



Jetty Road Mainstreet Committee

AGENDA

NOTICE OF MEETING

Notice is hereby given that a meeting of the Jetty Road Mainstreet Committee will be held by

Electronic Means in a Virtual Meeting Room

The meeting will be live streamed via a link on our website: <https://www.holdfast.sa.gov.au/JRMC>

Wednesday 2 February at 6.00pm

Pamela Jackson
A/CHIEF EXECUTIVE OFFICER

Jetty Road Mainstreet Committee Agenda

1. OPENING

The Chairman, Con Maios will declare the meeting open at 6:00 pm.

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

3.2 Absent

4. DECLARATION OF INTEREST

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

5. CONFIRMATION OF MINUTES

Motion

That the minutes of the Jetty Road Mainstreet Committee held on 1 December be taken as read and confirmed.

6. QUESTIONS BY MEMBERS

6.1 Without Notice

6.2 With Notice - Nil

7. MOTIONS ON NOTICE - Nil

8. PRESENTATIONS

8.1 Budget Update

Mr Cadel Blunt, Management Accountant. City of Holdfast Bay will provide an update on the JRMC Budget and new reports.

9. REPORTS/ITEMS OF BUSINESS

- | | | |
|-----|--------------------------|--------------------|
| 9.1 | Monthly Finance Report | (Report No: 21/22) |
| 9.2 | Jetty Road Events Update | (Report No: 19/22) |
| 9.3 | Marketing Update | (Report No: 20/22) |

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

11. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 2 March 2022 in the Parlour Meeting Room, Glenelg Town Hall, Glenelg.

12. CLOSURE



PAMELA JACKSON
A/CHIEF EXECUTIVE OFFICER

Item No: 9.1

Subject: **MONTHLY FINANCE REPORT**

Date: 2 February 2022

Written By: Jetty Road Development Coordinator

General Manager: Community and Business Services, Ms M Lock

SUMMARY

The Jetty Road Mainstreet Committee December 2021 variance report is presented for information of the members of the Jetty Road Mainstreet Committee.

RECOMMENDATION

That the Jetty Road Mainstreet Committee note this report.

COMMUNITY PLAN

Economy: Supporting and growing local business
Economy: Making it easier to do business

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Jetty Road Mainstreet Committee (JRMCC) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. An annual budget is endorsed by Council each year. Expenditure is monitored against budget each month to ensure that all expenditure and income is within approved parameters.

REPORT

The 2021/22 Jetty Road Mainstreet budget is on track.

BUDGET

Not applicable

LIFE CYCLE COSTS

There are no lifecycle costs associated with this report.

INCOME & EXPENDITURE STATEMENT 31 December 2021

	Annual Budget	YTD Budget	YTD Actuals	Variance	2019/20 Actuals	2020/21 Actuals
Revenue						
General Rates Raised	598,480	598,480	598,469	(11)	578,076	584,449
Gift Card Income	-	-	2,935	2,935	-	2,690
Other Income	20,000	8,000	5,549	(2,451)	4,064	19,464
	618,480	606,480	606,953	473	582,140	606,603
Expenses						
Employee Costs	206,153	102,823	107,368	(4,545)	126,282	207,435
Sponsorships	26,500	16,601	3,500	13,101	5,764	-
Event Management	39,500	24,500	1,336	23,164	31,236	23,585
Retail Strategy Implementation	10,000	9,624	-	9,624	25,633	480
Christmas Decorations	10,000	10,000	10,000	-	20,417	-
Food & Drink	3,500	1,700	149	1,551	4,050	456
Directory Board	2,500	-	-	-	-	-
Donations	2,500	-	-	-	-	-
Lighting	18,850	18,850	19,251	(401)	-	41,618
COVID-19 Related Expenditure	20,000	5,000	5,355	(355)	-	-
Gift Card Expenditure	5,000	2,000	6,322	(4,322)	4,195	12,045
Other Expenditure	-	-	6,933	(6,933)	454	629
Unallocated credit card expenditure	-	-	-	-	-	-
Marketing (see project descriptions overleaf)					142,079	206,578
Social Media Management	36,000	18,000	18,000	-		
Signage	24,079	13,000	11,157	1,843		
Public Relations	37,740	10,000	6,735	3,265		
Publications	60,000	40,000	37,790	2,210		
Advertising	15,600	4,000	412	3,588		
Promotions	43,750	5,000	4,404	596		
Marketing Contingency	31,380	5,782	4,079	1,703		
Events and Activations					-	-
Pro Hustle Basketball	15,000					
Side Street Activation Grant	15,000					
Co-funded Events						
Winter Activation	40,000	20,000	20,532	(532)	66,389	43,268
Tour Down Under Street Party		-	-	-	42,527	-
Spring Street Party	30,000	30,000	20,580	9,420	30,931	-
Seafood Festival	50,000	-	-	-	-	-
March Activation	40,000	-	-	-	-	-
Christmas Pageant					20,000	-
Gin Festival					23,209	-
	783,052	336,880	283,903	52,977	543,166	536,094
Net Profit/(Loss)*	(164,572)	269,600	323,050	53,450	38,974	70,509

*Annual Budget includes carry forward amount from 2020/21 of \$164,572

INCOME & EXPENDITURE STATEMENT 31 December 2021

Expenses	Project inclusion	Annual Budget	YTD Budget	YTD Actuals	Variance
Marketing					
Social Media Management	Social Media Management	36,000	18,000	18,000	-
Signage	Tram Wrap	24,079	13,000	11,157	1,843
Public Relations	SA Style Mag, CityMag, Blogs and Consumer News, be Local Campaign, photoshoot, influencers, Winter Warmers Digital	37,740	10,000	6,735	3,265
Publications	JR LOCAL Magazine	60,000	40,000	37,790	2,210
Advertising	Social Media advertsing, Website, Google Adwords, YouTube advertising	15,600	4,000	412	3,588
Promotions	Shopping campaigns	43,750	5,000	4,404	596
Marketing Contingency	Marketing contingency	31,380	5,782	4,079	1,703
		248,549	95,782	82,577	13,205

*Annual Budget includes carry forward amount from 2020/21 of \$164,572

Item No: 9.2

Subject: **JETTY ROAD EVENTS UPDATE**

Date: 2 February 2022

Written By: Jetty Road Development Coordinator

General Manager: Community and Business Services, Ms M Lock

SUMMARY

JRMC in partnership with the City of Holdfast Bay are responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan. This report provides an overview of upcoming events.

RECOMMENDATION

That the Jetty Road Mainstreet Committee note this report.

COMMUNITY PLAN

Economy: Supporting and growing local business
Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The JRMC in partnership with the City of Holdfast Bay are responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan.

REPORT

Christmas at the Bay and Battle of the Bands (Co-funded event)

Christmas at the Bay and The Local Battle of the Bands was held on Saturday 27 and Sunday 28 November 2021, both were supported by JRMC. Christmas at the Bay was held instead of the annual Christmas Pageant. Both events drew substantial audiences and Spendmapp data

shows that total local spend in Glenelg was up 15% on the previous weekend, with a higher proportion of spend coming from visitors to the City of Holdfast Bay area. Similar increases were observed when comparing spend on the same weekends in both 2020 and 2019. The events coincided with the annual Black Friday / Cyber Monday sales event.

New Year's Eve

Due to COVID-19 limitations on major events, no organised public event (including fireworks) was held for New Year's Eve 2021. The City of Holdfast Bay supported South Australian Police (SAPOL) operations in the area, including closure of Jetty Road to traffic from 2pm on 31 December. No major incidents were reported.

Glenelg Sunset Markets (Sponsored Event)

The 2021/22 Glenelg Sunset Markets is a series of five (5) markets held from November 2021 – March 2022. Two events have been held so far being 28 November 2021 in Colley Reserve and 12 December on the foreshore. Both events were well attended.

Recent research undertaken by McGregor Tan to track attitudes and perceptions since 2019 in visitation, events and retail, and to identify future opportunities for the City of Holdfast Bay highlighted the Sunset Markets are likely to be the most popular event this summer with 45% of respondents to the research saying they are somewhat or very likely to attend.

Due to COVID-19 the market scheduled for 30 January 2022 has been postponed to Sunday 6 March; the 20 February and 20 March markets are expected to proceed as planned.

Chapel Plaza Activation – Tunes on Chapel

Tunes on Chapel will be held 4 Sundays over February and March 2022 (20 & 27 February and 6 & 13 March) from 2-5pm in Chapel Plaza. The activations will partner with Sound Caravan and activate the new developed Chapel Plaza through the Fringe. Sound Caravan are experienced event organisers and stalls will be considered to support each event.

Tunes on Chapel will encourage people to move throughout the precinct. 2 events (20 February and 6 March) will complement the Sunset Markets.

Music will be provided through a mix of DJs, acoustic and roving artists. A further update will be provided once all artists have been confirmed.

Australia Day

At the time of writing this report, the Australia Day citizenship and awards ceremonies were in the final planning stages. Due to expected inclement weather, the event was moved from Jimmy Melrose Park to the Stamford Grand Ballroom. A virtual attendance option was planned to enable participation by those unable to attend in person due to COVID restrictions.

The following events were endorsed by Council on 25 January 2022, subject to approval from SA Health and compliance with prevailing COVID-19 restrictions:

Pro Hustle 3x3 Basketball (Co-funded event: \$15,000 JPMC, \$15,000 City of Holdfast Bay, \$15,000 being sought from the South Australian Tourism Commission = total event cost \$45,000)

Date: April 2022 date TBA

Expected attendance: 10,000

3x3 Basketball is a three a side basketball format played with a single backboard in a half-court set up. Long played in streets and gyms across the world, 3x3 basketball debuted as an Olympic sport at the 2020 Tokyo games and claims to be the largest urban team sport in the world. In Australia, NBL 3x3 hustle is delivered via a partnership between Basketball Australia and the National Basketball League (NBL). A series of elite tournaments called Pro Hustles are hosted in iconic locations around the country each year.

Tournaments are fast-paced, with Men's and Women's teams playing 10 minute games in 15 minute timeslots incorporating DJs and additional entertainment. Pro Hustle Basketball is growing in popularity and is an opportunity to fill a gap in sporting-focused events left by the City-Bay and the Tour Down Under not proceeding in 2021/2022.

The \$45,000 event cost will cover a professional status single day tournament as well as live streaming, entertainment, prize money and marketing. Should the funding request from SATC be unsuccessful, a smaller-scaled event could still be held for \$30,000.

Due to the current COVID-19 directions in South Australia, conversations have been held with the South Australian Tourism Commission and NBL regarding staging this event in April rather than February as initially proposed. The details of the event will be refined in response to prevailing COVID conditions, with consultation and subject to SA Health approval.

March Activation / Equinox Festival (Co-funded event: \$100,000 COHB, \$40,000 JRMCM – total event cost \$140,000)

Dates: 18-20 March 2022

Expected attendance: 80,000

The weekend of the three beach concerts (Castaway, By the C and Summersalt) creates an opportunity to position Glenelg as SA's must-visit hub of dining, music, fashion and entertainment for an entire weekend. A relaxed, beachside destination can be presented as an attractive alternative to the CBD-oriented Adelaide Festival and Fringe, which by this time will be coming to a close. The expansion of retail and hospitality footprints onto Jetty Road also provides an economic recovery opportunity for businesses who were required to operate under strict capacity restrictions during the peak Christmas period.

The Glenelg Equinox festival adapts and extends the popular street party format, with Jetty Road west of Partridge Street and selected side streets being closed from early afternoon Friday 18 March until late evening of Saturday 20 March (total road closure duration around 60 hours). This will enable operators to pop up on Jetty Road for an extended period, increasing the capacity for return on their investment.

The schedule of activations would be broadly as follows:

- Friday 18 March, 4pm – 10pm: relaxed evening vibes with open air bars and dining complemented by roving entertainment.
- Saturday 19 March, 12pm – 11pm: an activation developed in partnership with the organisers of the Adelaide Beer and BBQ festival, centered on Chapel Plaza and including craft brewery stalls, BBQ and live music.

- Saturday 20 March, 12pm – 10pm: family focused entertainment and activities including fashion parades and retail pop ups similar in design and format to the Glenelg Ice Cream festival held successfully in October 2021.

The Events team will work closely with the Jetty Road Development team and local businesses to develop pop ups and activations that will stimulate economic activity in the precinct and promote vibrancy.

The details of the event will be refined in response to prevailing COVID conditions, with consultation and subject to SA Health approval.

Seafood Festival (Co-funded event: \$50,000 COHB, \$50,000 JRMC – Total event cost \$100,000)

Date: May 2022 date TBA

Expected attendance: 30,000

A curated specialty food and beverage festival that bring together fresh, high quality produce with artisanal makers and creative chefs. The one-day event will combine the signature elements of a Jetty Road, Glenelg street party with activations on the foreshore, incorporating marquees and fire pits to make this an all-weather event suitable for the autumnal season.

The details of the event will be refined in response to prevailing COVID conditions, with consultation and subject to SA Health approval.

Summer Events in and around the precinct 2021/22

- Glenelg Sunset Markets – scheduled to be held on 20 February and 6 & 13 March 2022.
- Car shows, Wigley Reserve (various) – 6 & 27 February 2022, plus additional dates TBA
- Mix 102.3 Giant Wheel until 8 May 2022.
- Foreshore Fridays – live music every second Friday 6-7:30pm from November-March.
- Carl Cox and Eric Powell's Mobile Disco – NEW DATE Sunday 17 April 2022 (Easter Sunday) on Jimmy Melrose Park. 3000 people expected.
- Australia Day – 26 January 2022 Stamford Grand
- Castaway featuring PNAU – 18 March 2022 on Glenelg Beach
- By the C featuring Jimmy Barnes – 19 March 2022 on Glenelg Beach
- SummerSalt featuring the Teskey Brothers – 20 March 2022 on Glenelg Beach.
- Boheme on the Beach – 26 March 2022, Opera to be held on the beach including the Australian Symphony Orchestra.

The above schedule is subject to change dependent on COVID conditions subject to change.

BUDGET

The 2021/22 budget provides sufficient funds to deliver the above mentioned events.

LIFE CYCLE COSTS

Not applicable

Item No: 9.3

Subject: **MARKETING UPDATE**

Date: 2 February 2022

Written By: Jetty Road Development Coordinator

General Manager: Community and Business Services, Ms M Lock

SUMMARY

The report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee 2021 Marketing Plan and initiatives aligned to the delivery of the Jetty Road Glenelg Retail Strategy 2018-2022.

RECOMMENDATION

That the Jetty Road Mainstreet Committee note this report.

COMMUNITY PLAN

Economy: Supporting and growing local business
Economy: Boosting our visitor economy

BACKGROUND

The Jetty Road Development Coordinator is responsible for implementing initiatives on behalf of the Jetty Road Mainstreet Committee in alignment with the 2020/21 Marketing Plan.

REPORT

Spend & Spin

Spend & Spin was a joint initiative between the City of Holdfast Bay Tourism department and Jetty Road Mainstreet. The promotion ran from 25 October – 24 December 2021. To qualify, people were required to spend \$25 at four different City of Holdfast Bay businesses and keep their receipts to get a free gondola ride of the Mix 102.3 Giant Wheel. The campaign was promoted through Jetty Road and City of Holdfast Bay Social Media, collateral in businesses throughout the City, City of Holdfast Bay and Jetty Road websites, consumer newsletters and collateral in Council facilities including libraries and Civic Centre.

Spend & Spin delivered the following results:

- 45 gondola rides redeemed
- \$12,452 spend with >90% of transactions within the Jetty Road, Glenelg precinct
- Total Cost - \$1250, \$625 each

Consumer News

The December Jetty Road consumer newsletter was sent on 16 December to 6,762 subscribers, an increase of 155 subscribers (2.5%) since the November edition. The December

newsletter featured a Guide to Christmas Shopping, Glenelg Beach Concert Series 2022 and a 'What's On' segment.

This Electronic Direct Mail (EDM) had a 32% open rate with 2,136 opens and 783 total clicks. An additional consumer newsletter was sent on the evening of December 25. This newsletter wished subscribers a Merry Christmas & Happy New Year. The newsletter focused on attracting people to the precinct on Boxing Day and holiday period with a focus on open air shopping and Glenelg's points of difference (not a big-box shopping centre).

This EDM had a 30% open rate 1,980 opens and 357 total clicks.

The industry average open rate for precinct Mailchimp campaigns is 17.38% therefore both these campaigns exceeded the industry benchmark.

Shopping Campaigns - Radio Advertising

Aligned with the Jetty Road Marketing Plan, radio advertising has been confirmed with SAFM for the Shopping Campaigns. The campaign has featured mix of live reads and commercials.

SAFM was chosen as their listeners align with the Jetty Road key target market. 85% of SAFM listeners prefer to shop locally with 265,000 listeners tuning in weekly. Adelaide females aged between 24 and 54 make up 55% of listeners.

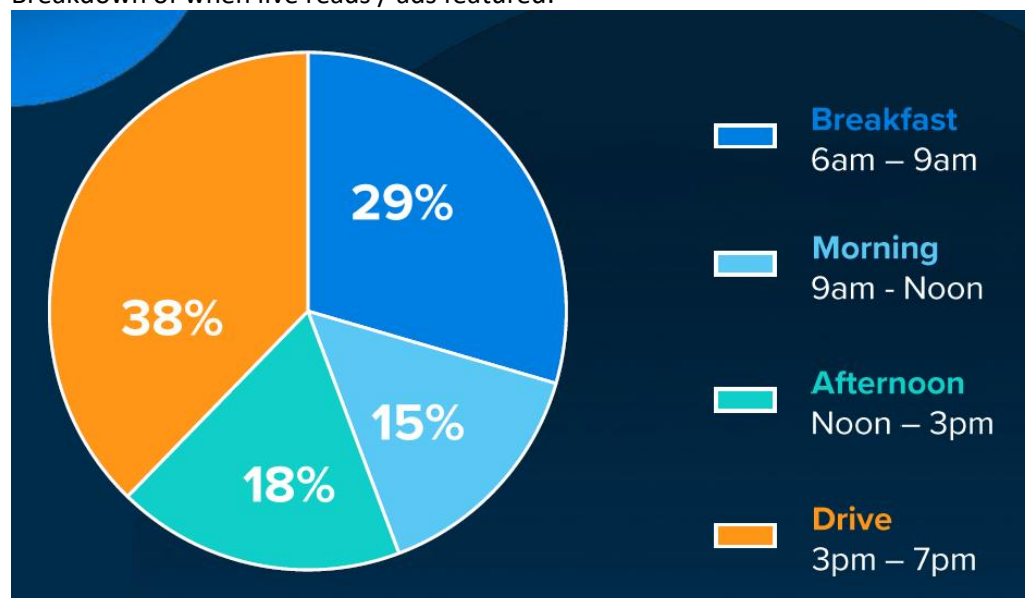
Over November and December 2021 the following campaigns:

- Summer in Jetty Road, Glenelg (Live reads focused on Beach, Open Space, shopping, food, atmosphere)
- Christmas in Glenelg (Including Christmas at the Bay)
- General Brand Awareness (Jetty Road Glenelg) – Commercial
- Christmas at Jetty Road Glenelg – Commercial
- Black Friday – commercial

Collectively, our commercials and live reads featured 511 times over this period

To date 280,000 people over 10 years old have heard the campaign an average of 7.72 times. 158,000 of these are in the key 25 – 54 year old demographic.

Breakdown of when live reads / ads featured:



35 additional commercials were run (above agreed contract).

CityMag Magazine

The online version of the Local Loves Jetty Road article the appeared in the last print edition of CityMag was promoted on 1 December 2021.

Locals Love Jetty Road, Glenelg

Jetty Road's vibrant business precinct draws in crowds all year round, but as the weather takes a sunny turn, there's no better time to visit the bubbly community.



For interior designer and property stylist Jess Chinwell, the Jetty Road community influenced her decision to open her homewares and design business, Fox + Bover, in the area.

"Originally I wasn't looking at having my design studio and storefront in the Bay," Jess says.

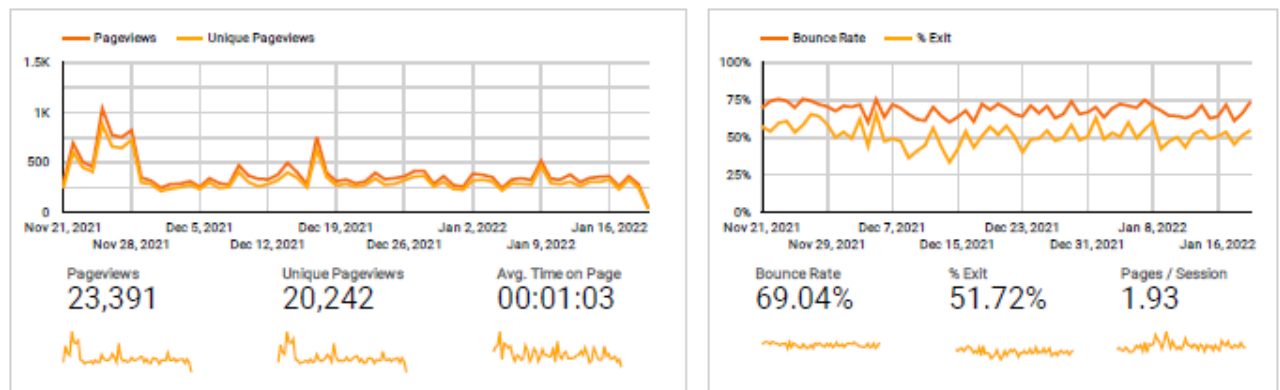
This article was produced in collaboration with Jetty Road Glenelg.

REMARKS
Jetty Road Glenelg

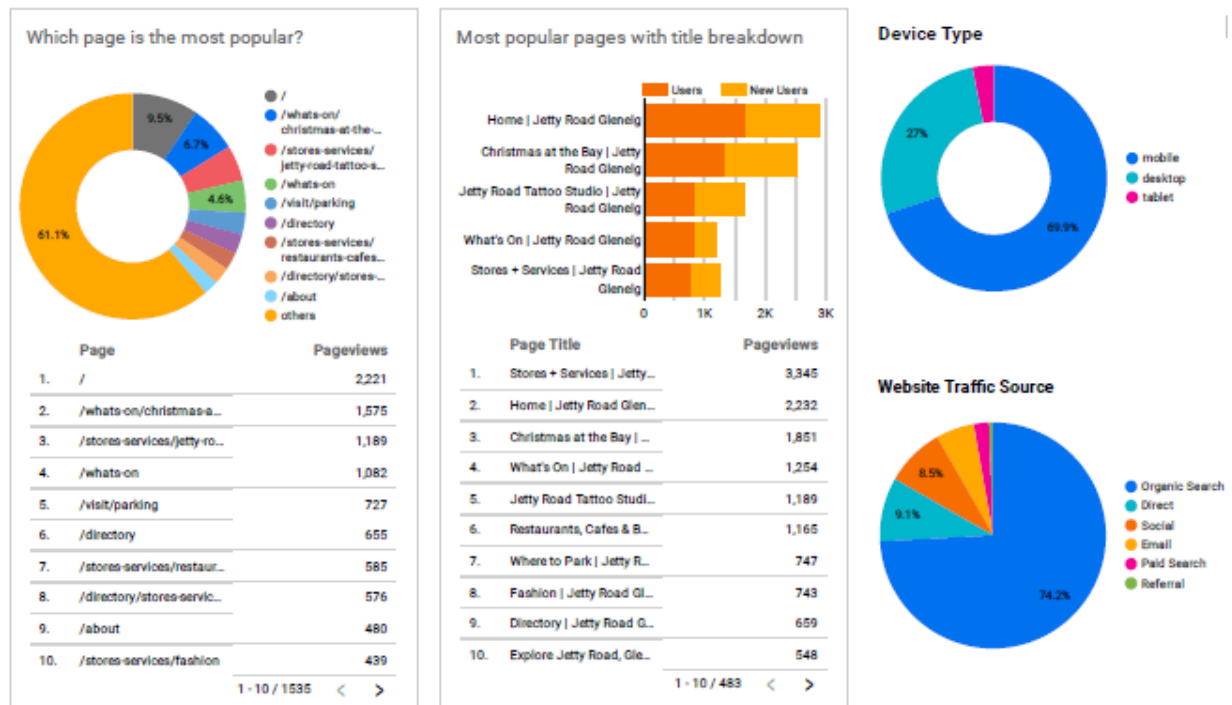
Further promotion of the Jetty Road LOCAL Magazine Summer edition featured in InDaily and CityMay from 6-12 December with a combined predicted reach of 20,000.

Jetty Road Website - 21 November 2021 – 20 January 2022

Overview of your user behaviors



What do users see when they are in your website?



When considering website metrics, the benchmark is to keep bounce rates below 70% and average session duration for a directory style site should be 1minute – 1minute 30 seconds. The Jetty Road website is currently preforming well against these benchmarks.

Social Media

The Jetty Road Glenelg, Social Media reporting for Facebook and Instagram are reflected for the period of 21 December 2021 to 20 January 2022.

Social media schedule includes: 1 post per platform per day, at least 3 Instagram stories per day and 1 reel a fortnight.

The 12 Days of Christmas campaign was run from the 13-24 of December. Each evening a new offer from a trader was released with the offer only valid for 1 day. The campaign encourages additional interaction with our channels. The offers were available from a wide range of industries and included: The Beachouse, Yo-Chi, Cibo, Fox & Bower, Mix 102.3 Giant Wheel, Feed, Surf Dive 'n' Ski, Blue Illusion, Glenelg Art Gallery, Event Cinemas, VR Zone and




Gelatissimo. Instagram and Facebook posts over the campaign combined for a reach of 54,400.

Facebook – 21 December 2021 – 20 January 2022


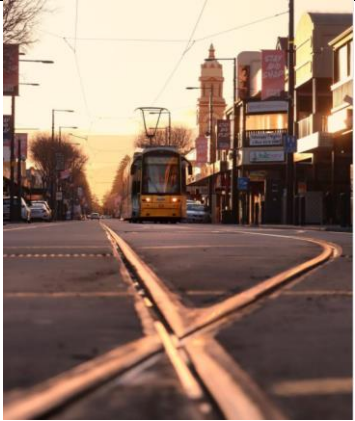

Reached 49.3k

	21 Sept- 20 October	21 October – 19 Nov	20 Dec 21 – 20 Jan 22
Page Followers	30,681 ↑	28,990 ↓	31,024 ↑
Posts	27 ↓	28 ↑	31 ↑
Post engagement	Reactions 1.3k ↑ Comments 536 ↑ Shares 101 ↑	Reactions 1.6k ↑ Comments 485 ↓ Shares 101 ↑	Reactions 1.6k Comments 230 ↓ Shares 94 ↓

Most engaging posts 21 December 2021 to 20 January 2022.

15 January 1,705 engagement Destination Post	30 December 539 engagement '12 Deals of Christmas'	16 January 394 engagement SA Volleyball Open
 <p>Take advantage of this beautiful weather and enjoy some vitamin sea in the Bay</p>	<p>Tomorrow's special offer for the Jetty Road "12 deals of Christmas" is from the newly opened Surf Dive 'n' Ski!</p> <p>Jetty Road's Surf Dive 'n' Ski is offering the very popular Billabong cooler bags or a beach towel for just \$20!</p> <p>The towels come from popular brands Roxy, Billabong, Quiksilver and VonZipper... See more</p> 	<p>Get down to Glenelg today to witness the best on the beach as the SA Open heads into finals day.</p> <p>The weather is looking perfect so come and enjoy a day in the Bay and watch the best beach volleyballers in the land 🏐</p> <p>Volleyball SA... See more</p> 

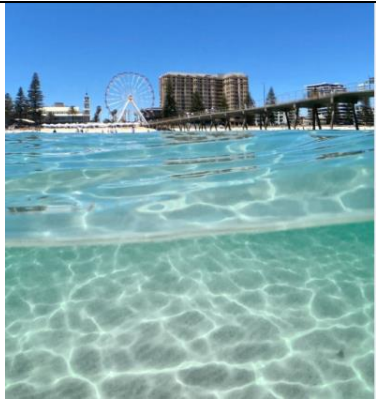
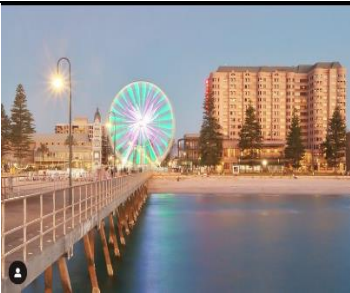

Posts with greatest reach 21 December 2021 to 20 January 2022.

15 January 36.5k reached Destination Post	29 December 8.5k reached New Years	January 5 7k reached Blessing of The Waters
 <p>Take advantage of this beautiful weather and enjoy some vitamin sea in the Bay</p>	 <p>Heading to the Bay for New Years? With limited seating at restaurants, bars and cafes bookings are advised to enjoy dinner and drinks in the Bay....</p>	 <p>THIS WEEKEND ~ Blessing of The Waters Glenelg Theophany Festival is celebrated by Orthodox Christian communities around the world and has been celebrated right here in Glenelg for over 40 years...</p>


Instagram

	21 Sept – 20 October	21 Oct – 19 November	21 Dec 2021 – 20 Jan 2022
Followers	19k ↑	19.3k ↑	19.5k ↑
Posts	25 ↓	23 ↓	28 ↑
Interaction	5.5k ↓	6.5k ↑	6.3k ↓
Reached	30.5k ↑	44k ↑	31.2k ↓
Comments	240 ↑	165 ↓	144 ↓
Stories	295 ↓	342 ↑	301 ↓

Most engaging posts 21 December 2021 to 20 January 2022. These posts also have the highest reach for the same period.

15 January- 648 Interaction 7.4k Reach Destination Post	31 December – 614 Interaction 7.9k Reach Mix 102.3 Giant Wheel	7 January– 461 Interaction 8.8k Reach Glenelg Jetty/ Destination Post
 <p>Take advantage of this beautiful weather and enjoy some vitamin sea in the Bay</p>	 <p>No matter how you're spending New Year's, the Jetty Road socials team wish everyone a happy and more importantly safe night tonight. Thank you to everyone for your support over the last year and we're looking forward to sharing all that is the Jetty Road and the Bay in 2022 🎉 @jase_hickson @jessorogers</p>	 <p>THIS WEEKEND ~ Blessing of The Waters Glenelg Theophany Festival is celebrated by Orthodox Christian communities around the world and has been celebrated right here in Glenelg for over 40 years...</p>

Stories with greatest reach through 21 December 2021 to 20 January 2022.

1.9k reached	1.8k reached	1.8k reached
 <p>NEW SPECIAL: MANGO GELATO</p> <p>Get a serve of fruit in @bottegelateria</p>	 <p>Sales are on!!! Such as @bronzesnakeshop who are open now until 5pm with 30% off</p> <p>30% OFF STOREWIDE</p> <p>BRONZE SNAKE</p>	 <p>Boxing Day</p>

BUDGET

The JPMC has \$248,549 allocated towards implementing the 2021/22 Marketing Plan, of which \$82,577 has been expended as at 31 December 2021.

LIFE CYCLE COSTS

Not applicable.