul>
Reduce traffic by improving safe access to public and community transport.	<ul style="list-style-type: none"><li>› The percentage of car trips by residents decreases</li><li>› The use of public and community transport increases.</li></ul>
Support walkability to parks and beaches by providing good open spaces.	<ul style="list-style-type: none"><li>› Residents live within a 10-15-minute walk to reserves, parks and/or beach</li><li>› Improvement in council's Walkscore walkability rating.</li></ul>
Support built heritage protection and enhancement while promoting quality infill development.	<ul style="list-style-type: none"><li>› Number of new properties listed on various heritage registers</li><li>› Increases in the number and diversity of dwellings created through the consolidation and adaptive reuse of existing buildings and sites.</li></ul>
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"><li>› Increase the average biodiversity score from 12.8 in 2018 to 14 in 2025 and 16 in 2030</li><li>› Areas of biodiversity and Water Sensitive Urban Design increase each year.</li></ul>
Decrease the level of household and business waste that goes to landfill.	<ul style="list-style-type: none"><li>› Increase the use of FOGO for residents</li><li>› Increase in the percentage of kerbside waste that is recycled or composted to 75% by 2030</li><li>› Increase in the number of circular economy businesses.</li></ul>
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"><li>› Business confidence increases in these precincts</li><li>› Positive community perception of precincts increases.</li></ul>
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"><li>› The number of people from different backgrounds who use open spaces increases</li><li>› Measures for environmental protection and climate change adaptation are to be developed.</li></ul>



# 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.

## 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

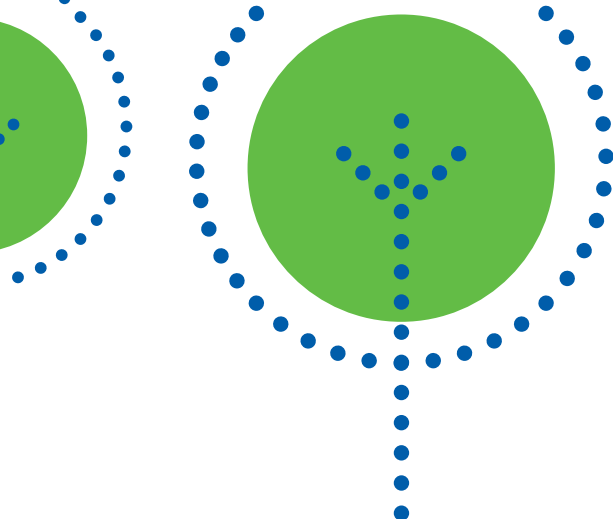
This project will improve pedestrian safety when crossing the road and improve bus stop disability access. It includes the installation of two mid-road pedestrian refuges and an upgrade to bus stop 19 on Adelphi Terrace Glenelg North. Pedestrian refuge islands typically provide a traffic calming effect,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







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### **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.

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# Sustainability

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## 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:

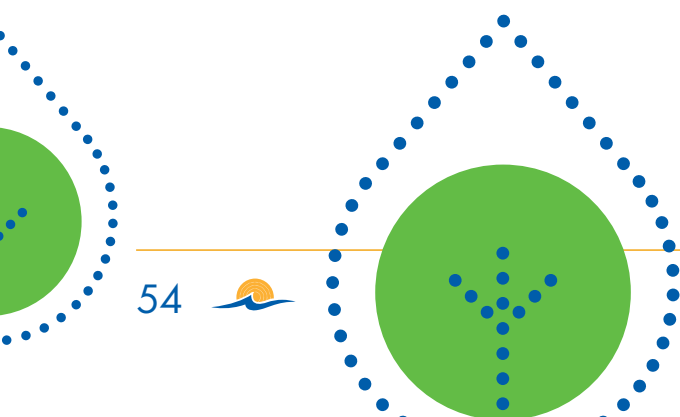
- › sports and recreation facility planning and activation
- › playspace renewals and redevelopments including planning and consultation
- › urban design projects such as main street master planning and project delivery
- › securing grant funding for major projects through State and Federal Government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

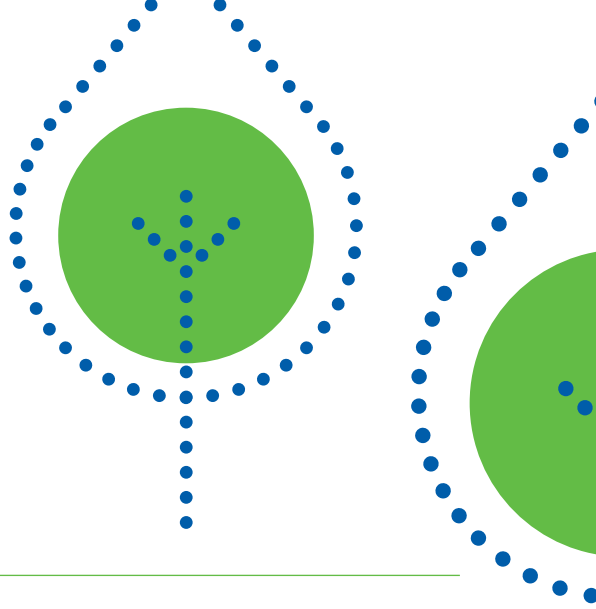
### Environmental Services – \$1.56 million

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.





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### 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.

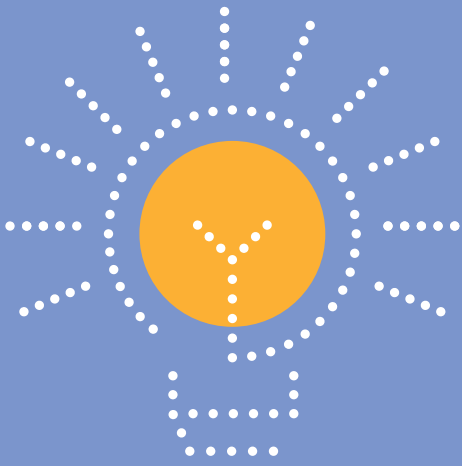
The removed old streetlights will be recycled responsibly to prevent heavy metals (i.e. mercury) and other hazardous substances entering landfill.

### 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

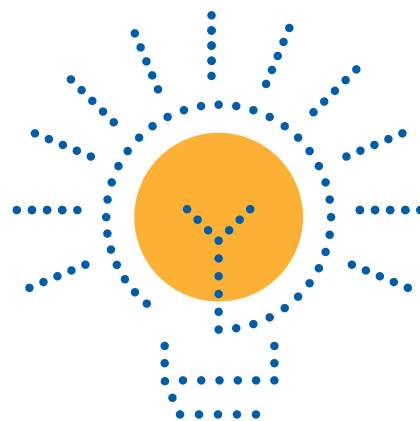
Council partners with the City of Marion and Onkaparinga to provide waste management services through the Southern Region Waste Resource Authority. In addition to these services, council supplies food organics and garden organics kitchen caddies, including biodegradable bags to residents. Council also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



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# 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.

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# Innovation

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## 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.

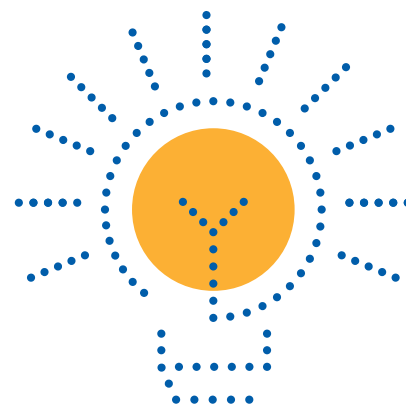
## 2025–26 Service Delivery: \$19.8 million

### 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.

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# 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.



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## 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.

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# Funding Our City

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## Operating Result

In 2025–26, council is proposing an extensive program of services and projects. To achieve this, we expect to raise \$62.2 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 \$931,960. For 2025–26, Alwyndor is projected to have an operating surplus of \$651,284. The consolidated surplus for 2025–26 is budgeted to be \$1,583,244.

## 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.

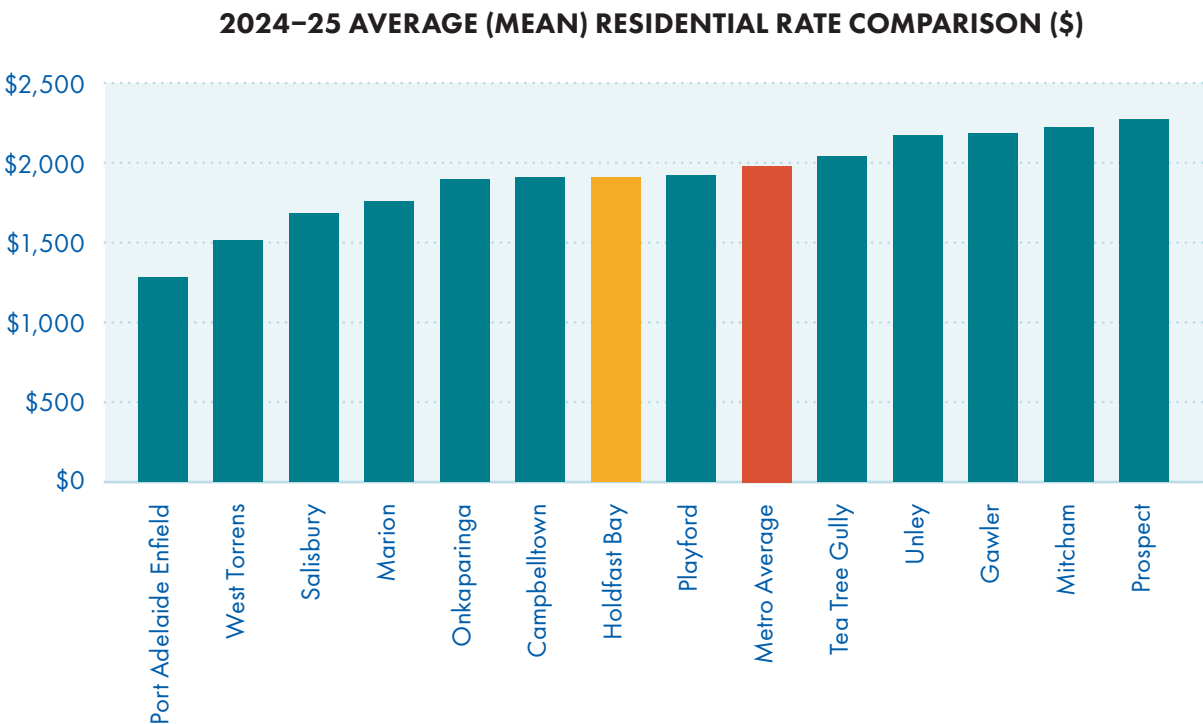
Guided by our Long-Term Financial Plan, our financial management takes a long-term view that ensures we maintain a sustainable financial and asset management position.

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.

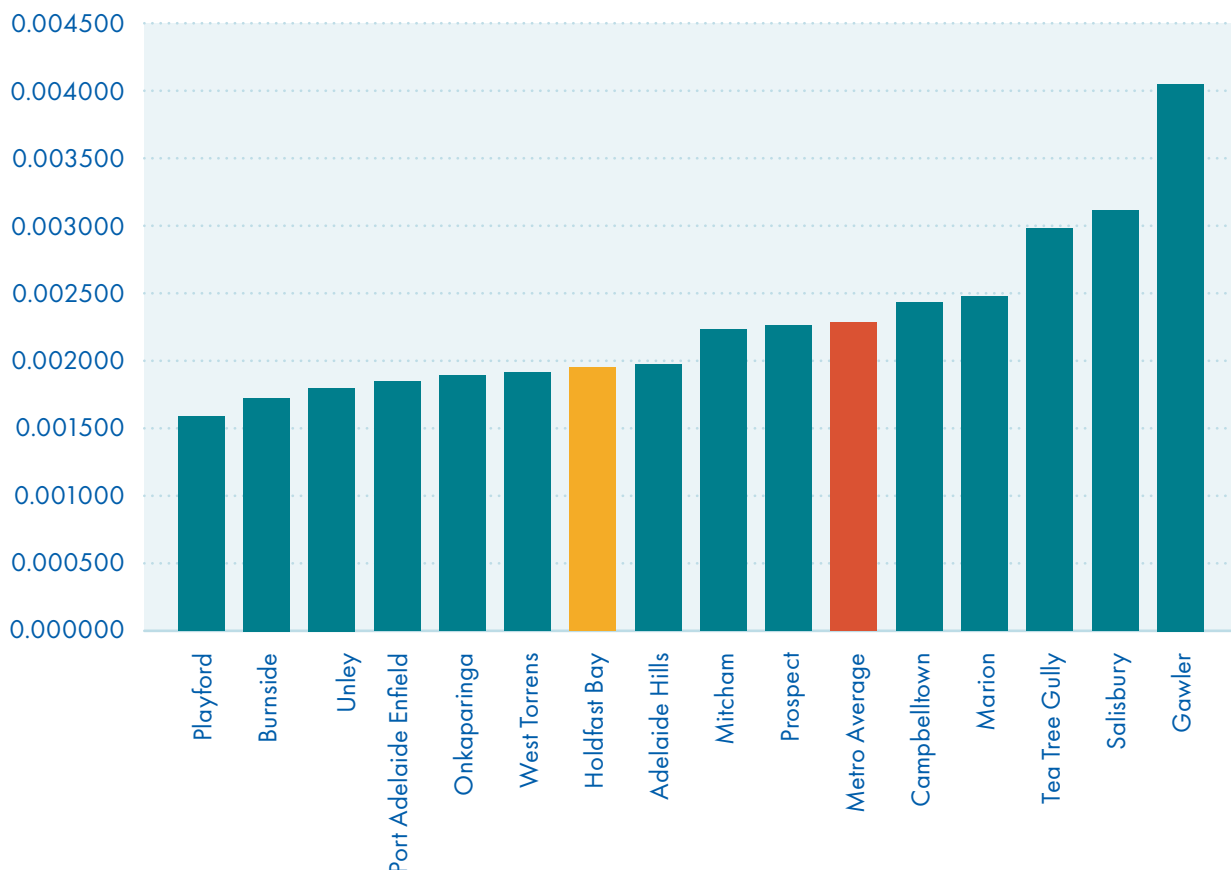
The chart below shows the average (mean) residential rate for the City of Holdfast Bay in 2024–25 was \$1,922.



# Funding Our City

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

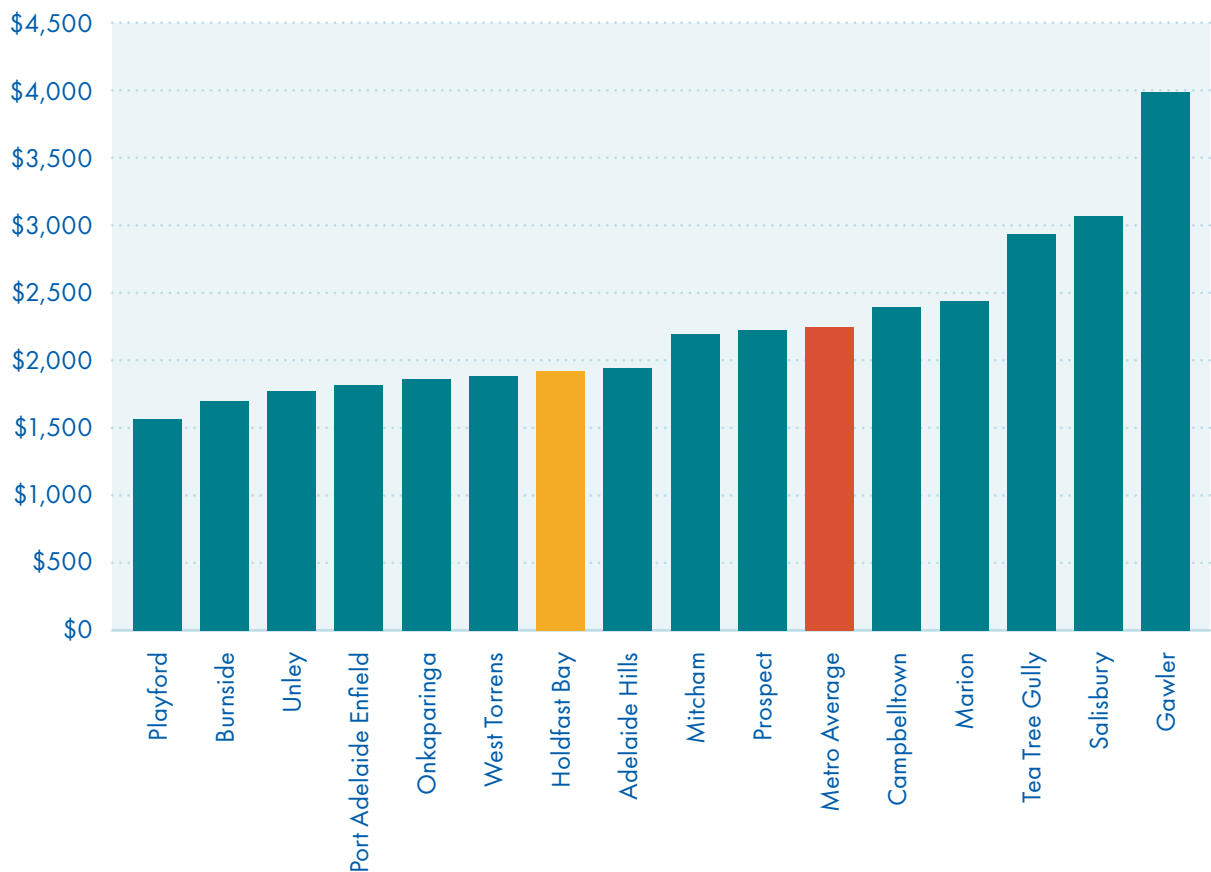
**2024-25 COMPARISON RATE IN THE DOLLAR – RESIDENTIAL**



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 \$47,387,555 compared to \$44,788,754 for 2024–25. This is a 5.8% change in total proposed revenue from general rates compared to the previous year. This comprises the increase in rates plus new development.

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

Land Use Category	2025–26 Increase
Commercial – Shop	\$ 171
Commercial – Office	\$ 127
Commercial – Other	\$ 210
Industry – Light	\$ 127
Industry – Other	\$ 191
Vacant Land	\$ 122
Other	\$ 127

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

## Land Valuation Method

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

**Residential Rates**

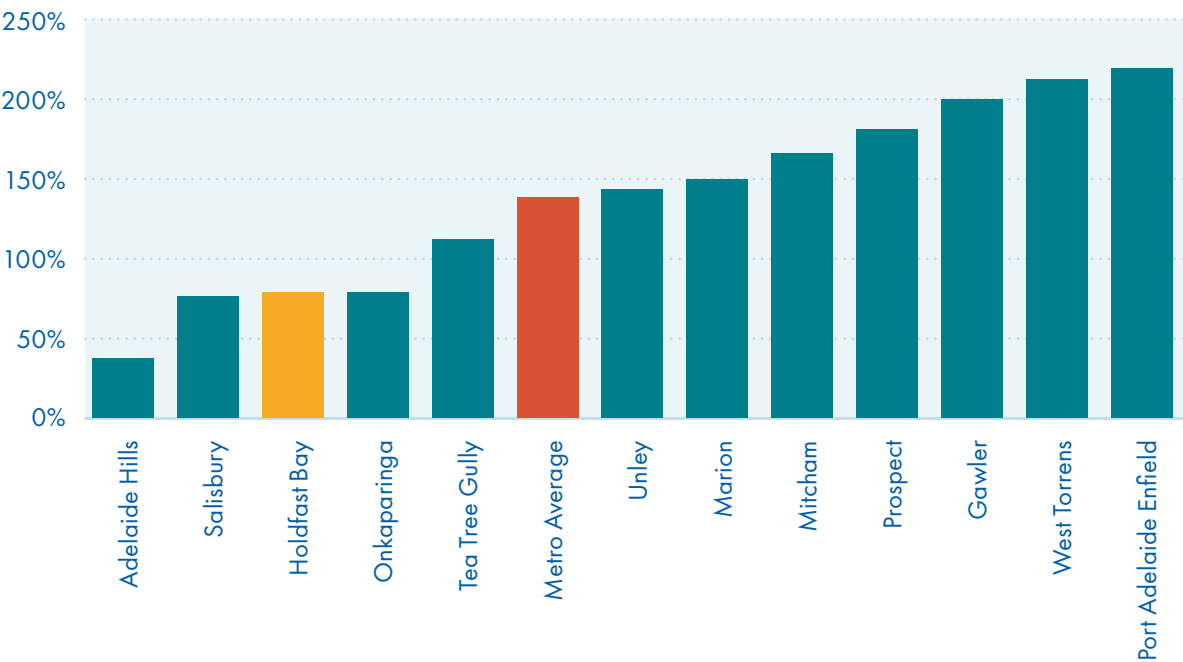
The residential rate for 2025–26 has yet to be determined. Our Draft 2025–26 Annual Business Plan and financial statements are based on a rate revenue increase of 4.95%, excluding new building construction and separate rates.

**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)**



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# Funding Our City

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## 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.



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### **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](https://holdfast.sa.gov.au) or contact us on 8229 9999 to find out more.

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# Financial Targets

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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 1.5%. 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

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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%.

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# Measuring Our Performance

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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.

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# Financial Statements – Municipal



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

<b><u>Municipal</u></b> <b><u>2024/25 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>2025/26</u></b> <b><u>BUDGET</u></b>
\$		\$
44,604,000	Rates - General	46,812,000
-	Rates - New Development	401,000
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	146,000
<u>57,858,099</u>	<b>Operating Revenue</b>	<u>62,230,841</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>	<b>Less Operating Expenditure</b>	<u>61,298,881</u>
<u>1,192,677</u>	<b>= Operating Surplus/(Deficit)</b>	<u>931,960</u>
11,685,000	Depreciation	12,897,000
145,671	Other non-cash provisions	158,795
<u>11,830,671</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>13,055,795</u>
<u>13,023,348</u>	<b>= Funds Generated from Operating Activities</b>	<u>13,987,755</u>
-	Capital (External Contributions)	10,000,000
26,000	Proceeds from disposal of assets	469,931
<u>26,000</u>	<b>Plus funds sourced from Capital Activities</b>	<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>	<b>Less total capital expenditure</b>	<u>( 45,022,663)</u>
21,120	Plus: Repayments of loan principal by sporting groups	20,621
<u>21,120</u>	<b>Plus/(less) funds provided (used) by Investing Activities</b>	<u>20,621</u>
<u>( 8,879,250)</u>	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	<u>( 20,544,356)</u>
<b>Funded by:</b>		
( 10,908,611)	Less: Proceeds from new borrowings	( 23,346,356)
2,029,361	Plus: Principal repayments of borrowings	2,802,000
<u>( 8,879,250)</u>		<u>( 20,544,356)</u>

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

<b><u>Municipal</u></b> <b><u>2024/25 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>2025/26</u></b> <b><u>BUDGET</u></b>
\$	<b>REVENUES</b>	\$
44,604,000	Rates - General	46,812,000
-	Rates - New Development	401,000
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	146,000
<u>57,858,099</u>	<b>TOTAL REVENUES</b>	<u>62,230,841</u>
	<b>EXPENSES</b>	
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>	<b>TOTAL EXPENSES</b>	<u>61,298,881</u>
<u>1,192,677</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>931,960</u>
-	Amounts specifically for new or upgraded assets	10,000,000
<u>1,192,677</u>	<b>NET SURPLUS/(DEFICIT)</b>	<u>10,931,960</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>
\$		\$
	<b>CURRENT ASSETS</b>	
-	Cash and cash equivalents	-
1,872,899	Trade and Other Receivables	2,391,744
<u>1,872,899</u>	<b>TOTAL CURRENT ASSETS</b>	<u>2,391,744</u>
	<b>NON-CURRENT ASSETS</b>	
584,000	Financial Assets	634,272
4,488,000	Equity accounted investments-Council businesses	4,928,000
904,833,406	Land, Infrastructure, Property, Plant & Equipment	993,157,335
<u>909,905,406</u>	<b>TOTAL NON-CURRENT ASSETS</b>	<u>998,719,607</u>
<u>911,778,305</u>	<b>TOTAL ASSETS</b>	<u>1,001,111,351</u>
	<b>CURRENT LIABILITIES</b>	
9,458,854	Trade and Other Payables	6,035,289
2,539,201	Borrowings	3,548,381
3,958,273	Short-term Provisions	4,429,620
<u>15,956,328</u>	<b>TOTAL CURRENT LIABILITIES</b>	<u>14,013,290</u>
	<b>NON-CURRENT LIABILITIES</b>	
37,977,844	Long-term Borrowings	57,853,909
364,727	Long-term Provisions	362,846
<u>38,342,571</u>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<u>58,216,755</u>
<u>54,298,899</u>	<b>TOTAL LIABILITIES</b>	<u>72,230,045</u>
<u>857,479,406</u>	<b>NET ASSETS</b>	<u>928,881,306</u>
	<b>EQUITY</b>	
186,910,000	Accumulated Surplus	201,545,397
670,569,405	Asset Revaluation Reserve	727,335,910
<u>857,479,405</u>	<b>TOTAL EQUITY</b>	<u>928,881,307</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>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
185,717,323	Balance at beginning of period	190,613,437
1,192,677	Net Surplus/(Deficit)	10,931,960
<u>186,910,000</u>	Balance at end of period	<u>201,545,397</u>
670,569,405	<b>ASSET REVALUATION RESERVE</b>	727,335,910
<u>670,569,405</u>	<b>TOTAL RESERVES CLOSING BALANCE</b>	<u>727,335,910</u>
<u>857,479,405</u>	<b>TOTAL EQUITY</b>	<u>928,881,307</u>



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

<b><u>Municipal</u></b> <b><u>2024/25 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>2025/26</u></b> <b><u>BUDGET</u></b>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
57,712,099	Operating Receipts	62,084,841
	<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>	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>13,987,755</u>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<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	( 13,413,383)
( 12,412,648)	Expenditure on new/upgraded assets	( 31,609,280)
<u>( 21,902,598)</u>	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<u>( 34,532,111)</u>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
10,908,611	Proceeds from Borrowings - External	23,346,356
	<u>Payments</u>	
( 2,029,361)	Repayments of Borrowings - External	( 2,802,000)
<u>8,879,250</u>	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<u>20,544,356</u>
-	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-
-	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	-
-	<b>REPORTING PERIOD</b>	-
-	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	-
-	<b>REPORTING PERIOD</b>	-

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

1,192,677	<b>SURPLUS FROM INCOME STATEMENT</b>	10,931,960
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
11,685,000	Depreciation	12,897,000
145,671	Movements in provisions	158,795
<u>11,830,671</u>	<b>TOTAL NON-CASH ITEMS</b>	<u>13,055,795</u>
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
( 21,949,718)	Capital Expenditure	( 45,022,663)
( 2,029,361)	Loan Repayments - External	( 2,802,000)
10,908,611	Proceeds from Borrowings - External	23,346,356
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>	<b>TOTAL CASH ITEMS</b>	<u>( 23,987,755)</u>
-	<b>NET INCREASE/(DECREASE)</b>	-
-	<b>IN CASH AND CASH EQUIVALENTS</b>	-

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

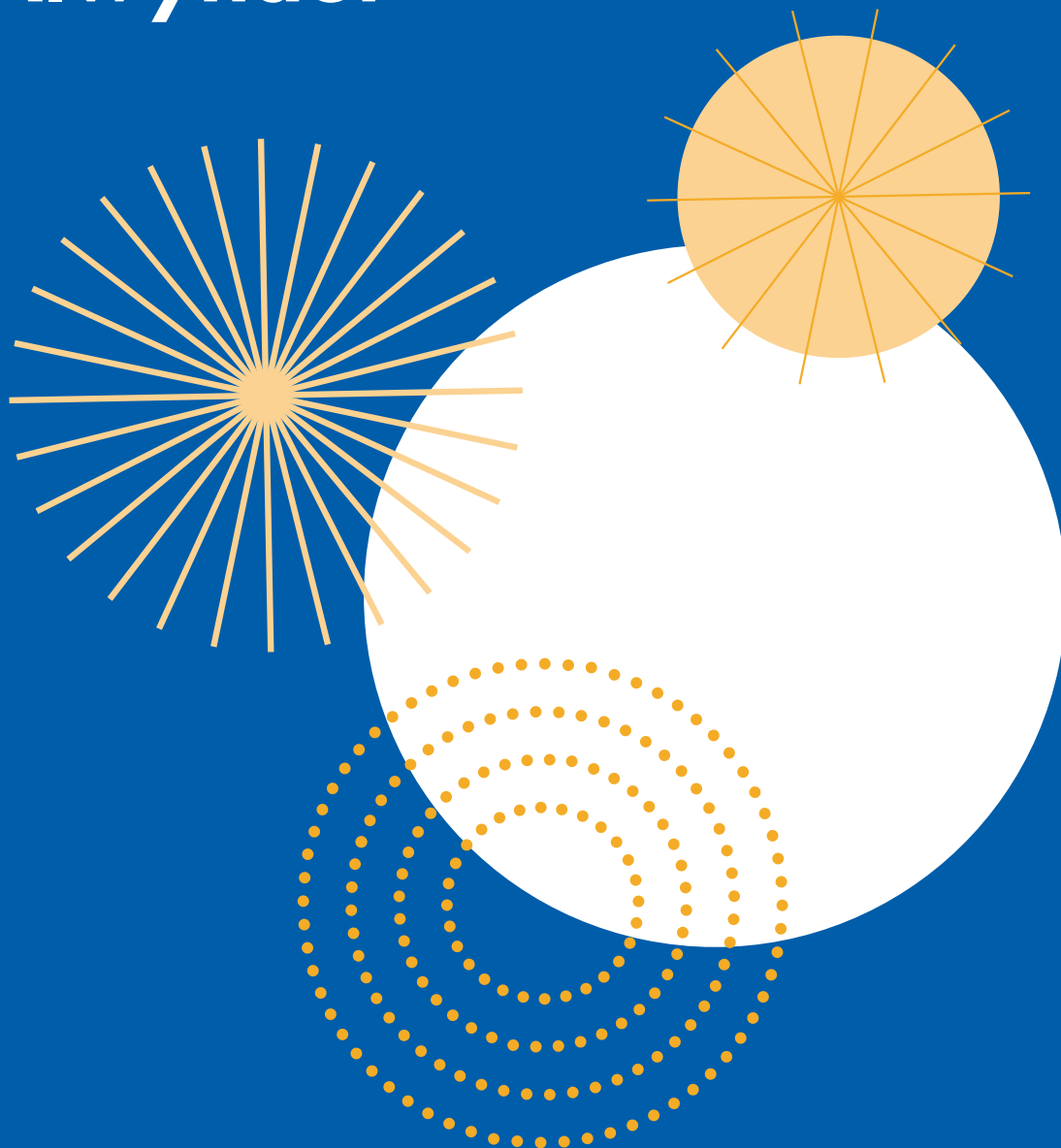
<u>Municipal</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
57,858,099	Operating Revenues	62,230,841
<u>( 56,665,422)</u>	less Operating Expenses	<u>( 61,298,881)</u>
1,192,677	Operating Surplus/(Deficit) before Capital Amounts	931,960
	<b>Less net outlays on Existing Assets</b>	
9,537,070	Capital Expenditure on renewal & replacement of existing assets	13,413,383
<u>( 11,685,000)</u>	Less Depreciation	<u>( 12,897,000)</u>
( 2,147,930)		516,383
	<b>Less outlays on New and Upgraded Assets</b>	
12,412,648	Capital Expenditure on new & upgraded assets	31,609,280
-	Less amounts received for new & upgraded assets	<u>( 10,000,000)</u>
12,412,648		21,609,280
<u>( 9,072,041)</u>	<b>Net lending/(borrowing) for financial year</b>	<u>( 21,193,703)</u>

**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>
\$		\$
	<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>	
\$1,192,677		\$931,960
	<b>OPERATING SURPLUS RATIO</b>	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
2.1%		1.5%
	<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>	
\$51,842,000		\$69,204,029
	<b>NET FINANCIAL LIABILITIES RATIO</b>	
	(Total liabilities less financial assets as % of total operating revenue)	
90%		111%
	<b>INTEREST COVER RATIO</b>	
	(Net interest expense as % of total operating revenue less investment income)	
2.9%		4.1%
	<b>ASSET SUSTAINABILITY RATIO</b>	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
114%		105%

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# Financial Statements – Alwyndor



**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	30,359,671
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>	<b>Operating Revenue</b>	<u>54,775,774</u>
34,924,596	Employee Costs - Salaries & Wages	38,598,507
11,802,775	Materials, contracts and other expenses	13,345,873
104,400	Finance Charges	133,193
1,747,517	Depreciation	2,046,918
<u>48,579,288</u>	<b>Less Operating Expenditure</b>	<u>54,124,490</u>
<u>577,088</u>	<b>= Operating Surplus/(Deficit)</b>	<u>651,284</u>
1,747,517	Depreciation	2,046,918
639,535	Other non-cash provisions	956,235
<u>2,387,052</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>3,003,153</u>
<u>2,964,140</u>	<b>= Funds Generated from Operating Activities</b>	<u>3,654,437</u>
<u>( 1,733,000)</u>	Capital Expenditure-Asset Renewal and Replacement	<u>( 1,530,960)</u>
<u>( 1,733,000)</u>	<b>Less total capital expenditure</b>	<u>( 1,530,960)</u>
<u>1,231,140</u>	<b>= FUNDING SURPLUS</b>	<u>2,123,477</u>
<b>Funded by:</b>		
1,231,140	Increase/(Decrease) in cash and cash equivalents	2,123,477
<u>1,231,140</u>		<u>2,123,477</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>
\$	<b>REVENUES</b>	\$
27,968,260	User Charges	30,359,671
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>	<b>TOTAL REVENUES</b>	<u>54,775,774</u>
	<b>EXPENSES</b>	
34,924,596	Employee Costs	38,598,507
11,802,775	Materials, contracts and other expenses	13,345,873
104,400	Finance Charges	133,193
1,747,517	Depreciation	2,046,918
<u>48,579,288</u>	<b>TOTAL EXPENSES</b>	<u>54,124,490</u>
<u>577,088</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>651,284</u>
<u>577,088</u>	<b>NET SURPLUS/(DEFICIT)</b>	<u>651,284</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>
\$		\$
	<b>CURRENT ASSETS</b>	
4,396,635	Cash and cash equivalents	6,520,112
4,440,985	Trade and Other Receivables	3,509,210
8,837,620	<b>TOTAL CURRENT ASSETS</b>	10,029,322
	<b>NON-CURRENT ASSETS</b>	
13,593,509	Financial Assets	20,186,515
42,777,316	Land, Infrastructure, Property, Plant & Equipment	41,920,572
56,370,825	<b>TOTAL NON-CURRENT ASSETS</b>	62,107,087
65,208,445	<b>TOTAL ASSETS</b>	72,136,409
	<b>CURRENT LIABILITIES</b>	
35,800,948	Trade and Other Payables	41,821,248
3,730,000	Short-term Provisions	4,058,167
39,530,948	<b>TOTAL CURRENT LIABILITIES</b>	45,879,415
	<b>NON-CURRENT LIABILITIES</b>	
700,594	Long-term Provisions	628,807
700,594	<b>TOTAL NON-CURRENT LIABILITIES</b>	628,807
40,231,542	<b>TOTAL LIABILITIES</b>	46,508,222
24,976,903	<b>NET ASSETS</b>	25,628,187
	<b>EQUITY</b>	
6,139,260	Accumulated Surplus	6,790,544
12,423,289	Asset Revaluation Reserve	12,423,289
6,414,354	Other Reserves	6,414,354
24,976,903	<b>TOTAL EQUITY</b>	25,628,187

**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>
\$	<b>ACCUMULATED SURPLUS</b>	\$
5,562,172	Balance at beginning of period	6,139,260
577,088	Net Surplus/(Deficit)	651,284
6,139,260	Balance at end of period	6,790,544
12,423,289	<b>ASSET REVALUATION RESERVE</b>	12,423,289
6,414,354	<b>ALWYNDOR RESERVES</b>	6,414,354
18,837,643	<b>TOTAL RESERVES CLOSING BALANCE</b>	18,837,643
24,976,903	<b>TOTAL EQUITY</b>	25,628,187

**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)		
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
48,135,492	Operating Receipts	53,421,108
-	<u>Payments</u>	-
( 45,040,196)	Operating payments to suppliers and employees	( 49,621,160)
( 131,156)	Finance Payments	( 145,511)
<u>2,964,140</u>	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>3,654,437</u>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<u>Receipts</u>	
-	Net Purchase of Investment Securities	-
	<u>Payments</u>	
( 1,220,378)	Expenditure on renewal/replacement of assets	( 1,148,220)
( 512,622)	Expenditure on new/upgraded assets	( 382,740)
<u>( 1,733,000)</u>	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<u>( 1,530,960)</u>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
-	Proceeds from Aged Care Facility Deposits	-
-	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	-
1,231,140	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	2,123,477
	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	
3,165,495	<b>REPORTING PERIOD</b>	4,396,635
<u>4,396,635</u>	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	
	<b>REPORTING PERIOD</b>	<u>6,520,112</u>

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

577,088	<b>SURPLUS/(DEFICIT) FROM INCOME STATEMENT</b>	651,284
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
1,747,517	Depreciation	2,046,918
639,535	Increase (decrease) in provisions - nett	956,235
<u>2,387,052</u>	<b>TOTAL NON-CASH ITEMS</b>	<u>3,003,153</u>
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
( 1,733,000)	Capital Expenditure	( 1,530,960)
-	Loan Repayments - External	-
-	Proceeds from Aged Care Facility Deposits	-
-	Net Purchase of Investment Securities	-
<u>( 1,733,000)</u>	<b>TOTAL CASH ITEMS</b>	<u>( 1,530,960)</u>
	<b>NET INCREASE/(DECREASE)</b>	
<u>1,231,140</u>	<b>IN CASH AND CASH EQUIVALENTS</b>	<u>2,123,477</u>

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

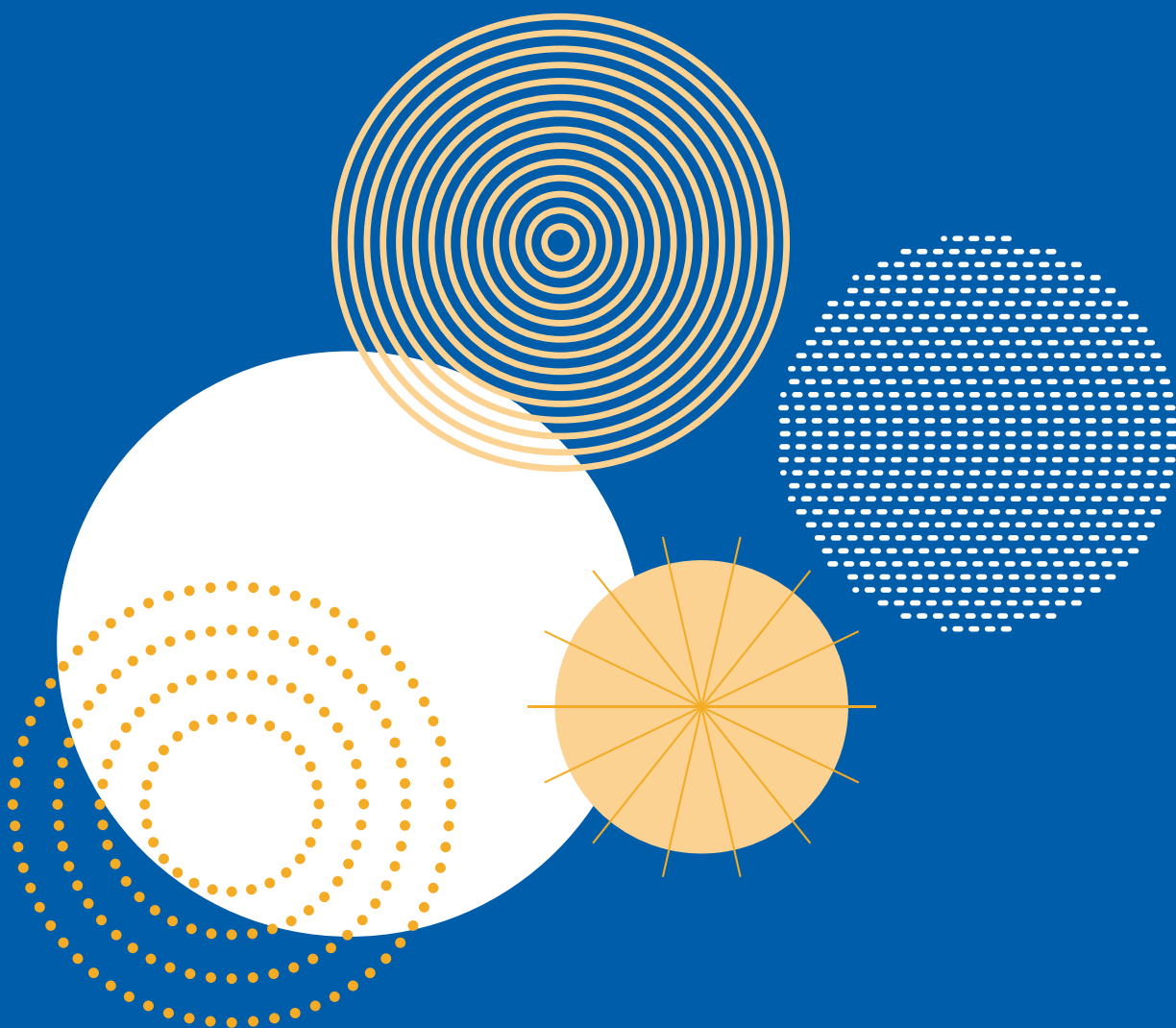
<u>Alwyndor</u> <u>2024/25 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>2025/26</u> <u>BUDGET</u>
\$		\$
49,156,376	Operating Revenues	54,775,774
( 48,579,288)	less Operating Expenses	( 54,124,490)
<u>577,088</u>	Operating Surplus/(Deficit) before Capital Amounts	<u>651,284</u>
	<b>Less net outlays on Existing Assets</b>	
1,220,378	Capital Expenditure on renewal & replacement of existing assets	1,148,220
( 1,747,517)	Less Depreciation	( 2,046,918)
<u>( 527,139)</u>		<u>( 898,698)</u>
	<b>Less outlays on New and Upgraded Assets</b>	
512,622	Capital Expenditure on new & upgraded assets	382,740
<u>591,605</u>	<b>Net lending/(borrowing) for financial year</b>	<u>1,167,242</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>
\$		\$
	<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>	
\$577,088		\$651,284
	<b>OPERATING SURPLUS RATIO</b>	
	(Operating surplus/(deficit) before capital amounts as % of general revenue)	
1.2%		1.2%
	<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>	
\$17,800,413		\$16,292,385
	<b>NET FINANCIAL LIABILITIES RATIO</b>	
	(Total liabilities less financial assets as % of total operating revenue)	
36%		30%
	<b>INTEREST COVER RATIO</b>	
	(Net interest expense as % of total operating revenue less investment income)	
0.2%		0.2%
	<b>ASSET SUSTAINABILITY RATIO</b>	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
70%		56%

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**Item No:** 15.4

**Subject:** **LONG TERM FINANCIAL PLAN 2025-26 TO 2034-35 CONSULTATION**

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## Summary

The Draft Long Term Financial Plan 2025-26 to 2034-35 is presented for endorsement and release for community engagement.

The Long Term Financial Plan (LTFP) has been reviewed and updated to include the 2025-26 Draft Annual Business Plan, 2023-24 audited financial statements, and budget updates to 31 December 2024. The projections in the LTFP indicate Council remains in a sound financial position.

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

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## Recommendation

**That Council approves the Draft Long Term Financial Plan 2025-26 to 2034-35 for community consultation commencing on Wednesday 28 May and concluding on Friday 20 June in conjunction with the 2025-26 Draft Annual Business Plan.**

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## Background

The Local Government Act requires Council to review its Long Term Financial Plan (LTFP) at least annually and that as part of the process members of the public be given the opportunity for involvement in the review. The LTFP has been updated to include the 2023-24 audited financial statements, budget updates to 31 December 2024 and the draft 2025-26 budget.

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

## Report

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

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

*Refer Attachment 1*

***Financial principles and targets***

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

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

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

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

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

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

***Revised underlying assumptions***

The existing LTFP assumptions have been reviewed including consideration of current economic conditions, inflation, and other up-to-date financial information. The assumptions made and inputs used are detailed on pages 16 and 17 of the LTFP document.

*Refer Attachment 1*

A few of the key assumptions are detailed below.

***Inflation forecasts***

Current economic conditions make it hard to accurately predict future price rises, however, to assist with the process a forecast for Adelaide CPI over the next ten years was sourced from Deloitte Access Economics in November 2024.

*New borrowings*

In line with Council's Treasury Management Policy, borrowings are a mixture of short-term and long-term loans designed to manage liquidity and interest rate risk. Borrowings are only provided when cash is required. New loans have been forecast on a 15-year repayment basis using Local Government Finance Authority interest rates with a mode value of 5.7%.

*Transforming Jetty Road project*

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

*Rate revenue increase*

Rate revenue increases are based on the forecast Adelaide CPI for that particular year. In addition, based on historical averages, an annual provision for property development growth of 0.9% has been made.

To fund the Transforming Jetty Road project an additional provision for a 2.3% increase in rate revenue has been made in each of the next two financial years.

***Long-term Financial Position***

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

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

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

- Operating Surplus Ratio - Council forecasts operational surpluses for all years, thus meeting its target. These surpluses will be used to repay existing debt and fund new initiatives identified through community consultation.
- Net Financial Liabilities Ratio - Over the life of the Plan, the ratio averages 84%. However, it is forecast to exceed its target of 100% from 2026 to 2028 due to borrowing requirements for the Transforming Jetty Road project. As the repayment of this debt has been accounted for through a planned increase in rate revenue the Council remains financially sustainable. The declining ratio in later years confirms this, while also indicating that Council will have a corresponding increase in its capacity to fund future initiatives.

- Asset Renewal Funding Ratio - Forecast capital renewal expenditure has been taken directly from Council's Asset Management Plans (2025-35) which would result in a ratio of 100%. This illustrates Council's intention to replace assets at the optimum time, ensuring that sustainability is maintained.

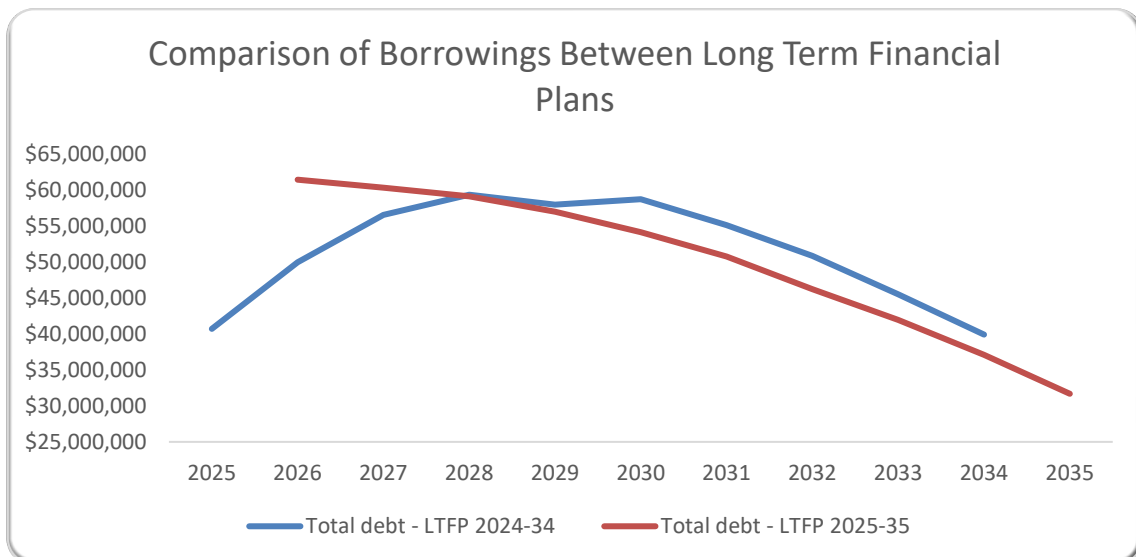
Grant funding from the Federal Roads to Recovery Program for local road maintenance has also been incorporated into the LTFP. This is in addition to Council's own scheduled works as required by the terms of the grant. As a result, the Asset Renewal Funding Ratio averages 105%.

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

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

#### *Long-term Debt*

The timing of when new debt will be incurred has shifted from last year's LTFP (2024-34) due to the accelerated completion of the Transformation of Jetty Road project. However, over 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.



#### *Future Financial Sustainability*

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. To ensure Council is well-positioned to meet future demands a Funding Plan has been included to establish clear and sustainable funding strategies for all types of expenditure – page 12 of the LTFP.



The management of debt is also a key component of future financial sustainability and the Long Term Financial Plan. Therefore 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 decreasing over the following decade – page 22 of the LTFP.

### ***Community Engagement***

Along with the Draft 2024-25 Annual Business Plan, copies of the Draft Long Term Financial Plan 2025-26 to 2034-35 will be made available at the commencement of a 21 day community engagement period, commencing Wednesday 28 May and concluding on Friday 20 June.

Copies of the Draft Long Term Financial Plan 2025-26 to 2034-35 will be available from Wednesday 28 May at:

- [yourholdfast.com/DABP24-25](http://yourholdfast.com/DABP24-25)
- Council offices and libraries

Feedback must be received by 5pm Friday 20 June 2025 to be considered by Council. Comments can be made:

- online at [yourholdfast.com/DABP25-26](http://yourholdfast.com/DABP25-26);
- in writing – postal or email;
- in person at Brighton Civic Centre, Brighton Library, Glenelg Library, and drop-in sessions arranged at Glenelg North, Brighton and Seacliff;
- by telephone, during office hours, on 8229 9999;
- by making a deputation to Council at its meeting on Tuesday 10 June 2025.

Details of how the community may participate in the consultation process or gain copies of the Draft Long Term Financial Plan 2025-35 will be delivered to all properties across the City and advertised via the yourholdfast database and social media pages.

## **Budget**

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

## **Life Cycle Costs**

Not applicable

## **Strategic Plan**

Statutory compliance

## **Council Policy**

Not applicable

## Statutory Provisions

*Local Government Act 1999, section 122*

*Local Government (Financial Management) Regulations 2011, Regulation 5*

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**Written By:** Manager Finance

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1

**DRAFT**

# Long Term Financial Plan

2025–26 to  
2034–35



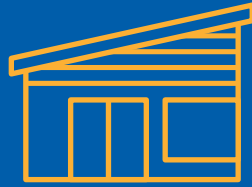
# A Day in the Life

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

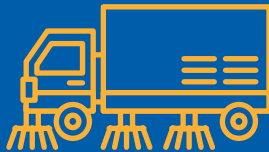


**60**  
separate  
cleaning services  
are conducted at  
council buildings



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

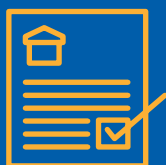
Our two Jetty  
Roads at Glenelg  
and Brighton are  
serviced by street  
sweepers



**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

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Assumptions	14
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# The Long Term Financial Plan and its purpose

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*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.

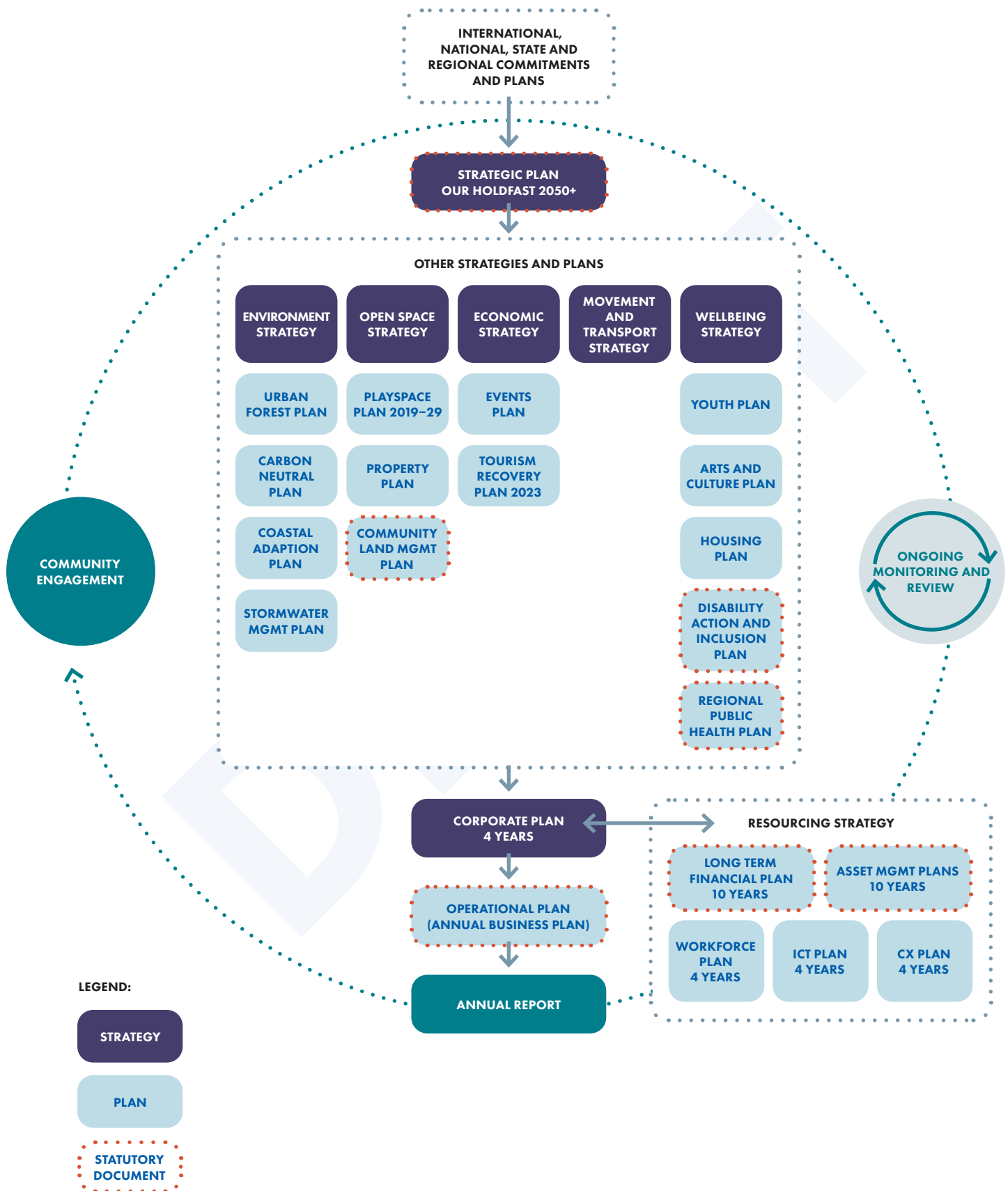
We look forward to delivering on this plan for our community.

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.





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# CEO Statement on Financial Sustainability

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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.

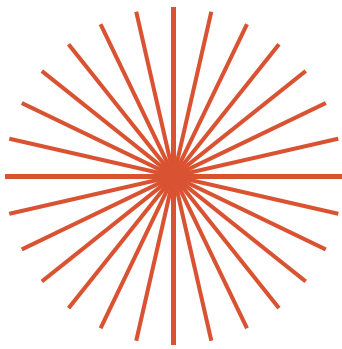
Over the last year we have heard that some community members do not support the funding model to deliver the Transforming Jetty Road Glenelg project and are uncomfortable with the level of debt. The Long Term Financial Plan demonstrates the plan for how the debt will be paid down over the next 10-year 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 51% 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).

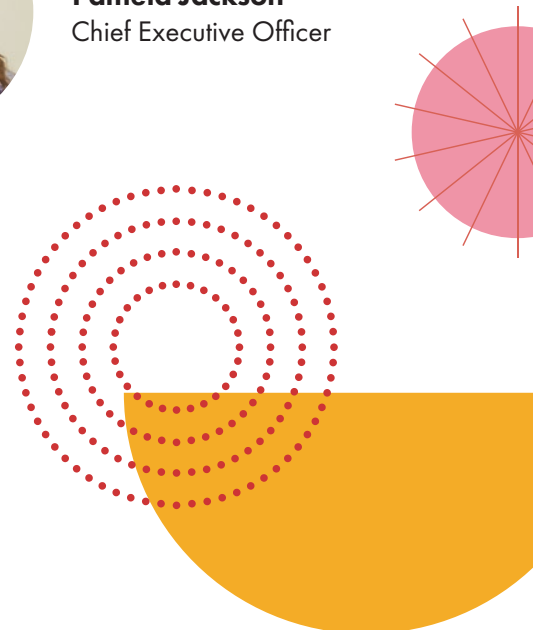
Over the life of this plan, it is projected that we will not only maintain a strong financial position but will meet all our financial targets.

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

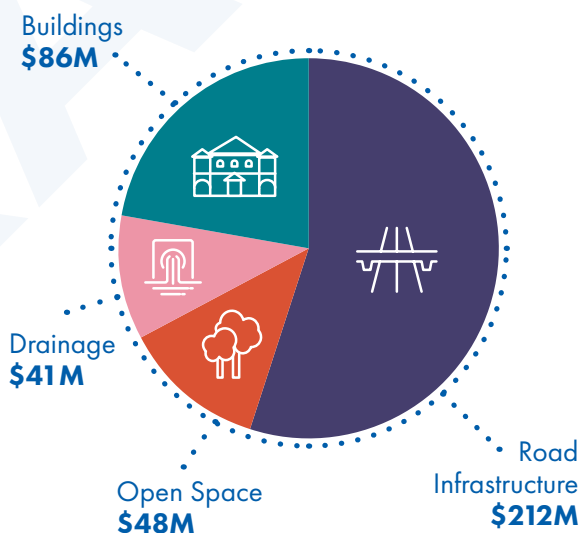
As specified in its Annual Business Plan, Council aims to minimise rate increase spikes to provide a degree of predictability for ratepayers.



**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”



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# Financial Principles

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## 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:**

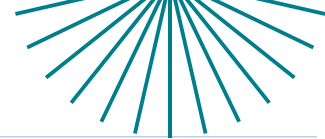
- › **be crucial to the timely delivery of key community infrastructure projects**
- › **enable Council to deliver infrastructure earlier than otherwise would have been possible**
- › **spread the costs among future generations who will enjoy the benefit of the investments**
- › **avoid asking today's 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
 <b>Rates</b>	Increase amount of rates revenue raised	<ul style="list-style-type: none"> <li>› Community expectation on acceptable rate increases</li> </ul>
 <b>Grants</b>	Secure additional grant funding	<ul style="list-style-type: none"> <li>› Council commit to co-funding projects they would not have otherwise undertaken</li> <li>› Additional ongoing costs that are not covered by funding</li> </ul>
 <b>Capital</b>	Minimise new capital expenditure or reschedule asset renewal program	<ul style="list-style-type: none"> <li>› Community expectations on delivery of key initiatives</li> <li>› Reduction in asset renewal will delay the delivery of the Asset Management Plans</li> </ul>
 <b>Services</b>	Decrease operational expenditure by reducing services or level of service	<ul style="list-style-type: none"> <li>› Community expectation on the services Council should deliver and the level provided</li> <li>› Potential long-term impact on community wellbeing</li> </ul>



# 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.

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# Assumptions

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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.

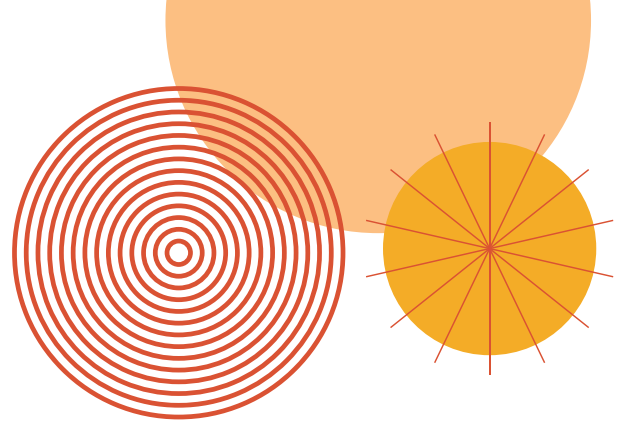
## Key Assumptions

**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.

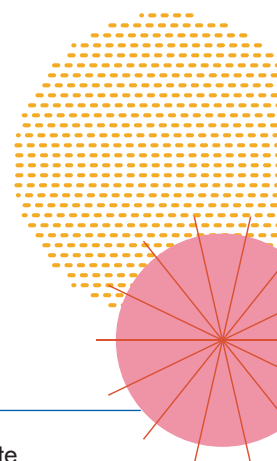
# Assumptions

## Key Economic Drivers

	Driver	2026	2027	2028	2029
<b>Rate revenue – existing properties</b>	Inflation	CPI 2.5%	Deloitte 3.1%	Deloitte 2.5%	Deloitte 2.5%
<b>Rate Revenue – Transformation of Jetty Rd funding</b>	Cost of borrowing	2.3%	2.3%	-	-
<b>Rate Revenue – delivery of new capital projects</b>	Cost of borrowing	0.15%	-	-	-
<b>Rate revenue – new properties (growth)</b>	Historic growth data	VG 0.9%	VG 0.8%	VG 0.8%	VG 0.8%
<b>Other revenue</b>	Inflation	CPI 2.5%	Deloitte 3.1%	Deloitte 2.5%	Deloitte 2.5%
<b>Employee costs</b>	EA / Inflation	EA 4.5%	Deloitte 3.1%	Deloitte 2.5%	Deloitte 2.5%
<b>Depreciation</b>	Prior revaluations	Actual 10.4%	Average 3.4%	Average 3.4%	Average 3.4%
<b>Loan Interest Rate (15 year – fixed rate)</b>	Fixed Rate – Interest Only	LGFA 5.7%	LGFA 4.7%	LGFA 4.8%	LGFA 4.9%
<b>Other expenditure</b>	Inflation	CPI 2.5%	Deloitte 3.1%	Deloitte 2.5%	Deloitte 2.5%

## GLOSSARY

<b>CPI:</b>	Consumer Price Index Adelaide (December 2024)
<b>Deloitte:</b>	Deloitte Access Economics (forecast)
<b>EA:</b>	Enterprise Agreement
<b>LGFA:</b>	Local Government Finance Authority
<b>VG:</b>	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%

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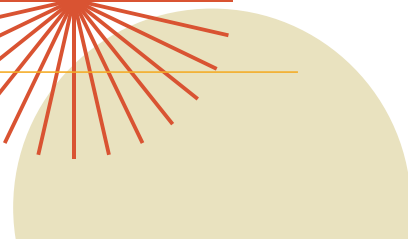
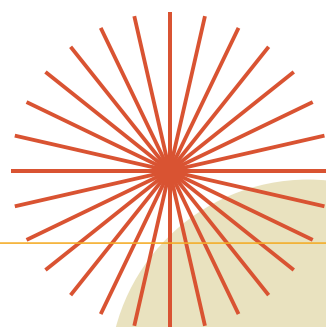
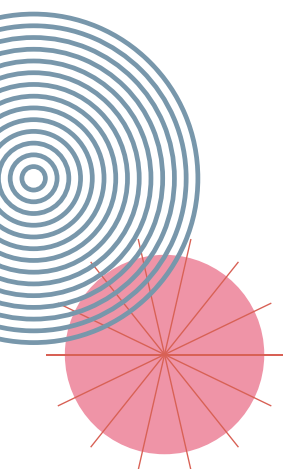
# Long-Term Financial Position

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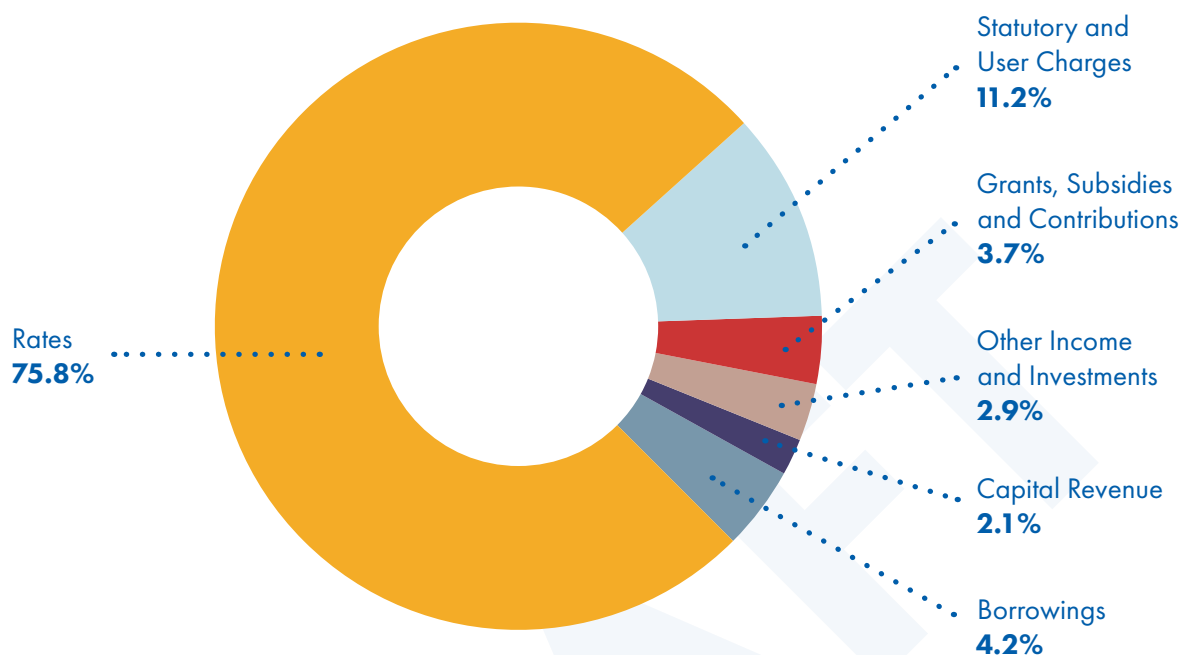
The current 10-year projection indicates a degree of financial capacity to respond to unexpected events, and undertake major new initiatives, without adversely affecting the continued provision of services to the community. The plan has been set against economic uncertainty but will be reviewed every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

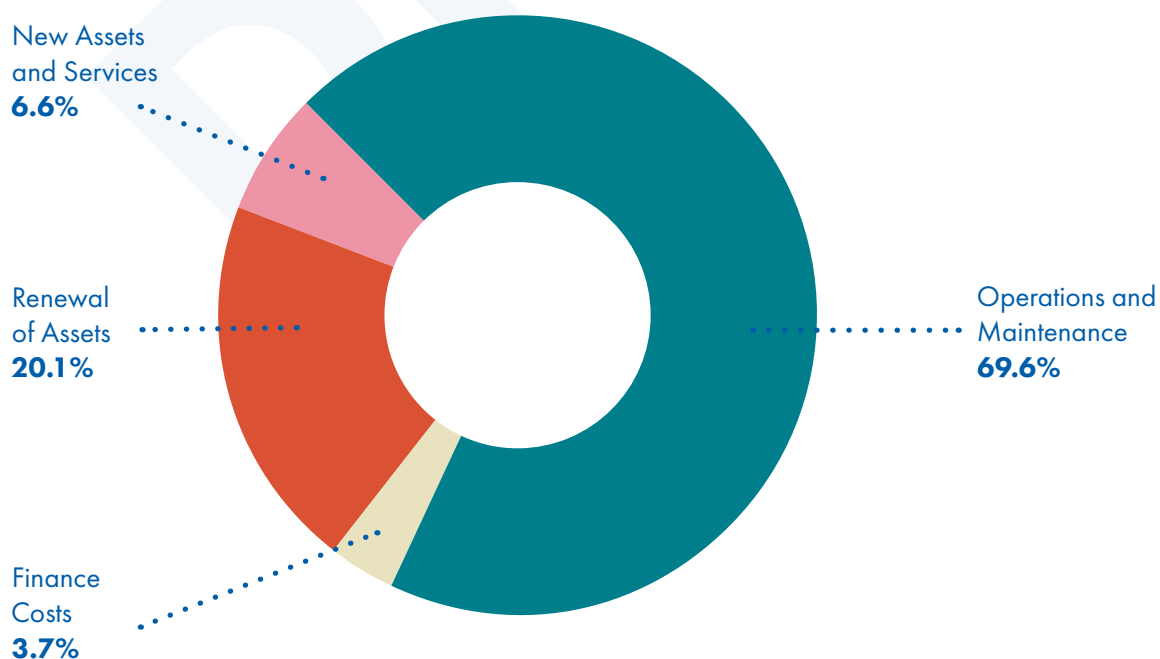
Consideration has also been given to the economic drivers that will influence the future cost of providing the infrastructure, facilities and services for the period 2025–26 to 2034–35. The values disclosed in this plan represent estimated future prices and costs.



**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:**



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# Long-Term Financial Position

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## Operational Result

Operating surpluses are forecast in every year, ranging from \$300,500 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.

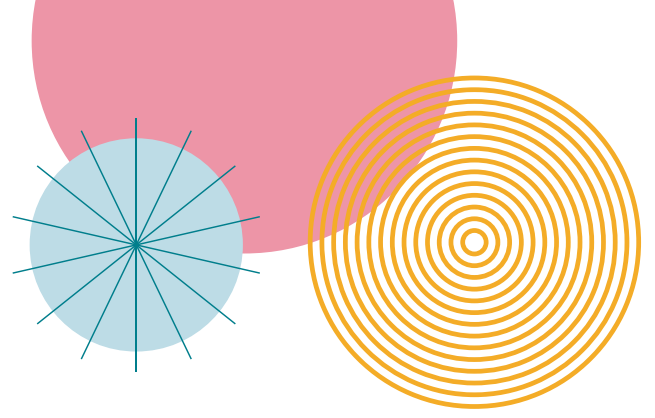
### Stormwater Upgrades

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).

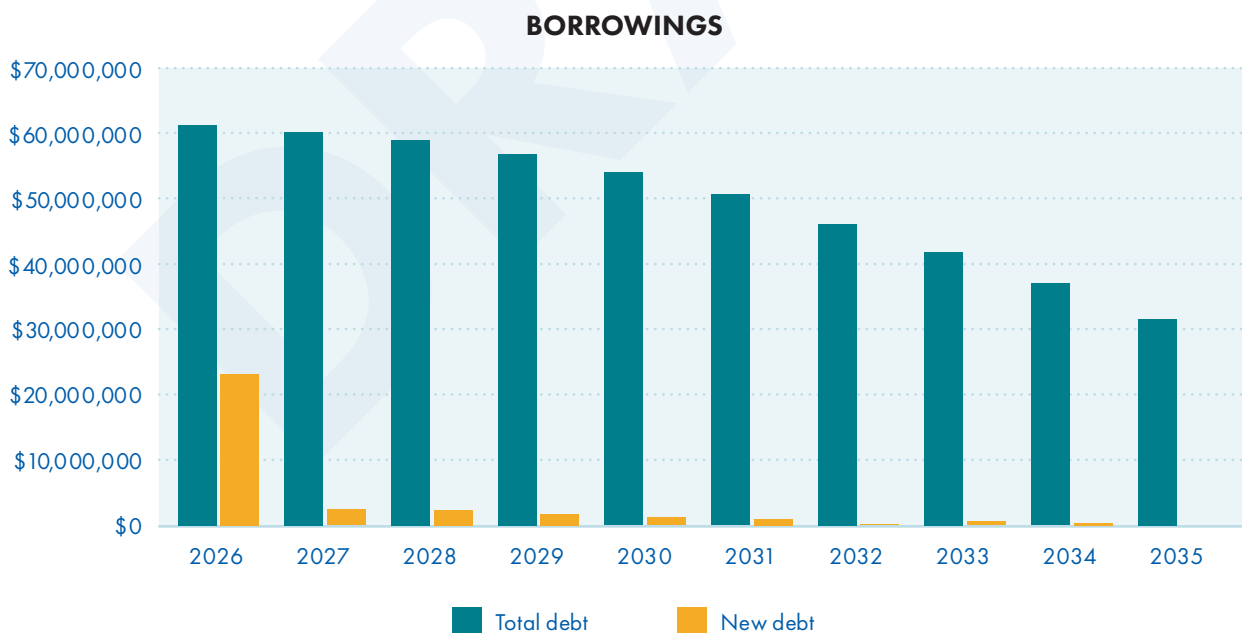
Six new capital projects have been proposed for inclusion in the 2025–26 budget. These projects will be open for community consultation and feedback as part of the Council's Draft Annual Business Plan. The Draft Long-Term Financial Plan includes the financial costs for each project, but these figures 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 \$33 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.

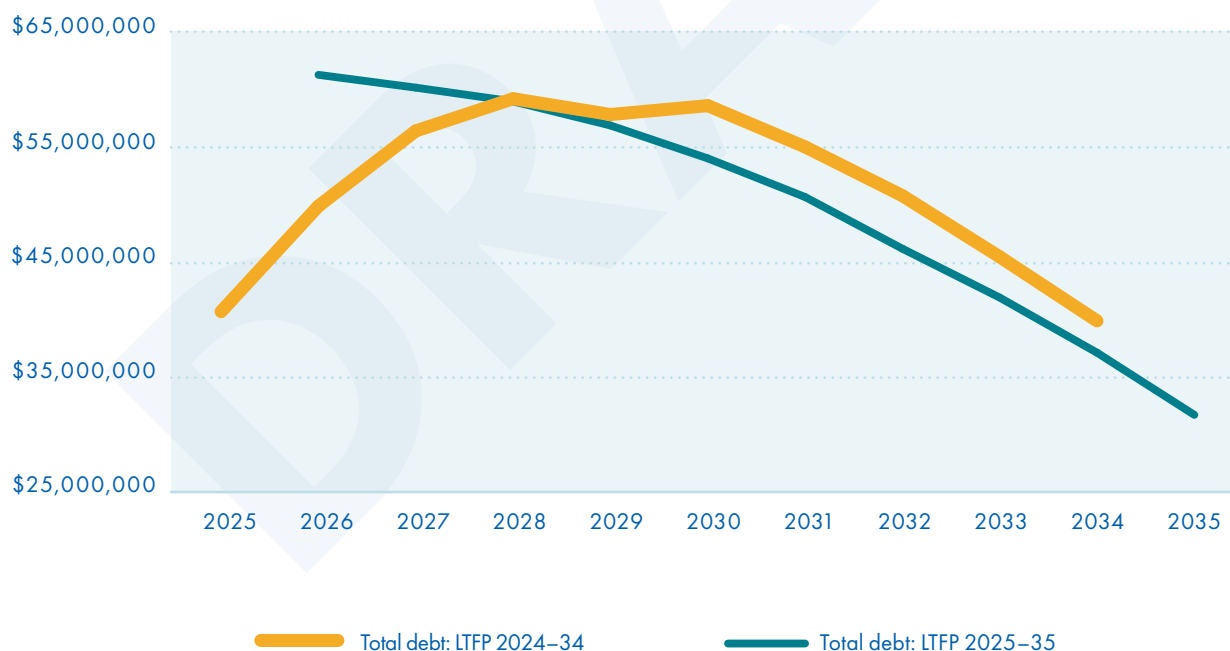


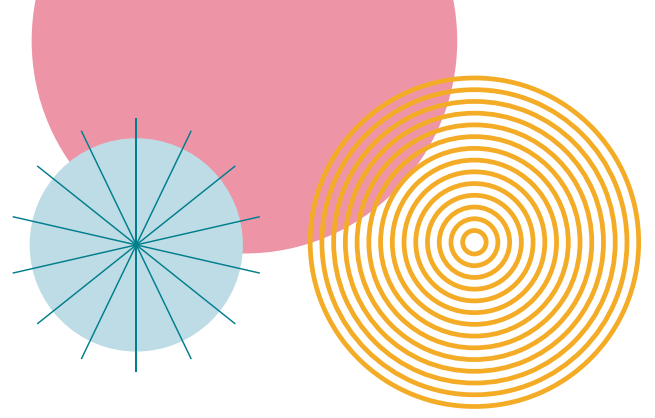


# Long-Term Financial Position

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**





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# Key Financial Indicators

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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.

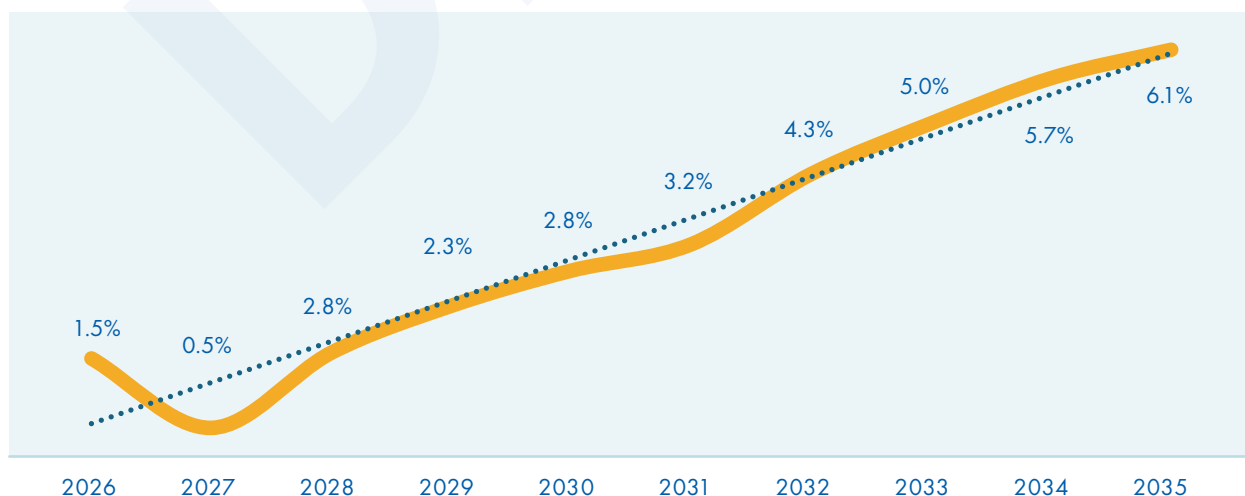
### Council target

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

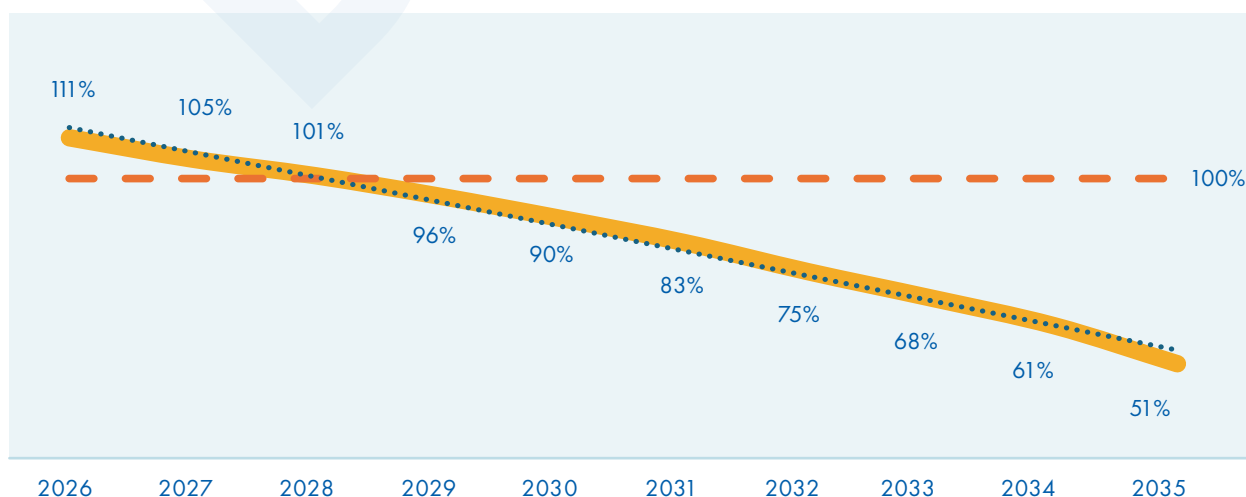
No greater than 100%.

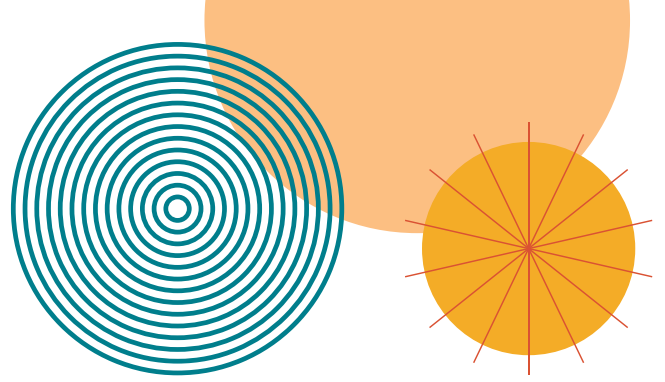
### Current projection

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.

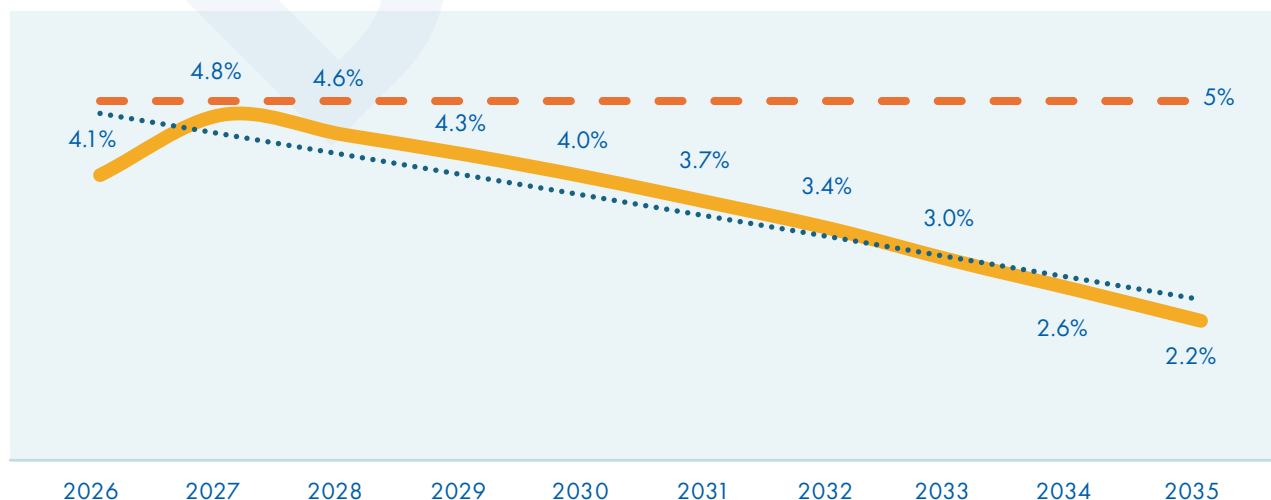
### Council target

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

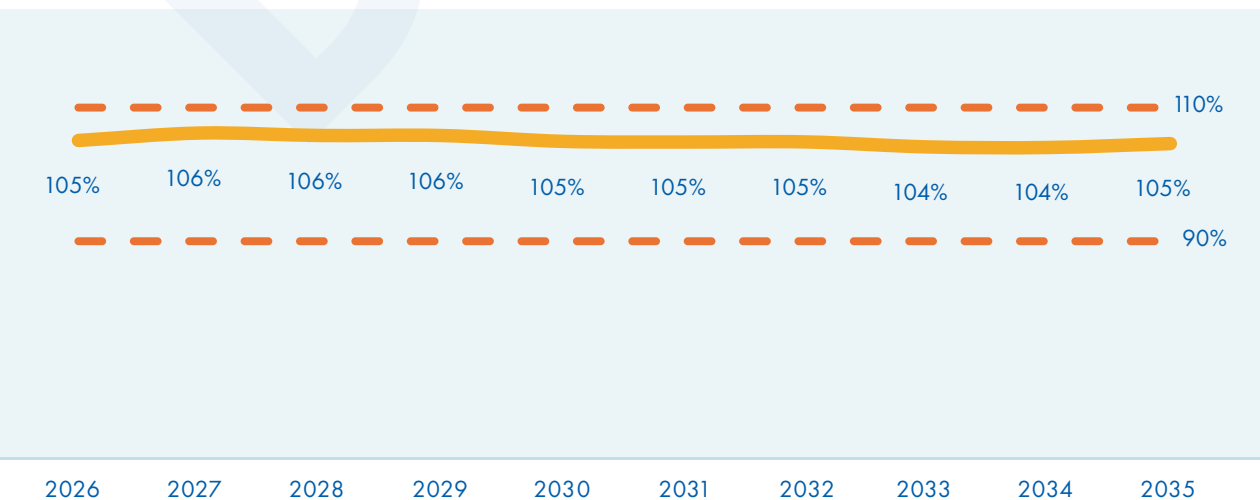
Between 90% and 110%.

### 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.

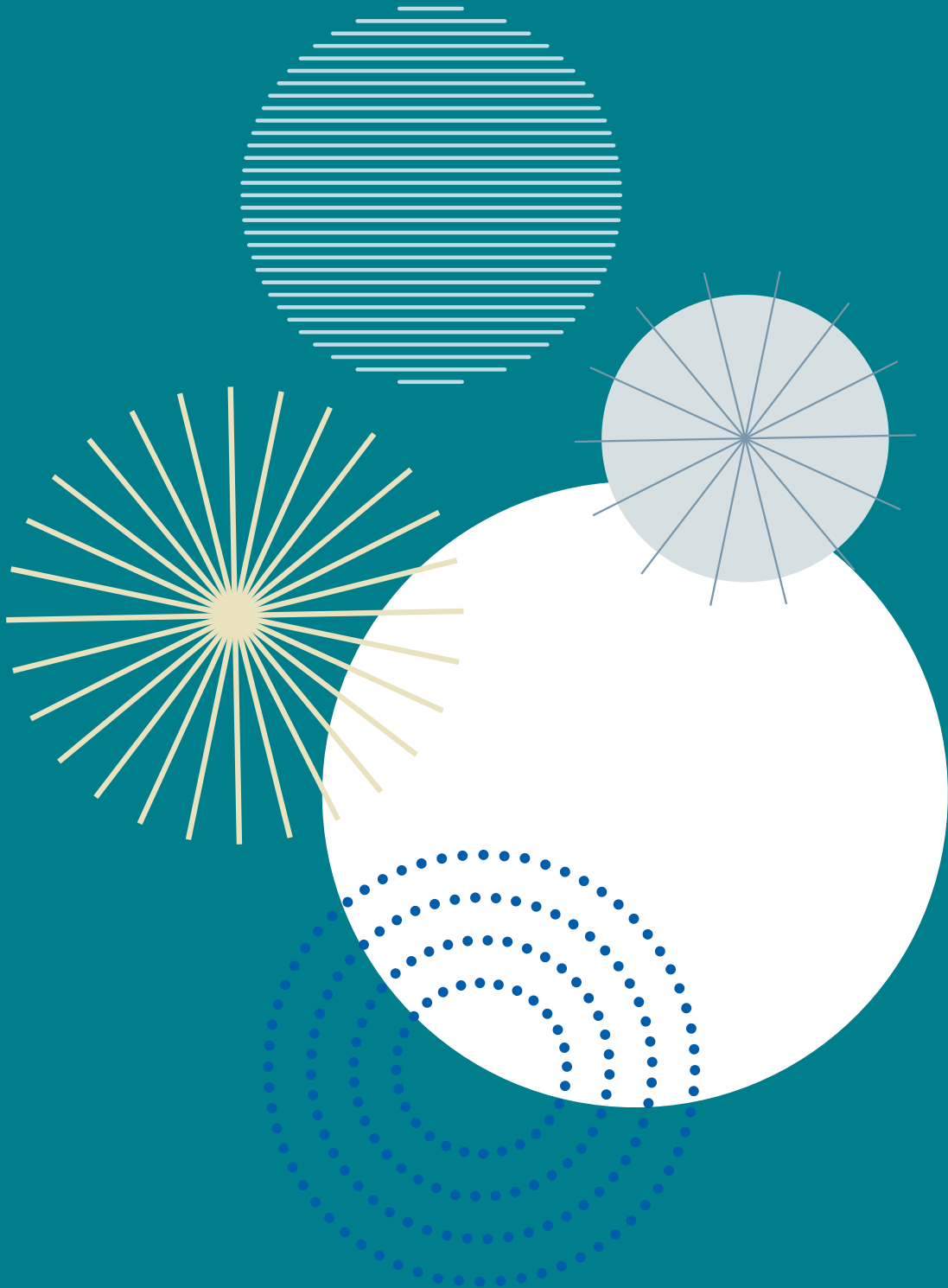
Grant funding from the Federal Roads to Recovery Program for local road maintenance has also been incorporated into the Long Term Financial Plan. This is in addition to Council’s own scheduled works as required by the terms of the grant. As a result, the Asset Renewal Funding Ratio averages 105%.

ASSET RENEWAL FUNDING RATIO



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# 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**

	<b>Audited 2023/24 \$</b>	<b>Current Year 2024/25 \$</b>	<b>2025/26 \$</b>
<b>Income</b>			
Rates	43,546,000	46,933,483	49,580,223
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	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	146,000
<b>Total Income</b>	<b>56,122,000</b>	<b>58,981,248</b>	<b>62,230,841</b>
<b>Expenses</b>			
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
<b>Total Expenses</b>	<b>55,182,000</b>	<b>57,970,771</b>	<b>61,298,881</b>
<b>Operating Surplus / (Deficit)</b>	<b>940,000</b>	<b>1,010,477</b>	<b>931,960</b>
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
<b>Net Surplus / (Deficit)</b>	<b>1,566,000</b>	<b>5,543,437</b>	<b>10,931,960</b>
<b>Other Comprehensive Income</b>			
<b>Amounts which will not be reclassified subsequently to operating result</b>			
Changes in Revaluation Surplus - I,PP&E	27,135,000	39,036,910	-
<b>Total Other Comprehensive Income</b>	<b>27,135,000</b>	<b>39,036,910</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>28,701,000</b>	<b>44,580,347</b>	<b>10,931,960</b>

2026/27	2027/28	2028/29	Projected Years					
			2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
\$	\$	\$	\$	\$	\$	\$	\$	\$
52,606,930	54,351,124	56,153,250	57,959,086	59,765,147	61,627,600	63,609,835	65,719,556	67,899,371
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
<b>65,555,592</b>	<b>67,642,653</b>	<b>69,757,934</b>	<b>71,782,576</b>	<b>73,891,341</b>	<b>76,063,404</b>	<b>78,372,845</b>	<b>80,831,493</b>	<b>83,368,967</b>
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
3,234,393	3,165,248	3,087,691	2,970,766	2,820,499	2,647,355	2,410,866	2,188,523	1,936,375
<b>65,255,023</b>	<b>66,571,365</b>	<b>68,163,937</b>	<b>69,764,496</b>	<b>71,522,713</b>	<b>72,824,940</b>	<b>74,441,466</b>	<b>76,230,886</b>	<b>78,270,225</b>
<b>300,569</b>	<b>1,071,288</b>	<b>1,593,997</b>	<b>2,018,080</b>	<b>2,368,628</b>	<b>3,238,464</b>	<b>3,931,379</b>	<b>4,600,607</b>	<b>5,098,742</b>
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
<b>300,569</b>	<b>1,071,288</b>	<b>1,593,997</b>	<b>2,018,080</b>	<b>2,368,628</b>	<b>3,238,464</b>	<b>3,931,379</b>	<b>4,600,607</b>	<b>5,098,742</b>
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
<b>15,345,468</b>	<b>16,061,752</b>	<b>16,781,896</b>	<b>17,529,103</b>	<b>18,291,986</b>	<b>19,077,975</b>	<b>19,885,484</b>	<b>20,740,306</b>	<b>21,620,824</b>
<b>15,646,037</b>	<b>17,133,040</b>	<b>18,375,893</b>	<b>19,547,183</b>	<b>20,660,614</b>	<b>22,316,439</b>	<b>23,816,863</b>	<b>25,340,914</b>	<b>26,719,566</b>

# 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**

	<b>Audited 2023/24</b>	<b>Current Year 2024/25</b>	<b>2025/26</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	159,000	-	-
Trade & Other Receivables	4,384,000	2,055,778	2,391,744
<b>Total Current Assets</b>	<b>4,543,000</b>	<b>2,055,778</b>	<b>2,391,744</b>
<b>Non-Current Assets</b>			
Financial Assets	129,000	654,259	634,272
Equity Accounted Investments in Council Businesses	4,636,000	4,782,000	4,928,000
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
<b>Total Non-Current Assets</b>	<b>897,989,000</b>	<b>966,937,862</b>	<b>998,719,607</b>
<b>TOTAL ASSETS</b>	<b>902,532,000</b>	<b>968,993,640</b>	<b>1,001,111,352</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	9,190,000	5,931,020	6,035,289
Borrowings	4,577,000	2,402,002	3,548,381
Provisions	3,945,000	4,147,902	4,429,620
<b>Total Current Liabilities</b>	<b>17,712,000</b>	<b>12,480,923</b>	<b>14,013,290</b>
<b>Non-Current Liabilities</b>			
Borrowings	11,200,000	38,223,601	57,853,909
Provisions	251,000	339,769	362,846
<b>Total Non-Current Liabilities</b>	<b>11,451,000</b>	<b>38,563,370</b>	<b>58,216,755</b>
<b>TOTAL LIABILITIES</b>	<b>29,163,000</b>	<b>51,044,293</b>	<b>72,230,045</b>
<b>Net Assets</b>	<b>873,369,000</b>	<b>917,949,347</b>	<b>928,881,307</b>
<b>EQUITY</b>			
Accumulated Surplus	185,070,000	190,613,437	201,545,397
Asset Revaluation Reserves	688,299,000	727,335,910	727,335,910
<b>Total Equity</b>	<b>873,369,000</b>	<b>917,949,347</b>	<b>928,881,307</b>

2026/27	2027/28	2028/29	Projected Years					
			2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
\$	\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-	2,050,347
2,016,038	2,062,632	2,121,559	2,176,753	2,239,315	2,286,807	2,342,713	2,409,593	2,482,460
2,016,038	2,062,632	2,121,559	2,176,753	2,239,315	2,286,807	2,342,713	2,409,593	4,532,807
615,017	602,763	589,743	575,910	561,213	552,764	551,172	550,339	550,339
5,077,000	5,229,000	5,384,000	5,542,000	5,703,000	5,867,000	6,031,000	6,195,000	6,359,000
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
1,014,301,025	1,030,614,605	1,047,327,082	1,064,456,378	1,082,238,205	1,100,450,197	1,120,476,941	1,141,503,726	1,161,297,153
<b>1,016,317,063</b>	<b>1,032,677,237</b>	<b>1,049,448,641</b>	<b>1,066,633,131</b>	<b>1,084,477,519</b>	<b>1,102,737,004</b>	<b>1,122,819,654</b>	<b>1,143,913,319</b>	<b>1,165,829,961</b>
6,398,655	6,508,737	6,677,035	6,852,059	7,066,136	7,173,578	7,352,006	7,551,277	7,802,885
3,513,354	3,805,583	4,083,352	4,351,174	4,621,569	4,868,369	5,149,906	5,435,172	5,409,661
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
14,632,081	15,332,106	16,083,329	16,838,656	17,642,795	18,324,059	19,118,892	19,946,669	20,524,587
56,771,000	55,273,723	52,893,014	49,749,399	46,102,848	41,337,842	36,781,366	31,678,225	26,268,563
386,638	411,024	436,021	461,617	487,802	514,590	542,020	570,136	598,955
57,157,638	55,684,747	53,329,035	50,211,016	46,590,650	41,852,431	37,323,386	32,248,361	26,867,518
<b>71,789,719</b>	<b>71,016,853</b>	<b>69,412,364</b>	<b>67,049,672</b>	<b>64,233,445</b>	<b>60,176,490</b>	<b>56,442,278</b>	<b>52,195,030</b>	<b>47,392,106</b>
<b>944,527,344</b>	<b>961,660,384</b>	<b>980,036,277</b>	<b>999,583,460</b>	<b>1,020,244,074</b>	<b>1,042,560,514</b>	<b>1,066,377,376</b>	<b>1,091,718,290</b>	<b>1,118,437,855</b>
201,845,966	202,917,253	204,511,250	206,529,330	208,897,958	212,136,423	216,067,802	220,668,409	225,767,151
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
<b>944,527,344</b>	<b>961,660,384</b>	<b>980,036,277</b>	<b>999,583,460</b>	<b>1,020,244,074</b>	<b>1,042,560,514</b>	<b>1,066,377,376</b>	<b>1,091,718,290</b>	<b>1,118,437,855</b>

# 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**

	<b>Audited 2023/24 \$</b>	<b>Current Year 2024/25 \$</b>	<b>2025/26 \$</b>
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates Receipts	43,378,000	46,875,914	49,564,247
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
<b>Payments:</b>			
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)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>11,258,000</b>	<b>14,251,379</b>	<b>14,026,113</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
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
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)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(13,352,000)</b>	<b>(39,258,981)</b>	<b>(34,802,800)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Proceeds from Borrowings	3,500,000	29,426,060	23,178,689
<b>Payments:</b>			
Repayments of Borrowings	(1,100,000)	(4,565,457)	(2,402,002)
Repayment of Principal Portion of Lease Liabilities	(12,000)	(12,000)	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>2,388,000</b>	<b>24,848,602</b>	<b>20,776,687</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>294,000</b>	<b>(159,000)</b>	<b>-</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>(135,000)</b>	<b>159,000</b>	<b>-</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>159,000</b>	<b>-</b>	<b>-</b>
Cash & Cash Equivalents - end of the year	159,000	-	-
Investments - end of the year	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>159,000</b>	<b>-</b>	<b>-</b>

2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
			2029/30	2030/31				
\$	\$	\$	\$	\$	\$	\$	\$	\$
52,588,660	54,340,596	56,142,372	57,948,185	59,754,245	61,616,358	63,597,870	65,706,821	67,886,213
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)
(3,234,393)	(3,165,248)	(3,087,691)	(2,970,766)	(2,820,499)	(2,647,355)	(2,410,866)	(2,188,523)	(1,936,375)
14,797,489	15,816,124	16,842,968	17,754,761	18,642,497	19,948,969	21,273,795	22,562,258	23,745,446
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)
2,430,445	2,308,306	1,702,643	1,207,558	975,018	103,364	593,430	332,031	-
(3,548,381)	(3,513,354)	(3,805,583)	(4,083,352)	(4,351,174)	(4,621,569)	(4,868,369)	(5,149,906)	(5,435,172)
-	-	-	-	-	-	-	-	-
(1,117,936)	(1,205,048)	(2,102,940)	(2,875,794)	(3,376,156)	(4,518,206)	(4,274,939)	(4,817,875)	(5,435,172)
-	-	-	-	-	-	-	-	2,050,347
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	2,050,347
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	2,050,347
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	2,050,347

# 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**

	<b>Audited 2023/24 \$</b>	<b>Current Year 2024/25 \$</b>	<b>2025/26 \$</b>
<b>Opening Balance</b>	844,668,000	873,369,000	917,949,347
Net Surplus / (Deficit) for Year	1,566,000	5,543,437	10,931,960
Other Comprehensive Income			
- Gain (Loss) on Revaluation of I,PP&E	27,135,000	39,036,910	-
<b>Other Comprehensive Income</b>	<b>27,135,000</b>	<b>39,036,910</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>28,701,000</b>	<b>44,580,347</b>	<b>10,931,960</b>
<b>Equity - Balance at end of the reporting period</b>	<b>873,369,000</b>	<b>917,949,347</b>	<b>928,881,307</b>

2026/27	2027/28	2028/29	Projected Years					
			2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
\$	\$	\$	\$	\$	\$	\$	\$	\$
928,881,307	944,527,344	961,660,384	980,036,277	999,583,460	1,020,244,074	1,042,560,514	1,066,377,376	1,091,718,290
300,569	1,071,288	1,593,997	2,018,080	2,368,628	3,238,464	3,931,379	4,600,607	5,098,742
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
15,646,037	17,133,040	18,375,893	19,547,183	20,660,614	22,316,439	23,816,863	25,340,914	26,719,566
<b>944,527,344</b>	<b>961,660,384</b>	<b>980,036,277</b>	<b>999,583,460</b>	<b>1,020,244,074</b>	<b>1,042,560,514</b>	<b>1,066,377,376</b>	<b>1,091,718,290</b>	<b>1,118,437,855</b>

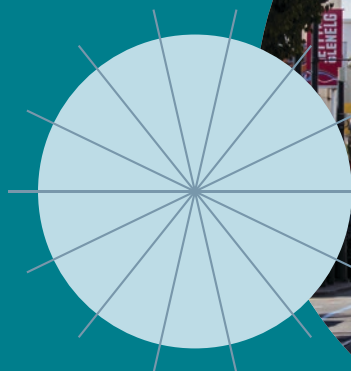


# Financial Statements

**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 \$
<b>Income</b>			
Rates	43,546,000	46,933,483	49,580,223
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	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	146,000
<b>Total Income</b>	<b>56,122,000</b>	<b>58,981,248</b>	<b>62,230,841</b>
<b>Expenses</b>			
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	-	-	-
<b>Total Expenses</b>	<b>55,182,000</b>	<b>57,970,771</b>	<b>61,298,881</b>
<b>Operating Surplus / (Deficit)</b>	<b>940,000</b>	<b>1,010,477</b>	<b>931,960</b>
Less: Grants, subsidies and contributions – Capital	(917,000)	-	-
<b>Adjusted Operating Surplus / (Deficit)</b>	<b>23,000</b>	<b>1,010,477</b>	<b>931,960</b>
<b>Net Outlays on Existing Assets</b>			
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
<b>Total Net Outlays on Existing Assets</b>	<b>3,935,000</b>	<b>(2,220,867)</b>	<b>514,548</b>
<b>Net Outlays on New and Upgraded Assets</b>			
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
<b>Total Net Outlays on New and Upgraded Assets</b>	<b>(6,122,000)</b>	<b>(25,886,234)</b>	<b>(22,440,969)</b>
<b>Annual Net Impact to Financing Activities (surplus / (deficit))</b>	<b>(2,164,000)</b>	<b>(27,096,625)</b>	<b>(20,994,461)</b>

2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
			2029/30	2030/31				
\$	\$	\$	\$	\$	\$	\$	\$	\$
52,606,930	54,351,124	56,153,250	57,959,086	59,765,147	61,627,600	63,609,835	65,719,556	67,899,371
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
<b>65,555,592</b>	<b>67,642,653</b>	<b>69,757,934</b>	<b>71,782,576</b>	<b>73,891,341</b>	<b>76,063,404</b>	<b>78,372,845</b>	<b>80,831,493</b>	<b>83,368,967</b>
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
3,234,393	3,165,248	3,087,691	2,970,766	2,820,499	2,647,355	2,410,866	2,188,523	1,936,375
-	-	-	-	-	-	-	-	-
<b>65,255,023</b>	<b>66,571,365</b>	<b>68,163,937</b>	<b>69,764,496</b>	<b>71,522,713</b>	<b>72,824,940</b>	<b>74,441,466</b>	<b>76,230,886</b>	<b>78,270,225</b>
<b>300,569</b>	<b>1,071,288</b>	<b>1,593,997</b>	<b>2,018,080</b>	<b>2,368,628</b>	<b>3,238,464</b>	<b>3,931,379</b>	<b>4,600,607</b>	<b>5,098,742</b>
-	-	-	-	-	-	-	-	-
<b>300,569</b>	<b>1,071,288</b>	<b>1,593,997</b>	<b>2,018,080</b>	<b>2,368,628</b>	<b>3,238,464</b>	<b>3,931,379</b>	<b>4,600,607</b>	<b>5,098,742</b>
(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
<b>1,972,186</b>	<b>980,769</b>	<b>1,319,071</b>	<b>1,666,230</b>	<b>1,793,031</b>	<b>2,172,743</b>	<b>1,187,985</b>	<b>1,060,197</b>	<b>3,191,993</b>
(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	-	-	-	-	-	-	-	-
<b>(1,583,261)</b>	<b>(1,092,851)</b>	<b>(1,107,672)</b>	<b>(1,122,256)</b>	<b>(1,136,568)</b>	<b>(1,151,209)</b>	<b>(1,166,838)</b>	<b>(1,183,509)</b>	<b>(1,200,597)</b>
<b>689,494</b>	<b>959,206</b>	<b>1,805,396</b>	<b>2,562,054</b>	<b>3,025,091</b>	<b>4,259,998</b>	<b>3,952,527</b>	<b>4,477,295</b>	<b>7,090,138</b>



**Brighton Civic Centre**  
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8229 9999  
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[holdfast.sa.gov.au](http://holdfast.sa.gov.au)

**Item No:** 15.5

**Subject:** **SOUTHERN REGION WASTE RESOURCE AUTHORITY DRAFT  
BUSINESS PLAN AND BUDGET 2025-26**

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## Summary

The Southern Region Waste Resource Authority (SRWRA) Draft Business Plan and Budget for 2025-26 is provided to Council for their review. An operating surplus of \$1.412 million has been forecast along with proposed capital works totalling \$6.7 million. As the City of Holdfast Bay's share in SRWRA is equity based, this result will have no impact on Council's cash position.

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## Recommendation

**That Council receives the SRWRA Draft Business Plan and Budget 2025-26**

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## Background

SRWRA is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay, pursuant to section 43 of the *Local Government Act 1999*. Under its charter, SRWRA is responsible for providing and operating waste management services on behalf of its Constituent Councils.

Section 6.5 of its charter requires SRWRA to consult with the Constituent Councils on its draft Annual Business Plan and Budget prior to adoption by the Board.

## Report

SRWRA's Draft 2025–26 Annual Business Plan and Budget has been developed in line with the strategic parameters and objectives set by the Authority. It reflects consideration of the needs and priorities of SRWRA's constituent councils, as well as those of key stakeholders. It takes into account the competitive environment it currently operates in while identifying current and emerging opportunities available.

A copy of the Draft Annual Business Plan and Budget for 2025-26 is provided for Council's consideration.

*Refer Attachment 1*

The draft budget forecasts an operating surplus for 2025-26 of \$1.412 million of which Council's 15% equity share would equate to \$211,800. However, as this is a movement in equity it will have no impact on Council's cash position or requirement to borrow.

Details are also provided of a \$6.7 million capital program of works scheduled for 2025-26. This includes an investment of \$3.3 million to construct a new organics composting facility and \$700,000 for the installation of solar panels.

## Budget

A provision of \$146,000 has been made in the draft 2025-26 budget for Council's 15% equity share of SRWRA's operating surplus. This amount will be adjusted once the SRWRA budget is finalised and approved by the SRWRA Board.

## Life Cycle Costs

Not applicable

## Strategic Plan

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

## Council Policy

Not applicable

## Statutory Provisions

Not applicable

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**Written By:** Manager Finance

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1



# DRAFT BUSINESS PLAN & BUDGET FY26

Constituent Council Distribution - April 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)

<b>Strategic Priority 1</b> Contemporary Services			
	<b>Action</b>	<b>Timing</b>	<b>Measure</b>
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
<b>Strategic Priority 2</b> Environmental Stewardship			
	<b>Action</b>	<b>Timing</b>	<b>Measure</b>
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)

<b>Strategic Priority 3 Engagement</b>			
	<b>Action</b>	<b>Timing</b>	<b>Measure</b>
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
<b>Strategic Priority 4 Good Governance</b>			
	<b>Action</b>	<b>Timing</b>	<b>Measure</b>
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
<b>Total Capital Budget</b>	<b>6,009,273</b>	<b>2,824,366</b>	<b>3,900,000</b>	<b>9,909,273</b>	<b>6,724,366</b>
<b>Budgeted Equity Investments</b>	SRC - Organics Composting Facility – P & E				<b>1,300,000</b>

# 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
<b>Income</b>				
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
<b>Total Income</b>	<b>17,835</b>	<b>19,813</b>	<b>18,987</b>	<b>(826)</b>
<b>Expenses</b>				
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	1,542	293
<b>Total Expenses</b>	<b>16,859</b>	<b>17,704</b>	<b>17,575</b>	<b>(129)</b>
<b>Operating Surplus / (Deficit)</b>	<b>976</b>	<b>2,109</b>	<b>1,412</b>	<b>(697)</b>
Asset Disposal & Fair value adjustments	-	161	-	(161)
<b>Net Surplus / (Deficit)</b>	<b>976</b>	<b>2,270</b>	<b>1,412</b>	<b>(858)</b>
<b>Other Comprehensive Income</b>				
Changes in revaluation surplus - property, plant & equipment	-	-	-	-
<b>Total Comprehensive Income</b>	<b>976</b>	<b>2,270</b>	<b>1,412</b>	<b>(858)</b>



# 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
<b>Cash Flows from Operating Activities</b>				
<b>Receipts</b>				
Operating Receipts	15,131	16,703	16,008	(695)
Investment Receipts	1,041	1,230	1,074	(156)
<b>Payments</b>				
Operating Payments to Suppliers and Employees	(15,167)	(16,012)	(15,316)	696
Finance Payments	-	-	-	-
<b>Net Operating Cash Flows</b>	<b>1,005</b>	<b>1,921</b>	<b>1,766</b>	<b>(155)</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts</b>				
Sale of replaced assets	-	161	-	(161)
Distributions received for equity accounted Joint Venture	1,623	1,700	-	(1,700)
<b>Payment</b>				
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
<b>Net Cash Flows from Investing Activities</b>	<b>(5,151)</b>	<b>(4,718)</b>	<b>(5,200)</b>	<b>(482)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts</b>				
Proceeds from Related Entity Loans	-	-	-	-
<b>Payments</b>				
Payments to Related Entity Loans	-	-	-	-
<b>Net Cash Flows from Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase / (Decrease) in Cash Held</b>	<b>(4,146)</b>	<b>(2,797)</b>	<b>(3,434)</b>	<b>(637)</b>
Cash & Cash Equivalents at beginning of period	11,085	12,311	9,514	(2,797)
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>6,939</b>	<b>9,514</b>	<b>6,080</b>	<b>(3,434)</b>

# 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
<b>Current Assets</b>				
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	-	-	-
<b>Total</b>	<b>11,098</b>	<b>12,341</b>	<b>8,907</b>	<b>(3,434)</b>
<b>Non-Current Assets</b>				
Equity Accounted Joint Venture	9,580	9,620	12,825	3,205
Property, Plant & Equipment	29,083	29,235	31,593	2,358
<b>Total</b>	<b>38,663</b>	<b>38,855</b>	<b>44,418</b>	<b>5,563</b>
<b>Total Assets</b>	<b>49,761</b>	<b>51,196</b>	<b>53,325</b>	<b>2,129</b>
<b>Current Liabilities</b>				
Trade & Other Payables	4,153	3,716	3,716	-
Provisions	165	160	165	5
<b>Total</b>	<b>4,318</b>	<b>3,876</b>	<b>3,881</b>	<b>5</b>
<b>Non-Current Liabilities</b>				
Provisions	14,126	14,148	14,860	712
<b>Total</b>	<b>14,126</b>	<b>14,148</b>	<b>14,860</b>	<b>712</b>
<b>Total Liabilities</b>	<b>18,444</b>	<b>18,024</b>	<b>18,741</b>	<b>717</b>
<b>Net Assets</b>	<b>31,317</b>	<b>33,172</b>	<b>34,584</b>	<b>1,412</b>
<b>Equity</b>				
Accumulated Surplus	28,942	30,797	32,209	1,412
Asset Revaluation Reserve	2,375	2,375	2,375	-
<b>Total Equity</b>	<b>31,317</b>	<b>33,172</b>	<b>34,584</b>	<b>1,412</b>

## 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
<b>Accumulated Surplus</b>				
Balance at beginning of period	27,966	28,527	30,797	2,270
Net Surplus/(Deficit)	976	2,270	1,412	(858)
<b>Balance at end of period</b>	<b>28,942</b>	<b>30,797</b>	<b>32,209</b>	<b>1,412</b>
<b>Asset Revaluation Reserve</b>				
Balance at beginning of period	2,375	2,375	2,375	-
Gain on revaluation of assets	-	-	-	-
<b>Balance at end of period</b>	<b>2,375</b>	<b>2,375</b>	<b>2,375</b>	<b>-</b>
<b>Total Equity</b>	<b>31,317</b>	<b>33,172</b>	<b>34,584</b>	<b>1,412</b>

# 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
<b>Income</b>			
<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
	<b>17,835</b>	<b>19,813</b>	<b>18,987</b>
<b>Expenses</b>			
<i>Employee Costs</i>	1,591	1,439	1,403
<i>Finance Costs</i>	573	573	717
<i>Materials, Contracts &amp; Other Expenses</i>	13,446	14,443	13,913
<i>Depreciation, Amortisation &amp; Impairment</i>	1,249	1,249	1,542
	<b>16,859</b>	<b>17,704</b>	<b>17,575</b>
<b>Operating Surplus/(Deficit)</b>	<b>976</b>	<b>2,109</b>	<b>1,412</b>
<b>Net Outlays on Existing Assets</b>			
<i>Capital Expenditure on renewal and replacement of Existing Assets</i>	(999)	(786)	(400)
<i>Depreciation, Amortisation, Impairment</i>	1,249	1,249	1,542
<i>Proceeds from Sales of Replaced Assets</i>	-	161	-
	<b>250</b>	<b>624</b>	<b>1,142</b>
<b>Net Outlays on New and Upgraded Assets</b>			
<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>	-	-	-
	<b>(5,775)</b>	<b>(5,793)</b>	<b>(3,500)</b>
<b>Annual Net Impact to Financing Activities (Surplus/(Deficit))</b>	<b>(4,549)</b>	<b>(3,060)</b>	<b>(946)</b>

**Item No:** 15.6

**Subject:** SEACLIFF TENNIS CLUB LEASE RENEWAL

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## Summary

The Seacliff Tennis Club currently holds a five-year lease, which expired on 4 August 2022, over the tennis courts at the Kauri Community and Sports Centre, as well as small portion of the internal building area. This report seeks Council's endorsement to extend the expired lease by a further five years, in line with the Club's right of renewal. The report also proposes a variation to the lease plan to formally include the Club's seasonal use of the canteen (six months per year), which was inadvertently omitted from the original agreement.

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## Recommendation

- 1. That Council enters into a Deed of Extension and Variation of Lease with Seacliff Tennis Club Incorporated over a portion of the 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, incorporating the addition of the canteen area within their leased space, 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 Deed of Extension and Variation of Lease.**
- 

## Background

Seacliff Tennis Club Incorporated (Seacliff Tennis Club) has a long history, dating back to 1921. Always residing within the Seacliff area, Seacliff Tennis Club first located to the current site in 1992 for summer tennis competitions, where it shared a split-level clubroom and dual-purpose synthetic grass surface with Seacliff Hockey Club.

Due to a large membership base, they continued to occupy their former facility at Aboyne Avenue for winter and social tennis. However, this site was later sold to help fund the major redevelopment undertaken at Kauri Parade, including the multi-level Kauri Community and Sports Centre and twelve hardcourt tennis courts. This consolidated multi-purpose facility is now home to Seacliff Tennis Club, Seacliff Hockey Club, The City of Holdfast Bay Music Centre, Seacliff Sports Club, Uniting Church Netball Club and New Body Loading Personal Training.

Following the practical completion of Kauri Community and Sports Centre in 2017, negotiations were undertaken with Seacliff Tennis Club Incorporated for the purpose of entering into a new lease agreement for their exclusive use of areas within the complex, as well as 10 of the 12 tennis courts.

At its meeting held on 12 December 2017, Council resolved to enter into a lease with Seacliff Tennis Club, to occupy portions of the complex for their exclusive use for a five-year period

(C121217/1002). Under the terms of the Lease, they were afforded with a right for a further five-year renewal, which it is now requesting.

## Report

Seacliff Tennis Club is a longstanding co-tenant of Kauri Community and Sporting Centre, where high-quality facilities, coaching and competitive play are offered to all ages and skill levels. Over many decades, it has grown into a well-regarded institution within the Adelaide tennis community.

Administration has prepared the Deed of Extension and Variation of Lease to allow for the existing Lease to be extended for a further five-year period, expiring on 4 August 2027 (as required under the terms of the renewal clause). A copy of the agreement, which has already been signed Seacliff Tennis Club, is provided as Attachment 1 to this report. The commencing rent of \$2,460.04 reflects the required CPI increase upon renewal.

*Refer Attachment 1*

As part of due diligence checks to ensure essential lease terms are being met, the Club was able to demonstrate compliance across most items, including being up to date with payments and providing copies of various governance documents. A summary is provided as Attachment 2 of this report. Overall, the risk is considered low and it is recommended that the extension is granted.

*Refer Attachment 2*

## Budget

Revenue from this lease is factored into Council's Annual Business Plan for 2024-25. Rent has continued to be increased by CPI throughout the term of their holding over period, with current charges reflecting the figure within the Deed of Extension and Variation of Lease.

## Life Cycle Costs

Renewal of the acrylic seal on the tennis courts is currently scheduled for 2025–26. Based recent works of this nature we estimate this will cost up to \$240,000 for all 12 courts and runoff areas. Council's contribution is estimated at \$140,000, covering 100% of the cost for the two community courts and 50% of the cost for the remaining 10 courts used exclusively by Seacliff Tennis Club. Council's portion of the project cost is covered in the 2025/26 draft budget. The Club has confirmed it has funds set aside to contribute the remaining portion of the cost.

## Strategic Plan

Vision – creating a welcoming and healthy place for everyone.

## Council Policy

Sporting and Community Leasing Policy

## Statutory Provisions

*Local Government Act 1999*

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**Written By:** Property Manager

**General Manager:** Assets and Delivery, Mr B Blyth

# Attachment 1



# **DEED OF EXTENSION AND VARIATION OF LEASE**

BETWEEN

CITY OF HOLDFAST BAY

("Landlord")

and

SEACLIFF TENNIS CLUB INCORPORATED

("Tenant")

PORTION OF KAURI COMMUNITY AND SPORTS CENTRE,  
LIPSON AVENUE SEACLIFF SA 5049

# Deed of Extension and Variation of Lease

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## Parties

1. **City of Holdfast Bay** ABN 62 551 270 492 ACN 161 714 585 of Brighton Civic Centre, 24 Jetty Road Brighton SA 5048 (**Landlord**)
2. **Seacliff Tennis Club Incorporated** ABN 76 482 586 529 of Lipson Avenue Seacliff SA 5049 (**Tenant**)

## Introduction

- A. The Landlord is the registered proprietor of an estate in fee simple in the whole of the land comprised in Certificate of Title Register Book Volume 6184 Folio 142 (**Land**).
- B. Pursuant to an undated Memorandum of Lease (**Lease**), the Landlord leased to the Tenant that portion of the Land delineated in red on the plan attached to the Lease as Schedule 3 and more particularly comprising portion of the Kauri Community and Sports Centre situate at Lipson Avenue Seacliff SA 5049 (**Premises**) for a term of five (5) years commencing on 5 August 2017 and expiring on 4 August 2022.
- C. At the request of the Tenant, the Landlord has agreed to grant to the Tenant an extension of the term of the Lease upon the terms and conditions contained in this deed.

## Operative clauses

1. In this deed, unless the context otherwise requires:
  - 1.1 **GST** means goods and services tax payable under the GST Law and an expression used in this deed in relation to GST will have the meaning used in or attributed to that expression by the GST Law from time to time;
  - 1.2 **GST Law** has the same meaning as the definition of "GST law" in A New Tax System (Goods and Services Tax) Act 1999;
  - 1.3 **Tenant** means the party hereinbefore so described and includes its executors, administrators, successors and permitted assigns;
  - 1.4 **Landlord** means the party hereinbefore so described and includes its executors, administrators, successors and permitted assigns;
  - 1.5 **RCL Act** means the *Retail and Commercial Leases Act 1995* (SA);
  - 1.6 singular includes plural and plural includes singular;
  - 1.7 words of one gender include both other genders;
  - 1.8 reference to a person includes a corporation, a firm and any other entity;

- 1.9 reference to a party includes that party's personal representatives, successors and permitted assigns;
  - 1.10 if a party comprises more than one person, each of those persons is jointly and severally liable under this deed;
  - 1.11 a provision must not be construed against a party only because that party put the provision forward;
  - 1.12 a provision must be read down to the extent necessary to be valid; if it cannot be read down to that extent, it must be severed; and
  - 1.13 the Introduction is correct.
2. The Tenant and Landlord acknowledge and agree that the term of the Lease is extended for a term of five (5) years commencing on 5 August 2022 and expiring on 4 August 2027 on the same terms and conditions as are expressed or implied in the Lease and subject to the provisions of this deed.
  3. The annual rent to apply as and from 5 August 2022 will be Two Thousand Four Hundred and Sixty Dollars and Four Cents (\$2,460.04) plus GST and otherwise subject to review in accordance with the Lease (as extended and varied herein).
  4. With effect from 5 August 2022, the Lease is varied so that the plan in Schedule 3 of the Lease is deleted and replaced with the plan annexed hereto as Annexure A.
  5. The Landlord and Tenant acknowledge and agree that hereafter the Tenant has no further right of renewal.
  6. Each party shall bear their own costs in relation to the negotiation, preparation and completion of this deed.
  7. In all other respects, the terms and provisions contained in or implied by the Lease (as varied) apply to this deed.

**Executed** as a deed on

The **Common Seal of City of Holdfast Bay**  
was hereunto affixed in the presence of:

.....  
Mayor

.....  
Chief Executive Officer

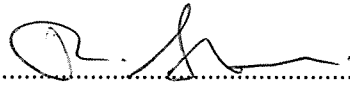
Seacliff Tennis Club Incorporated



Chairperson

PAUL D. STARRS

Full Name (please print)

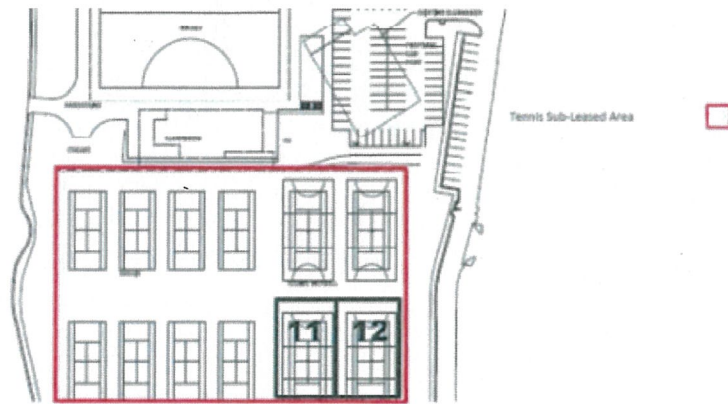


Committee / Board Member

RACHAEL A. STARRS

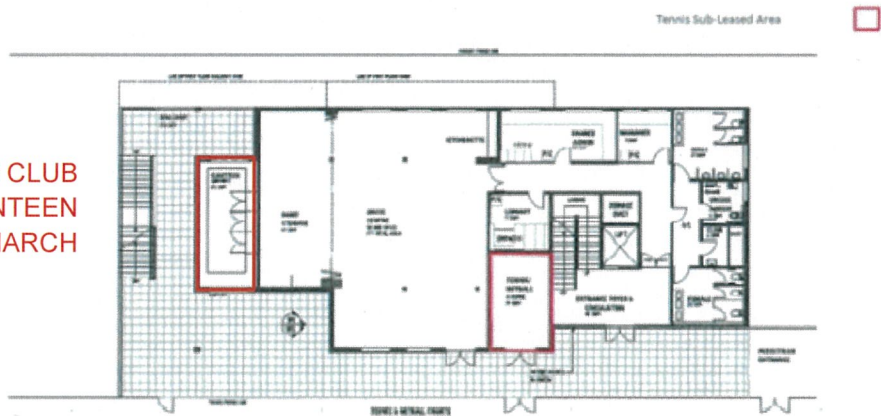
Full Name (please print)

## Annexure A

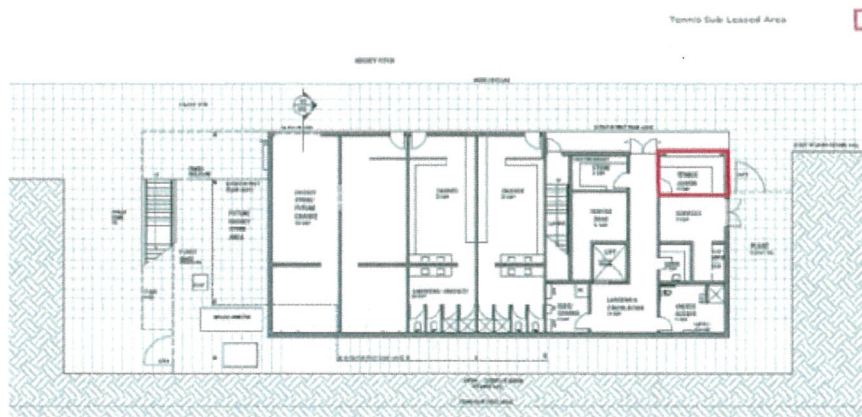


**SITE PLAN**  
CITY OF HOLDFAST BAY - SEACLIFF SPORTING CLUBROOMS

SEACLIFF TENNIS CLUB  
50% OF CANTEEN  
1 OCTOBER TO 31 MARCH



**GROUND FLOOR PLAN**  
CITY OF HOLDFAST BAY - SEACLIFF SPORTING CLUBROOMS



**UNDERCROFT FLOOR PLAN**  
CITY OF HOLDFAST BAY - SEACLIFF SPORTING CLUBROOMS



# Attachment 2

## ESSENTIAL TERMS CHECKLIST FOR RENEWAL OF LEASE SEACLIFF TENNIS CLUB - KAURI COMMUNITY & SPORTS CENTRE AS AT MARCH 2025

ITEM	LEASE REQUIREMENT	ACTION	OUTCOME
Payments	Rent and other charges to be paid on time.	Confirm no arrears.	All charges up to date.
Constitution	Provide on commencement and within 28 days of any amendment.	Confirm copy is on file and is current.	Does not have a separate Constitution, relying on Rules only.
By-Laws/Rules	Provide on commencement and within 28 days of any amendment.	Confirm copy is on file and is current.	On file.
AGM Minutes	Annually after meeting held.	Confirm copy on file.	On file.
Annual Report and Audited Financials	Due annually by 30 Nov.	Confirm copy on file.	Treasurer's report contains financials, albeit they are unaudited.
Current Financial Year Budget	Due annually by 30 Nov.	Confirm copy on file.	Included in 2024 AGM Financial Report
Public Liability Insurance	Certificate of Currency showing minimum \$20mil noting COHB as interested party.	Confirm CoC is on file and has not expired.	On file.
Contents and Plate Glass Insurance	Certificate of Currency for full replacement value.	Confirm CoC is on file and has not expired.	Does not have such a policy, willing to self-insure.
Sinking Fund	Establish and maintain for major repairs and maintenance of courts, amount as approved in writing	Confirm statement on file, blanking out account numbers for security purposes.	Included in 2024 financial report, noting the club is liable for resurfacing the courts in the coming years.
Maintenance Records	Evidence of annual inspections, service reports, compliance certificates or invoices on 5 Aug annually.	Confirm provided.	No records, but does employ a maintenance person to keep the courts and surrounds in good order.
Subleases	Do not grant any sublease without consent.	Confirmation of regular users and agreements.	Netball are continuing to holdover under expired agreement, renewal to be addressed after headlease extension.



**Item No:** 15.7

**Subject:** HERITAGE ADVISORY COMMITTEE

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## Summary

This report responds to a motion of Council seeking to establish a committee to assist the Council in its decision-making regarding heritage related matters across the City of Holdfast Bay. This report recommends the establishment of the Heritage Advisory Committee and adoption of Terms of Reference for its effective management and governance. This report also recommends the initial appointment of core members to the Heritage Advisory Committee, and a process for the appointment of the balance of members.

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## Recommendation

**That Council:**

1. **establishes the Heritage Advisory Committee of Council under section 41 of the *Local Government Act 1999*;**
2. **adopts the Terms of Reference presented in Attachment 1 to this report;**
3. **appoints \_\_\_\_\_ and \_\_\_\_\_ and \_\_\_\_\_ and \_\_\_\_\_ as the Elected Member representatives to the Heritage Advisory Committee, for the term of Council;**
4. **appoints its Heritage Advisor Mr Andrew Stevens to the Heritage Advisory Committee;**
5. **delegates to the Chief Executive Officer authority to invite expressions of interest from suitably qualified members to the Heritage Advisory Committee for Council's future consideration and appointment;**
6. **delegates to the Chief Executive Officer authority to vary the meeting date, time and place of the Heritage Advisory Committee in consultation with the Chairperson;**
7. **delegates to the Chief Executive Officer authority to make amendments of a formatting and/or minor technical nature to the Heritage Advisory Committee Terms of Reference;**
8. **approves that ordinary meetings of the Heritage Advisory Committee be held at a minimum of once per quarter at a date and time to be determined by the Committee in line with their Terms of Reference; and**
9. **approves an adjustment of \$7,140 to the 2025-26 Annual Business Plan for payments of an allowance to members appointed to the Heritage Advisory Committee.**

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## Background

At its meeting held on 11 March 2025 Council resolved that Administration provide a report to Council by 30 June 2025 recommending the establishment of a Heritage Advisory Committee pursuant to section 41 of the *Local Government Act 1999*. The resolution also sought that such a report contains Terms of Reference for the reporting and other accountability requirements that are to apply to the Heritage Advisory Committee, including matters of membership and scope of responsibility (C110325/8015). The premise for the motion outlined that built heritage plays an important part in decision making at the City of Holdfast Bay and that a specialised committee could assist the Council with advice relating to heritage matters and assisting the Council to preserve and interpret the city's heritage for future generations. Whilst the Council has sought to elevate the profile of its built heritage through initiatives such as the restoration of the Glenelg Town Hall, Art Deco Review, Heritage Grant, and recognising its history through recent street naming initiatives, a Heritage Advisory Committee could strengthen support for these and other initiatives.

## Report

Protecting the city's heritage are the opening words in Council's strategic plan vision, so there is a strong commitment that Council will take steps to protect and recognise the city's remaining built heritage at every opportunity. The Heritage Advisory Committee is proposed pursuant to section 41 of the *Local Government Act 1999* to assist Council with advice relating to heritage matters, supporting and partnering with the Holdfast Bay community and government agencies in relation to urban heritage matters. The Heritage Advisory Committee's focus will encompass buildings, precincts, places, and streetscapes that are representative of the city's urban heritage. Once established, the Heritage Advisory Committee can expand its scope to include the city's social heritage, but its initial focus is intended to centre on the city's urban heritage.

Regarding the Heritage Advisory Committee's governance framework, the Council must, when establishing a committee, determine the reporting and other accountability requirements that are to apply in relation to the Committee. Members will have to be appointed at the time also, with a separate recommendation to fill independent vacancies through a recruitment process. The following sections of the report outline the structural and procedural components that are recommended to be adopted for the Heritage Advisory Committee.

### ***Delegation of the Committee***

It is proposed that the Heritage Advisory Committee will refer matters and recommendations to the Council on a range of urban heritage issues, including government policy affecting urban heritage, draft plans promoting the conservation of the city's urban heritage, public consultation activities that affect custodians of the city's urban heritage, adaptation and restoration of council's built heritage, and any other matters where there is a public interest in either acknowledging or making representation on the Council's behalf.

### ***Committee Membership***

It is proposed that the Committee would comprise of the following membership:

- Four Elected Members (one from each Ward and one being the Chair);
- Council's current Heritage Adviser, Mr Andrew Stevens;
- Two suitably qualified independent members chosen through an expression of interest process.

Membership is designed to ensure that the Elected Members hold the majority vote on the Committee (Chairperson having the casting vote), albeit with a balance of community and professional representation. It is recommended that the initial appointments to the Committee comprise an Elected Member from each Ward and Council's Heritage Adviser, with the balance of positions filled through an expression of interest process.

### ***Meeting Frequency***

The Committee shall meet on a quarterly basis unless an urgent matter is identified and a special meeting is requested.

### ***Special Meetings***

The Chief Executive Officer of the Council can call a special meeting either independently of or at the request of a member of the Committee, providing three days' notice to all members of the Committee.

### ***Allowance of Committee Members***

There is no budget associated with this report. Costs for Administration staff will need to be factored. Whilst it is not legislated to pay sitting fees to members of the Heritage Advisory Committee due to it not being classified as a prescribed committee by the Remuneration Tribunal, the Council may at its discretion determine to pay sitting fees to any or all committee members. It is recommended that the allowance is consistent with payments made to current Members of the Audit and Risk Committee, where Elected Members appointed to the Committee do not receive an allowance.

### ***Appointment of Committee Members***

Nominations will be called for by Council for Elected Member representation on the Heritage Advisory Committee. It is also recommended that Council appoints the current Heritage Adviser to the Committee. Invitations for other members of the Committee will be made on behalf of Council and brought back to Council for formal appointment. Further details of the scope and operations of the Committee are proposed in the attached Terms of Reference provided as Attachment 1 to this report.

*Refer Attachment 1*

### ***Next Steps***

If Council approves the establishment of the Heritage Advisory Committee in accordance with this report, an invitation for expressions of interest will follow to receive nominations for the balance of members to the Committee for Council's further consideration.

## Budget

There is no budget associated with this report, although it is recommended that non-Elected Members of the Committee will be provided with an allowance consistent with payments made to current Members of the Audit and Risk Committee, which is currently \$531.50 per meeting (increased by CPI each November). In this regard, and on the basis that all non-Elected Members of the Committee each attend one meeting per quarter, the total annual cost of payments Committee members is estimated at \$7,140, which also accounts for the need to pay superannuation.

## Life Cycle Costs

Not applicable

## Strategic Plan

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

## Council Policy

Not applicable

## Statutory Provisions

*Local Government Act 1999*, section 41

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**Written By:** Manager Development Services

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1

## Heritage Advisory Committee Terms of Reference

### 1. Establishment

The Council has established the Committee in accordance with section 41 of the *Local Government Act 1999*, to be known as the Heritage Advisory Committee, to assist the Council:

- 1.1 with guidance and advice on heritage related matters; and
- 1.2 in supporting and promoting heritage related matters; and
- 1.3 to assist the Council and its Property Service section to preserve and interpret the city's heritage for future generations.

### 2. Definitions

Unless the context indicates otherwise, the following terms have the following meanings in these Terms of Reference:

<b>Act</b>	means the <i>Local Government Act 1999</i> (SA).
<b>Chairperson</b>	means the chairperson of the Committee, appointed in accordance with Clause 5 of these Terms of Reference.
<b>Committee</b>	means the Heritage Advisory Committee established by resolution of the Council, to be governed by these Terms of Reference.
<b>Council</b>	means the City of Holdfast Bay Council.
<b>Member</b>	means a member of the Committee.
<b>Terms of Reference</b>	means these terms of reference.
<b>Administration</b>	means staff of the Council. Clause 7 refers to administrative support given to the Committee (agenda preparation, minute taking etc).
<b>EOI</b>	publicly advertised expressions of Interest for appointment to the committee via Council's website and social media.
<b>Term of Office</b>	the amount of time a member will be appointed to the committee.
<b>Register of Interest</b>	each member of the committee shall lodge a Primary Return with six (6) weeks of appointment. The lodgement of an Ordinary Return is to be submitted on or within 60 days after the 30 June each year. a register of interests will be maintained by the Chief Executive Officer.

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### **3. Role of the Committee**

- 3.1 The functions of the Committee are to provide advice, feedback and advocacy to the Council and its Property Services section with respect to built heritage conservation and promotion, having regard to the purposes of the Committee set out in paragraph 3.1.1:
  - 3.1.1 advocate for the appropriate activation and management of Holdfast Bay's built heritage through the city's Strategic Plan Vision of 'Protecting our Heritage', and the broader commitments in Our Holdfast 2050+ including that the city's 'Heritage is honoured, alongside new developments in architecture, design and sustainability', and 'Support built heritage protection and enhancement'.
- 3.2 The Council has not delegated any powers or functions to the Committee. However, the Council may do so at any time if necessary or convenient to allow the Committee to properly carry out its roles and functions. These Terms of Reference will be amended if any such delegation is made.

### **4. Membership**

- 4.1 Membership of the Committee shall consist of each of the following persons (unless they have ceased to be a Member by virtue of clause 4.4, come to the end of their term of office or by clause 10):
  - 4.1.1 up to four (4) Council Member representatives, one (1) from each Ward; and
  - 4.1.2 up to a maximum of two (2) independent qualified members, to be appointed by Council following a publicly advertised expression of interest process; and
  - 4.1.3 the Heritage Adviser retained at the time to provide heritage advice to Administration in the assessment of development applications affecting heritage listed properties and/or located in Character Areas of Holdfast Bay; and
  - 4.1.4 membership shall provide representation from across the Council area where possible, subject to skills and availability of nominations.
- 4.2 The Council may at any time alter the above membership by adding, subtracting, or substituting any membership positions.
- 4.3 A Member will, subject to the Act, hold office as a member of the Committee until their office becomes vacant by virtue of clause 4.4 of these Terms of Reference or until the conclusion of the current term of Council.

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- 4.4 A person ceases to be a Member upon any of the following circumstances occurring:
  - 4.4.1 the Member is removed from office by the Council;
  - 4.4.2 the Member resigns from office by written notice to the Council;
  - 4.4.3 the Member has been absent, without leave of the Committee, for three or more consecutive meetings;
  - 4.4.4 the Member ceases to hold the office which entitles them to be a Member (for example they cease to be Member of Council);
  - 4.4.5 the Member dies or becomes of unsound mind.
- 4.5 The Committee may invite members of the public, subject matter experts or members of Administration to a Committee meeting if their attendance is deemed relevant to the topics discussed at the meeting.
- 4.6 Membership of the committee will be up to a maximum four (4) year term. Members may reapply via the EOI process for reappointment.
- 4.7 Expression of Interest will be advertised on a four (4) yearly basis. Council members will remain on the committee for their term of office.
- 4.8 A member of a committee holds office at the pleasure of the Council (section 41(5) of the Act).

## **5. Chairperson**

- 5.1 The presiding member of the Committee will be the Chairperson.
- 5.2 The Chairperson will be an Elected Member.
- 5.3 A Chairperson shall be nominated by the Committee Members at the first meeting after a new term of Council, at the end of a serving term of the current Chairperson, or when the position becomes vacant (by virtue of clause 4.4), by seeking nominations and a vote of Members.
- 5.4 The Chairperson will be required to be appointed by Council at the next meeting of Council following this meeting.
- 5.5 The role of the Chairperson includes:
  - 5.5.1 overseeing and facilitating the conduct of meetings in accordance with the *Local Government (Procedures at Meetings) Regulations 2013*;



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- 5.5.2 ensuring all Committee members have an opportunity to participate in discussions in an open and encouraging manner; and
  - 5.5.3 establishing and maintaining good communications with between the Committee, Administration and Council.
- 5.6 If the Chairperson is absent from a meeting of the Committee, another Member chosen from those present will preside at the meeting as the acting Chairperson.
- 5.7 The Chairperson shall serve a term of four (4) years in the role or until the end of their term as an Elected Member; at the conclusion of this time they will revert to being a member of the Committee.
- 5.8 The Chairperson at the end of their first four (4) year term is eligible for reappointment by the Council on recommendation by the Committee for a further four (4) year term.

## **6. Vacancies**

- 6.1 If for any reason by virtue of clause 4.4 of these Terms of Reference a vacancy occurs:
  - 6.1.1 within the first 12 months of Expression of Interests for the Committee being closed, a suitable but unsuccessful candidate may be approached to fill the vacancy; or
  - 6.1.2 longer than 12 months from the date of Expression of Interest closing then a new round seeking Expressions of Interest must be advertised to fill the vacancy.

## **7. Administration**

- 7.1 The Committee will be provided with administrative support by the person occupying or acting in the office of Chief Executive Officer of the Council (or their delegate).
- 7.2 The Committee shall act at all times in accordance with these Terms of Reference in the performance of its functions.
- 7.3 Minutes must be kept of the proceedings at every meeting of the Committee (in accordance with the *Local Government (Procedures at Meetings) Regulations 2013*. The minutes of the proceeding of a meeting will include:
  - 7.3.1 the names of the Members present at the meeting; and
  - 7.3.2 each motion carried at the meeting; and

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- 7.3.3 any disclosure of interest made by a Member, with an appropriate note in accordance with section 74 or 75 of the Act (as the case may be); and
  - 7.3.4 details of the making of an order under section 90(2) of the Act, in accordance with section 90(7) of the Act.
- 7.4 The minutes of the proceedings at a meeting of the Committee must be submitted for confirmation at the next meeting of the Council or, if that is omitted, at a subsequent meeting.

## **8. Register of Interest**

- 8.1 Pursuant to section 72 of the Act, Council resolves that all members of the committee must lodge a Primary and Ordinary Return.
- 8.2 A member of the committee, must within six (6) weeks after their appointment, submit to the Chief Executive Officer a primary return.
- 8.3 Each member of the committee must, on or within 60 days after 30 June each year, submit to the Chief Executive Officer an ordinary return.
- 8.4 The Chief Executive Officer will maintain a register of interests.

## **9. Meetings**

- 9.1 Insofar as the Act, these Terms of Reference, and any procedures adopted by the Council and applicable to the Committee do not specify a procedure to be observed in relation to the conduct of a meeting of the Committee, then the Committee may determine its own procedure.
- 9.2 The first meeting of the Committee after it has been established shall occur at a place and time determined by the Chief Executive Officer.
- 9.3 The Committee shall, at its first meeting after being established, determine the place, date and time meetings of the Committee will be held.
- 9.4 Notice of meetings of the Committee shall be provided to Members in accordance with section 87 of the Act and to the public in accordance with section 88 of the Act.
- 9.5 A quorum for a meeting of the Committee shall be one half of the total number of Members of the Committee in office (ignoring any fraction) plus one.
- 9.6 No business can be transacted at a meeting of the Committee unless a quorum is present.

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- 9.7 A question arising for decision at a meeting of the Committee will be decided by a majority of the votes cast by the Members present at the meeting and entitled to vote on the question.
- 9.8 Each Member who is present at a meeting of the Committee must, subject to a provision of the Act to the contrary, vote on a question arising for decision at that meeting.
- 9.9 The Chairperson has a deliberative vote on a question arising for decision at the meeting and, in the event of an equality of votes, does not have a casting vote.
- 9.10 For the purpose of sections 89 and 90(7a) of the Act, the Council determines that the Chairperson, or the Committee, may approve one or more Members (including, to avoid doubt, all Members) participating in a meeting of the Committee by telephone or other electronic means, by way of a telephone, computer or other electronic device used for communication.
- 9.11 The agenda and minutes of the Committee meetings, subject to any items that are discussed in confidence under section 90 of the Act and subsequently retained under section 91 of the Act, are also required to be made available to the public.
- 9.12 Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee, no later than three business days before the date of the meeting. Supporting papers shall be sent to Committee members (and to other attendees as appropriate) at the same time.
- 9.13 The Chief Executive Officer shall ensure that the proceedings and resolutions of all meetings of the Committee are minuted and that the minutes comply with the requirements of the *Local Government (Procedure at Meetings) Regulations 2013*.
- 9.14 Minutes of the Committee meetings shall be circulated within five days after a meeting to all members of the Committee and to members of the Council and will (as appropriate) be available to the public.

## **10. Reporting**

- 10.1 The Committee may make recommendations for Council consideration.
- 10.2 Any recommendations made by the Committee will be presented in the form of a report by a Council Officer supporting the Committee at the next Council meeting for decision.
- 10.3 A copy of the Committee minutes will be included in the agenda of the next ordinary Council meeting.

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- 10.4 Council Members on the Committee who have declared a conflict of interest are unable to vote on a matter at a Council meeting.

**11. Tenure**

- 11.1 The Committee will continue in existence until wound up by the Council or at the end of Council's Term.

**12. Subcommittees**

- 12.1 The Committee may establish subcommittees to assist it in any matter.
- 12.2 Subcommittees are required to comply with these Terms of Reference.

**13. Review**

- 13.1 The Committee shall review its Terms of Reference annually to ensure that it is operating at maximum effectiveness.
- 13.2 These Terms of Reference may be reviewed and amended by the Council at any time.

Version Controls		
Version	Version Date	Council adoption
v1	27 May 2025	C270525/_____

**Item No:** 15.8

**Subject:** REAPPOINTMENTS TO THE ALWYNDOR MANAGEMENT COMMITTEE

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## Summary

Professor Judy Searle and Professor Lorraine Sheppard have been members of the Alwyndor Management Committee (AMC) since June 2020 and consistent with the AMC Terms of Reference are eligible for another three-year term. Professor Searle and Professor Sheppard have indicated to the Chair, AMC, that they are willing to be reappointed.

Following the appropriate process to engage and seek necessary approvals, this report seeks Council approval for Professor Searle's and Professor Sheppard's reappointment to the AMC.

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## Recommendation

**That Council:**

- 1. reappoints Professor Judy Searle to the Alwyndor Management Committee for a term of three years to expire on 1 June 2028.**
  - 2. reappoints Professor Lorraine Sheppard to the Alwyndor Management Committee for a term of three years to expire on 1 June 2028.**
- 

## Background

The Alwyndor Management Committee (AMC) is partially re-appointed annually on a 'rolling basis'. New appointments can involve either new members and/or the re-appointment of existing members consistent with the Terms of Reference.

Both Professor Judy Searle and Professor Lorraine Sheppard have been members of the AMC since 2020 and are eligible for another three-year term noting under the Terms of Reference AMC members are eligible for a maximum of three x three-year terms.

## Report

The process for reappointment to the Alwyndor Management Committee is guided by the Terms of Reference as follows:

### **8 Membership**

- 8.1.3** *On expiry of their term, members of the AMC may seek reappointment. The CEO, the Chairperson and one of the appointed Elected Members will consult and make a recommendation to Council who will decide on the reappointment.*

**8.1.4** *An AMC member may only serve a maximum of three consecutive terms.*

Consistent with this process the Chief Executive Officer, Pamela Jackson, Chair, Kim Cheater and Councillor Robert Snewin (Council nominated Elected Member on AMC) have been engaged and have supported both Professor Searle's and Professor Sheppard's reappointments.

At the time of their appointments our recruitment focus was on Clinical Risk and Governance, Aged/Community Care Services experience following assessment of needs consistent with the AMC Skills Matrix. Both Professor Searle and Professor Sheppard have successfully fulfilled these requirements at a level of acumen that has proven highly beneficial to Alwyndor and AMC.

Both Professor Searle and Professor Sheppard are very active members working well with other members and provide valuable critical and timely insights and constructive feedback.

## **Budget**

Honorarium payments are made to Independent Committee members and are included in Alwyndor's annual operating budget.

## **Life Cycle Costs**

Not applicable

## **Strategic Plan**

Statutory compliance

## **Council Policy**

Alwyndor Management Committee Terms of Reference

## **Statutory Provisions**

*Local Government Act 999, section 41*

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**Written By:** General Manager, Alwyndor

**General Manager:** Ms B Davidson-Park

**Item No:** 15.9

**Subject:** EXECUTIVE COMMITTEE TERMS OF REFERENCE

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## Summary

The Executive Committee is a committee established under section 41 of the *Local Government Act 1999* and is charged with the responsibility for undertaking the annual performance appraisal of the Chief Executive Officer.

At its meeting on 20 May 2025, the Executive Committee considered revisions to its Terms of Reference.

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## Recommendation

**That Council adopts the Executive Committee Terms of Reference as provided in Attachment 1.**

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## Background

Council established an Executive Committee pursuant to Section 41 of the *Local Government Act 1999* with responsibility for undertaking the annual performance appraisal of the Chief Executive Officer to:

- recommend to Council the form and process of the Chief Executive Officer's annual performance appraisal;
- undertake the annual performance appraisal; and
- provide a report and to make recommendations to Council on any matters arising from the annual performance appraisal.

The Executive Committee's authority extends to making recommendations to Council and does not have any authority to make decisions in relation to the Chief Executive Officer's employment arrangements.

In 2022, changes were made to the *Local Government Act 1999* requiring that Council must obtain and consider the advice of a qualified independent person for the purposes of the Chief Executive Officer's annual performance review. To satisfy these changes, Council appointed an Independent Advisor to the Executive Committee.

## Report

Following changes to the Local Government Act in 2021, a comprehensive review of the Terms of Reference was undertaken in 2022.

At its meeting on 20 May 2025, the Executive Committee considered revisions to the Committee's Terms of Reference. Minor changes are recommended at this time to reflect new or changed scenarios.

A summary of the changes are outlined below with the proposed Terms of Reference attached to this report.

*Refer Attachment 1*

### ***Appointment of Qualified Independent Advisor***

The CEO's Employment contract (clause 17.6) states that the independent consultant will be agreed by both parties at least six months prior to the end of each financial year term.

The method of appointment of the independent advisor would include an expression of interest process, with applications to be assessed against a determined set of criteria. The Executive Committee would undertake this process, making an appointment recommendation to Council.

Further, it is proposed that a maximum term of six years (three x two-year terms) is introduced to ensure independence from Council.

### ***Meetings***

The Mayor, or the presiding member in the absence of the Mayor, must be included in the determination of a quorum.

The ability for Members to attend the meetings electronically has been formally included.

### **Budget**

There are no budget implications associated with this report.

### **Life Cycle Costs**

Not applicable

### **Strategic Plan**

Statutory compliance

### **Council Policy**

Not applicable

### **Statutory Provisions**

*Local Government Act 1999, sections 41 and 102A*

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**Written By:** Executive Assistant to the General Manager Strategy and Corporate

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1

## Executive Committee Terms of Reference

### 1. Establishment

- 1.1 The Executive Committee is a committee established under section 41 of the *Local Government Act 1999*.
- 1.2 The objective of the Executive Committee is to undertake the annual performance appraisal of the Chief Executive Officer.

### 2. Membership

- 2.1 Membership of the Executive Committee comprises:
  - a. The Mayor;
  - b. The Deputy Mayor; and
  - c. Four other Elected Members being one from each Council ward, appointed by Council.
- 2.2 Members of the Executive Committee are appointed by Council. Elected Members are appointed for the term of Council or as otherwise determined by Council.
- 2.3 The Mayor, or in his/her absence, the Deputy Mayor is the Chairperson of the Executive Committee.

### 3. Appointment of Qualified Independent Advisor

- 3.1 **By agreement with the Chief Executive Officer**, the Executive Committee must appoint a Qualified Independent Person to provide independent advice regarding the Chief Executive Officer's performance review. The Qualified Independent Person must have recent and relevant human resource management, business, industrial relations, psychology, or law qualifications and must not be an employee of the City of Holdfast Bay as required under section 102A of the *Local Government Act 1999*. ~~The Qualified Independent Person is appointed for a term not exceeding the term of Council. On expiry of their term, the Qualified Independent Person may be re-appointed by Council.~~ **The Qualified Independent Person is appointed for a term not exceeding two years. On expiry of their term, the Qualified Independent Person may be re-appointed by Council for up to two additional two-year terms, unless otherwise approved by Council.**

**The method of appointment of the Qualified Independent Person will be as follows:**

- 3.2 **Council will advertise the vacancy in line with regular policy and procedure.**

3.3 A selection panel will be convened comprising: the Mayor; one Elected Member appointed to the Committee; the Chief Executive Officer; and General Manager Strategy and Corporate.

3.3 The selection panel will make a recommendation to Council as to the appointment of the Qualified Independent Person for consideration and appointment by the Council.

#### 4. Meetings

4.1 Meetings are conducted in accordance with Part 3 of the Local Government (Procedures at Meetings) Regulations 2000.

4.2 Minutes of the Executive Committee meetings will be presented to Council as soon as practicable.

4.3 Meetings will be open to the public unless section 90(3) of the *Local Government Act 1999* applies.

4.4 A quorum comprises four members and no business can be transacted unless a quorum is present. The Mayor, or the presiding member, must be included in a quorum.

4.5 Members shall be provided not less than three clear days' notice in writing of the time and place of an ordinary meeting of the Executive Committee; and four hours' notice of the time and place of a special meeting.

4.6 If necessary, members may participate in the meeting via telephone or other electronic means, provided that members of the public can hear the discussion between all members.

#### 5. Role of the Committee

5.1 The functions of the Executive Committee are:

- a. To recommend to Council the form and process of the Chief Executive Officer's annual performance appraisal;
- b. To undertake the annual performance appraisal;
- c. To provide a report and to make recommendations to Council on any matters arising from the annual performance appraisal.

5.2 The Executive Committee's authority extends to making recommendations to Council and does not have any authority to make decisions in relation to the Chief Executive Officer's employment arrangements.

**Item No:** 15.10

**Subject:** REQUEST FOR REDUCTION OF HOARDING FEES

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## Summary

This report seeks a decision from Council following receipt of a request to grant dispensation from adopted fees and charges attributable to the hoarding associated with the redevelopment of the Ensenada site at 13-15 Colley Terrace, Glenelg. This report details how the fee for the hoarding along Colley Terrace was calculated by Administration, and assesses the developer's counterproposal for a substantially lower fee. On the balance of evidence, this report recommends that Council does not accede to the request for financial dispensation from the adopted Fees and Charges schedule and not deviate from pertinent policies on this occasion.

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## Recommendation

**That Council not accede to the request made by Mr Andrew Taplin in communication dated 7 May 2025 for a reduction in the payment of permit fees (hoarding and parking occupation) associated with the multi-storey apartment development occurring at 13-15 Colley Terrace, Glenelg, and resolve to uphold the standard calculated fee (approximately \$440,047.27 based on an 80-week duration) on the basis that:**

- 1. The standard calculated fee is correctly derived from the approved Traffic Management Plan (TMP) and permit requirements for the Colley Terrace location, applying the rates stipulated in Council's current, adopted Fees and Charges Schedule.**
- 2. The developer's proposed payment of \$94,500 is based on incorrect premises and is unacceptable for the following reasons:**
  - The proposed sum represents an approximate 67% reduction from an initial fee estimate of \$286,844.55. This original calculation itself stemmed from very early conversations and lacked any actual investigation by the developer into the project's feasibility, practicality, and its impacts on surrounding traffic and parking.
  - The application of this 67% discount is allegedly based on historical precedents (Avista/George), which are not automatically applicable to the current project under current Council policies. Council policy mandates specific justification and formal approval for any deviation from standard fees, a requirement that has not been met in this instance.
- 3. The developer's proposal cannot be deemed to provide sufficient additional community benefit beyond the standard expectations of the development itself that would warrant a substantial deviation (approx. 79% reduction) from the adopted Fees and Charges schedule.**

4. **The relocation of the bus stop, while a consequence of the site move to Colley Terrace, is an operational adjustment primarily required to facilitate the approved development setup. The associated disruption negatively impacts existing public transport users, and the cost (\$45,000, absorbed by the developer) represents a cost of undertaking the development in the approved location, not grounds for a permit fee discount.**
  5. **Council considers the standard fee calculation (\$440,047.27) already represents an effective accommodation, as associated costs borne by Council to facilitate both the hoarding and the bus stop relocation (e.g., potential removal of loading zones, specific parking adjustments beyond the 4 charged spaces to accommodate the new bus zone on Colley Terrace and hoarding on Durham Street) have not been separately calculated and added to the developer's permit fees.**
  6. **Upholding the standard fee ensures equitable application of Council's adopted Fees and Charges schedule and aligns with principles of cost recovery for the occupation of public land.**
- 

## Background

The State Planning Commission granted Planning Consent to the Taplin Group on 12 July 2023 for the construction of a 12 storey residential apartments building at 13-15 Colley Terrace, Glenelg.

In February 2024, Schiavello Construction on behalf of the Taplin Group approached Council Administration seeking to discuss site setup and hoarding arrangements along Colley Terrace to facilitate the development. Based on the conversations on site, a preliminary calculation for a site setup revealed fees of approximately \$286,844.55 over an 80-week construction period, based on the loss of 6 parking bays and occupation of 206.4 m<sup>2</sup> of public land.

On the 11 February 2025, a second meeting with Schiavello Construction took place to consider the substantial occupation of Durham Street as an alternative hoarding location, which involved traffic control and parking removal to accommodate delivery and main site entry for construction vehicles. As part of the proposal, a similar footprint to the current approved footprint on Colley Terrace was proposed, the main difference being the construction of an overhead gantry to accommodate pedestrian access.

Whilst no formal fee quote was provided to Schiavello Construction for the Durham Street hoarding option, an indicative fee of \$600,000 for a 12-month duration was mentioned. This option was unviable due to a number of factors, including the number of parking spaces required to be removed, the impending Transforming Jetty Road project, and Council's proposed adjustments to traffic flow on Durham Street. As a result, the proposal was revised to relocate the primary access to the construction site to Colley Terrace, thereby avoiding any road occupation or parking removal on Durham Street, and generally minimising the removal of parking spaces and the hoarding fees accordingly. In this regard, Administration issued a hoarding permit with a calculated fee of \$440,047.27 for the period of construction.

Mr Taplin has now made a formal request, provided as Attachment 1 to this report, to have these fees reduced for reasons outlined in the discussion to follow. It should be noted that a similar dispensation from the payment of hoarding fees was also granted by Council at its meeting held on 12 October 2021 (C121021/2517) to the Taplin Group's hotel and retail development located on the corner of Jetty Road and Colley Terrace, Glenelg, and by resolution on 25 January 2022 (C250122/2532) to the Karidis Corporation for its construction of the Avista Retirement Apartments occurring immediately opposite the Andrew Taplin development site on Durham Street.

Mr Taplin's submission includes GST in his calculation. For the purpose of this report, we will exclude GST, as this is how it will be invoiced.

*Refer Attachment 1*

## Report

The calculation of the hoarding fees for the redevelopment of the Ensenada site is based on the Council's adopted Fees and Charges schedule, and administered through its Hoarding, Scaffolding or Other Equipment and Damage Policy. The fee calculation is a reflection on both the physical area required to accommodate the hoarding but also the inconvenience caused to the community by the loss of on-street car parking spaces. In this regard, whilst the calculations may appear high to the proponent, they are based on a published rate that has regard to locational circumstances, as explained in more detail in the following sections of the report.

The approved permit application and associated Traffic Management Plan (TMP) for the required Colley Terrace construction setup necessitate the occupation of public land for an 80-week (560-day) period as follows:

- Occupation/removal of 4 parking spaces.
- Occupation of a 600m<sup>2</sup> hoarding footprint (enclosing footpath, road space, bike lane, existing bus zone and worksite area).

Applying Council's adopted Fees and Charges Schedule 2024-25:

- Parking occupation: \$54.55 per space, per day
- Hoarding/Works area occupation: \$0.95 per m<sup>2</sup>, per day
- One-off application and Traffic Management Assessment Fees: \$192.73 (\$60.91 + \$131.82)

This results in a Total Standard Calculated Fee of \$440,047.27.

- Calculation: (4 spaces \* \$54.55/day \* 560 days) + (600 m<sup>2</sup> \* \$0.95/day \* 560 days) + \$192.73 = \$440,047.27.

The standard calculated fee for the approved Colley Terrace setup (\$440,047.27) is significantly higher than the initial fee estimate for the original concept (\$286,844.55).

- **Primary Reason:** The primary reason for the higher fee compared to the initial fee estimate (\$286,844.55) is the significantly larger chargeable footprint (600m<sup>2</sup> vs 206.4m<sup>2</sup>) required by the developer for the current Colley Terrace hoarding layout.

This larger footprint reflects the necessary area identified in the approved Hoarding Application and Traffic Management Plan (TMP) to accommodate the construction methodology, site amenities, and loading requirements in the Colley Terrace location.

- **Context of Initial Calculation:** It is also crucial to note that the original proposal, which led to the initial \$286,844.55 estimate, was conservative at best and did not accurately reflect the actual area to be occupied. This was because the fee estimation was based on preliminary plans and conversations, lacking actual developer investigations into feasibility, practicality, and the impacts on surrounding traffic and parking.

While the Council's restriction of hoarding to the footpath on Durham Street may affect the setup, this impact is minimal and is greatly outweighed by the potential disruption to surrounding residents if road occupation were approved.

Incidentally, the original fee estimation also reflected this approach. The current, higher fee reflects the actual requirements of the approved setup in the mandated Colley Terrace location based on the developer's submitted plans.

- **Impact of Area Difference:** This significantly larger chargeable footprint (600 m<sup>2</sup>), charged daily over the 80-week period at the standard adopted rate (\$0.95/m<sup>2</sup>/day), is the main factor driving the higher cost (\$317,672.73 for hoarding alone) compared to the area-related charges derived from the initial quote (\$105,076.36) total for 206.4 m<sup>2</sup>). This increase substantially outweighs the cost reduction resulting from requiring fewer parking spaces (4 vs 6) in the Colley Terrace setup, which from a practical perspective would be out of commission from the general public.

The developer has proposed paying \$94,500 representing the initial Durham Street calculation less a 67% discount. This proposal is recommended for rejection based on the following assessment:

- **Incorrect Fee Basis and Inapplicable Discount:** The developer's proposal to pay \$94,500 is based on the calculation for the unapproved initial fee estimation and applies a historical discount considered inapplicable to this project under current policies. The applicable fee must be derived from the approved permit and TMP for the actual Colley Terrace location using the currently adopted Fees and Charges schedule.
- **Lack of Community Benefit Justification:** The proposal does not present evidence of additional community benefits generated by the project beyond those typically expected from standard development activities (such as increased rate revenue) that would warrant a substantial deviation (approx. 79% reduction) from Council's adopted Fees and Charges framework.
- **Bus Stop Relocation Context:** While the relocation of the bus stop was necessitated by the move to Colley Terrace, it primarily facilitates the development's operational requirements in the approved location. Council acknowledges the developer is absorbing the direct \$45,000 relocation cost; however, the associated disruption negatively impacts existing public transport users. This necessary adjustment to



accommodate the development does not constitute grounds for a reduction in standard permit fees.

- **Implicit Cost Accommodation by Council:** Furthermore, Council considers the standard \$440,047.27 fee calculation already accommodates the development implicitly. Costs incurred by Council related to necessary adjustments to public infrastructure to facilitate the relocated bus stop (e.g., potential removal of loading zones, specific parking configuration changes (removal) beyond the four charged spaces) have not been separately itemised and added to the developer's permit fees.
- **Non-Applicability of Historical Discounts:** The claim for a 67% discount citing alleged precedents (Avista/George projects) is not supported. Council policy requires that any deviation from standard fees occurs only under exceptional circumstances, justified against current criteria and formally approved by Council, not based on historical precedent from unrelated projects potentially subject to different policies or agreements at that time.

In the absence of evidence presented by the proponent to suggest that there is a strategic or actual benefit to the community by Council granting dispensation from the calculated hoarding fees, there are no compelling grounds to accede to the request for a reduction in fees. Indeed, having regard to the degree of inconvenience over a considerable period of time to users of Colley Terrace in particular, the payment of the calculated fees represents a fair contribution to ensuring that the community is adequately compensated for the exclusive use of public land to facilitate a private development.

## Budget

Upholding the standard fee ensures the receipt of approximately \$440,047.27 in budgeted revenue over the permit duration, reflecting the adopted Fees and Charges. Accepting the developer's proposal would result in a revenue shortfall of approximately \$345,547.27 against the standard applicable fees.

## Life Cycle Costs

There are no life cycle costs associated with this decision

## Strategic Plan

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

## Council Policy

Hoarding, Scaffolding or Other Equipment and Damage Policy

## Statutory Provisions

*Local Government Act 1999*

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**Written By:** Development Engineer

**A/General Manager:** Assets and Delivery, Mr B Blyth

# Attachment 1

**From:** [Andrew Taplin](#)  
**To:** [Bao Vo](#)  
**Subject:** 13-15 Colley Terrace  
**Date:** Wednesday, 7 May 2025 12:28:27 PM  
**Attachments:** [image055981.jpg](#)

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**Caution:** This Email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender or know the content is safe.

Dear Bao

Thank you for making time to meet with us recently on site.

As you are aware demolition has commenced at the above site and construction is due to start immediately once demolition is complete.

An application was made to Council for an area on Durham Street for site amenities/loading and this area was priced up at the amount of \$315,000 on 20 February-25 based to the Council's current rates.

Unfortunately, Council then advised that Durham Street was being turned into two way traffic and it would not be possible to utilise this space and the set up would have to be moved to Colley Tce. Whilst we are fully committed to working with Council, the alternative area on Colley Tce is not as convenient or practical, but we are prepared to absorb the additional management and operational costs. It also should be noted that the bus stop needs to be relocated at a cost of \$45,000 which we will also need to absorb to accommodate Council's wishes.

The area on Colley Tce in m<sup>2</sup> only needs to be the size of the Durham Street zone which was previously quoted at \$315,000 but due to the width of the footpath on Colley Tce and other factors the costs worked out on a meterage basis, will be more .

We also feel that the quoted cost is excessive particularly in view of the fact that for the Avista Apartments and The George Hotel project, Council discounted the fee by 67% (being 33% of the originally quoted amount).

Moving the facility to Colley Tce would:

- Achieve Councils wish not to restrict Durham Street for proposed streetscape works.
- Reduce disruption to retirement village and residential properties in Durham Street.
- Maintain convenience and traffic flow to the newly constructed Avista Apartments and The George Hotel project.
- Eliminate restrictions for pedestrians down Durham Street and the need for

heavy vehicles on the Durham Street/Jetty Road intersection.

This project will see 77 high quality apartments being delivered to Glenelg, increasing Council rates and revenue for the City.

Our proposal would be

- To pay the quoted Durham Street amount of \$315,000 less previously agreed discount of 67%, making a total payment of \$103,950.
- Such payment would be made in one lump sum on the 1<sup>st</sup> July 2025.

We wish to thank Council for their ongoing support and services and look forward to a positive outcome to this proposal.

Kind regards

**Andrew Taplin** Director

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